

Cabinet Committee on Performance Improvement Meeting to be held on 3 July 2012

Electoral Division affected: All

Early Support and Intervention Strategy

(Appendices 'A' – 'D' refer)

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Executive Summary

This report provides the Cabinet Committee with an update on the progress around the Early Support and Intervention (ESI) Strategy within Lancashire. The ESI Strategy was agreed by the Lancashire Children's and Young People's Trust in June 2010. ESI relates to work which will increase resilience within families and allow work at an early stage to reduce the number of families for whom a referral to statutory services is deemed necessary.

The ESI Strategy will focus on making children and young people "school ready", "work ready" and eventually "family ready". One key element of the ESI Strategy is Best Start Lancashire which will focus on families with children in Reception and Years 1 and 2.

Following agreement to the ESI Strategy, 12 District Early Support and Intervention Development Officers were appointed in February 2011 and a new Strategic Lead (secondment) for ESI was appointed in January 2012. Additional staffing support includes a Management Information (MI) Officer and MI Administrator, together with an Administrative Support Officer. Funding has been made available by the County Council and Schools Forum to support the central co-ordination and development of ESI work in each district as well as for ESI district initiatives. Details of this can be found in Appendix 'A' – Trust Talk: Early Support, September 2011 edition.

The point has been reached where the ESI Strategy is moving into its embedding phase along with associated initiatives as part of the Transforming Delivery Agenda: 'Working Together in Lancashire', and the purpose of this report is to update the Cabinet Committee on progress and its impact.

Recommendation

The Cabinet Committee is asked to:

- (i) note and comment on the report;
- (ii) identify any further information required.

Background and Advice

A report "Proposals for the use of £5 Million One-off Funding to Improve Safeguarding and Outcomes for Looked After Children and Young People" was agreed by the Leader of the County Council in January 2010.

Of this, £1.73m was allocated to support the co-ordination of ESI across the 12 Locality Children's District Trusts (LCTP's). A Strategic Lead for ESI was appointed in June 2010 along with the team structure, which came later, as described in the Executive Summary above, with all team members on a fixed term two year contract from April 2011. A further £600,000 was allocated to allow ESI pump priming within the LCTP's. Therefore in total Lancashire County Council has allocated £2.33m to support ESI between 2010 and 2013.

LCTP's were allocated two sums of money in the financial year 2010/11; £50,000 pump priming monies as a one off payment per local district (a total sum of £600,000 as noted above); £80,000 per Locality District Trust was allocated from a £1m sum contributed by the Schools Forum to support ESI work.

In the financial year 2011/12 LCTP's received a further £80,000 of funding from monies contributed by the Schools Forum. The Schools Forum has also agreed to maintain this level of support in 2012/13. This has been accepted by the relevant sub committee of the Schools Forum and ratified by the full Schools Forum.

In 2012 a further £2m has been sourced from savings within the Directorate for Children and Young People (DCYP) to support Best Start Lancashire, which is planned to be a three year development to link in with the introduction by the Government, of the Pupil Premium model for Free School Meal (FSM) pupils. Best Start Lancashire will focus on 6000 FSM children across the County in Reception and Years 1 and 2.

Progress to Date (June 2012)

During the last year, significant progress has been made in implementing the strategy across the 12 districts of Lancashire with the ESI Development Officers as the conduit to co-ordinating local resources, and supporting the DCYP workforce to respond to emerging early support needs of children, young people and families in a changing operational context.

The foundation for the embedding of the ESI Strategy locally is now laid as follows:-

- a) *Strategy and understanding in place* at a county and local level, with buy in from key multi-agency professionals e.g. health, police, schools (primary and secondary), young people's service, youth offending team, voluntary, community and faith sector (VCFS), and social care as part of District and Lancashire Children's Trust arrangements. Appendix A: Trust Talk: Early Support, September 2011 edition, issued to Children's Trust Partners and the Lancashire Schools Forum refers.
- b) *Structure in place (pan-Lancashire and district approach)*: the staffing structure described above ensures that there is both a strong Lancashire

wide vision which reflects and responds to the Children and Young People's Plan key priorities (2011 – 14), and a localised support to enable the identification of emerging priorities and respond to early support needs of children and families in a swift manner.

- c) *Resource Panel (multi-agency)*: in each local district, the ESI Development Officer has worked closely with the local children's trust partnership to set up an Early Intervention and Support sub group and resource panel.

The purpose of these two groups is to; identify early on the needs of children, young people and families (panel) through a multi-agency approach; and ensure the delivery of early intervention support strategy through local co-ordination of resources, services and pathways (sub-group).

The frequency is monthly and lead professionals have an opportunity to identify gaps in service using the Common Assessment Framework (CAF), as the holistic tool of assessment. Gaps in service are resolved through group consensus solutions of; agencies working together in partnership; resources being allocated to a particular gap in service; escalating the need for more extensive services to the district Children's Trust Board; or the need for a particular aspect of DCYP workforce development which extends lead professionals skills out, to enable the appropriate level of support to be provided.

- d) *Commissioning of Early Support Services*: in each district of the county ESI initiatives have been commissioned through the County Council's open tender process, and providers selected through a Local Children and Young People's Trust (LCYPT) representative panel process, in order to secure the best provider in terms of quality of service, maximum output, achievement of outcomes, and value for money.

An example summary of all ESI projects for the district of Chorley and the commitment to funding is provided at Appendix 'B'.

A robust commissioning process to ensure that public money is properly spent has meant that some projects commenced delivery in September 2011. All projects are currently monitored on a quarterly basis as a minimum against financial, output, outcome and qualitative data (case studies), with projects of over £10,000 being subject to a quality monitoring visit form each ESI Development Officer. This performance information is provided to the local Children's Trust Partnerships and School's Forum on a quarterly basis. See an example summary of Chorley district ESI performance profile at Appendix 'C' and example Chorley ESI project case study at Appendix 'D'.

- e) *Impact and future of the ESI Strategy*: the progress in implementing and embedding the strategy through understanding local structural operations and the commissioning of a service offer of early support for our children, young

people and families of Lancashire, has meant that there has been considerable impact across the county in terms of the following:

- *aligning of priority setting* – the process of ensuring all early support commissions and small grants on a localised level respond to CYPP plan and district priorities within contract and monitoring arrangements plus the 'have we got it right?' questioning of district resource panels to identify gaps in service and emerging priorities for CYP and families, ensures that we have an alignment of county and district priorities as a continuous improvement process.
- *rationalising funding streams* – for example, the pooling of resources with neighbouring LCYP Trusts - has resulted in joint contracts such as the 'Family wise Service' delivered across Chorley and South Ribble.
- *a transparent and outcome focused early support offer* - through the open competitive tendering process used to commission early support services, this has ensured an opening of the market to provide quality, value for money and outcome focussed initiatives delivered by the third sector. Further work this year (2012), will investigate the social return investment aspect of early support initiatives and what impact has been made on reducing the level of high cost services for those families which have been supported across Lancashire.
- *securing commitment of partners* – via the early support strategy is now being embedded through Lancashire Children and Young People's Trust arrangements across all districts and through the sharing of understandings between the Lancashire Safeguarding Board and the Lancashire Children's Trust Board.
- *improving outcomes* – as previously displayed in the Chorley district example above and in Appendix 'D') - all early support projects are performance monitored on a quarterly basis against key performance indicators, relating to outputs, outcome measures , case studies of service users and financial profile and general highlight report.
- *identifying gaps in service* – as previously described the resource panel approach enables a multiagency workforce to identify gaps in service for children, young people and their families and to provide shared joint solutions at a district level. This vehicle will be further developed over the next year to provide opportunities for spot purchasing and lead professional budget holding.
- *positioning the Directorate for the wider system changes* - all of the key progress measures and impacts described above enables the Directorate for Children and Young People, supported by the ESI Team and the Lancashire Children's Trust Partners, to act as the foundation for the 'Working Together in Lancashire' transforming service delivery agenda to commence. A description of the vision for 'Working Together in Lancashire' will be provided in a presentation to the Cabinet Committee during the meeting.

Consultations

The vision of 'Working Together' in Lancashire, referred to in e) impact and future of the ESI strategy, has been approved by both the Lancashire Children's Safeguarding Board (LCSB) and the Lancashire Children and Young People's Trust Board in March 2012.

Implications:

This item has the following implications, as indicated:

Financial

All funding to support the ESI Strategy has already been identified. The ESI Strategy, if effective, has the potential to create significant efficiencies over the next 3 years and beyond, in the way services work together at a district level and to reduce referrals into the social care system particularly in relation to a reduction in the number of families across Lancashire:

- with a child protection plan
- being referred to children's social care
- whose child/ children become looked after

Risk management

The ESI Senior Officers meet on a weekly basis with the Strategy officer to discuss current performance and any key risk areas which can cover the subjects of; financial, legal, equality and diversity, human rights, crime and disorder, property asset management and procurement concerns.

Every meeting is logged with action points and key risks are then escalated to the Director of Universal and Early Support Services.

In addition, a programme board is now established to ensure that all key risks associated with the 'Working Together in Lancashire' vision and system change will be identified using a Lancashire Way methodology and solutions agreed in a swift manner with senior representatives at the programme board level.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Directorate/Tel
Early Intervention Strategy	June 2010	Bob Stott, Directorate for Children and Young People, (01772) 531652

Reason for inclusion in Part II, if appropriate

N/A