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# **Developing a Partnership approach to Early Intervention**

**Family Services Delivery Unit**

**Children's Trust Board**

**April 2013**

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# Contents

- 1. Summary**
- 2. Context: rationale for a partnership approach to early intervention**
- 3. Barnet Council's early intervention service**
- 4. Next steps- developing the partnership approach**

# 1. Summary

- Significant savings are required across the public sector over the next period. Investment in Early Intervention can help us meet this spending challenge.
- However, savings generated by early intervention are diffuse across the partnership, and often difficult to estimate precisely.
- Developing a single strategy across the partnership should generate the best results because it takes into account inter-dependencies, reduces duplication, and allows for consistency monitoring so that resources can be deployed where they are most effective
- Within Barnet council, we have: mapped our early intervention provision; identified the key drivers of cost and poor outcomes (DV, mental health and substance mis-use being the key issues for Barnet children and families); and proposed a set of principles for 'good early intervention'- which focus on taking a whole family approach, intervening as early as possible, and using a consistent monitoring framework.

**Partners at the Children's Trust Board are asked to agree:**

- 1. To create a shared plan for Early Intervention across the partnership**
- 2. As a first step, partners to provide the resource to map out the Early Intervention provision within their agency, and explore key dependencies between services within the partnership.**
- 3. Bring back integrated plan to Children's Trust Board**

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## 2. Context

Significant savings required in the public sector:

- **£100 billion p.a.** government deficit
- **£180 million savings** for the Barnet partnership up to 2020
- **£70 million** for the council up to 2020
- **£6.2 million** for Children's Services by start of financial year April 2015

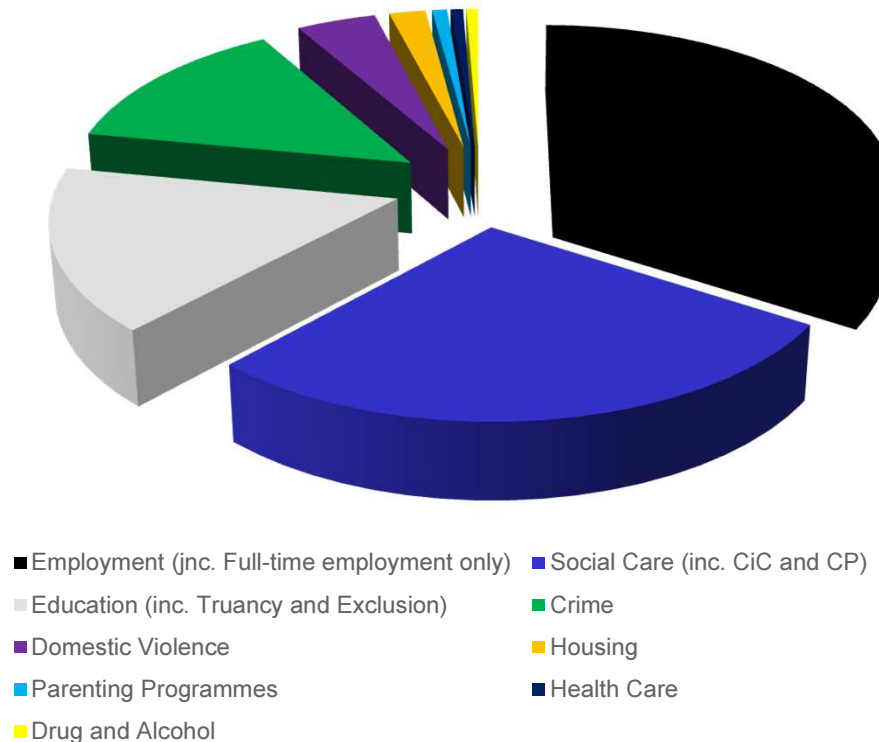
## 2.1 We know early intervention works and makes savings- for example....

- Action for Children and the New Economics Foundation estimated early investment, the economy could deliver returns to the public sector of **£486 billion over 20 years**
- **Social** - Early intervention programmes for low-income 3 & 4 year olds generated savings of **2½ times** investment
- **Health** - Family Nurse Partnership estimated to generate savings **5 times** the cost of the intervention
- **Education** - Benefits associated with introduction of literacy hour in the UK estimated to exceed costs at a ratio of **27:1**

## 2.2 An example of Early Intervention generating savings in Barnet for the Partnership

A case study of 109 'troubled families' cases showed significant impact

	Cost Avoidance
Employment (inc. Full-time employment only)	£381,000
Social Care (inc. CiC and CP)	£314,000
Education (inc. Truancy and Exclusion)	£180,500
Crime	£153,000
Domestic Violence	£48,000
Housing	£22,000
Parenting Programmes	£9,000
Health Care	£7,500
Drug and Alcohol	£7,200
<b>Total Estimated Cost Avoidance</b>	<b>c. £1.1m</b>



- The entire programme has worked with around 500 families – estimated cost avoidance of c£5m over three years .
- In this analysis, the council received c30% of the benefit of early intervention, c70% of benefits accrued to the broader partnership – demonstrating the diffuse nature of savings; also points towards 'community budget approach'

## 2.3 Early Intervention: why take a Partnership approach?

- Interventions made by one set of partners have cost implications for other partners (the so called “externality” issue)
- Partners may have similar sets of early intervention schemes, and so there are opportunities for efficiency and alignment by taking a single approach
- a co-ordinated approach allows for comparison of effective interventions across the partnership, and potentially re-aligning resources to where interventions are most effective
- Best practice guidance from the Early Intervention Foundation clear that a strong partnership approaches are more effective

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## 3. Early Intervention - the issues in Family Services, Barnet Council

So far we have:

- i) mapped our early intervention provision within the council
- ii) Studied case files to look at what drives costs and poor outcomes, and brought together key themes
- iii) Developed key principles about *how* we want to approach Early Intervention going forward
- iv) Developed success measures



## 3.1 What does Barnet Council provide?

Early Intervention Services

Common Assessment Framework

Children's  
Centres

Youth Workers

Family Support

Safer  
Families/  
DV  
prevention

CAMHS

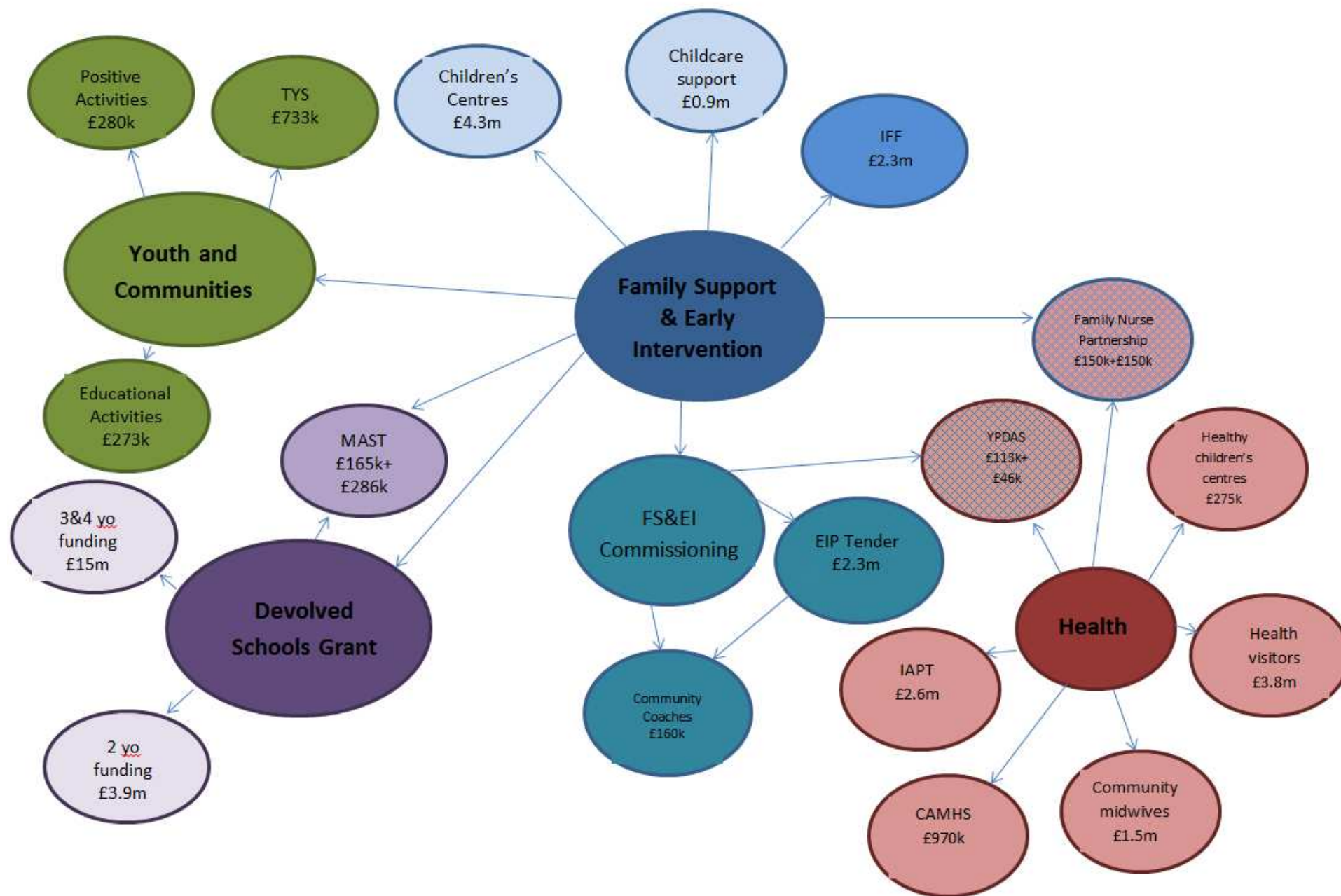
Drug and  
Alcohol  
Service

Parenting  
programmes

Multi  
Agency  
Sexual  
Exploitation  
panel

Education/  
Employment  
support for  
young  
people

Employment  
support for  
adults



## 3.2 Key themes- what drives poor outcomes and high costs?

Through case analysis of Looked After Children, Child Protection Plans and CAFs we have identified the following themes as drivers of poor outcomes and high costs:

1. Families affected by **domestic violence**
2. Those affected by **alcohol and/or drug misuse** issues, or living with a parent or carer with these issues
3. Children, young people or adults with **mental health** issues
4. Families where the ability to **parent** is limited
5. Families experiencing long term **unemployment**
6. Those involved with the police or the **criminal justice system**
7. Children who are regularly **missing school** or children who are not **school ready**
8. Those at risk of **child sexual exploitation**

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## 3.3 Principles will underpin our approach

1. **Intervening as early as possible** – in the life of a child and the life of a problem
2. **Taking a whole family approach**
  - Working with the whole family
  - Different agencies working seamlessly together
  - Addressing multiple issues simultaneously
3. **Using evidence-based interventions and monitoring them effectively**

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## 3. 4 Monitoring & Targets

**We are now generating a set of indicators which will be used to monitor the success of our Early Intervention provision**

- Measures of success 'pre-CAF'
- Number of CAFs initiated by different professionals (schools, Health Visitors)
- Throughput of CAFs – number of cases successfully 'turned around'/'needs met'
- Progress against key themes (e.g. DV, mental health, substance misuse)

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## 4. Questions for discussion

- What should the respective role of schools, voluntary sector, police, health, JCP, housing and the Council be in an early intervention strategy?
- Should we look to explore community budget type approaches to early intervention across the partnership?
- Could we move to one measurement and terminology for early intervention across the partnership?
- **Do the Partnership agree to developing a shared plan for early intervention?**

*In practice this would mean- partners to provide staff resource to map their current provision, examine interdependencies across the partnership, and work together to produce a joint plan/targets.*