



## CYP Select Committee

**Report title: Lewisham's Early Help and Prevention Strategy**

**Date: 04 March 2021**

**Key decision: No**

**Class: Part 1**

**Ward(s) affected: All**

**Contributors: Executive Director for Children and Young People**

### Outline and recommendations

This report provides CYP Select Committee with an update on progress to date following the agreement of Lewisham's Early Help and Prevention Strategy, together with some key commissioning intentions, by Mayor and Cabinet on the 9<sup>th</sup> December 2020.

Whilst the strategy will take a number of years to deliver, key improvements are achievable in the shorter term, and this report additionally sets out our next steps and priorities in 21/22 against the seven work streams in the strategy.

The Early Help and Prevention Strategy aims to improve outcomes for our children and families, through building on the strengths of our existing services and drawing them together under a common vision to secure greater impact from the available resources. It is fundamentally about improving the way we offer support to children and families who need it, in a more targeted and effective way. Wherever possible, before problems become worse

Investment in a strong Early Help and Prevention offer supports the delivery of our corporate priority to give children and young people the best start in life.

### Timeline of engagement and decision-making

Please see Appendix 1

## 1. Summary

- 1.1. This report provides CYP Select Committee with an update on the progress made to date in the delivery of our Early Help and Prevention strategy together with our priorities for further improvement in 21/22.
- 1.2. The Early Help and Prevention Strategy aims to improve outcomes for our children and families, through building on the strengths of our existing services and drawing them together under a common vision to secure greater impact from the available resources.
- 1.3. Investment in a strong Early Help and Prevention offer supports the delivery of our corporate priority to give children and young people the best start in life.

## 2. Recommendations

- 2.1 It is recommended that CYP Select Committee note the progress made and inform the direction of travel as set out for each workstream:
  - Family Information, Access and Referral
  - Family Hubs (incorporating Children’s Centre services)
  - Targeted Early Help and Family Support
  - Provision of Youth Services
  - Health and Wellbeing
  - Children’s Social Work
  - Contextual Safeguarding

## 3. Policy Context

- 3.1 The Early Help and Prevention Strategy is consistent with the Council’s Corporate Strategy. Specifically the priority “Giving children and young people the best start in life.”
- 3.2 It also supports the delivery of our Children and Young People’s Plan (2019-22), which establishes how we will continue to work to improve outcomes for our children and young people so that:
  - Children and young people have the best start in life and are protected from harm
  - Children and young people have good physical and emotional health
  - Children and young people develop, achieve and are ready for adulthood
  - Children and young people feel listened to and respected
- 3.3 Our Early Help and Prevention Strategy additionally aligns with, and supports the delivery of, a number of wider strategies in Lewisham, including:
  - Lewisham’s Health and Wellbeing Strategy
  - Lewisham’s Health Inequalities Plan
  - Lewisham’s Whole System Obesity Approach
  - Lewisham Local Offer
  - Lewisham Early Years Quality and Sufficiency Strategy

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- Lewisham’s Children and Young People’s Emotional Health and Wellbeing Transformation Plan 2019
  - Lewisham’s Domestic Abuse Strategy (draft)
  - Lewisham’s SEND strategy
  - Lewisham’s Transitions strategy (draft)
  - Lewisham’s Child Exploitation Strategy (draft)
  - The Government’s Troubled Families Programme
- 3.4 The need for an increased focus on early help, intervention and prevention within the family was reinforced by Professor Eileen Munro in her 2011 review of child protection. In setting out the principles of an effective child protection system, Munro highlighted that ‘preventative services can do more to reduce abuse and neglect than reactive services’.
- 3.5 The revised Working Together to Safeguard Children 2018 guidance re-emphasises the role of effective early help. It focuses on the collective responsibility of all agencies, to identify, assess and provide effective targeted early help services.
- 3.6 Ofsted inspections of local authority early help and protection arrangements began in January 2012 and have featured in all subsequent frameworks. Following our Inspection of Local Authority Children’s Services in 2019, Lewisham is anticipating a further inspection this year which is likely to consider how we are delivering an effective Early Help service.

## 4. Background

- 4.1 The Early Help & Prevention Improvement Programme was established in July 2020 to align activity and provide robust governance to ensure whole-system objectives are met, these include but are not limited to, the following:
- Improved outcomes for children and families.
  - Improved outcomes for children and families who are disproportionately likely to experience poor outcomes.
  - Greater awareness of the impact of interventions on children and families.
  - Greater consistency in the understanding of early help and the use of language.
  - Clear routes for children and families to access the right support for them at the right time.
  - A comprehensive ‘early help offer’
  - A reduction in the number of children and family requiring statutory interventions.
  - In the long term, a reduction in spend on s17 and placements for children in care.
- 4.2 In December 2020, Mayor and Cabinet agreed the Early Help and Prevention Strategy and a number of commissioning intentions to support its delivery.

## 5. Early Help and Prevention Strategy

- 5.1 A commitment to providing help early and preventing the escalation of needs has been at the heart of Lewisham’s Children and Young People’s Strategic Partnership and our Plans for many years. Our Early Help and Prevention Strategy places this front and centre and sets out Lewisham’s vision for and commitment to early help & prevention. The strategy can be found in Appendix 2.

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- 5.2 The strategy establishes how the Council will work with all partner agencies (including schools) to improve those outcomes through an identity and approach for Early Help and Prevention in the borough (Prevent, Identify, Respond), and a framework by which to deliver the change (the i-Thrive framework).
- 5.3 The Early Help & Prevention Strategy sets out our improvement plans through seven priority areas, which will be underpinned by similar and sometimes linked activity to improve services. These are:
1. Information, Access & Referral
  2. Targeted Early Help and Family Support
  3. Family Hubs (incorporating Children’s Centre services)
  4. Provision of Youth Services
  5. Health and Wellbeing
  6. Children’s Social Work
  7. Contextual Safeguarding

## **6. Information, Access & Referral**

- 6.1. Families and professionals tell us they need consistent, accurate and up to date information about services and how to access them, in order to make decisions and get the support they need. Young people also tell us that accurate, useful information about available services is very important and helps them to make choices about their future.
- 6.2. Where a referral for more intensive or specialist support is required, by strengthening our Front Door to include information, advice and guidance, access to Early Help, and access to our emotional wellbeing and CAMHS provision, we can ensure that families get the right support, quicker, and that it is built around their existing relationships with professionals as far as possible. In the medium term, this should reduce the number of referrals progressing to CSC, or to higher level CAMHS services.

### Next Steps

- 6.3. Over the next 12 months, we will develop a single point of access, with consideration of how the Family Information Service, arrangements for the provision of targeted Early Help and family support, and access to CAMHS can partner with the MASH in a single Front Door for Families.
- 6.4. We will develop our Family Information Service, using the i-Thrive framework to provide a contact point for information and support for families who are struggling but who do not meet the threshold for a social work intervention. This will be in person, through the development of our Family Hub approach and through extension of our parent/community champions programmes to expand peer support to families and online through our website.

## **7. Targeted Early Help and Family Support**

- 7.1. Targeted Early Help and Family Support refers to the support provided to children and families at risk of poor outcomes who identify themselves, or are identified as being ‘vulnerable’. This would be a level 2 or 3 of our Threshold Document, or the “Getting Help” domain of the i-Thrive framework.
- 7.2. Officers have been developing the model for “Family Thrive”; locality based, multi disciplinary teams able to provide intensive support to those families where children’s

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needs are either not known or unclear, or are not being met, and coordinated, multi-agency support through an Early Help Assessment (EHA) is required. Children and young people at this level do not meet the threshold for statutory intervention by Children's Social Care.

- 7.3. This model for targeted early help and family support would also include 'Team around the School' or 'Team around the Professional' approaches, strengthening skills and confidence across the partnership to increase the number of children and families being supported by those with whom they have existing and positive relationships. This is closely linked to the development of our family hubs approach.
- 7.4. In January 2021, our contract for targeted family support with an external provider came to an end, and staff transferred to the local authority on 12<sup>th</sup> January 2021, rebranding internally as Family Thrive.
- 7.5. Family Thrive receive referrals through the Lewisham MASH and ensure that a support package is put in place for these families, tracking the outcomes and quality of this work.

### Next Steps

- 7.6. Restructure of in-house service to bring the two elements of the service together under a single model, and to embed youth work expertise and therapists in the service.
- 7.7. In order to progress our locality based approach with four geographically based teams, we will recruit a pilot team to test and develop our Family Hub model. We will pilot locality based panels and "Team Around" partnerships so people who know them are able to spot the signs of worry for more children and families and those families have their needs met sooner by people they know and trust.
- 7.8. Engagement with schools and partners so that current arrangements are widely understood, and early opportunities are provided to feed into the direction of travel for the future – especially the locality approach.
- 7.9. Refresh our service standards, Early Help Assessment, our referral processes and paperwork, alongside a review of our Troubled Families Outcomes Plan, bringing the two together to improve our reporting of service performance and impact and ensuring alignment with Signs of Safety and i-Thrive.
- 7.10. We will review the interface with other services (including Children's Social Care, Schools & Inclusion, Health services, Youth Offending, Safe Space, and Housing) so that an improved and effective pathway between statutory and non- statutory services is implemented, families receive consistent approaches, and duplication is reduced.
- 7.11. Deliver a pilot with SLAM to develop the therapeutic approach in Family Thrive, meeting children and parents' needs earlier, supporting schools and other partners to access mental health and wellbeing support, and to reduce the number of children and young people who are referred to CAMHS.

## **8. Family Hubs (incorporating Children's Centre services)**

- 8.1. We will develop a new delivery model for Children and Family Centre Services, with particular focus on integration and co-location where possible, seeking to improve access to services across the health, education, and care and support landscape and secure better use of our buildings.
- 8.2. Children and their families have different needs at different stages of childhood, and the responses needed differ as a consequence. Family Hubs will therefore be a central point of support for families across the stages of childhood and into adulthood.
- 8.3. Localised approaches to service delivery will focus on the specific needs and context of

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that community, whilst also acting as a gateway to multiple services.

- 8.4. Following agreement at Mayor and Cabinet on 9<sup>th</sup> December 2020, variations to the contracts with our Children's Centre service providers have been successfully completed for the final year of the existing contracts.
- 8.4 This variation repurposes some family support resource into our in house Family Thrive service, where demand is at critical levels and delivers a £200,000 saving to the local authority.
- 8.5. Our Children and Family Centre services retain (Covid compliant) delivery of:
  - Family Support and outreach for approximately 300 families a year
  - Parenting support, using Triple P via 1-1 and group sessions
  - Domestic Abuse programmes, such as Freedom supplementing that provided through the Children Affected by Domestic Abuse (CADA) and What Works in Children's Social Care (WWCSC) funded projects
  - Universal provision focussing on evidence based programmes that meet the needs of Lewisham families, such as: (HENRY) Healthy Eating and Nutrition for the Really Young, Little Explorers, Baby massage and information session co-delivered with the Family Information Service
- 8.6. Officers are additionally working with one provider to explore expanded delivery into Honor Oak ward

#### Next Steps

- 8.7. Work to refresh our 0-5 outcomes framework has started. We are completing a self-assessment, supported by the Early Intervention Foundation, to support a system-wide approach to improving outcomes for children in the early years, with a focus on speech, language and communication skills. This will be developed over time to support a full maternity and early years outcomes framework, with an updated needs analysis for the Early Years.
- 8.8. This will support a redesign of our Children's Centre services - as part of a broader Family Hub offer, and at the same time as our 0-19 health services (Health Visiting and School Health).
- 8.9. Building on this, we will develop an outcomes framework and service model for children and families covering each phase of childhood identified in our life cycle approach. We are beginning with our 0-5 offer and using this to develop the same for 6-11 years olds, seeing our children and families through the transition to secondary school. The outcomes framework for 11-19 years olds will be completed within the Youth Services programme of work.
- 8.10. Officers have begun a review of buildings across the borough and their use, informing the development of an area/locality hub approach, with a view to expanding the number and range of services available in neighbourhood settings, and improving access to support for families across a range of services and needs.
- 8.11. Aligned with the project to develop a single front door for families, to work together with Children and Family Centres and align our referral pathways to ensure we are able to map and understand demand across the borough, and at locality level.
- 8.12. As our leadership of Family Hubs is embedded, with our directly delivered early help and family support provision, commissioning in the future will be designed to be flexible, and able to meet locality defined outcomes and needs – informed and co-delivered by communities and families.

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## 9. Provision of Youth Services

- 9.1. The scope of this workstream has been to develop a collective vision for youth work in Lewisham, demonstrating its impact on our Corporate priorities and relevant supporting strategies. Through this we have been working on the design and delivery of a new model for youth services, ensuring that we are better able to meet the targeted needs of our young people..
- 9.2. In December 2020, Mayor and Cabinet agreed that:
- that the Council uses available resources more flexibly to develop a borough wide targeted youth work offer, which will be delivered by a wider range of youth organisations across the borough, including the Council itself through Family Thrive.
  - a new contract for youth services be awarded to Youth First for a period of four years from 01/04/21 – 31/03/25 with an option to extend for a further two years at a maximum cost of £1.3m per annum, and £7.8m across the full six year period.
- 9.4 Officers have been finalising the contract with Youth First since, and are in the final stages of agreeing a model providing universal youth work sessions at the five youth clubs owned by the local authority in the Borough alongside the provision of 1-1 support for approximately 120 young people a year by senior youth and community workers, and capacity to provide themed sessional work.
- 9.5 Youth First will continue their efforts to bring additional resource into the borough to supplement this offer.
- 9.6 Officers are further seeking to provide Youth First with 10 year leases at a peppercorn rent for two Youth Clubs in the borough in order that Youth First are further supported as an organisation – providing security of a base from which to operate, and also to support their income generation activity.
- 9.7 Following a successful fundraising campaign, led by Youth First, Riverside Youth Club will be refurbished in 2021/22 to provide a new floodlit 3G pitch and an improved building, with refreshed consultation rooms and media and learning zones as well as upgraded changing rooms and kitchen.
- 9.8 The wider project linked to this fundraising campaign includes partnership delivery of football for the community by Milwall Community Trust, and youth work from Youth First, funded via their contract with London Borough Lewisham. The building – when refurbished - will also lend itself to our Family Hub approach.
- 9.9 Whilst the Riverside Youth Club is closed for capital works, Youth First will deliver from the nearby Richard MacVicar APG site in Deptford.
- 9.10 Officers are continuing to work with Youth First to secure delivery, through a separate contract at the remaining adventure playgrounds (Home Park, The Dumps, Ladywell, Honor Oak) for the next 12 months.
- 9.11 Recognising that the wooden play structures are nearing the end of their life, we will develop a play strategy for 22/23 and beyond that sets out our ambitions and delivery options for children of all ages, with recommendations for the future utilisation of the five adventure playgrounds.
- 9.12 Alongside the contract with Youth First, some resource is set aside to work with existing and new providers to ensure the needs of young people in Lewisham are met to the best of our abilities with provision of more targeted services to our most vulnerable young people, and their families. This will include targeted interventions, reducing disproportionailty for our young people who are impacted by racism, maximising reach, and participation and engagement.
- 9.13 Officers will also be exploring the feasibility for a Youth Foundation in Lewisham as an

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organisation to bring all organisations working with Lewisham Young People together - with young people - to develop and deliver a vision for youth work in the borough, to provide a framework for delivery and standards – including skills & workforce development, and to generate income for our young people.

## 10. Health and Wellbeing

- 10.1. Our Early Help and Prevention Strategy is underpinned by the national i-Thrive model. This was initially rolled out across emotional and mental health services in Lewisham, and is being adapted to include all services providing early help and support to children, young people and families.
- 10.2. The THRIVE Framework for system change is an integrated, person centred and needs led approach to delivering services for children, young people and their families. It aims to develop a common language, improved pathways of support and better interface between services. It conceptualises ‘need’ in five categories: Thriving; Getting Advice and Signposting; Getting Help; Getting More Help; and Getting Risk Support. Emphasis is placed on prevention and also the promotion of wellbeing across the whole population. Children, young people and their families are empowered through active involvement in decisions about their care through shared decision making, which is fundamental to the approach.
- 10.3. Specific areas of focus for health and wellbeing in this strategy are:  
*The Young People’s Health and Wellbeing Service (YPHWS), delivered by Compass.*
- 10.4. The YPHWS delivers a variety of interventions and was designed to provide a universal and targeted offer that widens access to health and wellbeing support for young people, and contributes to a reduction in demand for specialist services. The aim is to lead to the following outcomes amongst young people:
  - Improved sexual health and relationships
  - A decrease in the level of substance misuse
  - Improved mental health and wellbeing
- 10.5. Over the last 18 months of the service (notwithstanding the impact of COVID-19) we have seen an increase in the number of young people accessing support for emotional wellbeing and structured support for substance misuse. However, more work is required to increase the number of young people accessing the service, particularly for support with risky sexual behaviour and substance misuse.
- 10.6. Following approval at Mayor and Cabinet on 9<sup>th</sup> December 2020, the contract with Compass has been extended for 12 months from 1<sup>st</sup> April 2021 until 31<sup>st</sup> March 2022.
- 10.7. This extension period allows time for a review of the YPHWS offer which commenced in January 2021. This review considers the impact of the service, including from the perspective of service users and stakeholders, and more broadly the effectiveness of an integrated service model in meeting needs around sexual health, substance misuse and emotional wellbeing.
- 10.8. A decision will be needed by Spring 2021 on whether to re-commission an integrated health and wellbeing offer for young people.

### *All Age Mental Health Provider Alliance*

- 10.9. Together with the South East London Clinical Commissioning Group (SEL CCG) and increased investment from the NHSE nationally for CAMHS services, we are moving towards an ‘all age’ Mental Health Provider Alliance, which builds on the approach which has been developed in adult mental health and aims to bring providers of mental

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health together effectively to achieve better integration of services across statutory and voluntary sector services.

#### *Addressing disproportionality and long term health inequalities connected to structural racism*

- 10.10. Targeted programmes to address long term health inequalities are being developed in emotional wellbeing services. We have seen significant improvements in relation to the recording of ethnicity data, current CAMHS data shows that 96.4% of CYP referred to CAMHS have ethnicity data recorded, against a target of 95%.
- 10.11. CAMHS continue to focus on improving access as there is still an under-representation of Black African and Black Caribbean young people when compared against the wider population.
- 10.12. CYP commissioners have undertaken an analysis of reach and ethnicity data across the wider commissioned mental health and emotional wellbeing pathway for children and young people. Early findings suggest that access for young people from ethnic minority communities is around 55-60% for most non-statutory/community based services

#### *Behaviour Support*

- 10.13. The SE London Behaviour Support pilot for young people with ASD/LD and mental health concerns has been launched, aiming to prevent placement / family breakdown and crisis A&E admissions;

#### *Social prescribing*

- 10.14. Development of a social prescribing model for children and young people is in early stages. Social prescribing processes are being developed to support early access into a range of services across a wider age range of 0-25, to support transition into adulthood.

#### *Services for children and young people with SEND*

- 10.15. A wider review of Short Breaks provision is planned for 21/22, resulting in an improved and developed offer and the re-commissioning of the post-diagnostic ASD service to ensure adequate links to the ASD pathway.

#### Next Steps

- 10.16. Over the next 12 months, and as part of our implementation of the i-Thrive framework, we will develop our pre-CAMHS provision, providing an accessible and consistent approach for families, whichever service or pathway they seek support through. This will bring together therapeutic provision in Family Thrive, Edge of Care & the CAMHS Virtual School, Early Years, LYFT, the Mental Health Schools Teams, CYP IAPT, and the Young People's Health and Wellbeing Service.
- 10.17. This will strengthen our access to and capacity in early emotional wellbeing and mental health support for children and young people so that more young people are able to get the support they need, in turn improving health and wellbeing outcomes for Lewisham children and young people.

## **11. Children's Social Work**

- 11.1. Family Support in Early Help and at the 'Edge of Care' are both 'preventative' services but should not be confused, as they are not working with the same families. 'Early Help', provided by Family Thrive, refers to preventing families needing statutory services, such as Children's Social Care (CSC) unnecessarily. Whereas Edge of Care Family Support is for children who are already receiving CSC services and is to prevent them needing to come into the 'Care' system unnecessarily. However, there

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will potentially be times that the same commissioned provider services are delivering a service to families in either category (Family Thrive or open to CSC) e.g. Domestic Abuse services but there should not be a situation where families in 'Early Help' will also be receiving EOC/Family Support.

- 11.2. The aim of strengthening the CSC Edge of Care Services, by developing intensive therapeutically informed support, is to enable more children/young people to stay safe with their families and reduce the need to come into, or stay in care. Children will have to have an allocated Social Worker and an active child in need, protection or care plan.
- 11.3. The project to strengthen Edge of Care Service involves expanding capacity and diversifying the range of interventions within our existing in-house services, currently provided by the Meliot Family Centre, (children under 11) and the First Response team (11 – 18 years old) located in the Safe Space Service. The project is also reviewing the existing commissioned services, with a view to establishing more cost effective measures for securing those services and bringing a range of the activities in-house.

#### Next Steps:

- 11.4. Reviewing the skills, experiences and qualifications required for those staff working in 'Family Support' roles across the directorate and commissioned services with a view to developing generic job descriptions where appropriate, as well as promoting shared learning and CPD, approaches, and delivery.
- 11.5. Job evaluations for any new roles, and HR processes where required. Recruitment and development of the services.
- 11.6. Reviewing all commissioning arrangements for services, programmes and interventions to identify what can be brought in-house and what requiring ongoing outsourcing.

## **12. Contextual Safeguarding**

- 12.1. Being and feeling safe impacts on our young people's health and wellbeing, ability to feel connected to their communities, and their being able to achieve and enjoy life. Contextual Safeguarding moves the focus of intervention away from the individual child, and towards the context in which risk, abuse or exploitation happens.
- 12.2. We know that young people in Lewisham have a number of contextual risks to their wellbeing and addressing these is a major part of a coordinated approach to supporting young people in their personal and social development.
- 12.3. Since May 2020, we have been developing the LSCP Child Exploitation Strategy, due to launch in Spring 2021. This has included service mapping, consultation with groups of young people, and wider engagement across the Lewisham Safeguarding Children Partnership
- 12.4. The Child Exploitation Strategy seeks to reduce exploitation through four domains of activity: Prevent, Protect, Restore and Pursue

#### Next Steps

- 12.5. Following the launch of the Child Exploitation Strategy, the following priorities will be delivered in 21/22
- 12.4.1 **Deliver an awareness raising & education campaign so that:**
  - a) Young people understand what help is available if they are at risk of or are experiencing exploitation, to address the negative feelings that exploitation can create and that there is help to recover from exploitation;

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- b) Parents can support their child to recover if they have been exploited;
- c) Parents can learn more about online technology and popular platforms to increase education and ability to monitor use of these platforms.
- d) Professionals have information regarding trends and signs to spot regarding Child Exploitation (including during potential rolling lockdowns during COVID-19).

#### **12.4.2 Strengthen our responses to Child Exploitation by:**

- a) Completing a feasibility report on the formation and impact of a multi-agency, Adolescent Safeguarding /Rapid Response Team to respond to intelligence and reports of exploitation and violence in real time in Lewisham.

#### **12.4.3 Address disproportionality, Structural Racism & Inequality through:**

- a) LSCP Partners sharing all relevant demographic data (age, gender, ethnicity) regarding children and young people at risk of exploitation.
- b) Developing the local profile of disproportionality alongside child exploitation and violence data.
- c) Understanding the age, gender and ethnicity of young people that services are working with will support service design, awareness raising and direct action to address identified disproportionality and structural racism.

#### **12.4.4 Development of Local Child Exploitation Professional Networks**

- a) Trauma-Informed Network.
- b) Identify all Restorative Justice practitioners previously trained across the LSCP to create a pool of RJ practitioners to support restore-responses when exploitation has occurred.

#### **12.4.5 Participation**

- a) Develop Youth Advisory Group for Child Exploitation to support ongoing development of strategy and support.

### **13. Financial implications**

- 13.1. This report is intended to update members on the progress made to date in the delivery of the Council's Early Help and Prevention strategy and setting out priorities for further improvement in 21/22. As such, there are no direct financial implications arising from the recommendation set out in Section 2.1
- 13.2. The next steps set out in the main body of the report are being costed as they progress ensuring that the strategy will be delivered within the budget available.

### **14. Legal implications**

- 14.1. Legal implications are as set out in the report. To the extent that the matters raised in the report result in any substantial service change and/or procurement or variation of contracts, decisions on those matters will need to be made in accordance with the Council's constitution and on the basis of full reports.

### **20 Equalities implications**

- 20.1 An EAA is being completed for each work stream in the Early Help and Prevention Strategy. Across all work addressing disproportionality and racism is a key priority, and

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key actions in youth services and contextual safeguarding specifically contribute to addressing this.

## 21 Climate change and environmental implications

- 21.1 Environmental implications will be considered as far as possible within our developing Early Help and Prevention Strategy. In considering alternative uses of our buildings, we will consider environmental factors such as transport and green energy.

## 22 Crime and disorder implications

- 22.1 The services in this report play a significant role providing positive activities for young people, and in reducing the chances of them being involved in anti-social behaviour or criminal activity. It is a key provision in the Local Authorities Public Health Approach to violence reduction.

## 23 Health and wellbeing implications

- 23.1 The Early Help and Prevention strategy plays a significant role in promoting the health and wellbeing of our young people. We have prioritised emotional wellbeing through the use of the i-Thrive Framework and will ensure that health and wellbeing outcomes are prioritised through the delivery of services, and that the impact of this provision on these outcomes can be measured.

## 24 Social Value implications

- 24.1 Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the wellbeing of the local area can be secured.
- 24.2 The council is also an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Lewisham pay their staff at a minimum rate equivalent to the LLW rate. Successful contractors to any tenders will be expected to meet LLW requirements and contract conditions requiring the payment of LLW will be included in the tender documents.

## 25 Background papers

- 25.1 Mayor and Cabinet, 09/12/20, Lewisham's Early Help and Prevention Strategy and Commissioning Intentions:  
<https://councilmeetings.lewisham.gov.uk/documents/s76407/Early%20Help%20and%20Prevention%20Strategy%20and%20commissioning%20intentions.pdf>
- 25.2 CYP Select Committee, 17/09/19, Lewisham's Early Help Review:  
<http://councilmeetings.lewisham.gov.uk/documents/b17940/CYP%20Select%20Committee%20-%20Supplementary%20agenda%201%2017th-Sep-2019%2019.00%20Children%20and%20Young%20People%20Select.pdf?T=9>

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## 26 Glossary

Term	Definition

## 27 Report author and contact

27.1 Catherine Bunten, [catherine.bunten@lewisham.gov.uk](mailto:catherine.bunten@lewisham.gov.uk), 02083146577

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## Appendix 1: Timeline of engagement and decision-making

### Engagement

October and November 2020: partnership workshops – Draft Early Help and Prevention Strategy

February 2020: partnership workshops – vision setting

10<sup>th</sup> February 2020: i-Thrive partnership event on data and outcomes

16<sup>th</sup> October 2019: i-Thrive partnership launch and engagement event

17<sup>th</sup> September 2019: CYP Select Committee Findings from our Early Help review report

July 2019: Royal Borough Greenwich Peer Review

March 2019: partnership workshops to develop shared needs analysis

### Decision-making

Mayor and Cabinet, 13/05/20, *Permission to extend current Youth Services contract for a period of eight months at a cost of £1.476m*

Mayor and Cabinet, 5/2/2020, *Permission to extend contract for Youth Services for a period of four months at a cost of £880,000 and to negotiate with Youth First for the delivery of youth services in Lewisham*

Mayor and Cabinet, 20/11/20, *Early Help Support Services – Review and permission*

Mayor and Cabinet, 18/09/2019, *Future of Youth Services: Decision to procure youth services*

Mayor and Cabinet, 13/03/2019, *Request for extension of Youth First contract: Decision to extend existing contract for youth services for a period of seven months*

Mayor and Cabinet, 13/07/16, *Youth Service Mutual – Pension Liability: Decision to indemnify Youth First (subject to the conditions of the Admitted Body agreement) in relation to pension liability resulting from any potential gap in the pension fund at the end of the three-year contract.*

Mayor and Cabinet, 01/06/16, *Youth Service Mutual – Award Of Contract: Decision to award contract for provision of youth service to Youth First for three years, from 1 September 2016 to 31 August 2019*

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# Thrive Lewisham

Lewisham's Early Help and Prevention Strategic Plan

2020-2023

## 1. Introduction

This Early Help & Prevention Strategic Plan sets out Lewisham's vision for and commitment to early help & prevention in order to improve outcomes for children and young people across Lewisham.

The structure of the Plan is straightforward and sets out:

- our vision and values;
- our Early Help identity;
- the framework and underpinning approach and principles guiding the way we work;
- our priority areas for improvement - for each priority area: a summary of our needs, the headline actions we will take; and the impact we intend to have;
- governance and oversight; and
- the resource management and joint commissioning intentions to deliver the change.

This strategy is intended to support and complement (rather than duplicate) existing local strategies and programmes, including:

Lewisham's Corporate Strategy  
Lewisham's Children and Young People's Plan  
Lewisham's Health and Wellbeing Strategy  
Lewisham's Health Inequalities Plan  
Lewisham's Inclusion Strategy (draft)  
Lewisham's Whole System Obesity Approach  
Lewisham Local Offer  
Lewisham Early Years Quality and Sufficiency Strategy  
Lewisham's Children and Young People's Emotional Health and Wellbeing Transformation Plan 2019  
Lewisham's Domestic Abuse Strategy (draft)  
Lewisham's SEND strategy  
Lewisham's Transitions strategy (draft)  
Lewisham's Child Exploitation Strategy (draft)  
The Troubled Families Programme  
The Healthy Child Programme

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## 2. Lewisham's Early Help & Prevention vision and approach

A commitment to providing help early and preventing the escalation of needs has been at the heart of Lewisham's Children and Young People's Strategic Partnership and our Plans for many years. A strong Early Help offer helps to build resilience, giving children and young people the best start, and preparing them well for adult life.

Efforts to improve children and young people's development and outcomes are an investment, not a cost – and it is a priority for us in Lewisham that our children are nurtured and supported in their early years, from pregnancy to starting school, throughout their childhood and adolescence, and as they transition into adulthood.

Early Help describes **all** support available to children and families up to the level of statutory intervention. It includes information and advice, as well as universal, open access services and more intensive targeted support for those children and families who need extra support. To be effective, Early Help must be a system level approach.

We understand that everyone experiences life in different ways at different points and that our networks of support will alter over time and circumstance. Children and young people, and their families may experience problems and difficulties at any point throughout childhood and adolescence, and our approach is based on the view that help provided in a contextual and family approach at the earliest point is critical to prevent escalation to the point where statutory interventions may be required.

### 2.1 *Vision*

Our Early Help and Prevention vision is for children and young people in Lewisham to thrive, reaching their full potential and able to take full advantage of the opportunities available to them in Lewisham, London and beyond.

Our vision is supported by three values:



**VISION**

Our vision is for children and young people in Lewisham to **thrive**, reaching their full potential, and able to take full advantage of the opportunities available to them in Lewisham, London and beyond



**RESILIENCE & WELLBEING**

We will prioritise Lewisham children, young people and families' wellbeing, and build resilience, so that they know where and when to go for help and support when faced with challenges and adversities as they arise



**TIMELY & FOCUSED**

We will provide timely and focussed help and support to make a positive difference to a greater number of children and families so that their needs are met earlier and more effectively



**INVOLVES & EMPOWERS**

Parents, carers and families will be at the heart of a system that involves and empowers them in decisions that make the difference for their children

2.2 *of Early Help and Prevention*

The achievement of this vision is more than a service or set of services, it is a culture and way of working together to:

- **Prevent** problems occurring  
*Children, young people, their parents and carers, communities and our workforce are able to identify risks to wellbeing and mitigate them, and to identify protective factors in a child's life and strengthen them.*
- **Identify** risks or problems at the earliest point of need, at any time in a child or young person's life  
*Children, young people, their parents and carers, communities and our workforce are equipped to identify risks or needs that aren't being met, including by identifying the children who might need us the most.*
- **Respond** by providing support as soon as possible to stop problems getting worse, reducing the risks to children's wellbeing and increasing the protective factors in a child's life.  
*Parents and carers, communities and our workforce confidently respond to needs that aren't being met, providing timely access and clearer pathways to evidence based support*

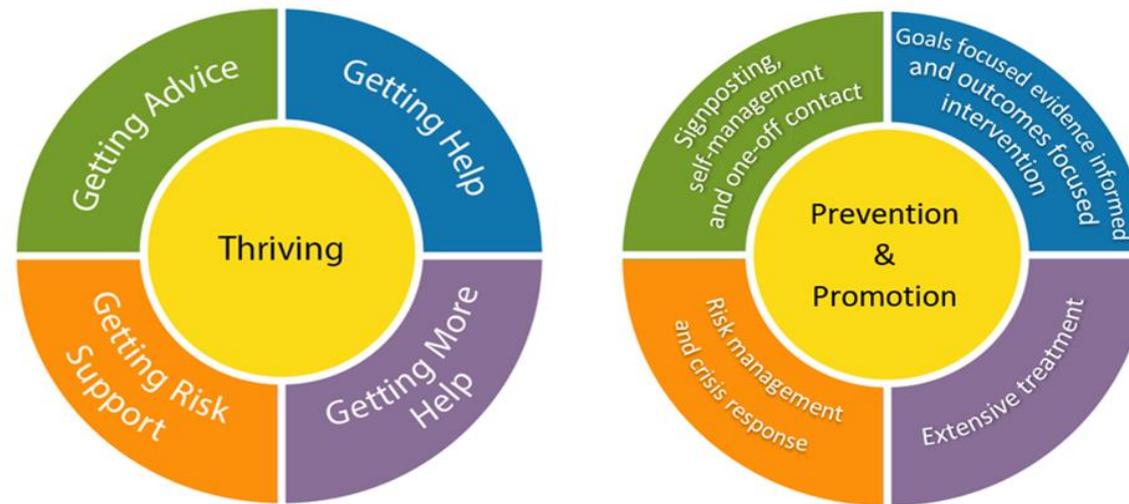
And we will employ this approach taking a **life cycle approach**

Children and their families need different things at different points, and we see to ensure that children are supported throughout their childhood, adolescence and into adulthood.



## 2.3 Our framework for Early Help and Prevention

Partners have agreed to work within the i-Thrive framework to deliver our vision.



*The circle on the left describes the 'state of being' of people in that group - using language informed by consultation with young people and parents with experience of services; the circle on the right describes the input that is offered for each group*

### 2.3.3 The way we work

In addition to the i-Thrive Framework, across a partnership we are committed to the following practice in all of our work with children, young people and families, using a shared language that everyone understands:

- *Signs of Safety*
- *Trauma-Informed Approaches*
- *Unconscious Bias and Cultural Humility, as we strive to become consistently anti-racist both personally and professionally*
- *Restorative Approaches*
- *Five to Thrive*

## 3. Priorities for Improvement

Delivering our vision for early help and prevention requires a programme of service improvement and redesign, including new service models for targeted family support and youth work planned in 2021/22, and a total redesign in the use of our buildings and spaces to create Family Hubs and provide local access to support in the next two years.

To ensure that our early help and prevention approach has an impact for as many children and families as we can, we have identified seven priority areas to deliver that improvement, covering need and service provision across the five i-Thrive groupings: from thriving to getting risk support. These priority areas are summarised below.

**1. Information, Access and Referral:** We will strengthen our information, advice, guidance and support to families, including our referral processes and pathways

Families and professionals tell us they need consistent, accurate and up to date information about services and how to access them, in order to make decisions and get the support they need. Young people also tell us that accurate, useful information about available services is very important and helps them to make choices about their future.

By strengthening our Front Door to include an Early Help Access Point, encompassing an information and support offer, we can ensure that families get the right support, quicker, and that it is built around their existing relationships with professionals as far as possible. In the medium term, this should reduce the number of referrals progressing to the MASH or assessment.

#### Headline actions:

- **Family Information Service:** we will review our Threshold document and ‘continuum of need’ in line with the i-Thrive Framework, using the common language of the five needs-based groupings, and create a refreshed Family Information Service directory. This will include our Local Offer, and a review of our SENDIASS service.
- **Early Help Access Point:** we will review our referral arrangements and pathways to support and create a contact point for Information and Support within in our CYP & Families Front Door, alongside the MASH. Clearer referral pathways (where appropriate to a CYP Front Door) and clearer routes to childcare provision and services for families and professionals will ensure that more children and families are provided with the most effective service and support first time. The Early Help Access Point will provide advice and guidance about the full range of child-related subjects. It will also be a pathway to Family Thrive (targeted early help and family support) where appropriate. We will pilot a Team Around the School/setting approach, seeking to provide families with more support in local settings, earlier and led by the people who know them best.

- **Parent/Carer Champions<sup>1</sup>:** we will extend our current programme of parent champions to expand the engagement of parents to provide peer support to families. This will include our FIS Parent/Carer Champions and our Violence Reduction Unit (VRU) funded Parent/Carer Champions network for parents of vulnerable young people who may also need support navigating the education, criminal justice or social care system(s).
- **Recording systems:** we will review and rationalise data systems. Open data may support service users' ability to know what's on offer. Better use of systems will improve the experience of families, reduce duplication, and cut the number of referrals in the system.
- **Workforce development:** we all work for Lewisham children and our workforce development activity will take advantage of the high quality training available in the borough. This will include: our Trauma Informed Champions network; a Restorative Justice pool of practitioners; Mental Health First Aid; a mental health and wellbeing champion in every early years setting; and a targeted early help and family support Signs of Safety training package.

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<sup>1</sup> Parent/Carer Champions are parents/carers who volunteer to support local parents/carers in their area, offering advice and guidance and signposting to local services. Parent/Carer Champions have knowledge of the agencies, organisations and general barriers to accessing support in their local area. They are from the local community and are trusted and reachable by peers that may be underserved by mainstream services.

- 2. Targeted Early Help and Family Support:** we will agree a definition, scope and delivery model for ‘targeted family support’, and define our practice and the commissioning needs to support our in house service. Outcomes will include a service and approach which effectively support the whole family, an effective transition between Targeted Early Help and Family Support and statutory services, and clear tools and processes for families and partners to use.

Most ‘Early Help’ support can - and should - be provided by those agencies who already know the child and family. In most cases, this work can be carried out by a single agency or a number of agencies employing a Team Around the Family approach. Targeted Early Help and Family Support is only appropriate when this approach is not making a difference to the unmet needs of the child, or concerns about the child are escalating but do not yet meet the criteria for a referral to Children’s Social Care.

In 2019/20, 800 families were referred to our targeted family support service needing more intensive and structure multi-agency support. Our targeted help offer has not been sufficient to meet the breadth or volume of referrals, and too often families are not receiving support when need is first identified. Improving our targeted early help and family support will be implemented through an in house service and community-based delivery model, providing high quality, structured and focused support to families and preventing them from entering crisis and requiring statutory interventions. Our model is focussed on building resilience and confidence for the future.

**Headline actions:**

- **Family Thrive:** We will develop a new in house Targeted Early Help and Family Support service with a clearly defined scope and practice. Family Support Workers will provide help to families through a range of evidence-based interventions ranging from intensive interventions directly to families in their homes and communities. We will review the interface with other services (including Schools, Health services, LYFT, Safe Space, CSC, Children’s Centres, Housing) so that an effective and simple pathway between statutory and non-statutory services is implemented, families receive consistent approaches, and duplication is reduced. We will secure and retain a sufficient, committed and highly skilled workforce, with outstanding leadership and management. The service will strive to become and remain anti-racist.
- **Partnership support:** Together with the Early Help Access Point, we will develop our partnership support and approaches, including through delivery in neighbourhood settings. We will consider effective models for locality based panels and “Team Around” partnerships so people who know them are able to spot the signs of worry for more children and families and those families have their needs met sooner by people they know and trust. We will ensure that multi-agency referral forms for the CYP and families front door align with EHAs and are Signs of Safety informed so that time is not spent re-telling stories or re-recording information.
- **Demonstrating Impact:** a new performance dashboard will be developed, and our systems will be utilised to better support recording so that we have accurate and readily available data and information to evidence our work, its quality, and the impact it’s having. We will review our Troubled Families outcome plan and self-assessment to provide greater alignment and support our ability to demonstrate impact for families.

**3. Children's Centres and Family hubs:** We will develop a new model for the delivery of children and family centre services, with particular focus on integration and co-location. We will explore better use of our buildings to bring together services and improve access to the support that families need throughout childhood and into adulthood across health, education, care and support.

Children and their families have different needs at different stages of childhood, and the responses needed differ as a consequence. Family Hubs will be a central point of support across childhood and into adulthood, delivering holistic early help services to a whole community. They will be localised and services will be focussed on the needs and context of that community, acting as a gateway to multiple services.

Early interventions for children and young people who face disadvantages can lead to improvements in their physical growth and health; their cognitive development (capacity to learn and school achievement); their social and emotional development (behaviours, emotional wellbeing, and relationships); and their resilience and ability to nurture themselves as they grow and into adulthood. Family Hubs, and the gateway they provide to a wider array of support, are central to achieve this.

#### **Headline actions:**

- **Childhood pathways and transitioning to adulthood:** we will review and refresh our outcomes framework and pathways for children and families for each phase of childhood identified in our life cycle approach, beginning with our 0-5 offer and using this to develop the same for 6-11 years olds, seeing our children and families through the transition to secondary school. Provision and planning for our young people will be developed as part of our improvements to youth services, and we will build on the existing Transitions strategy for our young people transitioning into adulthood.
- **Early Years:** In the early years, we will seek to further integrate our pathways and provision of support between Maternity, Health Visiting, Children's Centre Services and Early Years providers and particularly with community health provision such as speech and language therapy to improve child development outcomes and reduce toxic stress in the first years of a child's life. Alongside a core 0-5 offer, we will prioritise evidence based programmes that meet the needs of Lewisham families, such as: HENRY (Healthy Eating and Nutrition for the Really Young), Seeds of Empathy, the Freedom Programme, and Mindful Mums. We will explore ways to review and refresh this provision each year, informed by locality based need.
- **Family Hubs:** a review of buildings across the borough and their use will inform the development of an area/locality hub approach, expanding the number and range of services available in neighbourhood settings, and improving access to support for families across a range of services and needs. As well as our existing children and family centres, our libraries will play a pivotal role in our Family Hubs and approach.

These hubs will have neighbourhood teams within them - linked to our Early Help Access Point and Family Thrive - who are able to coordinate services and support across the local area, to ensure all children and family who need help get it. The co-location of partner agencies working with children and families children will ensure that intervention is timely, proportionate and accessible. Bringing agencies together at the earliest point will encourage more effective joint working, holistic assessments and targeted plans.

**4. Youth Services:** we will strengthen how youth services contribute to our early help offer. This will include targeted interventions, maximising reach, and participation and engagement. Outputs will include clear outcome measures for youth services and improved targeted support to improve health, education and wellbeing outcomes for our young people.

Our young people contribute a huge amount to the Borough and our communities and we want to create more opportunities for young people to demonstrate and celebrate their success. In developing our youth service, we will specifically seek to improve outcomes and reduce disproportionality for young people who are impacted by racism and who are at risk of school exclusion, who are involved in, or are victims of, harmful behaviour, and in improving access to emotional wellbeing services.

Strong early intervention approaches target three key 'threats' to development which are strongly associated with adverse outcomes during adolescence and adulthood: child maltreatment, substance misuse and risky sexual behaviour. Our Young People's Health and Wellbeing Service specifically seeks to work with young people who face these risks.

**Headline actions:**

- We will work alongside our young people to bring all organisations working with Lewisham Young People together to develop and deliver a vision for youth work in the borough, and to protect, promote and celebrate the contribution that young people make to our communities. We will explore the feasibility for a Youth Foundation in Lewisham as an organisation to do this, and to generate income for our young people.
- We will strengthen the participation of young people in the support they receive, the design and delivery of our services, in their communities, in the workforce, and in the leadership of our organisations
- We will work with our existing and new providers to redesign and remodel services to ensure they meet need, and where appropriate, move away from open access youth services to provision of targeted services to our most vulnerable young people, and their families. This will include a review of our buildings.
- As well as providing better pathways to support for young people referred through our CYP Front Door, we will ensure that our youth services are accessible for young people who may be at risk of poorer outcomes – including young people who experience racism, our young carers, our children looked after and care leavers, and young people with SEND

**5. Health & Wellbeing:** Across physical, mental and sexual health outcomes, we will seek to ensure that the value of existing partnerships and work within schools and wider services, to ensure that they are able to effectively respond to and meet the health needs of children and young people.

Our strategy is underpinned by a relational and trauma informed approach. Children who develop healthy attachments with their parents / carers in the early years of life develop the foundations for healthy development into adulthood. They learn to regulate their emotions and develop the resilience to thrive despite the ups and downs of life.

The national i-Thrive model initially rolled out across emotional and mental health services, has been adapted to include all services providing early help and support to children, young people and families. Through this model, we aim to provide the support to help families, children and young people to build the resilience to thrive into the future. We believe that by focusing on understanding the reasons for the behaviour, rather than just the result of the behaviour, families will be supported to make more sustained change.

Following completion of the NHSI and member-led reviews of children's mental health provision in Lewisham in 2019, we have made significant improvements to our children's emotional and mental health pathways over the last 12 months, including our mental health support teams (MHSTs) in schools, the identification of a GP lead for CYP emotional and mental health, the development of a common referral form, and our first youth clinic.

The borough has seen a marked improvement in CAMHS waiting times and performance against the national CYP mental access target.

**Headline actions:**

- **Emotional Wellbeing and Mental Health:** We will continue to progress all areas of the CYP emotional and mental health improvement programme. With additional NHSE resource, we will build on the mental health support teams (MHST) in schools and the DFE Return to School Programme, rolling out gradually to more schools across the borough. We will work more proactively with Children's Social Care and providers of emotional health services to develop new and responsive processes when supporting families to access services. We will monitor and evaluate impact of the CAMHS clinical consultation pilot in the Family Thrive Service to provide clinical advice earlier with the aim to avoid escalation to specialist services.

We are working with adult's services and are in the process of moving towards an 'all age' Mental Health Provider Alliance, which aims to bring providers of mental health together effectively to achieve better integration of services across statutory and voluntary sector services. This builds on the approach which has been developed in adult mental health.

We will work alongside providers to deliver our health action plan, and develop targeted programmes to address long term health inequalities. We

have seen significant improvements in relation to the recording of ethnicity data, currently 97.4% CYP referred to CAMHS have ethnicity data recorded, against a target of 95%. However, there is still work to be done to increase representation of children and young people that reflects our population in the service. We will work with CAMHS and non-NHS providers to improve engagement with black and minority ethnic children and young people.

- By building on positive developments in relation to the Learning Disability and Autism (LDA) Programme (previously Transforming Care), we will continue to build on successful tracking mechanisms, through the dynamic support register (DSR) which is in place to monitor young people with LD /ASD at risk of a mental health inpatient admission. The SE London Behaviour Support pilot for young people with ASD/LD and mental health concerns aims to respond proactively to YP at risk to prevent placement / family breakdown and crisis admissions to A&E.
- **Young People's Health and Wellbeing Service and School Health Services:** We will continue to raise the profile of services with school and parents. We aim to mobilise a new weight management offer and expand a digital offer for parents, reviewing wider delivery alongside the new Healthy Child Programme. A review will be undertaken of the Young Person's Health and Wellbeing Service, and more broadly the effectiveness of an integrated young people's service model for mental health, substance misuse and sexual health, in order to inform commissioning intentions for April 2022 onwards.
- **Develop access routes and processes via a social prescribing model, incorporating the newly developed Youth Clinic (Forest Hill ward) using the i-Thrive framework and by adoption of the borough-wide emotional health referral form:** We will develop our primary care early help offer via the Youth Clinic in Forest Hill. Social prescribing processes are being developed to support early access into a range of services across a wider age range of 0-25, to support transition into adulthood.
- **SEND and Community Health Provision:** A wider review of Short Breaks provision will result in an improved and developed offer within wider commissioning and services. We are reviewing the universal and targeted offer across SEND and Community Health services in collaboration with the Early Help and Prevention Programme (I-Thrive model). Re-commissioning of the post-diagnostic ASD service to ensure adequate links to the ASD pathway.

**6. Edge of Care:** we will strengthen the family support provided to families in Children's Social Care by developing an enhanced in-house service in order to reduce the number of children who become looked after. This will be achieved by developing a Family Support offer and an Edge of Care Service.

Lewisham has a high number of children who are looked after, with an average rate of 69.1 children per 10,000 in 19/20. This is higher than our Statistical neighbours (61.7), the inner London average (56) and England (65). The Local Authority intends to expand the services provided by the Meliot Family Centre and First Response (Safe Space) to support families to enable more children/young people to stay safe within their families and reduce the need to come into or stay in Local Authority care. The Local Authority recognises the challenges faced by some parents/carers caring for children/young people with complex emotional and mental health needs. To this end, clinicians will form an integral part of the staffing structure in the expansion of the Meliot family centre and First Response Team.

**Headline actions:**

- **The Meliot Family Centre** will develop into a new service that offers a comprehensive, flexible & cost effective family support offer to children aged 11 and under. As well as delivering positive impacts for these children, this will reduce dependence on high cost spot purchased services such as family support, contact and assessments.
- **Safe Space Team:** we will further develop our Safe Space team to work with young people who are at risk of becoming looked after, working in partnership with the Virtual School, Lewisham YOS Families Team (LYFT) and therapeutic services to provide holistic support to young people and families. With a purpose of keeping families together, the service will work with young people where there is an imminent risk of family breakdown and the young person coming into care. This will include young people aged 16 and 17 where housing options are not suitable. The service will additionally provide support to young people returning to their parent's care.
- We will ensure that the practice model in the new services is therapeutically informed through the recruitment of suitable clinicians.
- We will also review the existing services commissioned and spot purchased by Children and Young People Services with a view to establishing cost effective measures of securing those services which need to be purchased on an ongoing basis.

## 7. **Contextual Safeguarding:** Preventing child exploitation and harm through system wide change that embeds contextual safeguarding practice

Being and feeling safe impacts on our young people's health and wellbeing, ability to feel connected to their communities, and their being able to achieve and enjoy life. We know that young people in Lewisham have a number of contextual risks to their wellbeing and addressing these is a major part of a coordinated approach to supporting young people in their personal and social development. This priority focuses on ensuring the contextual safeguarding of our children and young people in their local communities and in Lewisham.

Contextual Safeguarding moves the focus of intervention away from the individual child, and towards the context in which risk, abuse or exploitation happens. For example, in Lewisham we have done some safety mapping with Schools using the University of Bedfordshire tools, where young people have highlighted safety concerns at particular times of the day and on journeys to and from school. The contextual safeguarding response is to produce a Safety plan owned by the school and its pupils to manage these spaces in order to protect them from exploitation.

### **Headline actions:**

- **Child Exploitation Strategy and action plan:** Since May 2020, we have been developing our Child Exploitation Strategy, due to launch in Spring 2021. This has included service mapping and consultation. It includes an analysis of workforce development needs across the Lewisham Safeguarding Children Partnership to identify where a stronger offer is required. Through this plan we will develop a Youth Advisory group for child exploitation to support ongoing strategic action planning over time and we will deliver an awareness raising and education community information campaign on our 'Prevent, Protect, Restore, Pursue' approach. We will also develop a multi-agency dataset to understand better the profile of those we seek to support and to identify disproportionality and structural inequality where it arises to inform action to directly address such inequality or racism.
- **Contextual Safeguarding:** in addition to the Child Exploitation Strategy, we are delivering contextual safeguarding approaches in schools, in social media and online, and in care and support. Our Contextual Safeguarding approach in schools will include working with students and Designated Safeguarding Leads to develop Safety Plans considering, for example, routes to and from school and group support networks. We will support all missing children on their return to schools, and pupils will be supported to develop contextual safety assessments using Lewisham's toolkit leading to better support for pupils and more pupils remaining safe in mainstream settings. We will also prioritise our ability to understand and respond to the risks to contextual safeguarding in social media.
- **Developments to the Safe Space Team** will improve integration and communication between services and the wider community. This will include joint working arrangements with Housing, the Police and Violence Reduction Team & Education to ensure that children and families receive joined-up and holistic support.
- **Our Safer Haven partnership**, which focuses on creating safe places around parks, estates, shops, offices and shopping centres will increase the safe spaces in the borough for our young people.

## 4. System Change

Through strong leadership and the implementation of this Plan, the changes to our culture, infrastructure and ways of working across our partnership will deliver a step change in children and family's wellbeing, resilience and outcomes. Across all services, we will see improvements in the way in which we co-design and deliver support and measure the impact of our provision, ensuring that we are making a positive impact on children and young people's lives.

Our key indicator for systems change is our investment in early help and prevention, so that in the medium term we see the shift of resources in Lewisham into early intervention and prevention, securing impact for years to come

### Headline actions:

- Improved accountability by evidencing a positive impact on outcomes for children and families: we will develop a clear outcomes framework and impact measures for early help and prevention that demonstrates the impact of our work, informs decision making and resource allocation, and improves collective accountability.
- A collective identity and framework for Early Help and Prevention, supported by a consistent approach: Our review of Early Help identified that our current offer was fragmented, and a lack of collective identity and framework for early help and prevention was having a negative impact on the experience of families in Lewisham, with families and professionals not always being clear on what was available or how best to access support. We will invest in our ability to lead implementation of the i-Thrive framework.
- Participation: co-production, co-design and co-ownership will be at the heart of our approach: we want to ensure that there are lots of ways for all young people, families and communities to get involved in how we deliver services and be able to influence what is available. Embedding participation in all that we do, will mean we are better able to meet needs. We also want to ensure that we promote all the good things that our young people do, and help them to make good decisions.
- We will seek to improve arrangements for sharing data and intelligence across the partnership, for the benefit of targeting specific services towards service users.

## 5. Governance

Leadership, oversight and strategic direction of Early Help & Prevention is delivered through the i-Thrive Board chaired by the Cabinet Member for Children and Young People, with the responsibility for delivering the priority areas for improvement delegated to the Early Help & Prevention Improvement Board, chaired by the Executive Director of CYP. These two boards will oversee the delivery of our improvement programme by:

- Steering and governing the implementation, development and performance of Lewisham's Early Help & Prevention strategy and associated programme of work
- Ensuring collective ownership across the system in achieving Early Help outcomes.
- Providing oversight of progress against key milestones and outcome measures through Ensuring the strategic allocation of resources to effectively deliver agreed outcomes

## 6. Engagement

The involvement of our children, young people and their parents/ carers, our communities and the services working with families in Lewisham in the development of this strategy and its implementation is critical to its success.

This strategy has been informed by engagement across Lewisham's Children's Strategic Partnership and will continue to develop through a detailed engagement process across all partners, including children and young people, parents, schools, GPs, our voluntary and community sector and statutory agencies as well as multi-agency working groups who will all have a part to play in the delivery of the change.

Over 100 professionals from across the partnership attended briefings and workshops in October and November 2020 with the aim to critique, comment and understand what is in the strategy and why. The feedback from these workshops has shaped the content of this strategy and our priorities.

## 7. Equalities Analysis Assessment

An equalities analysis supports this strategy and associated implementation plans.