
Brent's Multi-Agency Early Help Strategy 2021-2024



Contents

Foreword	3
Our Vision	4
Purpose of this Strategy	5
Background	6
What is Early Help?	7
Definition	7
The national context	7
The local context	9
Brent's Early Help Network	13
Our Early Help Priorities	16
Outcomes	18
Accountability and Governance	19
Strategy Alignment	20
Contributors	21
References	22

Foreword

**Gail Tolley, Strategic Director,
Children and Young People and
Chair of the Brent Children's Trust**



Early Help is an approach to providing services for families that focuses on preventing problems from arising or getting worse by taking preventative action, delivering effective universal services, and providing targeted support to those who need it most. It is an approach through which hundreds of dedicated, caring and highly-skilled professionals from diverse agencies and backgrounds in Brent work to give Brent's children, young people and families the best opportunities to succeed.

This strategy provides a common framework for delivering Early Help in Brent. Its core is a set of priorities identified and agreed by a large cohort of Early Help practitioners and stakeholders in Brent. Importantly, it also represents a commitment from these professionals to work together to progress them.

The priorities include working in a strengths-based, whole family way to ensure families build resilience and achieve long-term outcomes, with recognition of the impact of adverse childhood experiences and sector-wide buy-in to trauma-informed practice. It includes championing the voice of the children, young people and families who use Early Help services, and continually improving the accessibility of services, including through cultural competence.

The 2020 Brent Poverty Commission found that 43% of Brent's children are growing up in poverty when housing

costs are taken into account. This, and 10 years of austerity followed by the Covid-19 pandemic, has set the context of this strategy. While the current working environment for practitioners and stakeholders in Early Help is challenging, demanding, and full of complex and painful stories, it is fortunately also one of innovation, cooperation, and empathy.

I am pleased that Brent Council, with its partners, has recently launched eight Family Wellbeing Centres for children and young people aged up to 18, and up to 25 where the young person has a special educational need or disability, as well as their families. These centres will enable us to build on the successes of previous Early Help strategies and delivery plans in Brent, allowing us to deliver high quality family support services on a local level.

We are looking forward to welcoming more and more partners into the centres to work alongside Early Help professionals from various agencies, and deliver sessions, activities, clubs and classes.

Our ambition is that these spaces become increasingly recognised and valued by the communities that surround them as places of support and understanding, home to multi-agency professionals who are invested in their wellbeing. We hope that they will form strong foundations for the range of Early Help activities being delivered by Brent's committed public and voluntary sectors.

Our Vision

Every child and young person* in Brent will have the best start in life, followed by a childhood and adolescence in which they thrive, surrounded by families and professionals that work together with empathy and commitment to enable them to achieve their aspirations.

*age 0-18, and up to 25 where the young person has an education, health and social care plan (EHCP).



Purpose of this Strategy

The purpose of this strategy is:

- to provide an overview of Early Help in Brent for those working in the field and alongside it – what it is, how it works, and who is involved
- to define the priorities of the Early Help partnership in Brent
- to define the shared outcomes that we are all working together to achieve
- to provide clarity on what we, as a partnership and network, are aiming to achieve over the coming years, and define accountability to ensure these aims are achieved

This document has been designed to be used by professionals in Brent working in or connected to the Early Help field. This includes staff, at all levels, from the Council, health agencies, Metropolitan Police, the education sector, voluntary and community sector agencies, and other organisations.

This document can be used:

- in inductions, to help new staff to understand the Early Help partnership in Brent and what drives our work
- to help link new agencies into the Early Help partnership
- to evidence accountability and expectations from partners in the Early Help network
- when considering designing / changing services, for example to consider the effects of proposals on the wider Early Help landscape
- in funding applications and negotiations, to evidence purpose, integration and goals
- in performance monitoring, to ensure we are working towards our vision and target outcomes.



Background

This strategy was created in partnership with a wide range of professionals from the Early Help network in Brent, a list of whom can be found at the end of this document.

A large workshop was held in October 2020 exploring the three key areas of this strategy; the vision, the priorities, and the outcomes. Following this workshop, 1 to 1 and small group conversations were held to refine

the contributions from the workshop and to continually sense-check the emerging contents of the strategy.

An early draft was then shared with stakeholders through the multi-agency Early Help and Prevention group, hosted by Brent Council, before the final draft was shared with all of the strategy's contributors for further comment.



What is Early Help?

DEFINITION

The total support that improves a family's resilience and outcomes, or reduces the chance of a problem getting worse.

The Department for Levelling Up, Housing and Communities (DLUHC) [1]

Early intervention means identifying and providing effective early support to children and young people who are at risk of poor outcomes.

The Early Intervention Foundation (EIF) [2]

Early Help is an approach to providing services to families that focuses on reducing the likelihood of a problem occurring or becoming worse in the future. The reasoning is that if we can provide the right support at the right time, we can prevent problems such as youth crime, domestic abuse, and substance misuse from becoming complex, ingrained and from reaching crisis point. This would provide a better quality of life for families while reducing public spending on costly crisis intervention services.

The needs addressed through Early Help services can arise at any time in a child/young person's life – these services are not solely focused on the early years.

Early Help consists of universal and targeted services. Universal services are available to all families, and include schools, children's centres, GPs and youth clubs. Targeted services address specific needs, and include domestic abuse advisors, counselling and therapy services, and engagement work with

children at risk of school exclusion. The Early Help network includes professionals from all the universal and targeted services for families available in Brent.

THE NATIONAL CONTEXT

Independent reviews and research undertaken over the last 10 years have consistently found that Early Help services are essential to breaking cycles of deprivation and improving outcomes for children and young people, as well as reducing spending on public services. (1)

Consequently, Early Help now features in legislation surrounding Children and Young People, most recently in Working Together to Safeguard Children 2018 and its updates [3]. Local authorities must deliver certain Early Help services and practices, working with the NHS, police and other public agencies, as well as voluntary, community and

(1) Key reports include Eileen Munro's *Review of Child Protection* (final report 2011) [45], Graham Allen's *Early Intervention: Smart Investment, Massive Savings* (2011) [46], the Marmot review; *Fair Society, Healthy Lives* (2010) [44], Ofsted's *Early help: whose responsibility?* (2015), and the Early Intervention Foundation's *Realising the Potential of Early Intervention* (2018).



social enterprise (VCSE) organisations. Most local authorities deliver Early Help initiatives beyond their statutory duties, incentivised by the potential to reduce spending on statutory services.

The drive towards multi-agency working, prevention, and Early Help is consistent across fields, including mental and physical health [4, 5, 6], domestic abuse [7], crime [8] and substance misuse [9]. Further traction has been gained through widespread recognition of the impact of Adverse Childhood Experiences (ACEs) on children and young people, leading to the adoption of trauma-informed practice across the Early Help sector [10].

Policy shifts towards integrated working, most notably the government's Supporting Families (previously Troubled Families) programme, have resulted in the establishment of dedicated teams of keyworkers that coordinate strengths-based, multi-agency support for families experiencing multiple complex problems [11, 12, 13]. The local authority is responsible for ensuring all Early Help providers rapidly implement whole family working, an approach in which all family members are engaged in support provided to one or more family members, and all family members have their needs considered.

Nationally, Early Help professionals face the current key, ongoing challenges:

- **The Covid-19 pandemic**, which, at the time of writing, continues to pressurise families through bereavement, ill health, mental health problems, job loss and financial strain, while restricting service delivery and exacerbating existing inequalities

- Ensuring services are accessible and culturally-competent, following the 2020 Black Lives Matter movement that highlighted long-standing systemic **racial inequalities**
- Funding through **grants that limit** work to defined beneficiaries and timeframes, resulting in piecemeal offers that put people at risk of falling through the gaps
- The need to **build the evidence base** for early intervention, including cost-benefit analyses and long-term benefits, in order to secure future opportunities and funding
- **Increased demand** for services due to population increases, the effects of austerity, and Covid-19

From a central policy perspective, the future of Early Help services promises a move towards hub-based service delivery, whereby families can receive support for multiple needs at a centre that is local to them. The December 2019 Conservative Party Manifesto pledged to "improve the Troubled Families [now Supporting Families] Programme and champion Family Hubs to serve vulnerable families" [14]. In March 2021 government advisor Andrea Leadsom set out proposals following a review of the experience of families during the first 1,001 days of their babies' lives. The proposals include a focus on parents of the youngest children in family hubs and the development of Start for Life packs by local authorities that set out what services parents can access locally [15]. Many local authorities have launched Family Hubs in recent years, with Brent's Family hub approach commencing in December 2020.

THE LOCAL CONTEXT

Brent is an outer London borough of around 335,000 residents [16]. It is one of the most culturally diverse London boroughs; 149 languages are spoken in Brent and 45% of Brent residents were born outside of the UK [17].

Brent Council has a well-established Early Help service that includes Brent Family Solutions (Supporting Families keyworkers), an Early Years offer (childcare sufficiency planning, Children

and Families Information Service, and Willow Nursery for children with SEND), the Youth Offending Service, and, as launched in December 2020, eight Family Wellbeing Centres offering multi-agency support on a neighbourhood level. Brent works closely with partners in other agencies to deliver these services, including the NHS, Police, Probation Service and education and childcare providers. Complementing and interwoven with these services is a wealth of support



and activities for children, young people and families provided by Brent's vibrant and diverse VCSE sector.

Brent's eight Family Wellbeing Centres (FWCs) have evolved from 17 Children's Centres that have supported parents and carers of young children since 1998. As FWCs, the offer has been opened to families with children of all ages, and expanded to incorporate diverse partner services, including Brent Public

Health 0-19 years service, employment and career advice, classes, forums and clubs. The FWC initiative responds to the national shift towards hub-based working and comprehensive local consultation. Each shaped by a steering group of local stakeholders, the FWCs are integrating working across Brent's Early Help network to efficiently and effectively respond to the needs of local families.



Brent's Early Help Strengths

- Brent's **Voluntary, Community and Social Enterprise sector** includes over 300 voluntary sector agencies providing services for young people [21].
- As of June 2021, 95.3% of Brent **schools** are Ofsted-rated good or outstanding, and 94% of **early years providers** in Brent are rated good or outstanding. Brent's secondary schools are consistently high-performing in terms of attainment and progress [18, 16].
- Brent's **children's services** have been Ofsted-rated "Good", with support for care leavers judged "outstanding" [19].
- The **0-19 Public Health Service** visit and offer support to vulnerable mothers through the Maternal Early Childhood Sustained Home-visiting (MECSH) model.
- NHS Brent CCG and Brent Council have recently **transformed child mental health services**, resulting in reduced waiting times and simplified referral pathway [20].
- The **Roundwood** building, now managed by the Beckmead Trust, has begun a new phase as a school and community centre, providing education and therapy to students requiring alternative education, plus a youth offer for local young people.
- **The Metropolitan Police** is increasingly engaged with Early Help and has recently launched a new Children and Young People's Engagement Plan.

• **The Brent Black Community Action Plan** (BCAP) [21],

created in partnership with 72 black community leaders in July 2020, has built momentum for tackling health inequalities, developing community spaces, and enabling young black people to explore their aspirations, among other priorities relevant to Early Help in Brent.

- Brent's **Community Hubs**, offering multi-agency support for vulnerable residents, have been successfully rolled out and have stayed open during Covid-19 lockdowns.
- Brent's **London Borough of Culture 2020** programme showcased Brent's music, art, literature, and history, informing, engaging and inspiring young people [22, 23].
- This strategy builds on the success of Brent's Early Help Framework 2017-2020 and action plan, which, among other achievements, resulted in widespread roll-out of the Team Around the Family approach, whole family working, and using service-user feedback to continually improve services.

Brent's Early Help Challenges

- While only a fraction of incidents are reported, **domestic abuse** is among the most well-recognised concerns in Brent, with cases known to be widespread, growing, and exacerbated by the Covid-19 lockdowns.



- 22% of children in Brent live in **poverty**, rising to 43% where housing costs are considered [24]. Parents and carers in poverty struggle to heat their home, pay their rent, and/or buy the essentials for their children, with further pressure added by the Covid-19 pandemic.
- Inseparable from the above, the **housing crisis** in Brent manifests as overcrowding, family homes in disrepair, and temporary housing that disrupts work and education arrangements [24]. The importance of having a safe, stable and suitable home in order to thrive is widely recognised by Early Help practitioners in Brent.
- **Inequalities** are prevalent in the borough, including in health, educational attainment, employment and access to services. The Covid-19 pandemic has exacerbated inequalities – for example, Black, Asian and Minority Ethnic (BAME) communities have been the worst hit by the pandemic [24].
- Brent has a significant number of gangs and **gang-related exploitation** of young people is evident through youth crime data, episodes of children going missing from home or care, and

demand for specialist programmes such as those responding to Child Sexual Exploitation.

- Brent's population suffers from **obesity**. 55% of adults in Brent are overweight or obese [25], and 1 in 3 children in Brent are obese by the time they leave primary school, with children of BAME backgrounds particularly at-risk [26].
- **Substance misuse** is linked to poor outcomes for individuals and families. Brent has rates of opiate and crack misuse, and rates of hospital admissions for adults due to alcohol, which are higher than London or national averages [27].
- Brent's children suffer **poor oral health**. Brent has the 2nd highest proportion of children with dental decays in London at 35%, and the number of children aged 0-5 taken to hospital due to dental caries is significantly above-average [28].
- **Diabetes** is more prevalent in Brent than the London average, and Brent has a high rate of diabetes complications. 17% of deaths (figures prior to Covid-19) in Brent are attributable to diabetes [29].



Brent's Early Help Network

Brent's Early Help network is broad, diverse and evolving. It includes public sector agencies, VCSE organisations, and often private sector organisations. While developing and maintaining a map of Early Help services and projects presents a challenge, the list below provides a non-exhaustive overview of who is involved in Early Help delivery in Brent at the time of writing (2021).

Brent Council Services

- The **Brent Family Front Door / Multi-Agency Safeguarding Hub**. This service is jointly run by Brent Council, the Metropolitan Police and Brent's 0-19 Public Health Service
- The **Youth Offending Service** involves Brent Council, the Metropolitan Police, the National Probation Service, the Child and Adolescent Mental Health Service (CAMHS), and other partners
- The **Family Solutions Service** - keyworker support to families with multiple complex needs. Includes employment advisors from the Department for Work & Pensions
- Brent's **Early Years offer** includes sufficiency planning, coordinating and promoting free childcare entitlements, and the Children and Families Information Service
- Diverse **parenting programmes**, often delivered with other agencies
- The **Inclusion Service** supports engagement in education, including for children with additional needs, and reducing exclusions. This includes the SEND Information, Advice and Support Service (SENDIASS).

- Brent's **Education Welfare Service** works to maximise school attendance
- Coordinating multi-agency **meetings and boards** such as the Multi Agency Risk Assessment Conference (MARAC), Channel panel, and Brent Safeguarding Partnerships
- The **Wellbeing and Emotional Support Team (WEST)** is a targeted mental health service for vulnerable children and young people
- Education, Employment and Training, including **Brent Start** and **Brent Works**.
- The **Public Health team** offer the Healthy School London initiative and other health promotion activities
- Leisure centre, **sports, and wellbeing** provision

Brent's **Family Wellbeing Centres** are at the heart of Early Help delivery in Brent. Many of the services listed above and below are, and/or will be, delivered from the Family Wellbeing Centres and via the networks that surround them.

Non-Brent Council Services

Health Education

- GPs, hospitals and clinics – NHS trusts
- 0-19 Public Health team (health visiting, Brent 4 Life, and school nursing) – Central London Community Healthcare NHS Trust
- Midwifery – London North West Healthcare NHS Trust, Imperial College Healthcare NHS Trust, and Royal Free NHS Trust
- Speech and language therapy – London North West University Healthcare NHS Trust

Crime, youth crime, gangs, exploitation

- The Metropolitan Police - Safer Neighbourhoods, Safer Schools partnership, youth engagement teams, Turning Point.
- St Giles Trust
- Global Thinking (YBF)
- Advance Minerva Wrap Around
- United Borders
- Valuing Life (YBF)
- Air Network

Advice

- Citizens Advice Brent
- Advice 4 Renters
- Work and Rights Centre

Domestic abuse

- Advance
- Asian Women's Resource Centre
- Victim Support
- RISE

Housing and Homelessness

- Crisis Skylight Brent
- Ashford Place
- Sufra
- The Trussell Trust

Mentoring and relationships

- Father Figure
- Unlocking Potential
- Potential Mentoring
- Air Network

Education

- Schools, including local authority-maintained schools, academies, faith schools, private schools and special schools
- Alternative provision – Ashley College, Brent River College Pupil Referral Unit, Roundwood School and Community Centre
- Maintained and Private, Voluntary and Independent Early Years provision
- Colleges
- Supplementary schools
- West London Zone school support project

Substance misuse

- Westminster Drug Project
- EACH Counselling and Support

Mental Health

- Child and Adolescent Mental Health Service – Central and North West London NHS Foundation Trust
- Brent Centre for Young People
- Place2Be
- Brent Young People Thrive
- EACH Counselling and Support

Practical family support

- Barnardo's
- Homestart
- Salusbury World
- Family Friends

Employment and career guidance

- Prospects
- The Shaw Trust
- Ultra Education
- PLIAS Resettlement

Special Educational Needs and Disabilities

- The Brent Parent/Carer Forum

Food banks

- Sufra
- The Trussell Trust



Young Brent Foundation

Young Brent Foundation is an umbrella organisation that brings together Brent's voluntary youth sector to create a strong partnership with a united voice, equipping members with training, resources and financial support to increase overall capacity. They also deliver projects such as:

- Valuing Life – intervention work with young people at risk of engaging in gangs
- Fun Fit Families – supporting families with inactive 5 to 10-year-olds
- Global Thinking – taking action against gender based violence



Our Early Help Priorities

The following Early Help priorities have been determined through multi-agency consultation:

1. Working in partnership to provide families with a coordinated, effective, and timely response to their needs so that families receive the right support at the right time

- Ensuring universal services are used effectively for early identification of needs. This includes sharing expertise so that diverse providers can recognise and respond to a wide range of needs.
- Ensuring accountability, responsibility and quality across the partnership through relationships that support and challenge.
- Collaborating and integrating to maximise the impact of community assets including the Family Wellbeing Centres and Roundwood.
- Designing and implementing services through an evidence-based approach.

2. Responding to the needs of children, young people and their families holistically and in a whole family way

- Providing high-quality information, advice, and universal services that prevent needs from escalating.
- Building effective, strength-based relationships with families and their networks to achieve sustained and significant improvements and build resilience.
- Committing to respond with care to anyone requesting help, regardless of whether their need matches the agency they have approached. This involves shifting away from signposting, instead facilitating warm introductions to agencies that confirm they can help through conversation.
- Supporting strong and effective parenting, including by engaging fathers in interventions wherever possible.
- Continually improving the accessibility of services, including through neighbourhood-level, hub-based service delivery and by growing cultural competence and trauma-informed practice.

3. Championing the voice of children and families

- Working in partnership with parents and carers to identify and respond to their challenges, including co-designing action plans.
- Using tools and strategies to capture the voices of children, young people and their families, prioritising making them feel heard as much as providing solutions.
- Inviting feedback from children, young people and families on services through diverse channels, taking action in response to this feedback, and co-producing services with them where possible.
- Ensuring the voice of the father is not lost when designing and implementing services.

4. Promoting physical, mental and financial wellbeing

- Recognising that physical, mental and financial wellbeing, including having a safe, stable and suitable home, are fundamental to allowing children and young people to get the most out of education and services, and to breaking cycles such as poverty, domestic abuse, and addiction.
- Supporting people to effectively manage their health conditions and those of their children, including support for young carers.
- Enabling access to services that can support families with physical, mental and financial wellbeing.

5. Supporting education, employment and training

- Addressing the underlying needs and trauma of children, young people and their families so that they can reach their educational and career potential.
- Supporting children and young people through transitions, such as moving between schools and/or services and navigating significant changes at home.
- Providing relatable mentors and role models for young people.
- Providing career guidance to young people and fostering their ambitions.
- Supporting parents and carers into employment and training.

6. Keeping young people and their families safe

- Ensuring children are safe at home, school, and in the community through robust safeguarding arrangements including responding to contextual safeguarding concerns.
- Actively tackling domestic abuse and responding to its impact on children, young people and families, including through widespread multi-agency engagement with consistent, practical domestic abuse training.
- Recognising the violence and vulnerability model; that perpetrators of crime are often victims of exploitation and grooming.

Outcomes

Through this strategy and its accompanying action plan, the Early Help network will achieve the following long-term outcomes:

1. Parents and carers are empowered to parent Brent's children and young people effectively with the tools, confidence and support they need.
2. The number of families requiring social care intervention is reduced and the low number of young people coming into the care of the local authority is maintained.
3. The number and proportion of young people getting involved in crime and serious youth violence is reduced.
4. The number and proportion of young people who are not in education, employment or training is reduced.
5. The number and proportion of children and young people growing up in poverty is reduced.
6. An increased number and proportion of children and young people reach key educational achievements, with educational attainment gaps being reduced.
7. Families have improved access to health services and lead healthier lifestyles, the overall health of the children, young people and families in Brent is improved with health inequalities being reduced.
8. An increased number and proportion of children and young people reach transition points with the skills, tools and support they need to thrive in their new environment. This includes school-readiness.
9. Improved integration of Early Help agencies to ensure children, young people and families get the right support at the right time.
10. Children and young people experience reduced trauma.
11. Children and young people are kept safe, including through protection of a parent experiencing domestic abuse.
12. Children and young people achieve their potential in their education, their personal skills and their ambitions.

Accountability and Governance

The Early Help and Prevention Group oversees this strategy. The Early Help and Prevention Group is made up of representatives from Brent Council's Early Help, Public Health, Community Safety and Employment, Skills and Enterprise teams, NHS Brent CCG, Central London Community Healthcare NHS Trust, the Metropolitan Police, Young Brent Foundation and Barnardo's.

The group will act to resolve any challenges and pressures that are obstructing progress. Any challenges that are beyond the remit of the Early Help and Prevention Group are to be escalated to the Brent Children's Trust and Brent Health and Wellbeing Board, in accordance with the governance structure outlined below.

Actions to reach the objectives of the strategy are tracked through the Early Help Delivery Plan, with actions owned by various partners.



This strategy can only be achieved through honest, authentic commitment by everybody in the Early Help network in Brent. In order to ensure that families reach the best outcomes it is vital that this commitment and drive is not lost in the face of the challenges mentioned above.

Strategy Alignment

The following local documents have been reviewed in the creation of this document and are relevant to the delivery of Early Help services in Brent.

- The Brent Borough Plan 2021-2022 [16]
- Brent's Children and Young People's Department Action Plan
- The Brent CYP Practice Framework; Growing Together 2018 [30]
- Brent's Joint Strategic Needs Assessments 2019/20 [31]
- The Brent Poverty Commission Report 2020 [24]
- The Brent Black Community Action Plan 2020 [21]

- The Equality Profile of Brent 2020 [32]
- Brent Digital Strategy 2019-2023 [33]
- Brent Community Safety Strategy 2018-2021 [34]
- Brent Stronger Communities strategy 2019-2023 [35]

The following documents are forthcoming and relevant to this strategy.

- The Brent Youth Strategy 2021
- The Brent SEND Strategy 2021
- Brent Joint Health and Wellbeing Strategy 2021



Contributors

- Brent Council - Early Help, Public Health, Inclusion, Community Safety, Employment, Skills & Enterprise, Transformation Team
- The Metropolitan Police - Safeguarding, Safer Neighbourhoods, Turning Point
- Brent NHS CCG
- The Northwest London University Healthcare NHS Trust
- Central London Community Healthcare NHS Trust
- Young Brent Foundation
- Advance
- Ashley College
- Barnardo's
- Brent Parent/Carer Forum
- Brent Young People Thrive
- Citizens Advice Brent
- College of North West London
- Curzon Crescent & Fawood Children Centre's Partnership
- EACH Counselling
- Hyde Housing Successful Places
- Metropolitan Thames Valley Housing
- Place2Be
- St Margaret's School
- The Department for Work and Pensions
- The Roundwood School and Community Centre
- West London Zone



References

- [1] The Department for Levelling Up, Housing and Communities, "Troubled Families Early Help System Guide," 2020. [Online]. Available: www.gov.uk/government/publications/troubled-families-early-help-system-guide (accessed 10.11.2021).
- [2] The Early Intervention Foundation, [Online]. Available: www.eif.org.uk/why-it-matters/what-is-early-intervention (accessed 24.07.2020).
- [3] H. Government, "Working Together to Safeguard Children; A guide to inter-agency working to safeguard and promote the welfare of children," 2018.
- [4] Government green paper, "Transforming children and young people's mental health provision," 2017.
- [5] NHS Transformation Unit, "A Year in Transformation; 2017/18 Annual Report," 2018.
- [6] NHS, "The NHS Long Term Plan," 2019.
- [7] Ofsted, HM Inspectorate of Probation, HM Inspectorate of Constabulary and Fire & Rescue Services, Care Quality Commission, "The multi-agency response to children living with domestic abuse," 2017.
- [8] Act of Parliament, "Police Reform and Social Responsibility Act 2011," Available at: <https://www.legislation.gov.uk/ukpga/2011/13/contents/enacted>, 2011.
- [9] HM Government, "2017 Drug Strategy," 2017.
- [10] Early Intervention Foundation, "Adverse Childhood Experiences: What we know, what we don't know, and what should happen next," 2020.
- [11] Ministry of Housing, Communities and Local Government, "National evaluation of the Troubled Families Programme 2015-2020: Findings." 2019.
- [12] Ministry of Housing, Communities and Local Government, "Improving families' lives: Annual report of the Troubled Families Programme 2019-2020," 2020.
- [13] Ministry of Housing, Communities and Local Government, "Supporting Families Programme guidance 2021 to 2022," Available at: <https://www.gov.uk/government/publications/supporting-families-programme-guidance-2021-to-2022> (accessed 15.04.2021), 2021.
- [14] The Conservative Party, "Get Brexit Done, Unleash Britain's Potential. The Conservative and Unionist Party Manifesto 2019," 2019.
- [15] HM Government, "The Best Start for Life: A Vision for the 1,001 Critical Days," Crown copyright 2021, Available at: <https://www.gov.uk/government/publications/the-best-start-for-life-a-vision-for-the-1001-critical-days> (accessed 24.04.2021), 2021.
- [16] Brent Council, "The Brent Borough Plan 2021-2022; Building a Better Brent," 2021. [Online]. Available: www.brent.gov.uk/boroughplan (accessed 16.03.2021).

- [17] Brent Council, NHS Brent Clinical Commissioning Group, "Brent Inclusive Growth Strategy 2019-2040," [Online]. Available: <https://www.brent.gov.uk/your-community/regeneration/inclusive-growth-strategy/> (accessed 13.08.2020).
- [18] Brent Council, "Report from the Strategic Director Children and Young People: Annual School Standards and Achievement 2017-2018," 2019.
- [19] Ofsted, "Brent Inspection of Children's Social Care Services," 2018.
- [20] Brent CCG & Brent Council, "CAMHS Local Transformation Plan Appendix 1: Brent CCH & Brent Council local information and implementation plans, Summary 2018.19," 2018.
- [21] Brent Council in partnership with black community leaders, "The Brent Black Community Action Plan," Available at: <http://democracy.brent.gov.uk/ieListDocuments.aspx?CIId=180&MIId=6097&ga=2.28288252.1564434335.1610834383-1420274832.1562056005>, 2020.
- [22] Brent Council, "Brent 2020, Accessed 17.01.2021," [Online]. Available: <https://www.brent.gov.uk/services-for-residents/libraries/brent-2020/>.
- [23] Metroland Cultures, "Accessed 17.01.2021," [Online]. Available: <https://www.brent2020.co.uk/>.
- [24] Brent Council, "Brent's Poverty Commission determined to change the story on inequality," 22 June 2020. [Online]. Available: <https://www.brent.gov.uk/council-news/june-2020/brent-s-poverty-commission-determined-to-change-the-story-on-inequality/> (accessed 13.08.2020).
- [25] Brent Council, NHS Brent Clinical Commissioning Group, "Joint Strategic Needs Assessment on Health and Lifestyle," 2019/20. [Online]. Available: <https://data.brent.gov.uk/dataset/ep1yy/health-and-lifestyle-jsna-201920> (accessed 13.08.2020).
- [26] Brent Council, NHS Brent Clinical Commissioning Group, "Joint Strategic Needs Assessment on Childhood Obesity," 2019/20. [Online]. Available: <https://data.brent.gov.uk/dataset/2gxcg1/childhood-obesity-jsna-201920> (accessed 31.07.2020).
- [27] Brent Council and NHS Brent CCG, "Joint Strategy Needs Assessment on Substance Misuse," Available at: <https://data.brent.gov.uk/dataset/2nk4n/substance-misuse-jsna-201920> (accessed 23.04.2021), 2019/2020.
- [28] Brent Council, NHS Brent Clinical Commissioning Group, "Joint Strategic Needs Assessment on Oral Health," 2019/20. [Online]. Available: <https://data.brent.gov.uk/dataset/e73zj/oral-health-jsna-201920> (accessed 06.08.2020).
- [29] Brent Council, NHS Brent Clinical Commissioning Group, "Joint Strategic Needs Assessment on Diabetes," [Online]. Available: <https://data.brent.gov.uk/dataset/23zw7/diabetes-jsna-201920> (accessed 31.07.2020).

- [30] Brent Council, "Brent Practice Framework: Growing Together," March 2018.
- [31] Brent Health and Wellbeing Board, [Online]. Available: <https://data.brent.gov.uk/dataset/e1ky8/brent-joint-strategic-needs-assessment-201920>.
- [32] Brent Council, "Equality Profile of Brent," Accessed 19.08.2021 2020. [Online]. Available: <https://data.brent.gov.uk/dataset/2ydg5/equality-profile-of-brent>.
- [33] Brent Council, "Digital Strategy 2019-2023," Available at: <https://www.brent.gov.uk/your-council/about-brent-council/council-structure-and-how-we-work/strategies-and-plans/brent-digital-strategy/>, Last accessed 19.01.2021, 2019.
- [34] Brent Council, "SAFER BRENT Community Safety Strategy 2018-2021," Available at: <https://www.brent.gov.uk/your-council/about-brent-council/council-structure-and-how-we-work/strategies-and-plans/community-safety-strategy/>, Accessed 19.01.2021, 2018.
- [35] Brent Council, "Brent: Stronger Together. Stronger Communities Strategy 2019-2023," Available at: <https://www.brent.gov.uk/your-council/about-brent-council/council-structure-and-how-we-work/strategies-and-plans/stronger-communities-strategy/#:~:text=It%20sets%20a%20clear%20direction,Respect%20and%20tolerance%20for%20people>, Accessed 19.01.2021, 2019.
- [36] Brent Council, NHS Brent Clinical Commissioning Group, "Joint Strategic Needs Assessment on Indices of Deprivation," [Online]. Available: <https://data.brent.gov.uk/dataset/2rkw4/indices-of-deprivation-2019-jsna> (accessed 31.07.2020).
- [37] Brent Council, NHS Brent Clinical Commissioning Group, "Joint Strategic Needs Assessment on Domestic Abuse," 2019/20. [Online]. Available: <https://data.brent.gov.uk/dataset/emkj5/domestic-abuse-jsna-201920> (accessed 03.08.2020).
- [38] Brent Council, Brent NHS Clinical Commissioning Group, "Joint Strategic Needs Assessment on Economy and Employment," 2019/20. [Online]. Available: <https://data.brent.gov.uk/dataset/24516/economy-and-employment-jsna-201920> (accessed 04.08.2020).
- [39] Brent Council, Brent NHS Clinical Commissioning Group, "Joint Strategic Needs Analysis on Gangs and Serious Youth Violence," 2019/20. [Online]. Available: <https://data.brent.gov.uk/dataset/29d7y/gangs-and-serious-youth-violence-jsna-201920> (accessed 04.08.2021).
- [40] Young Brent Foundation, "About Young Brent Foundation," [Online]. Available: <https://www.youngbrentfoundation.org.uk/about-young-brent-foundation/> (accessed 06.08.2020).

- [41] Brent Council, NHS Brent Clinical Commissioning Group, "Joint Strategic Needs Assessment on Sexual Health," 2019/20. [Online]. Available: <https://data.brent.gov.uk/dataset/2j146/sexual-and-reproductive-health-jsna-201920> (accessed 06.08.2020).
- [42] Brent Council, NHS Brent Clinical Commissioning Group, "Joint Strategic Needs Assessment on Smoking Prevalence," 2019/20. [Online]. Available: <https://data.brent.gov.uk/dataset/20kn9/smoking-prevalence-jsna-201920> (accessed 06.08.2020).
- [43] Brent Council, NHS Brent Clinical Commissioning Group, "Joint Strategic Needs Assessment on Substance Misuse," 2019/20. [Online]. Available: <https://data.brent.gov.uk/dataset/2nk4n/substance-misuse-jsna-201920> (accessed 06.08.2020).
- [44] Michael Marmot, Peter Goldblatt, Jessica Allen, et al., "Fair Society, Healthy Lives (The Marmot Review)," 2010.
- [45] Professor Eileen Munro, "The Munro Review of Child Protection: Final Report," 2011.
- [46] Graham Allen MP, "Early Intervention: Smart Investment, Massive Savings. The Second Independent Report to Her Majesty's Government," 2011.
- [47] Brent Council, NHS Brent CCG, "The Brent Health and Wellbeing Strategy 2014-2017," Available at: <https://www.brent.gov.uk/your-council/about-brent-council/council-structure-and-how-we-work/strategies-and-plans/health-and-wellbeing-strategy/> (Accessed 16.03.2021), 2014.
- [48] Figures monitored and provided by Brent Council's Children and Young People's Department, July 2021.

