

## **Children and Young People's Services Select Committee**

**20 June 2018**

### **Review of Integrated Prevention and Earliest Help Service (IPEH): 2017/18**

**Report by Executive Director Children, Adults, Families, Health & Education and Director of Children and Family Services**

#### **Summary**

**During 2016, a number of decisions were taken by the Cabinet Member for Start of Life, paving the way for a new integrated early help and intervention service. The new Integrated Prevention and Earliest Help Service (IPEH) was launched in April 2017 along with a refreshed contract for delivery of the West Sussex Healthy Child Programme (HCP).**

**The Select Committee played a key role in scrutinising and shaping the integrated model of delivery, and an opportunity to review one year on was requested. This report presents evidence of successful activity during 2017/18, which has significantly reduced demand for expensive Social Care interventions, while achieving an integrated, sustainable service. The analysis covers the following:**

- **Progress made**
- **Impact of the new service**
- **Perspectives of staff and stakeholders**
- **Strengths and weaknesses**
- **Next steps towards further development**

#### **The focus for scrutiny**

Has the intention to deliver a more effective and integrated approach to Prevention and Earliest Help been realised, together with efficiencies for the County Council?

#### **Recommendation**

The Committee is requested to note the achievements of IPEH during its first year, together with proposed actions to further the aims of a dynamic and integrated preventative service during 2018/19, and to comment on and endorse the progress made so far.

## **1. Background and Context**

- 1.1 The purpose of this report is to review the first operating year of the County Council's Integrated Prevention and Earliest Help service (including HCP). Following scrutiny by select Committees during in 2016, the Cabinet Member

for Children and Young People made the decision to create IPEH. IPEH commenced operation on 01 April 2017 along with a revised HCP contract with the incumbent provider, Sussex Community NHS Foundation Trust (SCFT). IPEH was inaugurated with the stated aim of supporting the County Council's ambition for children to make the best start to their lives, and to be able to fulfil their potential, in accordance with strategic objectives set out in the West Sussex Plan 2017-22. Specifically this means doing even more to ensure that all children and families have the 'best start in life' by focussing on:

- Healthy development from conception to birth;
- Supporting adults to be confident and equipped for parenthood;
- Children being in education and ready to learn and play;
- Children growing up in safe, loving and nurturing homes;
- Encouraging resilience, ensuring children have the opportunities to fulfil their aspirations;
- Children and adults making a positive contribution to society.

1.2 An interim progress report was presented to this Committee's Business Planning Group in September 2017. This report explained that a 'Safe and Stable' service was operational and provided evidence for this conclusion. The current report now explains the methodology for the full-year review, the achievements and proposed future direction of IPEH.

1.3 The IPEH Review has focussed on assessing evidence, performance data and outcomes in six key domains; these are: Outcomes achieved, System benefits, Budget, Customer Experience, Voice and Future sustainability. The plan for the review of IPEH has been enacted throughout the year, using a range of different mechanisms to establish the answers to the questions we set ourselves in each domain. The review has involved: a rigorous new performance management regime; staff engagement events; an anonymised on-line staff survey; in-depth interviews with customers; stakeholder events in Hub areas; tracking customer journeys. Further information about this is presented at 5.3-11 and at Appendix 2.

1.4 In addition to the review work undertaken locally, a number of external evaluations from outside bodies and/or political organisations have taken place this year, examining IPEH through a range of different lenses. In all of these the IPEH model of integrating services was endorsed. One published Ofsted inspection letter stated that IPEH is 'providing a strong model for providing tailored care and support to families.' A short summary of each of these reviews, including the Inspectors' assessments of IPEH, is set out in Appendix 4.

## **2. Characteristics of the IPEH Service**

2.1 The key characteristics of the IPEH service model are:

- Local footprint with staff operating from/in integrated hub teams who respond holistically to the needs of whole families, children and young people pre-birth to 25 years, avoiding the need for families to be signposted around to get advice, guidance and support;
- Creating more interventions, for more families with more impact;

- Reducing demand on higher cost services such as Children's Social Care;
- Being at the heart of a system of coordinated universal support that prevents children and their family's needs escalating;
- Delivering savings.

### **3. Summary of Outcomes achieved in 2017/18**

- 3.1 At the start of IPEH's first year of operation, a set of 20 indicators were agreed, reflecting the ambition and range of services IPEH is responsible for. Of these 20 measures, set out as a 'Dashboard' with accompanying narrative in Appendix 1, 8 have achieved or surpassed their annual target; 7 have shown improvement; and 5 have programmes in place to address performance issues.
- 3.2 From 2018/19, individual performance dashboards are available for all Hubs and services in IPEH, and performance is being driven via an Integrated Leadership Team, and the Children's Quality and Development Board, chaired by the Chief Executive.

A summary of evidence relating to **Outcomes** against expectations of IPEH is set out below.

- 3.3 **IPEH's local footprint with staff operating from/in integrated hub teams, who respond holistically to the needs of whole families and children and young people pre-birth to 25 years, avoiding the need for families to be signposted around to get advice, guidance and support:**
- All Hub Systems leads and teams are in place to coordinate the delivery of the local Early Help offer;
  - In June 2017 85% of Hub posts were filled; in April 2018 this had improved to 90%;
  - 78% of IPEH staff tell us they have a more integrated working relationship within IPEH than the previous year;
  - Workforce Development to enhance staff specialisms, whole-family working and adherence to best practice standards has been a focus for the year. 134 training sessions have been delivered with 1,289 attendees, 70% of which were WSCC staff and 30% partners. Results from Skills Audits carried out at the beginning of the year and again in December 2017 demonstrate a workforce competent to carry out their role – typically with 80-90% of staff in-role feeling 'fully competent.'
  - Advisory Boards, chaired by parents and voluntary organisation representatives have been established in all Hub areas. These boards are critical to creating a coherent local multi-agency Early Help offer, where everyone plays their part;
- 3.4 **IPEH has created more interventions, for more families, with more impact:**
- First Time Entrants (FTE) to the Youth Justice System have fallen to 129 (actual number) this year compared to 164 last year - a 21% drop; this also significantly surpasses equivalent national and regional standards;

- Local rates of reoffending have fallen - only 22% of those offending in 2016/17 went on to reoffend in the next 12 months (excluding post 18 offending); full comparative data is still being developed, but again the West Sussex position compares favourably with our South East and national comparators;
- An extension of the support offered to Young Parents means that we now collect data on teenage parents, and an Early Help Plan will be in place for all of these potentially vulnerable young parents;
- A reinvigorated digital IPEH offer is in place so that rapid and up to date information and guidance is accessed by children, families and young people. There is significant uplift in figures over the past year:
  - i. **Facebook:** Family Information Service Facebook now has 2,845 followers and Hub Facebook followers total 8,670; combined posts 969,735;
  - ii. **Twitter:** 224,700 people have seen our tweets;
  - iii. **Your Space:** 144,650 page views in 11 months;
  - iv. **FIS Web pages:** 60,488 page views in 2017.

### 3.5 **IPEH Reduces demand on higher cost services such as Children's Social Care:**

- A new service to swiftly connect families who have a statutory intervention from CSC to IPEH is in place now. This aims to sustain change in families so they do not rebound back into a CSC intervention. IPEH has supported 805 additional children/families in this way during the year;
- New children's assessment launched in 2017 for families where there is domestic abuse; 95% of the 201 children affected now have the strong assurance of separate safety plans;
- The intensive work of the Think Family Programme with our most vulnerable families has sustained its rate of success, with a further 658 families being turned around against audited national criteria; West Sussex is the highest-achieving county nationally in terms of completion of its government targets to date - 1,939 out of its 2015-20 whole programme target of 3,940; a further 541 families displayed significant measurable improvements in circumstance;
- The Pause Project successfully launched in West Sussex. 22 women are currently on the programme, and 20 have received Long-Acting Reversible Contraception (LARC) as part of their support programme: this should avoid 20 babies otherwise predicted to come into care from doing so - resulting in a saving of £1-2m over 3 years;
- Youth Specialist staff have been seconded to support the Complex High Risk Adolescence Project led by CSC. We are currently engaging with 31 of the highest-risk and highest-cost young people in the county.
- IPEH has taken on challenging new service demands and created rapid success, e.g. with the Supervised Contact service. Here, we have delivered circa 10,000 contacts on behalf of social workers, an increase of 28% compared to the year before. This has not only improved the experience for families it has also improved the quality of legal information supplied to Courts and relieved a significant burden from Social Workers; one stated: 'This has had an impact on staff retention

because social workers are feeling less stressed'; this was achieved while making the in-year savings noted in Section 4;

- Responsibility for supporting the Children in Care Council and the Care Leavers Executive has moved to IPEH, releasing social workers from a range of associated tasks. Both services have been redesigned with children and young people. MOMO ('Mind Of My Own'), an App that provides an easy way for children and young people to get their voice heard has been promoted widely and the County Council has won two award certificates for the way we are using it;
- The Youth Emotional Support (YES) has developed an NHS-funded programme to work preventatively with young people to ensure the demands on the intensive CAMHS (Children & Adolescent Mental Health service) is minimised. For those children and young people referred to YES, less than 2% come to need a CAMHS service – demonstrating the power and cost-avoidance of this preventative approach.

### **3.6 IPEH creates a system of universal support that prevents children and their family's needs escalating**

- We have increased the number of our most disadvantaged 2 year olds taking up their free entitlement to attend Early Years setting by 5% (above the national average), giving more children a better foundation for educational success in later life;
- At the end of 2017/18 we were working with more families (3,014) than the year before (2,890), thereby continuing to sustain the impact of IPEH;
- Early Help Plans (EHPs) and the Holistix case management system that supports them are valued by partner agencies. Just under 50% of EHPs are now opened by IPEH partners in the community. Schools opened a record 817 – strong evidence of a partnership motivated and organised to deliver outcomes, where identifying problems from an educational perspective can impact favourably on the whole family situation and the children's life prospects;
- HCP gained full accreditation with the UNICEF Baby Friendly Initiative during 2017/18 – confirmation that families benefit from the latest advice and techniques to promote healthy parenting, attachment and nutrition for all babies born in the county;
- Early Help Plans are bringing about change in families: this is measured using a 'Distance Travelled Tool'. 83% of families who completed two Distance Travelled Tools (DTT) showed significant improvement in circumstances across a wide range of vulnerability factors, reducing the likelihood of further higher cost interventions being required and increasing family resilience.
- A new 'termly conversation' has been introduced as an incisive, pre-emptive tool to discuss in schools, concerns that teachers have about children; 170 termly conversations took place in Spring term 2018 (55% of schools visited); this will increase to cover all schools during 2018/19;
- *Family Assist* – an award-winning digital App has been launched to improve support, advice and guidance on a range of health issues, with an initial focus on healthy, happy pregnancy. Since August 2017 there have been 3,925 Bookings made via Family Assist, with the maternity services, resulting in 2,169 Registrations: this means that expectant mothers and their families, in increasing numbers, are receiving sound,

timely messages about their care, the services available and public health information;

- A 12% increase in the number of young people involved in the Duke of Edinburgh's Award Scheme in the first year of IPEH, with 2,651 young people signed up.

### 3.7 IPEH delivers savings

The savings expected through the review have been successfully delivered by IPEH and HCP, and IPEH has managed resources within its budget in the last financial year. Further details appear at Section 4, below.

## 4. Resources

This section summarises the resources deployed within IPEH and explains the achievement of financial savings targets agreed as part of its establishment.

### Staffing and Physical Assets

- 4.1 The IPEH service employs 764 staff (including 152 Supervisory Contact casualls) across 67 service delivery points, namely Children and Family Centres, Youth Find-it-Out Shops and Youth Centres. These delivery points are amalgamated into Hubs aligned to district area boundaries for organisational and management purposes.

Excluding Staff on casual contracts, 507 posts were recruited to, compared with 494 at the start, demonstrating a vacancy rate improving from 12.4% to 10.0%.

Additionally the budgeted FTE for HCP staff is 231 staff.

### Budget Information 2017/18

- 4.2 The net budget for IPEH in 2017/18 was £16,006,000. The budget for the HCP was £11,949,000. The following table sets out the savings targets over two years:

Savings Targets	2017/18	2018/19
IPEH	£ 1,102,000	£ 750,000
HCP	£ 1,300,000	£ 930,000

The targets for 2016/17 and 2017/18 have been achieved. IPEH was able to achieve an underspend against its net budget in 2017/18 of just over £1m, largely as a consequence of the vacancy rate detailed above.

The achievements described in this report have been made with a maximum of only 90% of the established staff in post: we recognise that the full consolidation of IPEH and the rewards of preventative Early Help, for both customers and the County Council, depend on this staffing gap being closed. Accordingly, strenuous efforts are being made to ensure that in 2018/19 a full staffing complement can be achieved, one that will help to address the under-performance noted in 3.1, Section 6 and Appendix 1.

The target savings in 2018/19 of £750,000 for IPEH and £930,000 for HCP have plans in place to be met.

Value is added to the base budget for IPEH by securing additional grant income which is a strong attribute of the service. Additional grants achieved in 2017/18 include:

Better Change/Pause project (support for vulnerable women)	£300,000
Connect (Safe Lives) project interventions and support for families suffering Domestic Abuse	£800,000
CAMHS funding for additional YES and Youth Justice funding of	£150,000
Homelessness team secured Housing Benefit	£900,000

## 5. Consultation & Engagement

### Elected Members

- 5.1 The Cabinet Member for Children and Young People has been fully involved in the progress of IPEH during the past year. As noted above, an interim report was taken to the Business Planning Group of this Select Committee in September 2017.

As discussed in Appendix 4 (5.), the principle of preventative early help was subject to a Notice of Motion debate at Full Council on 20 April 2018, and received comprehensive endorsement.

### Stakeholders

- 5.2 Regular liaison with stakeholders takes place via a range of governance mechanisms including:

- Regular meeting with District and Borough councils
- Annual report to LSCB
- Hub stakeholder Events
- Advisory Board Meetings
- Attendance at Health Forums

Hub stakeholders are being asked to give feedback on their experience of the IPEH services. The event in Worthing and Adur Hub has already taken place, and the very positive results are shown at Appendix 3.

### Staff and Unison Engagement

- 5.3 IPEH staff were heavily involved in the design of the new integrated service. This has continued throughout our first year and has been enhanced by the engagement of HCP staff. In 2017/18 bi-monthly leadership events were held; 4 whole service events and a series of Hub inset days took place; and weekly newsletters were circulated. Managers maintain regular dialogue with staff teams in Hubs.

- 5.4 For the purposes of this review a staff feedback survey, endorsed by Unison, and two focus groups were held in 2018. The survey received a response rate of 45% (449 people). Detailed results of the survey are at Appendix 2.
- 5.5 A full analysis of the survey results is scheduled to be completed by the end of June and presented to IPEH senior management team, with recommendations for actions in response to opportunities and issues raised. This in-depth analysis will help to direct where we put our energy in the year ahead. We will publish results to staff and involve them in finding solutions and developing the IPEH model further. We outline proposals for action to address issues raised by staff in **Focus for the future** (section 5.12, below of this report).
- 5.6 The main headline from the Survey is that the large majority of IPEH staff feel positive about the first year of IPEH: this is indicated by scores of '5-and-above' across all five sections of the survey. A very large majority of staff (87%) feel they are having an impact and making a difference to the lives of families and young people.
- 5.7 The survey encouraged staff to give free-text suggestions identifying one thing that would improve their experience at work and for IPEH as a whole. The proposals made cluster together in the following themes:-
1. Managing workload;
  2. Managing capacity and expectations (including resources, feeling valued/recognised);
  3. Refining the service delivery model in light of experience;
  4. Increasing integrated working;
  5. More and quicker access to training.
- 5.8 Staff raising issues about managing workload and capacity is a theme we would expect, given the large scale transformation, and vacancy levels during the year.
- 5.9 In the survey, 90% of staff scored 5-and-above in relation to their confidence in the tools and the training available to do their job. However the free-text responses show that some people need time to adjust to new roles, teams and management as a result of the transformation. Given the context of many legacy services coming together within IPEH, each with a local custom and culture, this too is a natural state of development at this stage.
- 5.10 Most staff (94%), say that they communicate openly with colleagues, and 78% tell us they have a more integrated working relationship within IPEH than during the previous year. The free-text section tells us that staff desire even greater integration and it expresses views about how the IPEH model could be refined and improved. This very constructive feedback will assist management in setting agendas for the coming year.
- 5.11 In the first year of IPEH, we have invested significant time on staff training - particularly for different customer age ranges - and, with our HCP colleagues will continue to do so next year.



## **6. Focus for the future**

6.1 The richness of information we have from the Review, together with performance data and our lived experience of the first year, provide a sound foundation upon which further development can be achieved. A Business Plan for IPEH has been produced, addressing the activity required across the combined services to fully realise the stated ambitions. In particular, there are three areas for development that we propose to focus our attention on in 2018/19; these are:

- Improving Healthy Child Programme performance and integration;
- Improving the focus on 'place' and consistency of performance across Hub areas;
- Engaging staff in finding solutions to the barriers they identified in the staff survey

### **Healthy Child Programme**

6.2 Progress to integrate the County Council IPEH offer with the Healthy Child Programme has progressed more slowly than expected and performance is weaker than predicted. We understand that HCP performance has been an issue for some time prior to integration into the new service arrangements. The mobilisation of two large services, and challenges in recruiting staff have meant that the focus on integration as a driver for better performance did not progress at pace in the first year. A plan is being formulated with SCFT to both quicken the momentum of integration and improve performance. This plan will be monitored by the Children's Quality and Development Board each quarter during 2018/19.

### **Improving the consistency of performance across Hub areas**

6.3 Whilst a number of performance improvements have been evidenced already, the advent of IPEH provides an opportunity to fully demonstrate the impact of early help on local needs in geographic areas that communities and partners identify with. HUB profiles are used in each area already. However actions to further nuance delivery to the range of local priorities in Hub areas, and to ensure a consistency of delivery across the county, with the ambition of ensuring all HUBs are aligned to the best performance in the County, will take place during the coming year.

### **Engaging staff in finding solutions to the barriers they identified in the staff survey**

6.4 The results of the survey show positive attitudes to IPEH, but also present some important areas for focus next year. The challenges raised are not unusual, considering the scale of change that has taken place: they are already familiar to us, since we have been consulting with staff across the year. We are committed to continuing to engage staff and co-designing solutions with them through the following programme:

- Process the findings in a full analysis report and share/test results with the IPEH Senior Management Team (SMT);

- Hold a series of staff events to develop positive solutions for areas for improvement;
- Creatively address the issues of vacancies and recruitment especially in the hot spots at Grades 4 & 5, to ensure consistent staff resources;
- Further improve staff engagement and communication;
- Deliver an updated Workforce Training Strategy.

## **7. Risk Management Implications**

- 7.1 A series of risks has been identified for the near future. Key risks relate to managing budget within the revised budgets available, loss of national grant funding planned by Government for the future, HCP integration/performance and issues raised by staff and stakeholders, as discussed in the previous section. Risk registers are kept and updated to ensure the ongoing and dynamic management of these.

## **8. Other Options Considered**

- 8.1 Not applicable - this report is reviewing the implementation of a previous decision endorsed by this Committee.

## **9. Equality Duty**

- 9.1 Not applicable - this report is reviewing the implementation of a previous decision endorsed by this Committee.

## **10. Social Value**

- 10.1 The redesign of services under IPEH supports delivery of the West Sussex Plan vision to Give Every Child the Best Start in Life. The work of IPEH and its partners aims to build family and neighbourhood resilience and social capital, and contribute towards stronger and more effective communities and improved quality of life for their residents.

## **11. Crime and Disorder Implications**

- 11.1 The work of IPEH has implications in regard to Sections 17, 37 and 39 of the Crime and Disorder Act in the prevention and reduction of crime and anti-social behaviour, and in reducing offending and re-offending by young people: these all receive a strong positive impact in West Sussex through the work of IPEH and its partners.

## **12. Human Rights Implications**

- 12.1 The County Council is mindful of Article 8 of the European Convention on Human Rights – The Right to Respect for Family and Private Life - and has taken relevant factors into consideration in preparing this report. In those cases where personal information about individuals or families is shared without subject consent, this is fully justified by existing legislation, and for the purpose of discharging the Council's and its partners' legitimate Social Care responsibilities.

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## **Appendices**

1. Performance Bellwether Measures & Dashboards at 31 March 2018
2. Staff Survey Results
3. Stakeholder Engagement model – example from Adur & Worthing Hub
4. External Reviews

## **Background Papers**

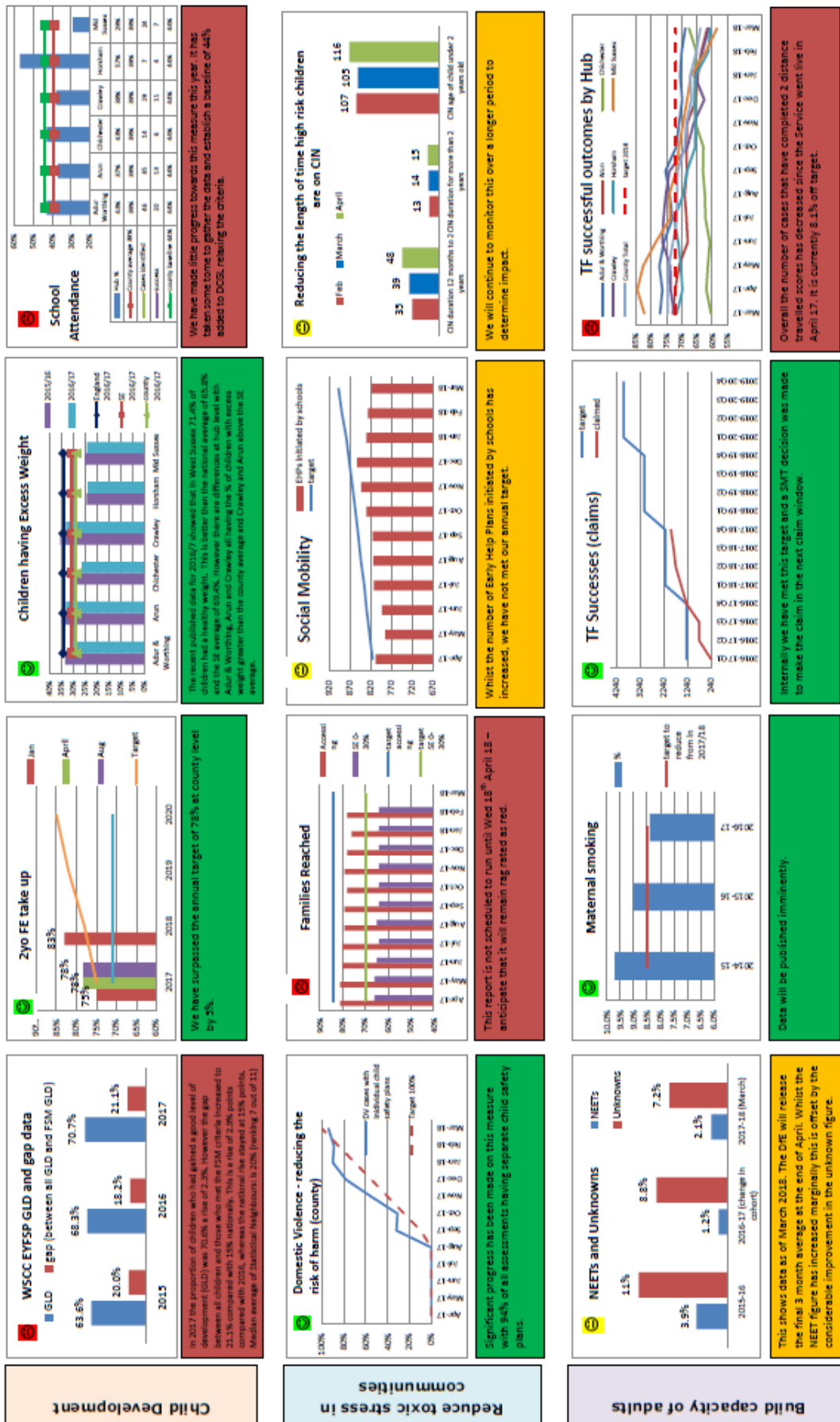
- Children & Young People's Services Business Planning Group: Report to 13 September 2017 meeting (Item 4a): Integrated Prevention and Earliest Help Service (IPEH): Interim Six-month Review of Implementation.

## **Documents discussed in Appendix 4**

- SEND Inspection conducted by Ofsted and Care Quality Commission in February/March 2018: HM Inspector's formal letter to Annie MacIver, 11 April 2018;
- MASH Inspection by Ofsted in April 2018 – Inspector's letter dated 09 May 2018;
- Harvard Kennedy School Government Performance Lab publication: 'UK Troubled Families Programme: Lessons from Local Authorities' (October 2017);
- Ministry of Housing & Local Government (MHCLG) publication of Troubled Families Programme Annual Report, March 2018, including performance outcomes from all local authorities in England;
- Notice of Motion debate at Full Council, 20 April 2018 on Troubled Families funding, strongly endorsing the case for preventative early help to continue.

# IPEH Outcomes Framework Monthly Dashboard April 2018

## Appendix 1 IPEH Dashboard Performance Summary for 2017/18



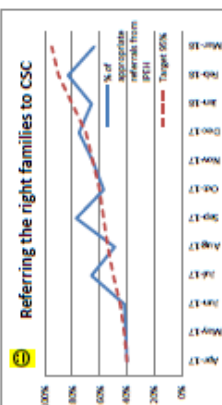
# Appendix 1 - Continued

## System

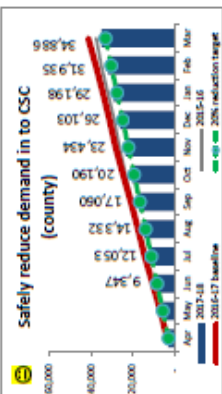
Cost and budget savings delivered

*Reporting to be developed*

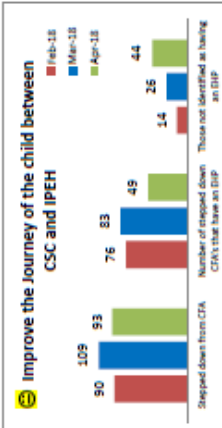
Successfully achieve



This target was reset to 50% of referrals by end of March 2018 against the previous target of 50%. Whilst there has been a dip in performance this month, at its peak, 83% of referrals were deemed appropriate which demonstrates the significant progress that has been made.

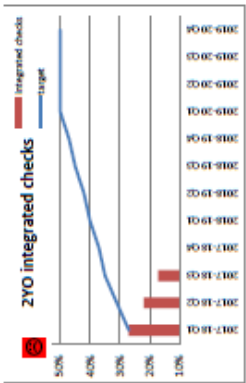


The number of contacts into MASH continues to rise however we are consistently below the number of contacts made last year and on track to meet the annual target.

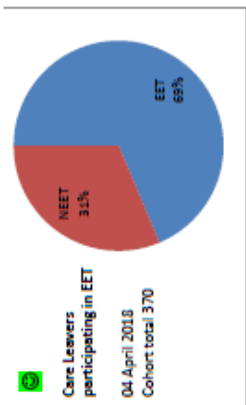


We will continue to monitor this over a longer period to determine impact.

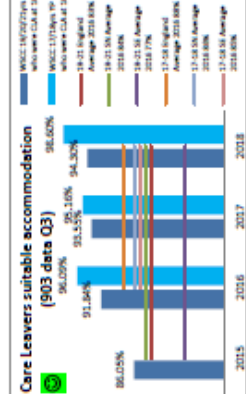
## Other from IPEH / FOP business plan



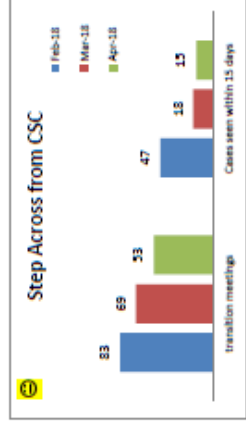
There has been a further 4.8% decrease in the number of integrated checks this quarter and the target has not been met.



Significant progress has been made with this measure which is now 69% against a 3 year target of 75% from a baseline of 56%.



Performance continues to improve year on year and is considerably better than comparator.



We will continue to monitor this over a longer period to determine impact.

## Appendix 1 Continued – Narrative to Accompany Dashboards

### Green – achieved or surpassed target:

- Take-up of 2 Year old Free Entitlement to Childcare: Take-up for 2 year old Free Entitlement has exceeded the target of 78% by 5%.
- Children having Excess Weight: West Sussex compares favourably with the South East and National levels for excess weight. In the specific areas within the county that are slightly higher (Adur & Worthing, Arun and Crawley) there are discussions with Health colleagues on actions needed.
- Domestic Violence – Reducing the Risk of Harm: 95% of children who are part of a Domestic Abuse support plan now have an individual safety plan.
- Maternal Smoking: The number of mothers smoking at the point of delivery over the last three years has consistently reduced. Data for 2017-18 has not yet been published.
- Success claimable through Think Family Programme: We are successfully meeting our targets on claims made against the government's 'Troubled Families' criteria on families turned around through the programme.
- Budget Savings delivered: All cost saving targets have been met.
- Care Leavers participating in Education, Employment or Training (EET): 69% of Care Leavers aged 18+ are participating in EET. The baseline was 56% and there is a three-year target of 75%; we have therefore already made significant progress.
- Care Leavers in Suitable Accommodation: Performance continues to improve for Care Leavers living in suitable accommodation and is significantly higher than National, South East and statistical neighbours.

### Amber – Improvement shown during year, but not yet met target

- **Social Mobility:** IPEH's contribution to this county target was to support schools to initiate more Early Help Plans. This sustains work with the family and wider professionals to improve children's life chances by gaining a more consistent education attendance and attainment. The number of cases initiated by schools has increased but has not yet reached our target.
- **Reduce the Time that High Risk Children are on a CIN (Child in Need) Plan:** We are closely working with CSC to explore opportunities for children on a CIN plans to move across to IPEH (Early Help) support at the earliest appropriate opportunity. We are currently focusing on those aged under 2 years old and those who have been on CIN plans for more than two years.
- **NEETS and Unknowns:** This measure focused on reducing the number of young people with an 'Unknown' status against accessing education, employment or training. Whilst our Unknowns reduced this year from 8.8% to 7.2% it did not meet the target of being within 50% or the national figure (2.7%). The work on tracking EET, NEET and Unknown in future has now transferred to Education and Skills.
- **Referring the right families to Children's Social Care:** Careful monitoring has taken place each month on IPEH referrals to MASH. Significant improvement has been made against this measure with a peak of

83% of referrals being *appropriate*. Work was undertaken in the year with both IPEH staff and partners to promote the thresholds for making referrals. The IPEH MASH manager makes contact with all referrers making *inappropriate* referrals each month, to ensure better understanding of the thresholds.

- **Safely reduce demand in to Children's Social Care:** Reporting is carried out to review Contacts made to MASH and the services of origin. This shows us the reasons Contact is made and by whom, in order for us to measure volume and type of work undertaken. Whilst Contacts have reduced in the last year through communication and threshold training, we have not quite met our targets.
- **Improve the Journey of the Child between Children's Social Care and IPEH:** We have worked hard to ensure a smooth and effective transition for families between IPEH and CSC. The aim is to reduce the need for further CSC intervention and sustain positive change within the families who need support. Through transition meetings and regular reporting on those stepped across following a Children and Family Assessment, this process is progressing and developing.
- **Step Across from Children's Social Care:** *same narrative as above applies.*

### **Red – target not yet achieved – further improvement required**

- **Good Level of Development:** Children's development is measured against the Early Years Foundation Stage curriculum at the end of reception year at school. In West Sussex those achieving a Good Level of Development (GLD) has increased; however the gap between all children (universal level) and those children who meet the criteria for Free School Meals (FSMs being a measure of deprivation) has increased to 21.1%. This shows the attainment gap for this cohort is widening between all children and those in deprivation (the national gap is 15%). Hubs have specific actions for this measure based on detailed reports showing the specific areas of development under the curriculum needed for their localities.
- **School Attendance:** The reporting for IPEH's contribution to this county measure was developed at the beginning of 2018. It is based on Early Help Plans where school attendance concerns were recorded, and the work carried out with the family has shown an increase in school attendance as a result. This is a new report for this measure and so we have not yet tested this approach and contribution to the county targets. A review of this method will take place in July 2018 to consider its effectiveness for reporting.
- **Families Reached:** this measure has two elements: the number of families accessing Children and Family Centre services in a year; and families living in the 0-30% most deprived areas (LSOAs) accessing Children and Family Centre services 3 times in a year. Both figures have fallen over the last year. A deep-dive analysis of the data and possible reasons for this is being undertaken in order to take appropriate action (results of the analysis should be available shortly, which will support decisions on what action may be needed).
- **Think Family Successful Outcomes by Hub:** Each month we monitor Early Help Plans to ensure when closed they have 2 distance-travelled tools completed and have increased scores by more than 2 points. Data shows this has fallen over the year and so analysis was undertaken, which identified the issue to be related to the quality of plan completion, rather than the quality

of work carried out. As a result training has been put in place and Quality Assurance measures initiated, with management oversight of each case closed.

- 2-Year Old Integrated Health Checks: These are checks undertaken by Health colleagues with childcare professionals (usually in a childcare setting). Health data on these shows a decline since Quarter 1 at 27.1% to Quarter 3 at 17.2%; the target is 50%. Work is underway with Health colleagues on how to improve recorded performance, including meeting with the Health data team, and a workshop with managers booked in July 2018.



## IPEH Staff Survey Results (March-April 2018)

### Results - What people told us

#### 1. Work and making a difference

Table 1: Survey results: Thinking about your work and making a difference (where 0=extremely high and 10= extremely high)

<b>1. Thinking about your work and making a difference (where 0=extremely high and 10= extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree do you feel empowered to solve problems?	16% 71 people	84% 378 people	0
B. To what degree would you say you have experienced or observed people working in a more integrated way?	18% 81 people	81% 365 people	1% 3 people
C. To what degree do you feel you are having an impact and making a difference to the lives of families and young people?	13% 57 people	87% 391 people	0
D. At this time last year, to what degree did you feel you were having an impact and making a difference to the lives of families and young people?	14% 65 people	83% 372 people	3% 12 people

Table 2: Survey results: Thinking about your teams and IPEH more widely, these questions focus on culture leadership and vision (where 0=extremely low and 10=extremely high)

<b>2. Thinking about your teams and IPEH more widely, these questions focus on culture, leadership and vision (where 0=extremely low and 10=extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree are we making progress on our overall vision and aspirations?	21% 92 people	78% 352 people	1% 5 people
B. How clear are you on how your role contributes to the wider purpose of IPEH?	16% 73 people	84% 376 people	0
C. How clear are you on how your role contributes to your local team?	12% 52 people	88% 397 people	0
D. How openly do you communicate with colleagues?	6% 29 people	94% 419 people	0
E. At this time last year, how openly did you communicate with colleagues?	9% 41 people	88% 397 people	3% 12 people

	41 people	395 people	13 people
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Table 3: Survey results: Thinking about your wellbeing (where 0=extremely low and 10=extremely high)

<b>3. Thinking about your wellbeing (where 0=extremely low and 10=extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree do you have a good work-life balance?	25% 113 people	75% 336 people	0
B. To what degree do you feel you have good personal resilience?	12% 52 people	88% 397 people	0
C. To what degree do you feel recognised and valued?	29% 128 people	71% 320 people	0
D. To what degree do you have positive energy at work?	21% 93 people	79% 356 people	0
E. At this time last year, to what degree did you have positive energy at work?	15% 66 people	82% 371 people	3% 12 people

Table 4: Survey results: Thinking about your resilience at work (where 0=extremely low and 10=extremely high)

<b>4. Thinking about your resilience at work (where 0=extremely low and 10=extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree do you feel supported by your manager?	13% 58 people	87% 391 people	0
B. To what degree do you feel supported by your colleagues?	5% 23 people	95% 426 people	0
C. To what degree do you feel confident about conflicting demands?	18% 83 people	92% 364 people	0
D. To what degree do you feel confident about time pressures?	22% 100 people	78% 347 people	0
E. To what degree do you feel confident about processes in place at work, that provide a safe working environment (eg lone working)	14% 65 people	85% 381 people	1% 3 people
F. To what degree do you feel your workload is manageable?	30% 134 people	70% 313 people	0
G. At this time last year, to what degree do you feel your workload was manageable?	12% 52 people	85% 384 people	3% 13 people

Table 5: Survey results: Thinking about your skills and knowledge at work (where 0=extremely low and 10=extremely high)

<b>5. Thinking about your skills and knowledge at work (where 0=extremely low and 10=extremely high)</b>	<b>Below 5</b>	<b>5 and above</b>	<b>Not Answered</b>
A. To what degree are you learning and developing?	17% 78 people	83% 370 people	0
B. How confident are you that you will have the tools and training to enable you to do your job in the next 6 months?	10% 44 people	90% 404 people	0
C. How confident are you that processes will be embedded that enable you to do your job in the next 6 months?	21% 94 people	79% 353 people	0
D. To what degree do you have more integrated working relationships at the moment?	21% 95 people	78% 351 people	1% 3 people
E. At this time last year, to what degree did you have integrated working relationships?	23% 102 people	74% 333 people	3% 14 people

Table 6: Survey respondents by location

<b>Location Area</b>	<b>% of respondents</b>
Arun	11%
Central	13%
Chichester	10%
Countywide	8%
Crawley	13%
HCP	4%
Horsham	11%
Mid-Sussex	10%
Worthing and Adur	20%

## Stakeholder Engagement: Adur & Worthing Hub Stakeholder Event

**Event Date: 18 May 2018**

Please can you tell us how confident you feel about your understanding of the IPEH model (scale 0-10). 0 being not at all confident - 10 being I fully understand the IPEH model. (Numbers in red are the numbers of people who scaled at that score)

0	1	2	3	4	5	6 (8)	7 (16)	8 (20)	9 (4)	10 (4)
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How confident do you feel about accessing IPEH support (scale 0-10) 0 being I don't know how to access support -10 being I know how to access support and am confident in doing so. (Numbers in red are the numbers of people who scaled at that score)

0	1	2	3	4	5	6 (5)	7 (10)	8 (14)	9 (16)	10 (7)
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From your experience of the IPEH hub and working together, please rate your overall experience (scale 0-10) 0 not at all positive -10 positive and working well. (Numbers in red are the numbers of people who scaled at that score)

0	1	2	3	4	5 (1)	6 (4)	7 (13)	8 (23)	9 (7)	10 (4)
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### Analysis of Event

74 people attended the Adur and Worthing Stakeholder event of which 52 completed feedback forms. Of those completing a feedback questionnaire 84.6% scaled themselves 7/10 or above for understanding the IPEH model; 90.3% scaled themselves 7 or above in confidence to access IPEH support; and 86.5 % scaled themselves 7 or above for having a positive experience of IPEH.

The event felt very positive and was complemented by a presentation on termly conversations, delivered by Bohunt School and their allocated Family Support Worker.

**We also asked if stakeholders had any additional comments or feedback from today's event or suggestions for future events. Below are 5 examples of the comments received:**

*Good event, keep them coming, termly conversations are a great step forward and build trust. It was very useful getting together and seeing the impact of IPEH- Head independent school*

*I am the manager of a charity that covers East and West Sussex, I came for an overview of IPEH hub. It was an excellent event.*

*As a first timer it was very clear and well presented. Thank you, friendly, approachable, professional staff.*

*Interesting and informative-good balance of being given information and interactive activities- District and Borough*

*The events are very helpful, thank you. It can be a bit isolating working independently and it is vital that I know how, who and when to contact IPEH. Safeguarding advice and support has been invaluable.*

## Summary of External Reviews

### 1. SEND Inspection conducted by Ofsted and Care Quality Commission in February/March 2018

The broadly positive outcomes of the recent Ofsted inspection of services to children and young people with Special Educational Needs and/or Disabilities (SEND), includes consistent praise of the IPEH and allied HCP services which contribute to the SEND offer in West Sussex. The inspectors comment:

- 'The new Integrated Prevention and Earliest Help Service (IPEH) is highly effective and delivering improved outcomes for many children and young people who have SEND. The implementation of IPEH has brought together separate services previously provided through the Early Childhood Service. This includes the Healthy Child Programme, delivered by the health visiting and school nursing services. This model of working is successfully promoting a single point of access for families and joined-up working across partner agencies with a streamlined approach to identification of need, assessment and referral pathways. Several front-line professionals describe the service as highly effective and improving the timeliness of support for families and vulnerable children and young people. Many families who have used the service share this view.'
- 'Children and young people who have SEND have their care needs identified effectively. For example, the collaborative approach by the IPEH service ensures that health and care services work together to identify the support that is needed for families that meet their thresholds. This is providing a strong model for providing tailored care and support to families.'
- 'Local area leaders have a clear oversight of vulnerable groups across West Sussex. There are useful services offered to support these groups. In particular, the work of the IPEH has been successful. There is access to other services, which are well received. For example, children electively home educated, including the small number who also have SEND, are offered a universal health offer through the Healthy Futures Team delivery of the Healthy Child Programme.'
- 'Children and young people who have SEND receive a good service from the Youth Interventions team, which is part of the IPEH.'
- However, 'Not all children in West Sussex are benefiting from an integrated two-and-a-half-year check, despite the establishment of the IPEH. Staff capacity and administrative organisation across services are taking time to resolve. Consequently, some families do not benefit from a coordinated approach to checking children's progress at this important milestone'. Addressing this issue will be a priority with partners in the coming year.

### 2. MASH Inspection conducted by Ofsted in April 2018

The recent Ofsted inspection produced the following conclusions:

- A good range of partners, including early help, housing, domestic abuse services, police, health and the designated officer, are co-located in the MASH. This supports information sharing, but there is more to do to ensure that referrals are of consistent good quality and include parental consent.
- There is extensive support offered to children and families experiencing domestic abuse. The domestic abuse initial triage process is effective, though this part of the system is also under pressure.
- Timeliness of childrens journey through MASH and to early help should be improved and the processes simplified

### **3. Harvard Kennedy School Government Performance Lab report: 'UK Troubled Families Programme: Lessons from Local Authorities'**

West Sussex was recommended to the Harvard research programme by government as an exemplar of best practice in preventative early help, under the national 'Troubled Families' Initiative. In February 2017 the Harvard delegation met the WSCC Leader and Cabinet Member for Children & Families, together with IPEH staff, and most significantly received direct testimony from families who had benefited from IPEH services. The resulting report (October 2017) endorsed the County Council as a leading provider nationally of early help interventions to vulnerable families and children, and highlighting the usefulness of these techniques in the USA. Particular themes singled out for praise in West Sussex included sound processes, a thorough understanding of the customer journey, innovative data management and the overall benefits for families.

### **4. Ministry of Housing & Local Government (MHCLG) publication of Troubled Families programme Outcomes, March 2018**

In March 2018 the government published 'Supporting disadvantaged families: Annual report of the Troubled Families Programme 2017-18'. This report summarised the national picture of achievement since 2015, included the each English local authority's success within the programme to date in turning the lives of vulnerable families around against the exacting national criteria. West Sussex, with 1,939 audited successes out of its total programme target to 2020 of 3,940 (49%), is the leading county in terms of proportion of target achieved, and the second authority overall.

### **5. Notice of Motion debate at Full Council, 20 April 2018**

At Full Council on 20 April 2018, the Council unanimously carried a motion noting with regret the demise of central government funding in 2020. The Leader and Cabinet Member for Children and Young People were accordingly urged to:

- (1) Lobby national government to continue funding this kind of focused preventative work around vulnerable families for at least another five years, and;

- (2) Also ask the Government to ensure that any scheme retains the aspect of payment by results, in order to ensure the quality of the work and the ring-fencing of the funding in local authority budgets.

It is clear from this motion and the accompanying [debate](#) that the entire County Council endorses the case for preventative early help to continue, and recognises both its benefits for residents and communities in West Sussex, and its vital role in reducing demand for the most expensive types of social care.