

Enfield Early Help For All Strategy 2021-2025



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This policy was approved by Full Council on 2 March 2021 and produced by the Corporate Strategy Service.

Foreword

Early help is about providing support as early as possible to prevent problems escalating and causing distress. We are determined to work with our communities and partners to help everyone in Enfield to be resilient, overcome challenges and lead happy and fulfilling lives.

There is a strong moral and economic case for effective prevention and early help for children, young people, families and individuals to tackle challenges earlier and prevent future costs. The consequences of not intervening early are far-reaching and profound, as unresolved challenges can adversely affect people's health and happiness.

The Early Intervention Foundation estimates that nearly £17 billion per year – equivalent to £287 per person – is spent in England and Wales by public services on the cost of late intervention. Local authorities bear the largest share at £6.4 billion, followed by the NHS with £3.7 billion and the Department for Work and Pensions with £2.7 billion. We understand that for some people, providing a statutory response is the only option and we cannot bring this expenditure down to zero, but we can reduce the cost significantly if we provide effective and timely early help.

Early help isn't just about providing support for children and young people. If we intervene early to support adults who are struggling with a particular issue, we can prevent health problems developing and the need for more intrusive and more costly intervention. The 'Centre for Aging Better' discusses the importance of good quality housing on health and wellbeing of older age people, for example. In a new report,¹ they assert that 'every £1 spent on improving warmth in homes occupied by vulnerable households can result in £4 of health benefits, while £1 spent on home improvement services to reduce falls is estimated to lead to savings of £7.50 to the health and care sector.'

The COVID-19 crisis has confirmed the significant role of communities in supporting one another; and the incredible impact we can have as a local partnership by working collaboratively. During a time where resources are reducing and demand for specialist services is increasing, we will work together and pool our resources to ensure people in our communities get the right support, at the right time, in the right place to tackle problems early. This ambitious strategy sets out how we will work with our communities and our partners so that no one in Enfield is left behind.



Cllr Nesil Caliskan
Leader, Enfield Council

A handwritten signature in black ink, appearing to read 'Nesil Caliskan'.



Cllr Rick Jewell
Cabinet Member, Children's Services

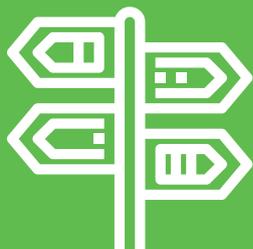
A handwritten signature in black ink, appearing to read 'Rick Jewell'.

¹ [Homes-health and COVID-19 report](#)

Our vision

To work with our communities and partners to help everyone in Enfield to be resilient, overcome challenges and lead happy and fulfilling lives.

We will achieve our vision by focussing on the following three priorities:



Provide clear information, advice and support

Every individual in Enfield will have the knowledge of and access to the right support, at the right time, in the right place to tackle problems early.



Empower communities

People will be motivated and empowered to take advantage of every opportunity the borough has to offer, to help themselves and their communities to make Enfield an even better place.



Establish an effective early help system

There will be a whole-system approach to early help with strong leadership, a confident workforce and commitment to join-up and integrate resources and services.

These priorities and our approach to deliver on them have been identified based on national evidence of best practice; a review of effective approaches in Enfield and local performance and outcomes; and engagement and consultation with partners; parents/carers and children and young people through deliberative workshops, group discussions and online surveys. Our strategy has also been informed by the [Enfield Poverty and Inequality Commission](#), an independently delivered and time-limited commission, established by the Council in May 2019 to better understand the forces driving poverty and inequality in the borough and to point the way to potential local solutions.

What is early help?

Early help means providing support as early as possible to prevent problems escalating and causing distress. The approach requires us to change culture from an often-late reaction and re-focussing our response along with our resources on the root causes of problems. By doing so, outcomes for children, young people, families and vulnerable adults improve and costly statutory interventions are avoided.

Central to our early help approach is the early identification of children, young people, families and individuals who would benefit from early help and a co-ordinated early assessment and response to help improve their outcomes.

The concept of early help reflects the widespread recognition that it is better to identify and deal with problems early rather than to respond when difficulties accumulate and demand specialist services. Early help includes universal and targeted services designed to reduce needs or prevent small problems from becoming entrenched and difficult to address.

There is substantial evidence that early help can make a difference in improving outcomes. If early help is not offered, there is a very real risk that some people will experience significant harm that sometimes can be irreversible. In the case of children, their physical, cognitive, social and emotional development may be impaired affecting their life chances and futures. Adults will encounter distressing health and wellbeing issues that would require specialist services – they will experience social isolation/loneliness and will be in need of premature specialist care and support.

Early help may occur at any point in an individual's life and can involve interventions early on in life as well as interventions early in the development of a problem. To get the best possible start in life, a baby's mother needs to be healthy before and during pregnancy and childbirth. There is compelling evidence that a child's experiences in the early years (0-4) has a major impact on their health and life chances, as children and adults. For adults, early help is the most effective and efficient approach to ensure they lead independent and fulfilling lives. With some level of support, adults will be able to maintain or build social networks and tackle their loneliness and social isolation.

Early help is not the responsibility of one service or organisation – it is everyone's business. For example, the housing sector has an important role to play to help ensure that families who would benefit from support early on, at the onset of issues, are enabled to do so. They are well placed to be among the first to spot signs of difficulties with debt, antisocial behaviour, domestic violence and social isolation.

Our early help and prevention work involves support and intervention to tackle the following issues:

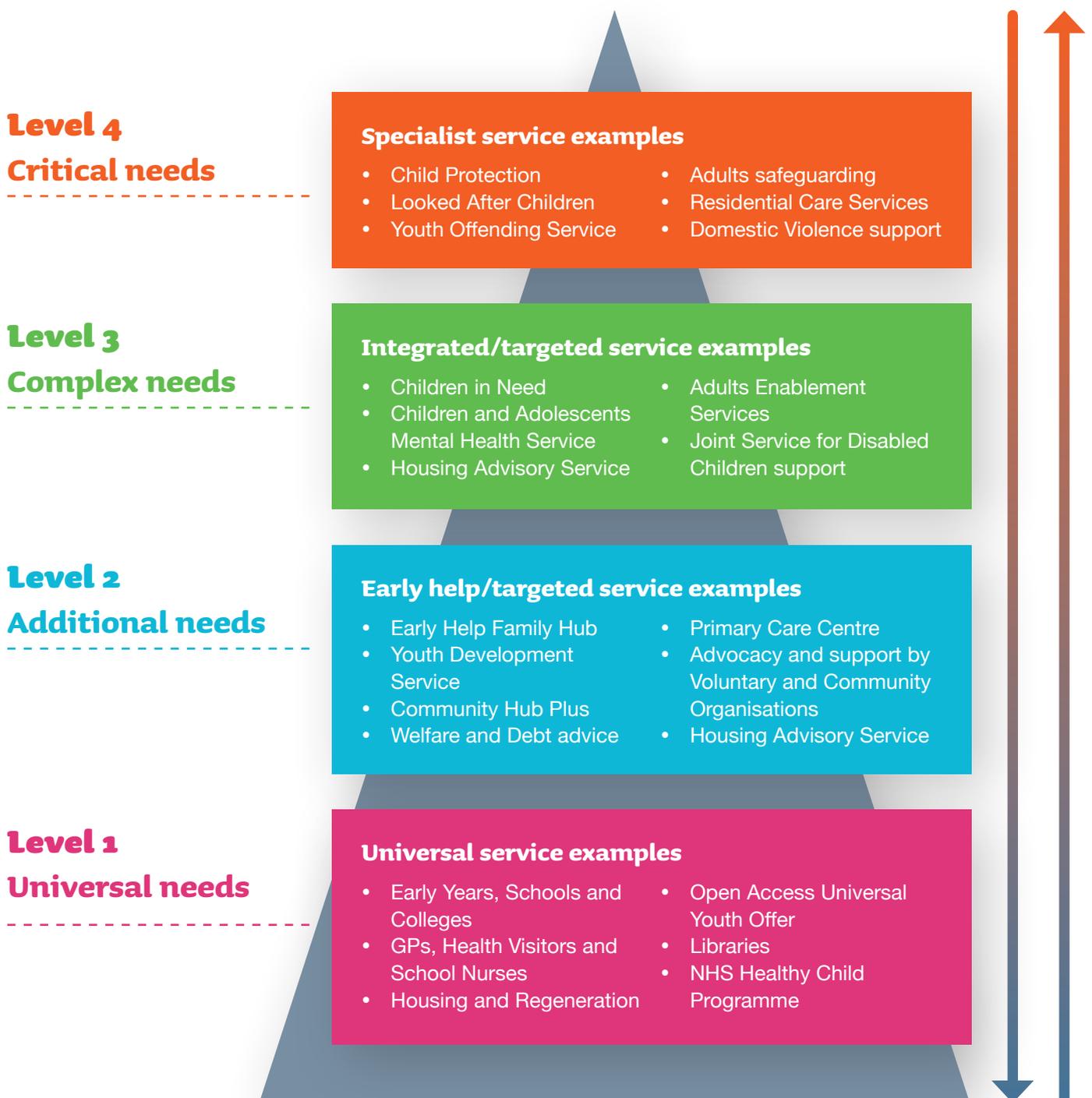
- Domestic Abuse
- Social isolation and loneliness
- Worklessness
- FGM practice
- Substance misuse
- Early Years (Speech and Language issues)
- Youth violence
- Anti-social behaviour
- Crime
- Relationship breakdown
- Child neglect and abuse
- Children at risk of exclusion from school or excluded from school
- Housing and welfare issues
- Emotional and mental health issues
- Self-neglect and hoarding
- Poor money management
- Young people Not in Education, Employment or Training (NEET)
- Children with Special Education Need and Disability (SEND)
- Health and wellbeing issues

There is a broad range of legislation that underpins the work of Early Help. The statutory framework and guidance that sets out how services and partners, regardless of the sector, must work together to support vulnerable children, young people and their families at the earliest opportunity. This framework includes, but is not limited to:

- The Children Act 1989 and 2004
- Care Act 2014
- Working Together to Safeguard Children 2018
- Keeping children safe in education for schools and colleges 2018
- The Children and Families Act 2014
- The Special Educational Needs and Disability Code of Practice 0-25 2014

The four levels of need

We define the different levels of need that people may have as universal, additional, complex and critical. If early help is effectively provided to everyone who has universal or additional needs, then any challenges they have are less likely to escalate up the pyramid to distressing and costly interventions at the 'complex' and 'critical' levels. Similarly, strong and effective universal and additional services can help people to 'step down' from those higher levels of need, making it more likely that they will achieve their full potential and experience positive outcomes independently.



Level 1 Universal needs

This level refers to children, young people, families and individuals whose needs can be met through mainstream universal services. This includes early support from agencies, where a person begins to show signs of additional needs, which can be met through a single universal service.

The following services respond to this level of needs:

- Early Years, Schools and Colleges
- GPs, Health Visitors and School Nurses
- Housing and Regeneration
- Open Access Universal Youth Offer
- Libraries
- NHS Healthy Child Programme

Level 2 Additional needs

People at this level of needs require coordinated early help intervention with targeted services. Their needs cannot be met by a universal service/setting alone but can be met by an additional single service or a group of additional single services using the Early Help Assessment process.

To respond to this level of needs, the following services may become involved:

- Early Help Family Hub
- Youth Development Service
- Community Hub Plus
- Welfare and Debt advice
- Primary Care Centre
- Advocacy and support by Voluntary and Community Organisations
- Housing Advisory Service

Level 3 Complex needs

This level represents complex problems, which will require an integrated and co-ordinated response. People with this level of needs are unlikely to reach or maintain the expected level of health and wellbeing, or they have special educational needs or disabilities which mean they require additional help and support.

To respond to this level of needs, the following services may become involved:

- Children in Need
- Children and Adolescents Mental Health Service
- Housing Advisory Service
- Adults Enablement Services
- Joint Service for Disabled Children

Level 4 Critical needs

People at this level will be at risk of harm. In the case of children, they may be subject to child protection enquiries, taken into the care of the local authority or need specialist mental health intervention.

To respond to this level of needs, the following services may become involved:

- Child Protection
- Looked After Children
- Youth Offending Service
- Adults safeguarding
- Residential Care Services
- Domestic Violence support

The following directories provide further information about available services and activities targeted at various age groups:

- [My Life](#)
- [Children's Portal](#)
- [Local SEND Offer](#)
- [Simply Connect Enfield](#)

The case for early help in Enfield

There are proportionately more children and young people under 20 in Enfield than in both London and England overall. A total of 22.6% of all dependent children in Enfield live in low-income families. Although, the rates of first-time entrants into the youth justice system has been decreasing year on year, we still have one of the highest numbers of serious youth violence victims in London. We are also above the national average when it comes to the obesity levels of children in reception and in year 6.

There are increasing numbers of referrals to children's social care since the establishment of Single Point of Entry in Enfield (now called Multi-Agency Safeguarding Hub MASH) in 2012 although we are performing better than our statistical neighbours in regard to the level of this increase. Recorded number of domestic abuse incidents is also increasing year on year. This has exacerbated in the wake of the COVID-19 crisis.

In Enfield, 85% of our state funded primary schools and 90% of our state funded secondary schools were rated Good or Outstanding by Ofsted in 2018/19. However, the percentage of children achieving a good level of development at the end of foundation stage is still lower than the England average; and we still have too many children and young people being permanently excluded from school – although the numbers are decreasing as a result of targeted work with families and schools. 4% of 16-17 year olds are Not in Education Employment or Training (NEET), which is higher than both our statistical neighbours and the England average.²

As a result of school closures due to the COVID-19 outbreak, some children have missed a substantial amount of learning and there is evidence that this will disproportionately impact on children from poorer socio-economic backgrounds. The concern is that some children's life chances could be seriously impacted on by their loss of learning and we will need to continue to strengthen and adapt our early help strategies to prevent this from happening.

Many families and individuals are also facing complex challenges to maintain safe housing and welfare. Since 2011/12, homelessness has increased by 246% in the borough. In February 2020, Enfield had 3,433 households in temporary accommodation, a 74% rise since 2012. This makes us the second highest provider of temporary accommodation in England. Data from the last census shows that one in ten households (10.8%) in Enfield are single occupied households (33,359 households). This indicates that these people are at the risk of suffering from social isolation and loneliness.

Income deprivation among people above the age of 60 is at 23% with stark ward level variation (13% in Grange and 43% in Edmonton Green). As of November 2018, 2.8% of working-age adults in Enfield (5,995 people) were claiming either Job Seekers Allowance JSA or were unemployed and claiming Universal Credit UC.

Eviction from private rented accommodation continues to be the highest cause of homelessness in Enfield. These challenges increase the risk for people escalating up the continuum of need. We will implement a joined-up approach to prevent and end homelessness in Enfield. We will do this through investing in a Housing Advisory Service model and actively enable those at risk of homelessness to secure sustainable housing solutions.

We can only shift these outcomes by bringing services together and maximising the use of what Enfield has to offer as a borough. Our vast and diverse VCS sector is full of potential to help understand local needs and deliver effective early help to address issues as early as possible. We have clear example of how residents come forward to offer help to one another when needed. During the COVID-19 lockdown our call for volunteers generated an overwhelming response with huge numbers of local people registering to help provide support to vulnerable people during the crisis. We will capitalise on this huge pool of capacity and motivation, to ensure nobody is left behind when it comes to accessing help and advice.

In February 2020, Enfield had 3,433 households in temporary accommodation, a 74% rise since 2012. This makes us the second highest provider of temporary accommodation in England.



² Enfield Borough Profile 2019

Case study 1

Adam and his two teenage sons move to Enfield from another city due to gang threats where they were previously living. The family have to move urgently and decide to stay with a family friend in Enfield. Adam terminates his employment and removes both children from education. He is struggling to manage his sons' challenging behaviour.

The family is referred to Change and Challenge team by their GP from their previous hometown. Adam starts receiving support from Jo (Change and Challenge worker) and manages to be accepted on the Home Finder's scheme. It doesn't take Adam long to move to a privately rented accommodation. Jo also helps Adam and his sons to register with a local GP and Dentist in Enfield. With the help of the Adam and Jo the children get on the school roll in Enfield as a matter of urgency.

Adam also works with an Employment Support Adviser and receives information about work and training opportunities as well as CV writing. Adam is proactive in terms of seeking help. He tells Jo that he needs emotional support and counselling to maintain good mental health despite the challenges he is going through. Jo makes sure that he sees a counsellor on need basis which Jo is quite happy about.

With the advice and support that Adam receives he manages to settle in Enfield smoothly with his sons. He is now working as a part time carer and also receives Universal Credit. He reports a positive relationship with the boys who have now built positive friendship groups in the area and are not affiliated with any past or current gang members.³

Case study 2

Maggie is struggling to pay her rent and is really worried about how to cope. She regularly uses Enfield Town Library and decides to talk to Fatema, one of the Community Hub advisers at the library, about her rent arrears. Fatema listens to Maggie talk about the challenges she's facing. She asks her questions to find out more about what's been happening, what resources or support is already available for her and what she would like to do next.

Maggie tells Fatema about how she has been unwell and that she suffers from panic attacks and has recently felt suicidal. Fatema helps Maggie to complete a request for support from the Housing Advisory Service and also puts her in touch with the welfare and benefits team so that they can help Maggie to manage her finances and make sure she's getting all the benefits she's entitled to.

She gives Maggie the contact details for the urgent mental health team, which Maggie didn't have – although her GP has made a referral, this might help speed up access to mental health support. Fatema also tells Maggie about a reading group at the library, which Maggie feels she might be interested in joining to meet other local people and help to re-establish a local support network.

³ Case studies are based upon real cases but names and details have been changed.

Key achievements

This strategy replaces our 2016 Family Resilience Strategy. Since the launch of that strategy, we have achieved a number of successes for children and families in Enfield, embedding early help as an essential part of how we deliver services across children and educational services, and now further embedding this across the whole organisation.

Early help is progressively becoming an overarching approach in Enfield to empower residents to do more for themselves and one another without relying on or needing specialist services. We have enhanced partnership and joint working to provide effective and inclusive early help. One example of this collaborative working is the development of a strong Family Resilience/Early Help Board which oversees early help services and interventions across the borough and develops new and better ways of working. It is a platform where we hold each other to account for effective delivery of our early help offer. We have also developed a SEND Partnership Board to strengthen the strategic overview of children with special education needs and/or disabilities. Another important development is our quarterly collaboration events where we discuss the status of our partnership working in early help and identify ways for further improvement of this offer in Enfield.

At an operational level, we launched our new Early Help Family Hub in September 2018 with a dedicated triage system, managed by a qualified social worker, with a clear early help offer. The Early Help Family Hub is made up of the Change and Challenge Service, Parenting Support Service and Children's Centres. We ensure that the needs of the families are responded to collaboratively with professionals working as part of a Team Around the Family (TAF). Between 01 April 2019 and 31 March 2020, a total of 1,652 referral assessments were accepted by the Early Help Family Hub. This represents a 33% increase on the previous year. The percentage of families making an improvement because of Early Help interventions remains high, with 100% seeing some improvement and an average improvement in more than half of the areas supported.

We are now effectively monitoring evidence of success for families with outcome tracking tools, Signs of Safety and Family Star, to guide our work with families and evidence improved outcomes. We have put in place a strong step-up and step-down process of collaborative work between Social Care and Early Help to review and agree step down cases.



To enhance the accessibility of available services, we launched our Children's Portal⁴ and My Life⁵ directory in 2019. This is a streamlined electronic referral system and information portal which reduces bureaucracy, simplifies processes and puts all information, advice and guidance into one place.

We have developed the Supported Internship Programme which is being run by West Lea School to support young people who have a Statement of Special Educational Needs or an Education Health and Care Plan to get into employment. At the end of the programme's first year, nine young people aged 19+ were successful in getting paid employment and there are currently 25 young people on this year's scheme.

Enfield Council are successfully delivering targeted community outreach sessions in the areas of the borough where youth violence and behaviour are causing concerns. From September 2019 to March 2020 our outreach team has engaged with 389 young people. From April 2020 to September 2020, we continued to deliver proactive and effective outreach during the COVID-19 restrictions, making contact with 173 young people during this period.

We are working closely with four primary schools on a number of preventative measures. This includes a new initiative Supporting Families Towards Safer Transition (SFTST) to provide vulnerable children in years 5 and 6 with direct, targeted support to prevent behaviour escalating into serious violence and crime that can happen at the transition to secondary school. The project includes an extensive police education programme as well as support to parents and carers, siblings, friends and the school community.

A new Mental Health Support Team is now operating in schools to offer low level interventions. The team is intended to deliver evidence-based interventions for mild to moderate mental health and emotional wellbeing needs; providing advice to staff in education settings; and liaising with external specialist services.

We launched our new Housing Advisory Service in September 2020, which is allowing us to work with tenants and landlords at the earliest opportunity to support people at risk in the private rented sector to sustain their tenancies. Our newly designed service is helping us work better with partners and with the community to respond to links between poor housing, low income and poor health to help residents to build resilience against future challenges.

A more recent example of our joint success is our response to the challenges brought about by the COVID-19 crisis. Our Enfield Stands Together initiative provided vital support to residents, businesses and our workforce to help them address issues and stay well during this difficult time. The initiative was a great testament of how communities can be supported to help one another and prevent issues from affecting their lives.

When I received your call, I couldn't believe it was someone who wanted to just talk to me about small things that matter the most to me – gardening. I do need food but equally important to that is having someone to talk to.

An elderly befriending service user during COVID-19 lockdown

We still regularly reference the resources and strategies the worker shared with our son and I also shared them with his school in order to support them to help him better.

The changes we have made in our family have been as a direct result of the advice and support the worker gave us and they have resulted in positive changes at home.

Participants from a Parenting Training Programme

4 The Children's Portal can be accessed [here](#)

5 The My Life website can be accessed [here](#)

Priority 1

Provide clear information, advice and support

Every individual in Enfield will have the knowledge of and access to the right support, at the right time, in the right place to tackle problems early.

We want all Enfield residents to have access to the services that respond to their particular needs. Information on services will be accurate, up to date and easily accessible, so that people have all the information they need to access help, support and positive activities independently.

We will provide services in a coordinated way by making every contact really count. This means that families and individuals only have to tell us their story once and that support pathways are accessible and clear. This will enable them to get the right and timely support regardless of which service they first make contact with.

For example, our new Housing Advisory Service, which launched in September 2020, has been designed to allow us to better support tenants at risk of homelessness, to tackle the multiple risk factors for homelessness, helping to negotiate with landlords, tackle debt issues and provide employment support in a more coordinated way.

As a result of the social distancing requirements due to COVID-19 we have adapted our services to provide virtual and digital support programmes. Our experience so far has shown that people are willing to take part in one-to-one interventions over the phone using Skype, Teams and WhatsApp. We will continue to maximise the use of digital facilities to reach those in need of help. To do this, we will listen to people using our services, and their carers and adapt how we provide help based on their views and wishes.

We as parent champions have received a great deal of training that has equipped us with knowledge and skills. We want to utilise this to help other parents deal with family issues.

Focus Group Discussion, Parent Engagement Network

I use an iPad and an Android phone and find them extremely useful. Life is much easier buying things online. The only challenging thing is my lack of dexterity about my arthritic hands, so I have to be strict with myself about the time spent on these devices. Any voice activated technology would be great to trial.

Safeguarding with smart tech consultation

To deliver on this priority we will:

- Provide easy access to universal services that support resilience, enable independence and self-care, and prevent or delay the escalation of need.
 - Work in partnership with our voluntary and community sector to further develop and promote the Children's Portal, My Life directory, Local Send Offer, Simply Connect Enfield and other information sharing platforms so that everyone in the borough uses them to access services, support and positive activities easily and quickly.
 - Ensure that all information provided online is easy to access and understand. This means that it is written in plain English, meets readability guidelines and the website displays an accessibility statement.
 - Increase and enhance the early help offer delivered from our community-facing venues, including our libraries, community centres, children's centres and council housing halls. We will provide joined-up services in settings that are welcoming and inclusive.
 - Publicise the new domestic abuse hub free helpline across all communities and in particular to people who are most at risk from domestic abuse and those who may be worried about someone who might be at risk.
- Increase access to mental health support both online and face to face for those in schools. This will be done in close partnership with children, young people, adults and mental health practitioners.
- In partnership with families, design and provide online parenting programmes as an alternative to face-to-face training. This will include Parental Conflict e-learning training.
- Support people to access the right volunteering role for them, ensuring they have the information and training they need to fulfil their role and prepare them for employment.
- Increase the use of assistive technology to help residents live independently at home, stay safe, improve their wellbeing and help them to stay socially connected.
- Provide and commission support for carers so that they have access to resources that help them develop and maintain social connection.



Empower communities

People will be motivated and empowered to take advantage of every opportunity the borough has to offer, to help themselves and their communities to make Enfield an even better place.

We will empower community groups and networks to build capacity and resilience, enabling them to do more for themselves. With the right support, communities will be able to deal with issues before they become more severe or complicated; and be independent and resilient enough to support themselves in the longer term, appropriate to their particular needs.

Given the continuing demand pressure on children and adult social care services, combined with the impact of funding cuts, funding new and innovative ways of establishing sustainable partnership with communities is more important than ever. Addressing this challenge is an opportunity to meet people's desire for more influence over their lives.⁶ Giving the community a greater sense of ownership of local assets such as libraries, community hubs, children's centres or council housing halls encourages the community to be inventive and resourceful.

We will provide opportunities for the community to take control and improve outcomes for their children, young people and themselves, building more cohesive communities in the process. To do this we will use public-facing communication to reinforce the message that effective early help starts in communities. As we empower communities and they take the lead in delivering initiatives, our role will progressively become more supportive and facilitative.

One significant step to develop how we work in partnership with communities is to encourage community commissioning. Research shows that the community often have a fine-grained understanding of local needs and they are keen to build their capability through their commissioned services.⁷ Community-led commissioning has also been shown to increase community cohesion and wellbeing, which contributes to prevention.

As part of our shift to greater community participation in decision making, we will review and reform our commissioning and procurement processes so that service users and communities participate and have influence on these processes. The review will guide us to take further steps in community commissioning and handing power to communities.

The thing I least like about Enfield is the lack of community get-togethers.

Consultation with Primary School children, Children and Young People's Plan Engagement

We should capitalise on health champions and enhance Enfield social prescribing approaches. This can be done through more coordination and collaboration among community organisations and data sharing.

Consultation with Early Help practitioners

⁶ Community Paradigm, NLGN, 2019

⁷ Community Commissioning, NLGN, 2019

To deliver on this priority we will:

- Identify and map all recognised Early Help providers in Enfield to aid referral processes and partnership working.
- Empower Voluntary and Community Sector organisations and groups through capacity building, advice and support to help them continue to deliver community focussed projects in an inclusive and sustainable manner.
- Continue to support and empower the Parent Engagement Network and Parent Champions so that we provide services in partnership with parents and carers, and deliver family-focussed, holistic and inclusive services informed by the experiences and views of our communities.
- Work with our partners to support volunteering and establish a lasting legacy from our 'Enfield Stands Together' Programme, to enable communities to help and support one another into the longer term.
- Take every opportunity to raise awareness about the importance of seeking or providing early help for anyone experiencing difficulties.
- Develop our libraries into community hubs for everyone in Enfield to access help, support and inspiration to achieve the very best outcomes.
- Explore opportunities for adopting a community commissioning model as an approach to empower communities through an analysis of our commissioning and procurement process.

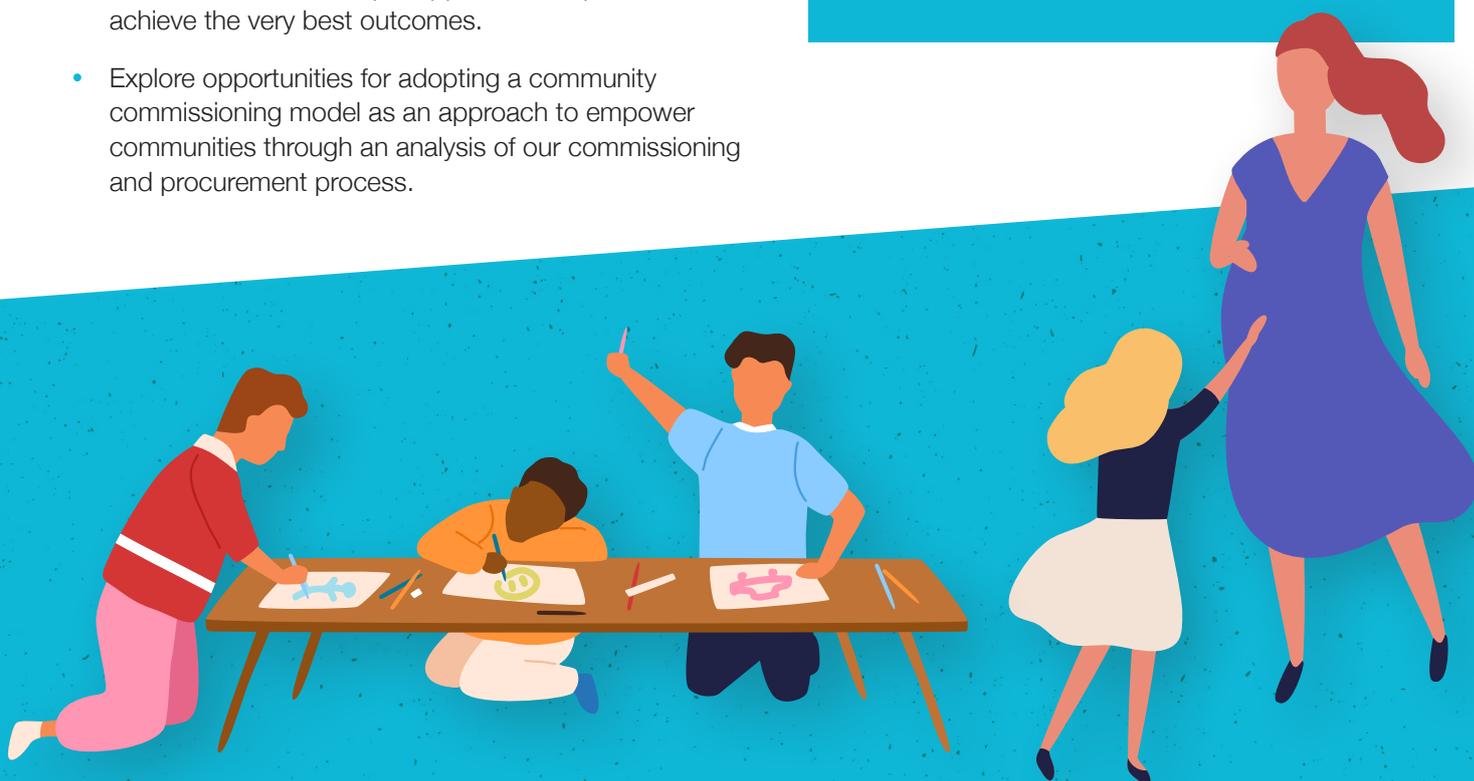
The 3-conversation model

This is a strength-based approach that helps people recognise their needs and identify the best workable approach to help improve their life outcomes.

Conversation 1 is about listening hard to people to understand what's important for them and working with them to make connections and build relationships in order to help them get on with their life independently.

Conversation 2 is about meeting and talking to people who need something to happen urgently to help them regain stability and control in their life, we use Conversation 2 to understand what's causing the crisis, put together an 'emergency plan' and stick with the person to make sure that the changes happen quickly, and that the plan works for them.

Conversation 3 is undertaken to establish a plan for long-term support in building a good life. It is to understand what this good life looks like to them and their family and helping them to get the support organised so they can live the best life possible.



Priority 3

Establish an effective early help system

There is a whole-system approach to early help with strong leadership, confident workforce and commitment to join resources and services.

Early help is a cross cutting theme in our Council Plan, demonstrating our commitment to take this approach in everything we do; the high priority this is given across the Council and our understanding of the impact of early help on achieving all the priorities set out in our overarching Plan for Enfield.

As well as strong leadership and commitment to early help, we are equipping our workforce across the Council with the skills and knowledge to work with local people in a way which is empowering and helps communities to be strong and resilient. Practitioners across all services will have access to the right training, information, guidance, supervision and support at the right time which equips them for taking an effective early help approach to working with families and individuals. This is because we know that we will only turn around the lives of people needing support and facing complex and multiple disadvantages if front line staff have the competencies and tools to work with them effectively.

Positive relationships between residents and practitioners are vital, to achieve positive outcomes through early help. We will give frontline staff the time to build these kinds of relationships and support them to develop the soft skills they need to do this. As part of building strong relationships and trust, there needs to be the time and space for reflection on the early help services we provide. This includes both self-assessment by practitioners and services and by children, young people and their families as well as individuals. We will make sure that everyone is able to assess the service they receive on a regular basis and feed this back in an impactful way.

Focusing on building relationships and communicating effectively across the board enables each one of us to understand the impact of our individual work and how we fit in the context of the whole early help offer in Enfield. This will allow us to play a more complementary role and avoid duplication.

We know that effective sharing of information between practitioners and local organisations and agencies is essential for early identification of needs, assessment and coordinated service provision. We will work towards establishing a single assessment framework to ensure that all relevant partners can access and use the information they need to do their jobs in a timely and coordinated manner.

There is huge benefit to early intervention and prevention, delivered through a range of early help services. But in the face of funding cuts, resources for these services is challenging to maintain. As such, we will take a more proactive approach in identifying funding opportunities and leveraging other support to not only continue to provide the current level of early help services but also to develop further capacity in this area.

We as the network of early help offer work together to support families in the best possible way. We are very good in sharing best practice and supporting one another.

Consultation with Early Help practitioners

To deliver on this priority we will:

- Continue to improve our early help offer by implementing the Troubled Families Service Transformation Maturity Model.
- Promote the benefits of early help and prevention and share best practice on effective approaches across the whole Council workforce and with our partners.
- Seek alternative funding streams and collaborate in leveraging financial resources to sustain and increase our early help offer and increase the response capacity of our workforce. This will include identifying funding for rolling out Trauma-informed Practice for schools.
- Work in partnership to provide a comprehensive training offer to help all staff in community settings and services to provide effective early help, including training on social prescribing and making every contact count.
- Create a single data collection, management and reporting dashboard to establish a better understanding of our local needs and enhance the effectiveness of our early help offer in the context of COVID-19 and beyond.
- Further develop the new Housing Advisory Service to proactively identify residents/households with a risk of homelessness, help them access the relevant services across the council to prevent homelessness and address underlying issues.

Trauma Informed Practice in Schools (TIPS)

Trauma Informed Practice in Schools is a whole system approach aimed at promoting the emotional wellbeing of every child and young person. The approach helps us recognise the signs and symptoms of trauma in children, young people, families, staff and others working across the system and address mental health problems.

It is essentially a training and implementation programme designed based on evidence and research. It will help schools and the wider education settings to integrate this approach into their policies and everyday practice. It will also help empower and enable key staff in schools to be able to respond effectively to mild to moderate mental health problems and actively prevent re-traumatisation.

Once implemented, this programme will help inform every interaction, action and decision relating to every child/young person in every school in Enfield.



Governance

The Early Help Strategic Board (redesigned specifically for the early help offer from the previous Family Resilience board) have been identified as the appropriate board for overseeing the successful delivery of this strategy. Its new membership is representative of the partners delivering early help (cross directorate, health, police, voluntary sector and community) enabling it to resolve strategic and directional issues and to actively drive the delivery of this strategy.

This board will be accountable for implementing the strategy's action plan and reviewing progress on quarterly basis. There will be a small task and finish group formed from the members of the Early Help Strategic Board to develop a detailed operational plan to deliver on each priority of the strategy.

The board will review the outcome measures set out in the strategy on annual basis and report progress update to Safeguarding Children Partnership and Safeguarding Adults Board. The annual review of the strategy will also include refreshing the strategy if deemed necessary based on the changes in circumstances and lessons learnt.



Monitoring progress and measuring outcomes

We will use and analyse a broad range of outcomes and performance indicators, to understand the impact of our early help offer.

These will include:

1. Monitor the level of take-up of universal and targeted support (tier 1 and tier 2)
2. Monitor the level of demand for statutory services (tier 3 and 4)
3. Monitor long term outcomes and their trend

We recognise, that as this strategy becomes embedded, future work will be needed to make sure we capture the success of the emerging partnerships, recognise community empowerment and fully evaluate both access to and the impact of our Early Help offer.

1. Level of uptake of universal and targeted services (tier 1 and tier 2)

By providing easy access to universal (tier 1) and Early Help (tier 2) services as detailed in Priority 1, we hope to see an increase in take up from our residents and have identified this as an outcome measure of success. This measure will be further supported by gaining users feedback to understand the effectiveness of our early help offer. As to the awareness of opportunities/services, ease of access and suggestions for improvement. A successful Tier 2 Early Help service will help the individual/family address the problem and working with them to identify and utilise their own strengths and existing support networks. Its effectiveness will result in individuals/families demonstrating change and moving from Tier 2 to Tier 1.

Measures for the level of take up by universal and early help services	Source of data	Baseline 2020	Target 2025
Number of referrals to the Early Help Family Hub on annual basis	iCases/EHM	1,652	1,750
Number of contacts to the early help triage	iCases	1,295	Track trend
% of people achieving an improvement in at least 3 outcome areas after receiving early help offer	iCases/EHM	86%	90%
Percent of 2-year-old children benefitting from funded education places	DfE	53%	65%
Percent of 3 and 4-year-old children benefitting from education places	DfE	85%	93%
Parents accessing parenting programmes	iCases/EHM	342	Sustain
Apprenticeships for 16-19 year olds	DfE	3%	4%
Provision of Enhanced Learning Activities Through Community Hub Aligned with the School Curriculum	New indicator	To be set at the end of 2021	
Number of referrals to Behaviour Support Service (BSS)	Service data from BSS	112	Track trend

Measures for the level of take up by universal and early help services	Source of data	Baseline 2020	Target 2025
Proportion of women who receive a new birth visit within 14 days of discharge	Pentana	99%	Sustain
Number of Community Hubs visits/calls	Visits Log	12,552 ⁸	To be set at the end of 2021
Number of people supported through Housing Advisory Service	New indicator	To be set at the end of 2021	
Number of referrals for Financial Hardship	Pentana	2,028	Track trend
% of flu vaccination uptake for 65+	EMIS	66.2	75%
Number of ASB calls satisfactorily resolved	New indicator	To be set at the end of 2021	
Extent of partnership working with community groups, local businesses and voluntary sector	Partnership register	To be set at the end of 2021	

2. Demand for statutory or specialist services (tier 3 and tier 4)

By intervening early and using a strengths-based approach, we want to reduce the need for statutory services needing to get involved in people's lives. Therefore, one of the shared measurable outcomes of success is a **gradual decrease of referrals to Tier 3 and 4 services.**

Demand indicator for specialist services	Source of data	Baseline 2020	Target 2025
Number of Children in Need per 10,000 children	DfE	318 per 10,000	Per 10,000
Number of step-up referrals to Children Social care services	iCases/EHM	38	35
Number of step-down referrals from tier 3 to Early Help	iCases/EHM	541	675
Number of households in temporary accommodation	Borough Profile	3,557	Track trend
Children and Adolescents Mental Health Service (CAMHS)	Service data from BEHMHT	2,124	Track trend
Number of permanent school exclusions	DfE	21 as of 2018/19	Sustain downward trend

⁸ This service has recently gone through major development and is now working from new premises. The urgent figures have been heavily influenced by COVID-19 and service change. Therefore, the figures given are estimations based upon limited current data and local benchmarking.

3. Long-term outcomes and their trend

By intervening early and using a strengths-based approach, we want to reduce the need for statutory services needing to get involved in people's lives. Therefore, one of the shared measurable outcomes of success is a **gradual decrease of referrals to Tier 3 and 4 services.**

Long-term outcome measures	Source of data	Baseline 2020	Target 2025
% of children who are obese or overweight (year six)	JSNA	42.6%	Halt the increase
% of children who are obese or overweight (Reception)	JSNA	23.9%	Halt the increase
16-18 year olds who are NEET	DfE	5.3%	4.45%
School readiness (% of children achieving a good level of development at the end of reception)	DfE	69.7%	75%
Domestic abuse incidents	MOPAC	3,976	Track trend
Serious youth violence incidents	Pentana	493	Track trend
Percentage of homelessness prevented	New indicator	To be set at the end of 2021	

Connected strategies and policies

Early Help is a crosscutting theme in our Council Plan. There are a number of focused strategies which set out how we are applying early help to achieve a lifetime of opportunities for everyone in Enfield. These are set out below, under each of the three priorities from our Plan.



Good homes in well connected neighbourhoods

- Homelessness Prevention Strategy 2019
- Housing and Growth Strategy 2019



Safe, healthy and confident communities

- Children and Young People's Plan 2021-2025
- Joint Health and Wellbeing Strategy 2020-2023
- Safeguarding Adolescents From Exploitation Strategy 2019
- Healthy Weight Strategy 2019-2023
- CAMHS Transformation Plan
- North area violence reduction plan
- SEND Strategy 2018-2021
- Digital Enfield Plan: Digital access for all in Enfield (*under development*)



An economy that works for everyone

- Employment and Skills Strategy (*under development*)
- Midterm Financial Plan
- Fair Debt and Income Strategy

Climate Action Plan

Fairer Enfield – Equality, Diversity and Inclusion Policy

Enfield Poverty and Inequality Commission 2020

Glossary

BEHMHT	Barnet, Enfield, Haringey Mental Health Trust	MOPAC	The Mayor's Office for Policing and Crime
BSS	Behaviour Support Service	NEET	Not in Education, Employment or Training refers to a young person who is no longer in the education system and who is not working or being trained for work.
CAMHS	Child and Adolescent Mental Health Services are services that support children and young people with their mental health.	SEND	Special Educational Needs and Disabilities – a person with this level of need will require special health and education support.
CiN	Children in Need are defined in law as children who are aged under 18 and: <ul style="list-style-type: none"> • need local authority services to achieve or maintain a reasonable standard of health or development • need local authority services to prevent significant or further harm to health or development • are disabled 	SFTST	The Supporting Families Towards Safer Transition initiative provides vulnerable children in years 5 and 6 with direct, targeted support to prevent behaviour escalating into serious violence and crime that can happen at the transition to secondary school.
DfE	The Department for Education	TAF	The Team Around the Family ensures that the needs of families are responded to collaboratively by professionals working together to help families move forward.
EHM	The Early Help Module is designed to act as a general case management tool for children outside of Social Care.	TIPS	Trauma Informed Practice in Schools is a whole system approach aimed at promoting the emotional wellbeing of every child and young person.
GP	A General Practitioner is your family doctor and is the main point of contact for general health care for NHS patients.	UC	Universal Credit is a benefit for working-age people to help with living costs. It replaces six benefits and merges them into one payment. The old ones are: income support, income-based jobseeker's allowance (except for some people with severe disabilities) income-related employment and support allowance.
JSA	Jobseeker's Allowance is an unemployment benefit you can claim while you are looking for work.	VCS	The Voluntary and Community Sector or third sector includes a diverse range of organisations, such as faith groups, voluntary organisations, community groups, and housing associations.
JSNA	The Joint Strategic Needs Assessment is a process by which local authorities and Clinical Commissioning Groups assess the current and future health, care and wellbeing needs of the local community to inform local decision making.		
KPI	Key Performance Indicators are the critical indicators of progress towards an intended result.		
LAC	Looked After Child refers to a child who has been in the care of their local authority for more than 24 hours.		
MASH	The Multi-Agency Safeguarding Hub is the single point of contact for all safeguarding concerns regarding children, young people, families and vulnerable adults.		

Thank you for taking the time to read our Enfield Early Help For All Strategy 2021-2025; we hope you found it interesting. If you have any questions or comments, please get in touch as we value your feedback.

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