

# CABINET



<b>Report subject</b>	<b>BCP Children's Services</b> <b>A strategic framework for delivering Early Help</b>
<b>Meeting date</b>	12 February 2020
<b>Status</b>	Report for approval
<b>Executive summary</b>	<p>BCP is committed to delivering effective services that ensure children and young people feel safe and secure within a stable family.</p> <p>While much has been achieved in such a brief period, it is recognised that there remain several key challenges and areas for improvement to become an outstanding place for all children and young people to thrive, have the brightest futures and fulfilled lives where they are supported by the whole community to succeed.</p> <p>This document outlines a range of initiatives, either new, in development or established, which collectively represent BCP's Family Support, Early Help and Young People's Strategic Framework (2020-2023) and outlines how we will deliver the ambitions within the BCP Corporate Strategy.</p>
<b>Recommendations</b>	<p><b>It is RECOMMENDED that:</b></p> <p><b>Cabinet approve the draft principles contained within Appendix 1, "BCP Family Support, Early Help and Young Peoples Services, 2020-2023".</b></p>
<b>Reason for recommendations</b>	Cabinet are recommended to approve the proposed development and future delivery of a BCP Family Support, Early Help and Young people's Services.

<b>Portfolio Holder(s):</b>	Councillor Sandra Moore: Portfolio Holder for Children and Families
<b>Corporate Director:</b>	Judith Ramsden: Corporate Director for Children's Services
<b>Contributors:</b>	Julian Radcliffe: Service Director for Inclusion and Family Services
<b>Wards:</b>	All BCP wards
<b>Classification for Decision</b>	For information

## Background

1. BCP is committed to delivering effective services that ensure children and young people feel safe and secure within a stable family. We take pride in our journey so far with much achieved in a brief period. We recognise, however, that there remain several key challenges and areas for improvement to become an outstanding place for all children and young people to thrive, have the brightest futures and fulfilled lives where they are supported by the whole community to succeed.
2. This strategy (Appendix 1) represents a range of initiatives, either new, in development or established, which collectively represent BCP's Early Help, Family Support and Young People's Strategic Framework (2020-2023) and outlines how we will deliver the ambitions within the BCP Corporate Strategy.

## Details

3. Being a new authority has provided an opportunity to consider how, as a Children's Service, we can work together with partners to improve outcomes for children at the earliest possible time.
4. To design our new delivery model, BCP Inclusion and Family Services undertook a system wide consultation with over 400 professionals from across health, police, education and the voluntary sector during the Summer of 2019. We also listened to families and young people, who have accessed support through Inclusion and Family Services in children's centres, schools, youth services, health services or via an early help assessment.
5. We also reviewed the variance and inconsistency in offer residents currently receive across BCP and identified key evidence-based programmes that would form the foundation of the new services for children, young people and families. This includes drawing on lessons from (for e.g.):
  - the Christchurch Family Partnership Zone, which has shaped our family hubs and reasserted our commitment to partnership with parents, the local voluntary, community and faith sectors and health providers

- the Bournemouth and Poole delivery of evidence-based programmes that support parenting, emotional wellbeing, communication and language and home learning
  - BCP wide early years provision that already enables good outcomes in the early years foundation stage; and
  - BCP wide services for young people through provision available in one stop shops including Number 18, SUSSEd and 507 Boscombe; multiagency targeted youth support is delivered in the Bournemouth Gardens and Poole Bus Station.
6. We have enhanced our offer by drawing on good practice from other authorities. Elements include, extending our under 5's offer through to age 11; embedding early help in the 'front door' of Children's Social Care to ensure a more seamless connection across our safeguarding and child protection services; drawing inspiration from the model of contextual safeguarding to rethink how risk and vulnerabilities can be reduced for those young people edging into care and/or being exploited.
  7. The strategy forms a framework within which a continuum of support will be provided, brokered and mobilised with and around children, young people and their families to respond to the different levels of need identified in respect of parents and carers and individual children and families at different times in their lives. Across the BCP conurbation and communities the strategy seeks to develop a coherence to the current range of effective, evidence-based services in place to address assessed needs early either in universal services or as part of targeted and specialist interventions. These include family and parenting programmes, assistance with health issues, including mental health, responses to emerging thematic concerns in extra-familial contexts, and help for emerging problems relating to domestic abuse, drug or alcohol misuse by an adult or a child.
  8. The framework also seeks to bring coherence to related pieces of work being developed across the new partnership, and/ or already in existence (e.g. THRIVE in Dorset Children and Young People's Local Transformation Plan; Healthy Child Programme and strategies that are either established or known to be in development (e.g. The Domestic Abuse strategy; The Pan Dorset Neglect Strategy; The Pan Dorset Child exploitation i.e. CSE, Missing, Criminal Exploitation; the Youth Offending Strategy and the Prevent Strategy<sup>1</sup>).
  9. As well as coherence, this framework seeks to address unmet need and with this, gaps in provision that have been identified across the BCP conurbation area and within specific communities.
  10. In finalising an operating model, we have used the core design principles that underpin the BCP corporate strategy to shape our staffing structure and service delivery model.

---

<sup>1</sup> Alongside key national policy documents including Working Together to Safeguard Children 2018 and Keeping Children Safe in Education 2018; and regulatory frameworks.



11. (for e.g.) Principle 1: Good and outstanding Children's Services increasingly focus on developing the capacity of universal settings and providers (such as schools, early years providers, voluntary and community sector) to support children and families earlier, when a need arises. In addition, they have developed the capacity of young leaders, community members and parents to volunteer, to become parent and community champions, as well as working alongside children's services to shape the services of the future. This has enabled local authorities to focus their expertise on children and families who are more vulnerable and require more targeted and specialist interventions and ensures children are supported at the right time in the right.
12. To this end, we are committed to developing a Ready Voluntary Sector and Ready Workforce to ensure practitioners and volunteers can support families with emerging levels of need (level2). We will work with the Community Engagement team, the Voluntary and community sector, including BCP CAN (Community Action Network) and individual organisations in each locality network to achieve this.
13. (for e.g.) Principle 7: There is a statutory duty to provide information, advice and guidance in the form of a Family Information Service, Youth Directory and Local Offer. A key part of the BCP operating model is to ensure that wherever possible we can provide information and advice digitally, so that families can be signposted to services or provision and can continue to support themselves and further their resilience. As such our Family Information Services Directory, Local Offer and Youth Directory will form a key part of the BCP digital platform. However, staff within our Family Hubs and Youth One Stop shops, will offer direct support for those who require additional advice or guidance to access the right service at the right time.

## **BCP Early Help, Family Support, and Young People's Services**

14. The framework focuses on the development of Locality Networks, which will include the delivery of a range of universal, targeted and specialist services delivered by a variety of partners for children, young people (0-19 years) and families. Our offer will be delivered across 9 Locality Networks, transforming children's centres into Family Hubs reflecting our shift to whole family working

whilst still retaining the very essence of children's centre work and values. Our new Early Help and Family Support model is based around the following areas:

1. *A Ready Voluntary Sector and Ready Workforce* approach to ensure that practitioners and volunteers across the VCS are confident and skilled in the support they offer children and families.

Our partnership with Safer Families is one example of how this way of working can be developed. The approach includes: a befriending scheme offering 1-1 support for families with emerging needs and planned respite through host families to support children who might otherwise need to come into care for short planned periods of time.

In addition, the development of a local kite mark to quality assure youth provision locally, will ensure services in this area are both effective and of high quality

2. *Locality Networks*. The development of locality networks, to understand and respond to local needs as professional and community collective.
3. *Ready Children and Ready Families* programmes. A key development in the BCP service offer is to stretch our age range from 0-5 to 0-11. These evidenced based programmes will target specific areas of child and family development to support our children and families to be ready for school in line with our statutory duties. They address significant support for early intervention in parenting support, speech language communication, home learning and behaviour management and well-being.
4. *Family Support (0-19 years)*. Family Support Team will provide support to children (0-19 yrs.) and families experiencing difficulties, to ensure they get the help they need before problems become more serious. The team will operate from family hubs as well as providing peripatetic support through satellite centres including schools, health provision and voluntary and community sector centres. They will typically work with families with children with more complex and often interacting needs and bring experience in lead professional and multi-agency working with families experiencing a range of challenges and children with diverse needs including (for e.g.) those with SEND, at risk of exploitation, school exclusion and non-attendance and offending. This team will support children and families with needs that sit just below the level requiring the involvement of Children's Social Care. It is anticipated the team will support up to 900 families at any one time.
5. *Inclusion Support*. Our inclusion offer will ensure schools are effectively supporting children and young people at risk of missing out on education, subject to exclusions or persistently absent. In meeting our statutory duties, this team will ensure that those electively home educated are receiving appropriate education and for those engaged in performing arts and sports are licensed to do so.
6. *First Response Team*. This team is supported by the Early Help Decision Maker, supported by a team of early help professionals. The team provides an initial triage for all contacts coming into the safeguarding system (the front door) and offer consultancy and advice to all practitioners, who are unclear whether a child or family's needs can be met within universal services, targeted early help services or

children's social care. The team will directly impact (reduce) the number of families currently accessing a social worker, who might not need to.

7. *Young People's Services*. We are redesigning our youth offer to ensure it is consistent and coherent service across BCP. The new offer recognises that young people are living, learning and negotiating transitions to adulthood and independence in an increasingly complex and challenging world, in which they face greater levels of choice and opportunity, and with this high level of uncertainty and risk. The offer incorporates the following:

- development and delivery of programmes in schools, that promote personal resilience. This includes work undertaken via the PSHE curriculum;
- securing the voice and participation of all children, young people across BCP and using a range of approaches to achieve this;
- the delivery of a positive programme of activities for young people across the Youth Centre network;
- a one stop shop approach (Number 18 Poole, SUSSEd in West Howe and 507 in Boscombe) providing targeted services and support for young people including (for e.g.) access to counselling, information advice and guidance on sexual health, housing and education, employment and training;
- develop a BCP wide, multi-agency tactical group to identify and provide assertive outreach support to individuals, groups of individuals where there are known risks linked to exploitation;
- an adolescent hub, providing integrated, multi-disciplinary support to work with the most vulnerable young people in our community, to reduce risks and enable young people to achieve their potential.

### **Summary of financial implications**

15. By refocusing our programme to an evidence-based offer and by adopting the peripatetic approach, we can utilise our staffing more effectively. With greater clarity on functional areas, a refocus to more targeted impactful interventions and bringing teams together from three councils to one we have been able to realise efficiencies.

### **Summary of legal implications**

16. None. All statutory duties are met through the implementation of the strategy.

### **Summary of human resources implications**

17. This will require a restructure of staffing to meet the ambitions identified in the strategy. We propose that the consultation is undertaken in late February 2020.

### **Summary of environmental impact**

18. None

**Summary of public health implications**

19. None

**Summary of equality implications**

20. None

**Summary of risk assessment**

21. Staff already deliver services peripatetically. Risk assessments will be undertaken as required when new delivery areas are identified with oversight from management.

**Background papers**

None

**Appendices**

Appendix 1: BCP Family Support, Early Help and Young People's Services 2020-2023