



Doncaster Council

Report

Date: 17th September 2020

**To the Chair and Members of the
CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE**

Early Intervention – Themed Report

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nuala Fennelly Children, Young People and Schools	No	No

EXECUTIVE SUMMARY

1. The purpose of this report is to provide the Chair and Members of the Panel with an overview of direction of travel for Early Intervention work, the role it has played in the response to Covid-19 and the focus of recovery and renewal work for the “Early Intervention” theme. The report will focus on three related elements, which outline the role and direction of travel for Early Intervention work. These elements are:
 - i. **Pre-Covid-19** in taking forward next steps in the development of Local Early Help and prevention work
 - ii. **The important role played during Covid-19 by Family Hubs and Early Years Providers**
 - iii. **Future Plans** in taking forward Local Early Intervention in a community based, Team Doncaster model as a key part of Recovery and Renewal plans.
2. The report aims to capture the true partnership nature of Early Help and Prevention and why this is fundamental to improving outcomes for children, young people and their families. It focusses on Doncaster’s Locality Model, including the current pilot in the South of the Borough, in developing a whole family approach, the work carried out through the Family Hubs, Early Years and finally wider elements of Early Help and Prevention delivered across the partnership.
3. The Early Help Foundation describe “*Early intervention means identifying and providing effective early support to children and young people who are at risk of poor outcomes.*”

4. Effective early intervention works to prevent problems occurring, or to tackle them head-on when they do, before problems get worse. It also helps to foster a whole set of personal strengths and skills that prepare a child for adult life.
5. Early intervention can take different forms, from home visiting programmes to support vulnerable parents, to school-based programmes to improve children's social and emotional skills, to mentoring schemes for young people who are vulnerable to involvement in crime. While some have argued that early intervention may have its strongest impact when offered during the first few years of life, the best evidence shows that effective interventions can improve children's life chances at any point during childhood and adolescence.
6. This report sets out work that has taken place across Doncaster with contributors from across the Team Doncaster partnership; our approach to early intervention is a partnership approach. It has incorporated staff and teams from all elements of Doncaster Council, Doncaster Children's Services Trust, Doncaster Culture and Leisure Trust, St. Leger Homes Doncaster, South Yorkshire Police, Doncaster Rotherham and South Humber NHS Trust, Doncaster Clinical Commissioning Group, Doncaster and Bassetlaw Teaching Hospitals NHS Trust and others. This has been facilitated by a broad adoption of multi-agency working with partners meeting regularly to both plan and deliver services in a joint way.

EXEMPT REPORT

7. There are no exemptions.

RECOMMENDATIONS

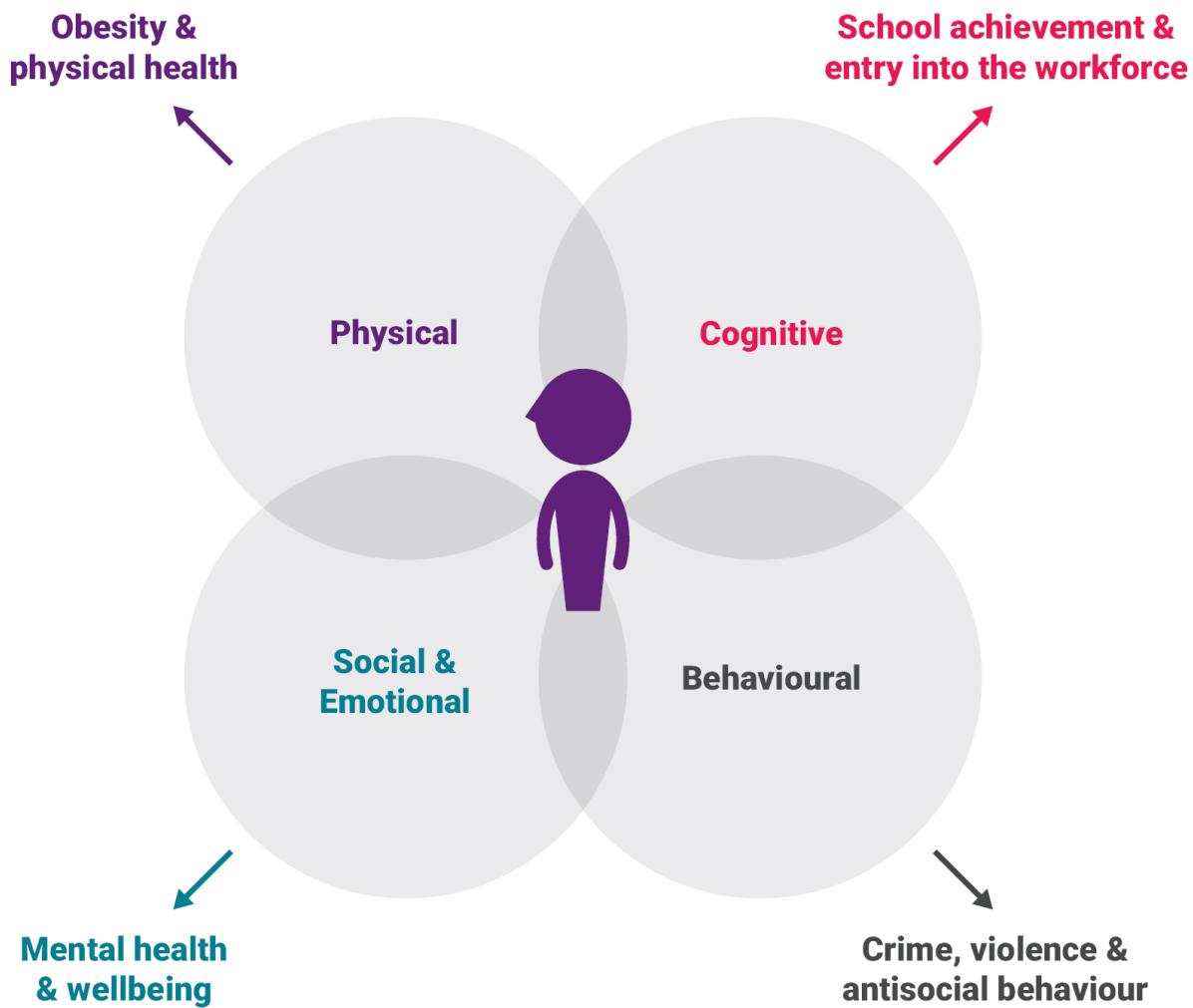
8. It is recommended that the Panel;
 - i. Note the content within the report and the Team Doncaster approach to Early Help that is being taken forward.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. Covid-19 has had a notable impact on all citizens of Doncaster and has put added pressure on all aspects of people's lives from their health and livelihoods through to their relationships and childcare. In this environment it has been, and continues to be, vitally important that the Council effectively delivers services in a way that supports its residents as early as possible to ensure that this pressure is alleviated and does not develop into more deep-rooted or complex issues. This aligns with the Team Doncaster wider recovery and renewal plans.
10. Early help (also known as early intervention) is support given to a family when a problem first emerges. It can be provided at any stage in a child or young person's life. Statutory guidance in each nation of the UK highlights the importance of providing early intervention, rather than waiting until a child or family's situation escalates (Department for Education (DfE), 2018; Department of Health, Social Services and Public Safety, 2017; Scottish Government, 2014; Welsh Government, 2018). Providing timely support is vital. Addressing a child or family's needs early on can reduce risk factors and increase protective

factors in a child's life (Early Intervention Foundation (EIF), 2018).

11. Early Intervention approaches often focus on supporting four key aspects of child development – their physical, cognitive, behavioural, and social and emotional development – where it has the potential to make the biggest difference and provide benefits throughout a person's life.



12. **Physical development** involves children's physical health, maturation and the presence or absence of a physical disability, and it provides the basis for positive development in all other areas. Physical outcomes targeted by early intervention activities include improving birth outcomes, reducing the incidence of infectious diseases and decreasing childhood obesity.
13. **Cognitive development** includes children's acquisition of speech and language skills, their ability to read and write, their numeracy capabilities and their understanding of logical problem-solving. Positive cognitive development is strongly associated with a child's success in school and entry into the workforce. Cognitive outcomes typically targeted by early intervention include performance on standardised tests, school achievement, and higher education and employment opportunities once they leave school.
14. **Behavioural development** involves children's ability to monitor and regulate their own behaviour, attention and impulses. Children's self-regulatory skills are highly associated with their ability to form positive relationships with others, as

well as their success in school. Behavioural self-regulation difficulties during childhood are highly predictive of children's involvement in criminal activity during the teenage years and adulthood. Behavioural outcomes frequently targeted by early intervention include reducing antisocial behaviour and crime, violence and aggression at school, and affiliation with antisocial peers.

15. **Social and emotional development** involves children's awareness of their own emotional needs and the emotional needs of others. Social and emotional development also encompasses the development of children's self-esteem and their ability to manage negative feelings. Social and emotional development is strongly associated with a child's ability to form positive relationships with others and a reduced risk of depression and other mental health outcomes. Early intervention outcomes associated with children's social and emotional development include increasing pro-social behaviour, improving self-esteem and reducing the incidence of clinically diagnosed mental health problems.

BACKGROUND & NATIONAL FINDINGS

16. Covid-19 has impacted every aspect of people's lives and, even though children and young people are not the face of this pandemic, they are not immune from this; the ramifications are clearly demonstrable in four areas; physical and mental wellbeing, education, safety, and economic wellbeing and poverty (Policy Brief: The Impact of COVID-19 on children, UN: 2020).
17. A group of 30 organisations, including the British Association of Social Workers, Young Minds and the National Education Unit wrote to the Prime Minister calling for a recovery plan for children and young people's mental health. They ask the Government to take urgent steps to reduce the impact of the pandemic on children and young people's mental health. This highlights the growing concern around the impacts on mental health.
18. The national findings chime locally. A high level analysis of a variety of sources locally suggest; an increased risk to those already deemed vulnerable i.e. children at risk of exploitation and those living in households where there is domestic abuse and substance misuse, impacts on familial mental health and wellbeing, impacts of poverty deprivation and from a service perspective; increased pressure on the Front Door, with a significant increase in the number of referrals in July compared to the previous year.
19. Doncaster's early help pathway has seen 3554 referrals between February and July this year; at a locality level this breaks down into 932 from Central, 732 from East, 865 from South, and 969 from North. The main sources of these referrals have been family members who account for 22.6% of them, schools who account for 15.1%, South Yorkshire Police who account for 11.5%, and social care who account for 9.1% of the referrals. When breaking down those referrals by primary need, the mains ones were emotional wellbeing accounting 22.5% of all recorded needs, followed by parenting which accounted for 16.6% of recorded needs, behaviour (meaning support for children's behaviour) which accounted for 14.2% of recorded needs, and educational support which accounted for 8.9% of recorded needs.
20. Across early help and children's social care there was a high number of cases referred in that required no further action with 60.8% of early help referrals and 77% of child social care referrals being categorised this was between February and July. With regard to cases being stepped up and stepped down between

the two, 135, or 3.8%, of early help referrals were transferred to children's social care. 548, or 7%, of children's social care referrals were transferred to early help.

21. Referrals into the Front Door of Social Care significantly increased in July by around 183 (60%), which puts added pressure onto a system that is already under pressure. Of these referrals only around a third enter the social care arena, suggesting that they may have benefited more from early intervention type support. This mirrors the findings from the Innovation Unit Report completed in 2018, which looked at ways of reducing demand at the Front Door and may be more pertinent now than ever. The report outlined key challenges and opportunities, in particular three operational features and three enablers.

OPERATIONAL FEATURES: three operational features needed for families, communities and practitioners to work together more effectively at a local level.



ENABLING FEATURES: three foundational features at a system level that will enable people to work together differently.

4. Practice model and principles

With relationships at the heart, the practice model will enable people to work holistically with whole families, communities, other professionals and across organisations. It provides a shared language and a picture of what good looks like and shapes how we learn and support each other.

5. Vision and outcomes

Children and families will be: Living in safe, stronger families and communities; supported to reach their full potential; thriving and emotionally well and becoming self-reliant and confident.

6. Governance and leadership

The governance and leadership of the approach provides structures for clear accountability and risk management whilst creating space and permissions for more professional autonomy and creativity. This is true both at a local and borough-wide level.

22. Running alongside this has been the development of the Doncaster Localities model, which is a whole system blueprint for the new localities model and ways of working. These two pieces are interwoven and the recommendations and suggested operational features identified in the Innovation Unit Report are included in the foundations of developing local solutions. The project vision is detailed in the diagram below.

PROJECT VISION



A new framework to support the development of bottom - up engagement and empowerment. Includes developing the role of local elected members, devolved budgets to stimulate grass roots activity and community capacity building.



An integrated locality operating model that enables front line workers to act together in a locally responsive, relational, whole family approach - across people, place management and economic development.

A 'system commissioning' model to support coherent delivery at locality level which is responsive to the strengths & needs of local communities.

Cross DMBC and Team Doncaster enablers to support and drive locality planning and performance management strategic problem solving.

OVERVIEW IN DONCASTER

Pre Covid-19 – developing the next steps for Early Intervention

23. Throughout 2019, Doncaster Council and its partners from across Team Doncaster worked to develop and test a new model for delivering community-based support to families. This work was a direct development of the focus on reducing demand at the Social Care Front Door, a key strategic challenge for the Borough. It has been taken forward as a key strand of work to integrate Health and Social Care support, though this work also involves wider partners including St Leger Homes, South Yorkshire Police and Community and voluntary organisations.
24. Prototyping of a new approach took place in Denaby Main and Hexthorpe with a view to roll out across the Borough. New ‘Local Solutions Groups’ with partners from across Team Doncaster, worked together to improve ways to identify children and families and to develop community level responses to support people. The Local Solutions Groups had representatives from children’s social care, early help, education, child and adolescent mental health services, health visiting service and many others from across Doncaster to ensure their efficacy.
25. During the prototyping in Hexthorpe, the Local Solutions Group supported 48 families with the key presenting issues of finance, housing, homelessness and anti-social behaviour. 90% of the families supports stayed with support and risk managed in the localities. 10% were referred Early Help pathway for more formalised support. The key referring agencies were the community teams, health visiting, and schools. The Denaby main prototype supported 37 families with issues of child behaviour and parenting being the key presenting issues. 80% of the families supported stayed with support and risk managed in the localities. 20% were referred Early Help pathway for more formalised support. Key referring agencies were schools, health visiting, and family hubs
26. Each practitioner represents their organisation, working in a locality area and this means that they get to know the needs of local people well and are able to build good relationships. Local Solution Group partners work together with the family to create a support plan, which could be a single action from a Local Solution Group member, or it could be actions by from several members, the response is always rapid. The model is integrated into the pre-existing arrangements around the Early Help Hub, the social care front door and the localities model; cases requiring long term intervention and in-depth assessment that present at Local Solutions Groups are placed within the formal early help pathway or passed to the social care front door depending on which thresholds are met.
27. The Local Solutions Group approach was extended to help deal with the aftermath of the flooding in 2019 with the expectation that the model would grow during 2020 to become a Borough wide response.
28. Family Hubs role within this centre on the fact they are seen within communities as ‘the go to place’ an access point for both families and professionals to gain information advice and guidance. This supports early help at an early point in a child’s life. This provides families and professionals with the best opportunity

to address potential issue or problem quickly and more effectively leading to better outcomes for all. Family Hubs and partners working in and through Hubs offer support around; Health and Development, Relationship support for Family Stability, Employment support and Childcare and Supporting Families with Complex needs.

29. Steps have also been taken to improve the accessibility of the Child and Adolescent Mental Health Service within Doncaster. Prior to the Covid-19 crisis the Child and Adolescent Mental Health Service had taken steps to embed their service within schools; locality child and adolescent mental health workers started working in schools to provide consultation and advice to pupils on a regular basis and the new Mental Health Support Teams, being trialled in designated schools as part of the national trailblazer, are also now in place. Children and young people in Doncaster are now also able to access e-clinics and self-refer into weekly drop-in sessions meaning that support, advice, and guidance has become more accessible.
30. This improved accessibility is accompanied by improved training and professional development for school staff and the employment of children's wellbeing practitioners, the latter being trained to deliver specialist intervention for mild to moderate anxiety and depression in young people. This means that professionals in the lives of Doncaster's children and young people are more knowledgeable and able to support those young people who are having issues with their mental wellbeing.

Covid-19 response – the role of the Early Help model and services

Children's Cell

31. At the very start of the pandemic a Children's Cell was quickly established to lead the partnership response. The Cell provided oversight and support to ensure business continuity and two-way communication with staff to ensure learning and understanding at real time. It provided an opportunity to escalate concerns and explore solutions. As part of the mobilisation of the Cell, new short-term governance arrangements were established, one of which had a focus on Early Interventions. This group oversaw this element of the response across the partnership, a good example being how the Family Hub have supported midwives and Health Visitors to see families. This group led on establishing a new early help and local solutions dashboard that allows for a greater understanding at locality levels.

Local Solutions Groups

32. In response to the Covid-19 crisis, the Local Solutions Groups model was quickly rolled out across the borough, anticipating the need to be as responsive as possible to the changing needs of children and families in a lockdown situation. There was evidence from the prototype in Denaby and Hexthorpe that risk and support can be managed swiftly and well at local level by a partnership response. This was directly connected to the establishment of the Covid-19 helpline and Community Hub providing access to humanitarian and practical support.
33. The mobilisation of the Locality cells was established involving key partners, from the Police, Public Health, Community teams, St Leger, Early Help, South Yorkshire Fire, Primary Care Network, Doncaster Children's Services Trust,

Trading Standards, Enforcement, in response to potential covid-19 outbreak management at local level. The aim of the locality cells is to promote the sharing of information and enhance safety, health and wellbeing for all. These Cells are accountable to Team Doncaster and ensure all blockages or potential red flags are escalated as soon as possible. Their role is to empower the Local Solutions Groups to be effective and timely with communication with partner agencies to manage issues and cases at lower level.

34. Local Solutions Groups are now operating in each of Doncaster's four locality areas, Central, North, South, and East. This enables practitioners on the 'ground' to spot needs and with a family's consent, bring cases to the Local Solution Group meeting for consideration.
35. Through the initial stages of the Covid-19 response Local Solutions Group were provided with 152 contacts to support. In handling those 152 contacts, the Groups were able to have demonstrable impact on the residents they were supporting and the wider support system. These included:
 - 135 of those contacts led to residents getting good access to support in a timely manner.
 - 85 of those contacts were able to be supported within community and voluntary capacity, allowing council staff to use their time supporting more complex needs.
 - 65 of those contacts led to a direct reduction in demand on the front door which shows that residents were receiving support at the right time before things reached crisis point.
 - 63 contacts were handled through a multi-agency response.
36. To date, the main needs that people were referred to were, accessing food banks, accessing medication, parenting support, and behaviour support.
37. There is confidence that this experience shows that Doncaster's Local Solution Groups can provide quicker access to low-level support, connect families to resources within their local community and provide access to low-level interventions. It provides additional support for children, young people and families at Level 1 (Universal) and level 2 (Universal Plus) in line with Doncaster Threshold Guidance. This does NOT replace the Multi-Agency Access Point. Safeguarding concerns and those that require a Level 3 (Partnership Response) should continue to be referred through the 'One Front Door'. It does offer a great foundation to build from and refocus t

Family Hubs

38. At the height of lockdown, the Council ensured that 5 Family Hub buildings remained open to ensure that essential health services, particularly those relating to maternity services, could continue to operate. This has now increased so all 12 Family Hub buildings are open and a broader, though not complete, offer of services is available. These services, operating an appointment-based system, include midwifery, health visiting, family group conferencing, family time and children's social care activity performed by Social Workers and Parenting and Family Support Workers.
39. A large portion of the Family Hub function, particularly the elements centred on early years provision and information, advice and guidance, have transitioned to a virtual form. Advice and guidance being offered through social media channels has reached a broad audience with an average of 60,000 views per

week or over 1.25 million views in total. This has translated to 4568 families being signposted to online services that are tailored to meet any identified need. This can be anything from emotional support through to providing resources and ideas to entertain children.

40. More targeted services continue to be delivered virtually. 1127 learners are registered on the free online parenting course with evaluations demonstrating a reduction in conflict between parents and their children and a maintained closeness between them. The Young Carers team and Parent Engagement Workers continue to work with families open for a Young Carers Assessment or Early Help Assessment; weekly contact has been maintained with these families with 2,534 phone calls made since 30th March 2020. Furthermore, 438 vulnerable families identified by schools continued to receive support and welfare checks from the Early Intervention & Localities Team throughout the school holidays.
41. In total, Family Hubs have provided 2547 families with over 6200 elements of support during the crisis. The next phase of work is to explore which elements of the Family Hub offer we retain and then strengthen, in addition to identifying emerging needs and new areas of work within their communities.

Early Years Providers

42. The Council has worked with Early Years providers across Doncaster to ensure that they have been able to continue to provide their services to the people of Doncaster, in particular for the children of keyworkers and those deemed vulnerable. This has meant ensuring that the provisions remained safe and financially viable, and that there was sufficient capacity, which there was.
43. With regard to keeping the sector safe and compliant with Covid-19 guidelines, new communication channels across social media platforms were created to enable providers to ask for information, advice, and guidance and access the latest government guidance relating to Early Years providers. This was expanded to include weekly calls with the Early Years private providers to ensure they had the information and knowledge they needed to follow or implement government advice. The established Edulog communication channel has supported Early Years in schools in clarifying guidance in the form of frequently asked questions and answering specific queries. The communication stakeholder groups for school sector colleagues, and partnership working with the Council's communication team, has been a valuable forum for seeking and sharing advice, particularly around the various transition points in Early Years and supporting children with special educational needs and disabilities in nursery and reception classes.
44. In order to ensure that the sector remained viable and sustainable for the future, staff have supported providers in accessing financial support. This includes initiatives including the furlough scheme and small business grants. Proactive steps were taken to find and then disseminate information about additional sources of funding to further reduce the likelihood of at-risk childcare businesses being forced to close.
45. In order to continue providing support to vulnerable children, the Council has worked with providers to both encourage regular communication with families who use their services and to encourage provision to remain open for

vulnerable children wherever possible and practical. This has meant the implementation of “safe and well” checks across the borough with providers, reaching out to families accessing their services who demonstrated any aspect of vulnerability. If anything arose from those conversations, they were fed back into the Local Solutions Groups so that any support needed could be provided to the relevant family.

46. Furthermore, Area Special Educational Needs Co-ordinators worked with early years settings to identify children who had previously been noted as demonstrating aspects of vulnerability. Families and settings were then encouraged to provide or access the service so that the children could get the support they needed. This led to a notable increase in numbers of vulnerable children accessing early years provision which in turn has shortened their period of absence and closed any potential gaps in learning and development that could have formed during a prolonged absence. It also ensured that the risk of becoming harmed in-home environments was reduced.
47. A research informed approach to a well-being recovery curriculum model was established during Covid-19 (C.O.R.E: Curriculum Opportunities for Reimaging Education) in partnership with the Council’s Learning Standards and Effectiveness team, Educational Psychology team and other local partners. It capitalises upon, and is underpinned by, the effective practice and principles exercised in Early Years to provide a reformed local cross-phase education system that aims to create 21st Century citizens and equips local people with relevant skills, competencies and attributes for future society. The process-orientated approach is centred on the perspective of the learner where educators provide meaningful learning opportunities that connect to the real world as embedded within Early Years practice in Doncaster. The implementation aims to begin with a triad collaboration (early years, primary and secondary) for early adoption of the approach in partnership with local communities, employers and organisations. This work aligns with the Education and Skills 2030 strategy.
48. In connection to the well-being recovery curriculum, all Early Years providers were offered access to a commissioned training course on trauma informed approaches to assist with identifying and supporting vulnerable children who may be adversely affected by Covid-19. This was funded by the Opportunity Area. As part of the recovery planning, a specific course is being devised for Early Years practitioners on meeting children’s emotional needs by Sheffield Hallam University that aims to be rolled out as a train-the-trainer model to ensure the local workforce is equipped with the knowledge and skills to support vulnerable children.
49. The delivery model going forward will continue to focus on our statutory duties, including supporting those Early Years providers who are yet to have their initial Ofsted graded inspection. This will encompass virtual training and visits, or face to face visits should the provider request this. All network meetings will be offered virtually and delivered of an evening due to providers’ limited staffing and capacity during the day.

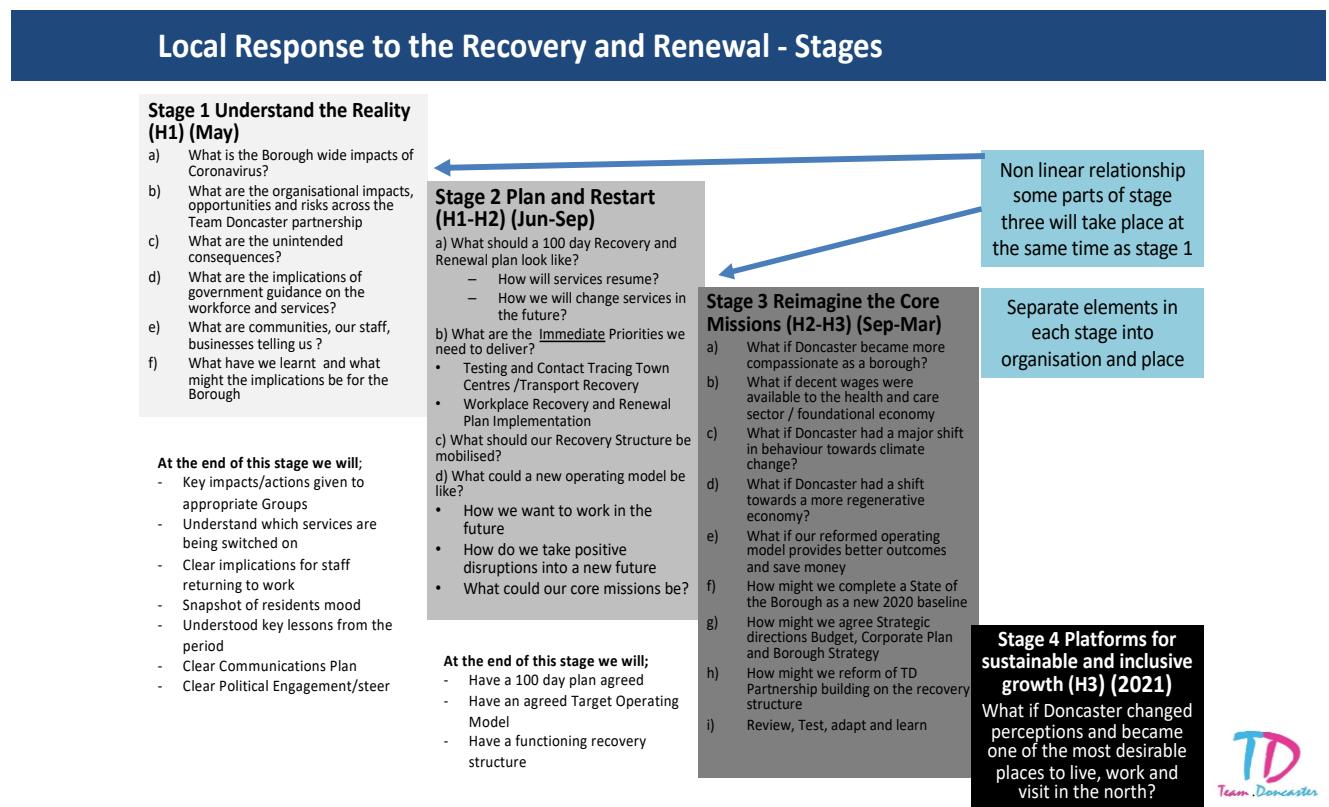
Child and Adolescent Mental Health Services

50. Immediate steps were taken to broaden the availability and accessibility of child and adolescent mental health services in the wake of the Covid-19 crisis as it

was known that the situation would impact the mental wellbeing of children and young people across the borough.

51. The broadening of engagement with children and young people was achieved through various initiatives. The self-referral sessions moved from a weekly, clinic based offer to a 5 day a week telephone based offer. Staff from the service offered on-going support and engagement to schools to support things like mental health awareness and resilience development. The e-clinic was utilised more alongside digital tools like WhatsApp and video conferencing. The Mental Health Support Teams also broadened their offer from the pilot schools to a borough-wide offer.
52. Child and adolescent mental health service staff also remained part of the early help front door throughout and have been able to positively support other services and organisations from across Team Doncaster remotely due to the positive working relationships that were developed prior to Covid-19. The next phase of work within the child and adolescent mental health service is to build on the increased accessibility and provision in Doncaster whilst providing further support to schools as children and young people return to the classroom.

Future Plans – Recovery & Renewal



53. Team Doncaster are working through the development of the local response to recovery and renewal. At the time of writing the report, the focus is moving to stage 3 (H2-H3). As part of the recovery the services that provide early interventions are working through what the future might look like, understanding what has worked well and where there are challenges over the past 6 months. There is a great opportunity to improve support for children, young people and their families at the earliest possible stage. Outlined below are three tangible examples of how this might work.

54. The first example is testing out elements of the Localities Model. Building on the original pilots in Hexthorpe and Denaby and taking the learning from the response through the triage cells, the Localities Leadership Team were keen to keep the momentum and refocus the Localities work back to the original aims. As a direct result and in acknowledgement of the previous good work and energies of the partnership, it was agreed that there would be a pilot, working with vulnerable families in the South, using the principles of the locality model, which are; working in place using a strengths based relational approach.
55. This work aims to go further than the Local Solutions Groups to fully align partners existing work on Early Help with wider work on Anti- Social Behaviour and low - level crime which can often involve work with the same families from different perspectives. The partnership is clear that a greater focus on supporting families with skills and employment-based support will be important in the coming period due to Covid-19 impacts.
56. This requires a deeper broader community - centred partnership approach and means we will bring a partnership involving Police, St Leger Homes, DWP, Community & Voluntary Sector partners from those communities as well as partners regularly involved in local Early Help work (e.g. schools, early years providers, family hubs, health partners).
57. To move this forward we have taken the model of Locality level Local Solutions Groups further, into Community level 'Local Solutions Teams' who will work together on a day to basis at the level of Doncaster main community areas. This is being tested in the South Locality, with a distinct focus initially on Edlington, Conisbrough/Denaby and Mexborough, with a view to roll out across the Borough.
58. We have developed an improved multi - agency model and systems for early identification, information gathering and multi - disciplinary team problem solving and planning which is now being tested in these areas. This will also lead to greater efficiency through a rationalisation of current meetings tackling community safety, vulnerability, wellbeing and place-based issues. At this first stage, the current Case Identification Meeting and the current Local Solutions Groups will be combined and delivered at a community level in the form of a Local Solutions Team Meeting.
59. The model is built upon existing arrangements so the majority of changes will centre on joining current functions together and ensuring that the governance and professional practice is aligned. The model will, however, introduce three main additions that will test the locality prevention system:
 - i. A Locality Prevention Inbox, which will be hosted through the Multi-Agency Access Point. It will be facilitated by joint working between the Multi-Agency Access Point staff and Local Solution Team members who will work together to identify requests for support and where needs can be met by the Local Solutions Team. Front line workers across agencies will be made aware of this process. The approach of frontline workers is to notify, via the inbox, cases that they are concerned might escalate without early support, and which cannot be resolved through their own skills and local networks and contacts. A key aim here is to prevent non-urgent cases being pulled into the system unnecessarily and therefore be managed at a local level.

- ii. Community based ‘Local Solutions Teams’ will work together to triage cases and to determine the best course of action at different levels as needed. There will be an aim here to connect people to grass roots, community and voluntary sector support as a first port of call. We will be working to support the growth of local support options over time. Other cases may need a single agency lead, or, in more complex cases, a multi-disciplinary plan may be needed. In the pilot there will be three local teams operating in Edlington, Conisbrough/Denaby and Mexborough.
 - iii. Team Doncaster Local Management Groups have been created to act as another layer to the process above the Local Solutions Team. Cases or place-based issues that remain unresolved at Local Solution Team meetings will be escalated to the Team Doncaster Local Management Groups, which have a wider brief than Early Help, but still plays an important part in the Early Help offer.
- 60. Team Doncaster Local Management Group meetings will be held monthly. They will be the escalation route for the Local Solutions Team where required. The Team Doncaster Local Management Group will hold accountability for the geographical area and will oversee, direct and monitor performance of the community-based Local Solutions Teams. The Team Doncaster Local Management Group will seek to understand the needs of the locality and the key themes that will aid the drive and direction needed to address the identified needs and deliver place and theme-based activities in close liaison with the community.
- 61. These themes are an amalgamation of those being addressed in pre-existing arrangements and will include:
 - i. Crime, Anti-Social Behaviour, and Organised Crime
 - ii. Housing (Sustainable)
 - iii. Environment
 - iv. Engagement & Cohesion
 - v. Public Health & Health Services
 - vi. Social Care
 - vii. Early Help & Wellbeing
 - viii. Education, Schools and Adolescents
- 62. The Team Doncaster Local Management Group will develop and drive community-focused local plans, which address identified and agreed priorities:
 - Maintain an effective and responsive oversight on vulnerable people and families
 - Monitor, advise and guide the Local Solutions Teams
 - Embed the solution-based approach of ‘can-do’ creative thinking and strong multi-agency planning and working
- 63. The Team Doncaster Locality Management meetings will be structured to enable broader discussion on Locality issues performance related. Data and ‘on the ground’ information filtered upward from each organisation will drive forward locality planning on emerging issues, themes, trends and place-based matters, as well as specific cases, issues or blockages escalated from the Local Solutions Teams involving partners as required.

64. The Children's Cell has now morphed into the partnership group to lead on recovery and renewal and have been tasked with looking at key service areas, and using the Three Horizons Framework, looking at what services will provide in the future. One of these service areas is Early Interventions a workshop has been set-up for 15th September to start this thinking. This thinking will be sense checked with children, young people and their families as the work progresses. A key starting point of this thinking will be the reinforcement of Early Intervention principles and approach and how this can be better embedded into service delivery.

OPTIONS CONSIDERED

65. This section is not applicable.

REASONS FOR RECOMMENDED OPTION

66. This section is not applicable.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

- 67.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>The continued availability of Early Years provision during the Covid-19 pandemic has enabled key workers to access childcare to continue with their vital roles in Doncaster's key services. The support provided by Council staff has also ensured the sustainability and viability of many settings ensuring continued employment for staff associated with them.</p> <p>The recovery curriculum approach aims to provide local children and young people with the skills and competencies to access local employment and/or ignite interests that allow them to access further education locally.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time:</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home 	<p>Through the provision of holistic people and place-based support in local solutions groups and the vulnerable families pilot we are able to:</p> <ul style="list-style-type: none"> • Support residents and families to become resilient within their own community. • Connect residents to local

	<ul style="list-style-type: none"> • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>opportunities, reducing social isolation and increasing physical activity.</p> <ul style="list-style-type: none"> • Work in true partnership to understand the needs of communities and identify gaps to inform resources planning. • Strengthen community and third sector groups through access to financial resources.
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling:</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>The recovery curriculum approach aims to ensure children access meaningful education opportunities that exercises and promotes life-long learning.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The Early Years Inclusion Team's strategy through Covid-19 to complete safe and well checks for all vulnerable families to support childcare providers to encourage vulnerable children and children with special educational needs and disabilities to return to childcare has resulted in increased numbers of vulnerable children accessing a childcare place. This decreases the risk of them being harmed and increasing their access to high quality learning opportunities.</p> <p>The work being done under the umbrella of early intervention is tailored to support vulnerable families and individuals in the borough. Family Hubs and Local Solutions Groups ensure families and residents have access to support at the earliest opportunity when individuals, families and practitioners start</p>

		<p>to become worried.</p> <p>Early Years provision has also been adapted to ensure that vulnerable children are able to continue accessing professional services during this time of crisis.</p> <p>This supports the effective provision of the best start in life. By ensuring that Early Years services are running, and maternity and health visiting services are still available through the Family Hub, children in the borough have been given the support they need to have the best start in life.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The work contained within this report relating to early intervention contributes to the connected council outcomes in the following ways;</p> <ul style="list-style-type: none"> • Reducing the demand on Children's and Adult Social Care and more costly acute services. • Earlier identification of need before crisis. Operating within partnership resources. • Strengths-based approach to build strong communities and true integration at a locality level. • Service delivery has adapted to meet the needs of the customer and the workforce in the current climate with more digital and virtual delivery

RISKS AND ASSUMPTIONS

68. As the work enters a transitional period the next steps are being considered to ensure that services are provided to families in a safe and effective way that reflects the new and emerging situations in Doncaster communities. If the Council and its partners do not take steps to reflect this, it could result in:

- i. Children and family's needs not being met at the earliest opportunity which raises the risk of crisis occurring and more complex interventions being required.
 - ii. More children and families end up being escalated up the process leading to a higher demand on early help and social care pathways.
 - iii. Services not being tailored to support communities in their current state leading to less effective delivery and worse outcomes for families
 - iv. A regression in terms of the amount of coordinated multi-agency working which could lead to less effective interventions and over-processing families which is more costly and less effective.
69. To mitigate these risks, staff from across Team Doncaster are meeting regularly to discuss and deliver an effective transition, based on the data and evidence to hand, that prioritizes meeting community needs at the earliest opportunity. This can be evidenced by the vulnerable family's pilot in areas of the south locality and the continued development or and engagement with emerging strategies like the Education and Skills 2030 strategy.

LEGAL IMPLICATIONS [Officer Initials NC Date 09/09/2020]

70. This report sets out how the Local Authority complies with a range of statutory duties that fall under the umbrella of early intervention work, including children's services, education and public health. This include duties under the Children Act 1989 (which contains a number of investigative and support duties and powers for children in need or those at risk of suffering significant harm), the Childcare Act 2006 (which places a general duty on local authorities to improve the wellbeing of young children, to reduce inequalities and so to provide early childhood services in an integrated manner) and the statutory Guidance: Working Together to Safeguard Children. In addition, section 11 of the Children Act 2004 requires local authorities and partner agencies to make arrangements for ensuring that their functions are discharged having regard to the need to safeguard and promote the welfare of children.

FINANCIAL IMPLICATIONS [Officer Initials AB Date 08/09/2020]

71. There are no specific financial implications arising from this report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials CR Date 08/09/2020]

72. There are no immediate HR implications arising from the approval of this report and the proposed continuation of the Early years Covid-19 interventions to support response and recovery, however, any future changes that impact on the workforce will require HR engagement and would involve separate approval as appropriate.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 08/09/2020]

73. There are no specific technology implications in relation to this report. Any technology requirements to support future plans for Early Intervention work would need further consultation with ICT and Digital and consideration by the Technology Governance Board, where applicable.

HEALTH IMPLICATIONS [Officer Initials CW Date 09/09/20]

74. The COVID 19 pandemic has placed an enormous strain on our health services. Despite this, the report describes the effective partnership working with health services throughout and the support partners have provided for each other to ensure vital services for children and families have continued. Moving into the recovery phase, it is important to consider the expectations an ask on our health services. Whilst there is no doubting the importance of the underlying principle of the Local Solutions Groups, care must be taken to ensure the feasibility of the model is properly assessed and that health services have the capacity to partake and not be diverted away from other important functions.

EQUALITY IMPLICATIONS [Officer Initials CH Date 08/09/2020]

75. Improved outcomes in all phases will ensure that all children' and their family's needs are met; this will increase and strengthen the Early Help Offer and support our obligations under the Equality Act 2010.
76. The Council's responsibility to ensure accessible, good quality Early Help as set out in Working Together 2018; and driven through Doncaster Early Help Strategy is enhanced by the Local Solutions Model. The model fosters good relations between those who have a protected characteristic and those who do not share that protected characteristic and ensures fair access to early help for all Doncaster children, young people and their families.

CONSULTATION

77. This section is not applicable.

BACKGROUND PAPERS

78. This section is not applicable.

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