KENSINGTON AND CHELSEA EARLY HELP STRATEGY ACTION PLAN – SEPTEMBER 2021

September 2021

Specific actions to deliver the vision and ambition of the Early Help Strategy, identified through the Kensington and Chelsea Early Help Partnership

A shared operating and practice model			
Strategy Vision/Ambition	Action	Who	Strategy Aim or Objective supported
Develop more integrated leadership across the two Family Hubs.	 Build two ILT teams and identify local priorities Core agencies nominate ILT members, participate in and lead on relevant priorities. Chair ongoing meetings of ILTs and progress local practice. 	 RBKC Early Help Service Partner Agencies 	To embed a partnership-wide whole family approach for families with children and young people aged 0-19
Prioritise development of the Lead Practitioner model with practitioners from all partner agencies having realistic expectations, training and access to a clear support offer including consultation	 Link to parallel developments in 0-5 pathway trailblazed by Health Visitors Learn from examples in VCS including Midaye, Westway Trust, Family Friends, West London Zone and WLAC. Planned pilot of a universal assessment tool to inform whole family working and lead practitioner working. 	 RBKC Early Help Service North and South ILTs Partner Agencies 	To ensure that plans made to improve outcomes for individual families are coordinated by a "lead practitioner"
Work with commissioners, Community Engagement and other Council officers to co-ordinate contracts with voluntary organisations and the early help offer. Maximise the use and targeting of these resources to where they are most needed, while ensuring that whole family	Commissioning activity to reflect aims of Early Help Strategy in commissioning or extension of contracts with local services for children and families	Commissioners	To enhance opportunities for additional needs to be identified in children (and responded to effectively) as early as possible, identifying indicators of harm early and providing targeted support where needed.

approaches are embedded across services. Ensure whole family working	Work through "Practice Model"	RBKC Early Help Service	To embed a partnership-wide whole
approaches are reflected in the redesign of the Pre-birth to Five pathway.	and "Workforce" working groups to ensure practice and training reflects a whole family approach		family approach for families with children and young people aged 0-19 (or up to 25 where they have special educational needs or disabilities)
Identify local schools with good practice regarding family work and Early Help to ensure wider multi- agency support is coordinated around the school and exemplars are developed to disseminate to the wider school community.	 Engage relevant primary and secondary schools in both ILTs Learn from North Kensington Inclusion Pilot (embedded in 8 schools and transition pilot into Reception in 2 schools 	Identified partner schools	To enhance opportunities for additional needs to be identified in children (and responded to effectively) as early as possible, identifying indicators of harm early and providing targeted support where needed.
Use legislation such as the Homelessness Reduction Act (Housing) and the Care Act (Adults Services) and the need to coordinate how we address priority needs such as parental mental health as mechanisms to engage adult focused agencies in whole family approaches.	 Housing Advisers to be based in Children's Centres Engage Housing Needs service in Family Hubs ILTs Develop data sharing regarding additional needs of children to support strategies to reduce homelessness. Clarify local service offer in response to financial issues which increase risk of homelessness and potential to use data to identify need earlier. 	 Housing Needs team RBKC Early Help Service Family Hubs ILTs/Team Around the Family Hub Reducing Parental Conflict programme 	To ensure that all agencies and practitioners who engage with and support families have access to clear offers of advice and support from structures such as the single front door and Family Hubs.

Maintain and further develop proactive approaches launched during COVID-19 pandemic where potential need was identified and addressed earlier.	 Monitor engagement of parents into Reducing Parental Conflict services by partner agencies Enable Housing to provide consultations for Family Hubs/Team Around the Family Hub on risk of homelessness and duty to refer. Housing teams to achieve Domestic Abuse Housing Alliance accreditation Through Children's Centres and Family Hubs, coordinate activity to improve engagement in education, employment and training Continue to respond and learn lessons from meeting increasing needs from refugee families arriving in RBKC. Report learning on integrated responses to the 	 RBKC Early Help Service Early Help Partnership and Team Around the Family Hub. 	To enhance opportunities for additional needs to be identified in children (and responded to effectively) as early as possible, identifying indicators of harm early
	Early Help Partnership.Embed services to meet emerging needs		and providing targeted support where needed.
Implement "Building Relationships for Stronger Families; the Bi- borough strategic framework for parenting" Work with the Parenting Development Manager to produce a Bi-Borough parenting strategy and develop parenting forums. Ensure development to support parenting are discussed and promoted via	 Monitor and where required challenge degree to which partners refer into Reducing Parental Conflict and Parenting programmes. Request report to Early Help Partnership and Team Around the Family Hub to raise profile of offer and level of referral 	 Reducing Parental Conflict programme. Commissioning. Early Help Partnership & Team Around the Family Hub 	To achieve good outcomes using evidence-based systemic support, trauma informed approaches and programmes to strengthen parenting.

Team Around the Family Hub arrangements.			
Ensure relevant early help services are represented at GP Hub meetings to support wider adoption of whole family working and Family Plans.	 Early Help practitioner to continue to attend all three GP Hub meetings. Consider roll out of Social Prescribing for Children model Identify strategies to prepare children for CAMHS at community level 	 RBKC Early Help Service NHS North West London CCG 	To improve mental and physical health outcomes through co-ordinated interventions and support with health agencies.
Identify and share space in a greater range of locations to make services more accessible to more families	Identify current/planned developments: - Placing services in more remote part of the borough - Maintaining online offers post COVID-19 - Review family hubs, locations and spaces with changing population needs. -Ensure specialist services are available from Youth Hubs (Drug & Alcohol, Employment, Health, Sexual Health, CAMHS)	 RBKC Early Help Service VCS Partners CCG Public Health 	To develop the offer of services on multiple platforms and access points.
Continue to develop the Early Help Partnership structure to implement this Strategy and increase capacity for different agencies to participate in whole family working in a coordinated and consistent manner.	 Ensure localities identify and progress priority actions through work of Family Hub ILTs Capitalise on actions through the 0-5 Pathway Redesign and wider commissioning/recommissioning 	 North and South ILTs RBKC Early Help Service Pre-birth to Five Working Groups Commissioning 	To embed a partnership-wide whole family approach for families with children and young people aged 0-19 (or up to 25 where they have special educational needs or disabilities)

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Workforce Development			
Strategy Vision/Ambition	Action	Who	Strategy Aim or Objective supported
Develop and implement a training plan for the multi-agency workforce with a particular focus on whole family working and the role of the lead professional, trauma-informed approaches and parenting.	 Develop Family Hubs training programme, coordinated with offers through 0-5 Pathway and parallel developments in Westminster Employ a Trauma Informed Lead to carry out needs assessment of training, courses and materials. Develop role of local Trauma Champions Coordinate with CCG offer of whole systems Trauma Informed thinking. Maximise opportunities for COVID-19 Recovery Funded Trauma Informed ambitions. Develop coordinated view of training programmes being rolled out through youth provision (e.g. Strengthening Families, Strengthening Communities) Develop codelivery opportunities with VCS partners 	 RBKC Early Help Service CCG VCS Partners Youth Hubs 	To ensure that plans made to improve outcomes for individual families are coordinated by a "lead practitioner" who is well placed to provide support and has access to training and a clearly defined support offer from the wider Early Help community.

Use learning from the COVID-19 pandemic to enable more, shared online training and development opportunities.	 Build a programme of online briefings for partnership-wide staff (lunch and learn approaches) 	Around the Family Hub	To develop the offer of services on multiple platforms and access points.
Develop an accessible programme of awareness raising and supporting materials to facilitate a partnership approach to: - Improving school readiness and earlier identification of SEND. - Improving take up the 2-year-old free childcare offer - Engaging more parents into employment, training and education. - Improving school attendance and challenging exclusions	 Develop webinar/ "lunch and learn" approach to awareness raising via Team Around the Family Hub structures prioritising topics to be covered and identifying presenters. 	Team Around the Family Hub	To enhance opportunities for additional needs to be identified in children (and responded to effectively) as early as possible, identifying indicators of harm early and providing targeted support where needed.
Coordinate a range of agencies to maximise the impact of the roll out of trauma informed approaches and their link with reducing risk of exclusion in schools.	 Work with 8 targeted schools to implement and learn from this approach Identify opportunities to share learning with wide school community. 	Partner schools	To improve mental and physical health outcomes through co-ordinated interventions and support with health agencies. To address the disproportionate representation of young people from Black, Asian and minority ethnic communities (especially boys) in the cohort of children affected by school exclusions, and those who enter the criminal justice system or become looked after.

Further develop shadowing and information sharing opportunities across departments to increase collective effort to avoid negative outcomes and ensure service offers are effectively communicated to children and their families.	 Team Around the Family Hub is performing this function in context of limits imposed by COVID-19 Identify further colocation opportunities through Family Hub ILTs Identify wider benefits of placing specialist roles in range of settings (e.g. Financial Inclusion adviser) 	 Team Around the Family Hub Family Hub ILTs 	To enhance opportunities for additional needs to be identified in children (and responded to effectively) as early as possible, identifying indicators of harm early and providing targeted support where needed.
Review the need and opportunities for staff across agencies to have access to professional support and supervision including reflective practice groups to ensure appropriate support is available for those involved in complex work with families.	 Build on reflective practice opportunities to broaden offer to other relevant teams Identify opportunities for commissioned teams through 0- 5 pathway working groups Continue to build the "consultation" model e.g. regarding school attendance, housing advice, Benefits, FACES employment support and Independent Domestic Violence Advocates 	 RBKC Early Help Service 0-5 Pathway Programme Relevant partner agencies 	To ensure that plans made to improve outcomes for individual families are coordinated by a "lead practitioner" who is well placed to provide support and has access to training and a clearly defined support offer from the wider Early Help community.
Build on learning from the aftermath of the Grenfell disaster, the COVID-19 pandemic and existing good practice, particularly in the Children's Centres and Maternity Champions where parents and other community members have been recruited and trained as volunteers and apprentices to	 Support Parent Champions programme informed by voice of parents and role of parents as facilitators. Ensure Maternity Champions are integral to 0-5 pathway Support community mentoring schemes 	 Leads for Champion roles Public Health VCS Umbrella bodies North Kensington Recovery Team 	To enhance opportunities for additional needs to be identified in children (and responded to effectively) as early as possible, identifying indicators of harm early and providing targeted support where needed.

provide a range of Early Help for	٠	Promote and share learning	
families.		from planned Community	
		Health Worker and Young People's Social Prescribing	
		programmes.	
	•	Identify, promote and learn	
		from other VCS organisations	
		working in this way	

Communications and Community Engagement Engaging with and Responding to Children and Families

Strategy Vision/Ambition	Action	Who	Strategy Aim or Objective supported
Identify mechanisms to "road test" the key messages of this strategy and to gather informed feedback of the impact of planned developments.	 Communities Department to advise on potential role of VCS teams and faith groups in informing approaches to whole family early help. 	 RBKC Communities Department Volunteer Centre Kensington and Chelsea Kensington and Chelsea Social Council 	To enhance opportunities for additional needs to be identified in children (and responded to effectively) as early as possible, identifying indicators of harm early and providing targeted support where needed.
Respond to key messages from the listening to and learning from the communities of North Kensington in the aftermath of the Grenfell disaster (A Health and Wellbeing Strategy for North Kensington NHS West London CCG).	• Early Help Partnership to receive updates from review carried out by CCG North Kensington Team regarding community feedback and identify learning and additional actions to support from wider partnership.	 CCG North Kensington Team Early Help Partnership 	To support children and families impacted by the Grenfell disaster, collaborating with the Dedicated service and the wider community to understand what they require on their road to recovery.

Work with Community Engagement, Young Kensington and Chelsea Foundation and others to ensure learning from consultations is pooled and responded to.	• Request review by Communities Department of degree to which actions in the Early Help Strategy meet the messages or learning from existing consultations	Communities Department	To be able to effectively monitor and measure impact and outcomes for families, capturing reviewing and responding to relevant data across the partnership.
Ensure the contribution of community-based roles such as Maternity and Community Champions informs Partnership developments around effective ways to design support and signposting for isolated or hard to reach families.	• Ensure ongoing developments in Pre-birth to Five Pathway are shared with Early Help Partnership including insight work carried out with parents	• 0-5 programme leads feedback coordinators of champion groups.	To ensure that all agencies and practitioners who engage with and support families have access to clear offers of advice and support from structures such as the single front door and Family Hubs.
Commit to the co-production and participation of children, young people and families in the design, delivery and review of what we do as individual agencies, and as a network.	 Identification of current or forthcoming developments and overview of how co-production will be addressed. Request to Young People's steering group and forum to feedback on Early Help Strategy Review Early Help Strategy in light of recent Housing consultation 	 Youth Participation role within Communities Department Housing Department 	To be able to effectively monitor and measure impact and outcomes for families, capturing reviewing and responding to relevant data across the partnership.
Build on learning from SEND services in relation to consulting, communicating and co-designing of services with parents.	 Use Team Around the Family Hub and Family Hub structures to raise awareness of early identification of SEND amongst partner agencies Continue to develop service offer through Children's Centres including sensory rooms and roll out of Wellcomm 	 SEND Service RBKC Early Help Service 	To embed a partnership-wide whole family approach for families with children and young people aged 0-19 (or up to 25 where they have special educational needs or disabilities)

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	 Develop Team Around support in schools through North Kensington Inclusion Project Develop coordination of multi- agency response to young people with autistic spectrum disorders. 		
Continue to share and develop approaches to digital engagement and support for families and staff as well as tackling digital exclusion, as identified during the pandemic.	 Review Strategy with RBKC Digital Inclusion team to identify areas for joint development. Use Early Help Partnership and Family Hub Integrated Leadership Teams as forums to disseminate digital developments and opportunities. Develop online registration forms for Children's Centres and digitalised feedback forms. Identify digital resources to support children and families subject to financial exclusion. 	 RBKC Early Help Service Digital Inclusion Partnership 	To develop the offer of services on multiple platforms and access points.

Communications and Community Engagement Publicising our shared offer

Strategy Vision/Ambition	Action	Who	Strategy Aim or Objective supported
Differentiate the offers of service in the north and the south hubs to reflect local needs and embed the services within the community.	Set up Integrated Leadership Teams in both localities with compositions and priorities that meet local needs.	 RBKC Early Help Service Family Hub ILTs 	To be able to effectively monitor and measure impact and outcomes for families, capturing reviewing and responding to relevant data across the partnership.
Build on developments witnessed during the COVID-19 pandemic through which service developments were more regularly communicated in different ways between partner agencies and to local families.	Develop strategies to provide further communications through key providers such as GP surgeries and Residents Associations. Learn from Communications plan for Youth Providers including effective use of social media	 RBKC Early Help Service CCG leads Youth Participation Lead 	To develop the offer of services on multiple platforms and access points.

Communications and Community Engagement

Communication of shared priorities

Strategy Vision/Ambition	Action	Who	Strategy Aim or Objective supported
Work with voluntary and community sector, schools and other partner agencies as part of locality based "Team Around the Family Hub" partnership forums.	 This is in place Share additional developments and lessons learnt through recent coordination of support for newly arrived asylum- seeking families. 	 RBKC Early Help Service Partner Agencies 	To embed a partnership-wide whole family approach for families with children and young people aged 0-19 (or up to 25 where they have special educational needs or disabilities)
Identify the Partnership role in identifying and tackling structural inequalities, increasing inclusion and acknowledging diversity as further highlighted during the pandemic.	 Ensure emerging strategies to address financial exclusion consider impact on different communities. Ensure work with traveller community is coordinated across the Partnership Promote the identification of and support for Young Carers through Partnership arrangements. Work together to develop ongoing resources for the support of Young Carers Identify and promote the role of VCS organisations in supporting underserved communities. Report on the impact of school inclusion work on groups 		To address the disproportionate representation of young people from Black, Asian and minority ethnic communities (especially boys) in the cohort of children affected by school exclusions, and those who enter the criminal justice system or become looked after.

	disproportionately affected by school exclusion.		
Coordinate processes across the Partnership to quickly identify and meet the needs of families who have required or will require support during and following the COVID-19 pandemic (information sharing and team around approaches).	 Learn from approaches developed to support newly arrived asylum-seeking families. Work with other Council departments to coordinate support for families with children identified as struggling or not coping financially. Promote work and widen support through Team Around the Family Hub structures. Learn from Task and Finish Group for Mental Health ILTs to share resources to tackle the impacts of poverty locally 	 RBKC Early Help Services VCS Partners RBKC Housing Department 	To mitigate the impact of the Covid- 19 pandemic with a focus on poverty reduction and support for mental health needs that have increased.
Work with the Economic Development team to identify strategies to better involve local businesses in early help and support for families or young people.	 Identify free activities for more vulnerable children and young people. Develop links in relation to a wider work experience offer and support for the North Kensington Inclusion Project. 	 Economic Development RBKC Early Help Service 	To enhance opportunities for additional needs to be identified in children (and responded to effectively) as early as possible, identifying indicators of harm early and providing targeted support where needed.

Sharing Information, Outcomes and Evaluation			
Strategy Vision/Ambition	Action	Who	Strategy Aim or Objective supported
Identify and implement a clear set of performance indicators and monitoring tools to be put in place within a shared outcomes framework across the Hubs to enable the Early Help Partnership to understand need, trends and patterns, monitor performance and report on outcomes.	 Review and build upon Outcomes Framework developed for pre-birth to five pathway. ILTs to develop measure to measure progress with addressing local priorities Report on key outcomes and performance indicators from the Early Help Strategy to the Early Help Partnership. 	 RBKC Early Help Service ILTs 	To be able to effectively monitor and measure impact and outcomes for families, capturing reviewing and responding to relevant data across the partnership.
Build on Supporting Families (Troubled Families) approaches to matching data to map need and services provided at an increasingly local level to identify gaps and continuous development and planning of services.	 Enable greater data sharing and matching through the Pre-Birth to Five Pathway development. Ensure children and families indicators of vulnerability inform wider RBKC project to better identify households needing support. Identify opportunities to support interventions resulting from data analysis within Housing Department. 	 Housing Department Pre-birth to Five leads. RBKC Corporate Strategy Team Children's Services Business Intelligence Team South Family Hub ILT (regarding SYV) Family Hub ILTs 	To enhance opportunities for additional needs to be identified in children (and responded to effectively) as early as possible, identifying indicators of harm early and providing targeted support where needed. To be able to effectively monitor and measure impact and outcomes for families, capturing reviewing

Plan a series of "deep dive" reviews of priority needs or outcomes to facilitate sharing of data and intelligence and shaping of coordinated responses across the Partnership.	 Revisit the Family Hub and Children's Centre datasets to confirm current requirements. Ensure specific data sets (e.g. regarding parenting needs, youth offending and serious youth violence) are made available to the Partnership and enhanced where possible. Work with targeted NEET teams to identify and support young people on locality basis. Contribute to council wide developments, e.g. regarding measures of vulnerability and increased understanding of poverty and risk of homelessness. Undertake a data analysis to identify ward with highest level of SYV and focus support around this ward 	 RBKC Early Help Service Partner agencies 	and responding to relevant data across the partnership. To be able to effectively monitor and measure impact and outcomes for families, capturing reviewing and responding to relevant data across the partnership.
Ensure the needs and interests of partners are considered when developing Case Management Systems.	 Flag development of wider Early Help system to commissioners of Family Services CMS Ensure recording systems for 0- 5 Pathway reflect aims of the Early Help Strategy 	RBKC Early Help Service	To be able to effectively monitor and measure impact and outcomes for families, capturing reviewing and responding to relevant data across the partnership.

Use multi-agency feedback to monitor the effectiveness of the framework to support the transition of work with children and families affected by the Grenfell tragedy into wider services as appropriate.	• Early Help Partnership to receive updates from review carried out by CCG North Kensington Team regarding community feedback and identify learning and additional actions to support from wider partnership.	 CCG North Kensington Team Early Help Partnership 	To support children and families impacted by the Grenfell disaster, collaborating with the Dedicated service and the wider community to understand what they require on their road to recovery.
Work with other agencies, including schools to enhance the business intelligence available to identify need and measure impact, including consideration of "soft outcomes".	 Review and build on outcomes framework being developed for 0-5 Pathway including messages regarding need in specific localities Pool data available from partner agencies in ILTs to understand and identify measures of impact on prioritised issues. Continue with Team Around School approach to identify families needing support using school, education, early help and wider partner data 	 RBKC Early Help Service Partner agencies including schools 	To be able to effectively monitor and measure impact and outcomes for families, capturing reviewing and responding to relevant data across the partnership.
Work with Schools Standards to identify schools most in need of support around improving attendance, developing and clarifying the traded offer to schools where appropriate.	 Carry out analysis and engage 8 schools to focus support to improve attendance Involve schools in Family Hub ILTs to better understand need and provide support to families via schools. 	 Schools Standards RBKC Early Help Service. North and South ILTs 	To improve life chances through increasing levels of attendance and attainment at school and supporting inclusion.
Review and develop the levels of integration between Family Hubs and Youth Hubs and wider youth provision.	 Ensure Youth Hubs and wider Youth Sector are involved in Family Hub ILTs 	 RBKC Early Help Service Young Kensington and Chelsea Foundation 	• To develop the offer of services on multiple platforms and access points.