

Early Help and Prevention Action Plan 2015 – 2018

Matrix area	Progress level	15 – 18 Action No.	Description	Achievement to date	Next steps - Action	Lead	Timescale	Progress
SERVICE DELIVERY	3	1	<p><b>Implement Strengthening Families Phase 2</b> Criteria for the expanded cohort now includes: Domestic Abuse Long Term Health conditions Physical and Mental Health</p> <p>Payment by results: Phase 2 started on 1<sup>st</sup> January 15, (4 months ahead) running phase 1 and phase 2 in parallel: Remaining 30% (274) families from phase 1 5% (156) families from phase 2 A further 535 families will need to be worked with in the rest of phase 2 Total of 3130 across the five years</p>	<p>The Intensive Family Support Team is a small team which is part of the Children and Families First Team. There are 14 keyworkers working with 203 children over 82 families (April 16). The casework performance data is covered within the eCAF performance data and Quality Assurance framework.</p> <p>Workforce development – analyse if the key workers can be used differently – need to develop a training programme across tier 2 – which uses multi systemic therapy as a methodology to find out root causes of problems with families, particularly primary schools . Team of 14 – now will have less intensive families in new phase.</p> <p>1<sup>st</sup> claim completed – 27 families claimed – this may seem small – but it compares with like LA’s who are all grappling with how to evidence successful outcomes against the broader criteria.</p>	<p>A proposal with recommendations is nearing completion – it will articulate about how mainstreaming can take place whilst maintaining case work needed re payments by results</p> <p>Completed – further work to identify evidence against outcomes will be completed by the End of May 16, so that auditors can approve evidence for payment by results</p> <p>2<sup>nd</sup> claim – September 16, 535 families will need to be claimed by end of the financial year.</p>	<p>Louison Ricketts – Service Manager</p> <p>Louison Ricketts – Service Manager</p> <p>Stuart Hunter – Perf Manager</p>	<p>June 2016</p> <p>End of May 16</p> <p>September 16</p>	
	3	2	<p><b>Sufficiency and Quality Assurance</b></p> <p>Family Information Service</p> <p>2/3/4 year old offer - linked to early learning and school readiness</p> <ul style="list-style-type: none"> <li>9 nurseries to be non local authority delivery</li> </ul> <p>2.5 year check/assessment – will identify children who could benefit from the extra 15 hours for 3 year olds.</p>	<p>Autumn 15 - 76% 2 year olds have access to a place</p> <p>Spring 16 - 63% - 2 year olds (40% most disadvantaged) have a place – this dip is caused by 2 year olds turning 3. This should even out by Autumn 16, as those children projected to take place (figure above) take up the place.</p> <p>3 and 4 year olds – 94% have access to a place</p> <p>81% of all settings are good or above.</p>	<p>Needs to be fit for purpose when cuts kick in, so that self-help for parents linked to the customer journey – where else in the city can universal information be available</p> <p>Budget pressures £0.7K per year for the next three years. Service Manager is looking into role and function of CQRA – and statutory functions, which will support the work that needs to be undertaken with the expansion of the 2 and 3 year old offer</p> <p>Need an exit strategy linked to reductions in Dedicated Schools Grant – particularly affects the 2 year old offer, CQRA’s and Children’s Centre Team leader posts as a proportion of these posts are funded via this grant.</p> <p>DFE consultation on the extended 30 hours from 15 for 3 year olds – deadline for submission – end</p>	<p>Angela Harley – Service Manager</p>	<p>March 17</p>	<p>Level of funding cuts – will impact on statutory ability to deliver the 2 year old offer.</p>

					of June 16 Link up Health Visiting and early years to ensure an integrated health check process – joined up integrated way – avoid duplication and ensure			
	3	3	<p><b>Acting Early 0 – 5 – Universal engagement points to track children’s progress</b> Key stakeholders: Health visiting, midwifery and Children’s Centre staff</p> <p><b>Core integrated team activities</b> Each site developed an action plan outlining how they would implement Acting Early and their local priorities. In summary, the key activities undertaken in the demonstrator sites to improve integration have involved:</p> <ul style="list-style-type: none"> <li>— <b>Weekly integrated team meetings</b>, to identify concerns at an earlier stage, and ensure that preventative measures are in place to safeguard children.</li> <li>— <b>Workforce development</b> and encouraging new ways of working, including raising awareness of the S-BAR (situation background assessment recommendation), a tool for practitioner use to aid communication in child case meetings.</li> <li>— <b>Mapping out services</b> to highlight duplication, gaps, and take action to address issues identified, for example, introducing breastfeeding support groups.</li> <li>— Efforts to secure <b>GP engagement</b> and referrals into the weekly case meetings.</li> <li>— <b>Co-location of clinics</b> within children’s centres.</li> <li>— <b>Promotion of support</b> available from the integrated team.</li> <li>— Development and implementation of an <b>information sharing agreement</b> to share birth notifications with the children centre.</li> <li>— Ensuring the <b>most appropriate lead professional undertakes the CAF</b>, working in partnership with others as appropriate.</li> <li>— <b>Linking with voluntary and</b></li> </ul>	<p>11 sites already up and running</p> <p>12 parents already involved in the Develop parent leadership programme</p>	<p>Roll out and embed a further 5 sites</p> <ol style="list-style-type: none"> <li>1. Develop and implement integrated pathways: Breastfeeding Healthy Weight Employment Drugs and alcohol Social, emotional, behavioural Speech and Language Special Needs Immunisations Develop audit tool – reflective practice and improvement in quality of practice</li> <li>2. Implement family and friends survey – parental satisfaction with service</li> <li>3. Increase engagement upto 20 parents</li> </ol> <p>Ensure the programme can be sustained as public health staff withdraw; this is a real challenge given that Children’s Centre staff may be fewer.</p> <p>An action plan needs to be produced that describes how the acting early sites will become sustainable – once project management is withdrawn.</p> <p>Ensure performance data is shared at Early Help Board to ensure all partners understand what success looks like – which areas need to be monitored to ensure performance is managed: Number of LP’s Number of CAF’s – tiers 2 and 3 Performance against PI’s</p> <p>Link up evaluation with finances to report back to board</p>	<p>Sue Frossell – consultant Public Health</p> <p>Harbir</p> <p>Harbir</p>	<p>March 2016</p> <p>April 2016</p> <p>February 2016 EH Board</p>	

			community sector agencies.					
	1	4	<b>Acting Early – school age</b> (primaries and secondary's) 5 - 19	<p>4 secondary schools identified and interested in engaging with the perfect week exercise: Lyng Hall, Cardinal Wiseman, Foxford, Grace Academy</p> <p>Primary Schools – Stoke Heath – Jeanette Hyatt, Aldermoor Farm – Ann Stacey – linked to 0 – 5 acting early sites – explore benefits of 0 – 5 team helping transition in to school + identifying children that could benefit from 2/3/4 year old offer. Explore an integrated model of delivery. How do build in transition from primary into secondary.</p> <p>John Forde to attend primary heads forum – to update on progress and explain future plans - Jan 16 = completed</p> <p>Sidney Stringer – model of educational excellence – opportunity for through put of 2 year olds upto 18. Secondary school, outstanding, maintained nursery provision outstanding. Further exploration of the model is required</p> <p>Fran Doyle to update Exec Heads Group re CAF Co Offer – attached to school, support with Case supervision and reflective practice February 16 = completed</p>	<p>Call to Action Conference – 30<sup>th</sup> November engage key stakeholders in design</p> <p>Ensure information sharing agreement is fit for purpose</p> <p>4 more schools – May + Sept + Jan – co production events facilitated by us + workforce development needs sense checking against connecting communities Christina</p> <p>Some concerns on this – review of where we are decision - mkaing</p> <p>Plans have since changed the maintained nursery provision is not becoming part of the academy, will be included as part of the Hillside Early Help Hub – costs for additional staff will be deducted. Fran Doyle meeting with governing body 28<sup>th</sup> June to explain.</p>	<p>Christina Walding – programme manager, public health</p> <p>Fran Doyle</p>	<p>July 2016</p> <p>March 2017</p> <p>June 16</p>	
	1	5	<b>Connecting Communities phase 1 –</b> close 2 play centres  Agreement Proposal to offer 2/3/4 year old provision from these two sites	<p>Proposals went to cabinet and where approved Nov 15. Consultation started 7<sup>th</sup> December and ends 1<sup>st</sup> February 16, for both staff and the public.</p> <p>Procedure for Interested Parties Weekly analysis sessions scheduled to understand themes/views etc Final cabinet decision March 16 Implementation from April 2016.</p> <ul style="list-style-type: none"> <li>All interested parties must complete an initial expression of interest form and return by 5pm on Monday 4<sup>th</sup> January 2016 - completed</li> <li>The Local Authority panel will review applications - completed</li> <li>Interested Parties will be contacted to complete a full business proposal and return by 5pm Monday 25<sup>th</sup> January</li> </ul>	<ul style="list-style-type: none"> <li>The potential provider will be supported to apply for any possible capital and revenue grants if appropriate and may need to apply for any planning permissions required</li> <li>The appointed service provider will be offered support from the local Childcare Quality Regulation Advisor to prepare and register the childcare provision with</li> </ul>	<p>Amanda Reynolds – Service Manager</p> <p>Angela Harley – Service Manager</p>	<p>September 17</p> <p>September 17</p>	

				<p>2016 – completed</p> <ul style="list-style-type: none"> <li>The Local Authority Panel will undertake a selection process against set criteria and inform the potential childcare provider for each site of next steps</li> <li>All interested parties will be informed of the outcome within two weeks of the panel taking place. - completed</li> <li>The potential childcare provider will be informed on the 4<sup>th</sup> March 2016 of the cabinet decision relating to phase 1 of the connecting communities programme - completed</li> <li>Heads of Terms will be agreed and signed by 1<sup>st</sup> April 2016 – completed</li> </ul>	<p>Ofsted.</p> <ul style="list-style-type: none"> <li>Staff reduction – stop delivering unregulated play centre activity – supported by HR, with engagement of unions. Consultation and 1.1 meetings with staff concerned.</li> </ul>	<p>Amanda Reynolds – Service Manager Richard Pearson - HR</p>	<p>Savings felt by March 17</p>	
	2	6	<p><b>Children’s Centres Buildings</b></p> <p>Getting to Good – Ofsted Commissioned services</p>	<p>Full review has been undertaken by Indigo Recommendations from the report being implemented</p> <p>CC improvement Board in place from November 15 – meets monthly – Cllr Ruane, Sue Johnson (head of perf), Heather Blevins (head of adult and family education) Fran Doyle – Chairs. Monthly feedback template completed by CC Managers focusses on vulnerable families, areas of highest deprivation</p> <p>Supports Acting Early – quality universal provision picking up problems really early on</p> <p>Training for Partnership Adv Boards x 2 days – focussed on analysing data – the story behind it, target setting, measuring impact etc – completed March 16</p> <p>Evidence scrutiny meetings to be diarised for all centres/clusters – completed March 16</p>	<p>Need to set clear targets – delivery plans to be updated</p>	<p>Amanda Reynolds – Service Manager</p>	<p>June 16</p> <p>Starting February 16 – every two months there after</p>	
	2	7	<p><b>Integrated working between social care and internal Early Help and prevention service:</b></p> <p>Edge of Care</p> <p>Effectiveness – targeted Early Help which supports families to remain outside of social care</p>	<p>Spot purchasing – use of integrated youth support service to support existing young people at risk of being accommodated</p> <p>Research undertaken to understand the flow of work through the system that needs to be picked up Early Help and Prevention</p>	<p>Analysis of need – what constitutes Edge of Care – already assessed in social care? Research existing best practice - Calderdale/North Yorkshire/Staffordshire Scope of project – who needs to be involved, definition, numbers to resource, where it needs to sit, evaluation and review</p> <p>Staffing – review the role family support workers in Neighbourhoods and determine duplication of work between CSC and CFF</p>	<p>Sally Giles – commissioning</p> <p>Fran Doyle &amp; Nancy Meehan</p>	<p>End of September 16</p> <p>Completed Feb 16</p>	

			Step up and down – effectiveness and prompt interventions.		<p>Staffing – Review structure of CFF and integrated team structure</p> <p>QA and re referral audit – Review process for step up and down and clarity roles and responsibilities – not following current procedures</p> <p>Threshold criteria – This is under review and will impact on any decisions</p> <p>Performance data – understand and scrutinise to performance data to determine how many cases would step up/down between services</p> <p>Implement clear processes and systems for step up/down – brief staff at PIF and team meetings so that practitioners understand</p> <p>Review audit – meet with team managers to get feedback and continue improvements</p> <p>MST – loop in the Trust – as have the staff member in MST – clinical psychologist, therapist</p>	<p>Terri Cartwright &amp; Cat Parker</p> <p>Include Shoayb Khalid</p> <p>Nancy Meehan and Fran Doyle</p>	<p>Now forms part of the review and redesign of Children’s Services</p> <p>March 16 – completed</p> <p>March 16 – threshold document reviewed and updated</p> <p>Beg April 16</p> <p>End April 16 - completed</p> <p>June 16</p>	
<b>INTEGRATED SERVICE DELIVERY</b>	<b>1</b>	<b>9</b>	<b>Connecting Communities phase 2 – integrate children’s services.</b> Develop Early Help hubs – multi agency, multi-disciplinary teams	Update Early Help Strategy for approval from CYP Strategic Partnership Board – include draft action plan established against maturity matrix – completed February 16	<p>Map, understand and evaluate the resources currently available for Early Help including budget and staff.</p> <p>b. Evaluate the impact of current services.</p> <p>c. Understand the value that services deliver and how we can get more value from them.</p> <p>d. Have a way of predicting where efficiencies can be delivered showing where and how cost saving can be achieved.</p> <p>Evidence and needs</p> <ul style="list-style-type: none"> <li>• Improve our knowledge and understanding of the data and information so that we can: - <ul style="list-style-type: none"> <li>a. Target resources at those most in need of extra help.</li> <li>b. Locate families who need help who do not necessarily identify themselves.</li> <li>c. Build on the opportunity to understand the</li> </ul> </li> </ul>	Fran Doyle – supported by the Early Help Board		Full programme implementation March 2018

			<p>Ignite – Willenhall 1<sup>st</sup> live hub pilot – explore new ways of working to provide a better and more effective Early Help offer – with a goal of making Willenhall a place where children can thrive, which in turn will head off demand into more costly acute services. Will support families by working with their strengths and get to root cause of the problems first whilst stabilising the symptoms eg debt, housing issues, legal issues, etc. Listen to the families voice – how do families think they can help themselves, and what helped them to get to this point of confidence and resilience. What might be a 'hub' - a team that is working collaboratively with other locally focused organisations and people in the community to create capacity to achieve the above goal.</p>	<p>First team meeting undertaken with Children’s Centre staff</p>	<p>breadth of support families who need Early Help may require in order to move forward successfully: e.g. public health and emotional wellbeing data.</p> <p>Presentation back to the next board</p> <p>A slice through Children’s Services X 2 Children and Families First X 2 Integrated Youth Support Service Manager Social Care – Karen Ogle Finance – Sarah Kinsell/Rachael Sugars Performance – Ross Hughes</p> <p>Set up two further meetings before the beginning of July 16.</p> <p>Include planning/learning cycles every 2/3 months</p> <p>Trust services need to be further engaged with IGNITE – data gathered on services – health visting, 5000 open cases, FNP 25 cases and intensive, speech and language 300, primary mental health, CAMHS – 50 open cases</p>	<p>Sue Bent/Emma Bates/Clare Wightman – Ignite – with Children’s Service senior managers</p>	<p>June 17 – 12 months</p>	
<b>WORKFORCE DEVELOPMENT</b>	<b>2</b>	<b>10</b>	<p>Workforce development strategy:</p> <ol style="list-style-type: none"> <li>1. progression routes – grade 3 &amp; 4’s Children’s Centre staff, Grade 5 &amp; 6’s Children and Families First</li> <li>2. Step up to social work: Coventry and Warwickshire Universities</li> <li>3. Open university</li> <li>4. Professional development –</li> <li>5. Recruitment and vacancy management</li> <li>6. Supervision and appraisal</li> </ol>	<p>Current activity and attendance mapped Recruited 5 qualified social workers – extend advice and consultation re thresholds to support partners</p>	<ol style="list-style-type: none"> <li>1. Develop future training plan Explore opportunities to utilise Working with parents level 3 and level 4 – giving staff the right skills and knowledge to progress Include compulsory and essential training requirements – signs of safety, family group conferencing, Multi Systemic Therapy – programme Develop opportunities for elearning Cost up and gain approval</li> </ol> <p>Coventry City Council plan to ensure staff have the right support to gain this qualification Extend Children’s Centre contracts – expiry 31<sup>st</sup> March 16 Embed new appraisal across the service</p>	<p>Andrew Brunt/Grace Haynes - LODS</p>		
<b>INTEGRATED PERFORMANCE MONITORING</b>	<b>2</b>		<p>Ensure Early Help are identified and defined in the Children and Young People’s Plan based on outcomes</p>	<p>Measures identified Children’s Service Improvement Board targets: NOVEMBER 15</p>				

Data and intelligence			<p>70% of all CAF's closed with outcomes met – no further action – current 67.4%  15% contacts to Social Care – current 18.8%  40% of all CAFs are non LA – current 26.6%</p> <p>JUNE 16  70% of all CAF's closed with outcomes met – no further action – current 72 %  15% contacts to Social Care – current 24%  40% of all CAFs are non LA – current 33%</p>	<p>Plan in place – see CAF CO's*</p> <p>Sue Frossell to link with Fran</p>			
			<p>Performance managements Systems and processes  Rationalising systems – linked to the Strengthening Families criteria and workspace</p>	<p>Develop one performance management system to measure the effectiveness of Early Help and Prevention.</p> <p>Meeting arranged</p>	Jed Francique - CWPT		June 17
			<p>Impact Reporting  Capacity and Demand</p>	<p>Radar charts – Steps to Changes – an outcome impact tool</p>	<p>Test with 50 families</p> <p>Roll out to internal council Children and Families First and Children's Centre staff</p> <p>Roll out to external Early Help providers.</p>		<p>July 16</p> <p>September 16  September 17</p>
QUALITY ASSURANCE	1		<p>Re Referrals – what is causing this?  CAF Co's updating their role and function – setting targets to work towards, to improve quality of CAF's to improve outcomes for children and families  Increase the numbers of CAF's at level 2 – 400 new cafs  CFA both service and CAF's  Focus:  Effectiveness:  Quality assessment, clear plan with smart targets, reviews that keeps the plan on track or update the plan given change, visit, purpose, Child's voice strong, management oversight.</p>	<p>Mash – CAF co analyse  Visit to Lincoln – research CAF co function  Explore ways of supporting schools eg focussed supervision format with school staff eg</p>	<p>SENCO's/learning mentors/pastoral – to go through cases (4 weekly). This type of case supervision could see issues escalating to support earlier - and helps to enhance the team around the family, encourage schools to think about issues effecting families, absence from school. Draw down more intensive support or lower level support into localities, to avoid hand off's and transitions/referrals into the same service. This is particularly supportive during school holidays, as the team around the family carries on. Supervision model will include: family and children and young people issues eg why children are being absent from school, parenting capacity, behaviour management, housing, domestic violence, drugs alcohol and mental health, root causes of family issues.</p> <p>Prioritise schools – worst 30% areas 1<sup>st</sup>, move onto 40/50% areas of deprivation  Launch 'new' case supervision  Schools Forum – briefing/consultation session</p>	<p>Starting new way of working September 16</p> <p>Review June 16</p>	

			<p>Case studies</p> <p>Parent satisfaction and feedback – on line</p> <p>Practice Improvement sessions:</p> <ul style="list-style-type: none"> <li>• Curious questioning</li> <li>• Think the unthinkable</li> <li>• Families that are hard to engage</li> <li>• Disguised compliance</li> <li>• Neglect</li> </ul> <p>CAF training internal</p> <p>CAF training external: Schools, PVI, Voluntary sector</p>	<p>Safeguarding Leads briefing/consultation session</p> <p>Half termly meetings – to ensure learning and quality of practice, practice improvement practical</p> <p>Understand the step down (has had a C&amp;F assessment RAS) diversion issues from social care RAS into level 2</p> <p>Set up CAF surgeries – to establish peer support and learning opportunities for schools.</p> <p>Unblock challenges re schools inputting into ECAF – reconfigure support services ie Steve Turner to set up school user group, realign current admin staff (to support inputting to keep the system upto date in the short term, medium term is that schools have the knowledge and are trained to input in the system.</p> <p>Introduce CFA template – review findings and feed into practice improvement plan</p> <p>Health Visitors to undertake ECAF training as planned from April 16</p> <p>Bi monthly practice improvement for EH and Prevention internal staff diarised</p> <p>After first planning session – 27<sup>th</sup> January 16 – need to complete action plan for the rest of the year.</p>		<p>April 2016 – completed</p> <p>August 2016 review</p>		
<b>COMMUNICATION AND ENGAGEMENT</b>	<b>2</b>		<p>6 monthly Early Help and Prevention Newsletter</p> <p>6 monthly team visits</p> <p>Monthly Children’s Service Newsletter</p> <p>Blogs</p>	<p>Christmas News letter circulated internally</p> <p>Visited Children and Families teams – Jan/Feb 16</p> <p>Monthly Children’s Newsletter circulated</p> <p>John Gregg – Blog now set up and distributed to all Children’s Service staff</p>	<p>Next newsletter due June 16</p>	<p>Fran Doyle</p> <p>John Gregg for Children’s</p>	<p>June 16</p>	
<b>GOVERNANCE</b>	<b>2</b>		<p>Ensure appropriate governance is in place for the leadership of Early Help. Establish a board to support and embed the implementation of the Early Help Strategy.</p>	<p>Early Help Strategy agreed at CYP commissioning Board December 2015</p> <p>Children’s Service Improvement Plan in place – which includes Early Help and Prevention</p> <p>Decision to merge Early Help and Troubled Families Board</p> <p>Report to: Joint Partnership Board</p>	<p>Consult with membership – re benefits</p> <p>Create new terms of reference and circulate</p> <p>Speak to members of current Troubled Families Board members to ensure they know what to expect.</p> <p>First merged board – 26<sup>th</sup> January 2016.</p> <p>Ensure performance management report highlight continuous improvement, along with challenges that need unblocking</p>	<p>Sue Frossell</p>	<p>June 2016 – review 6 months</p>	



				Improvement Board Cabinet – Children’s Education and Children’s Scrutiny	<i>Reinstate TF operational group to feed into board and report back</i>  <i>Review whether the board is right to incorporate TF</i>			
--	--	--	--	--	--	--	--	--

4 levels of progress against the matrix are:

Basic level                    1  
Early Progress                2  
Substantial progress        3  
Maturity                        4

<b>Progress</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Service delivery		2		
Integrated Service Delivery	1			
Workforce development		2		
Integrated Performance Management		2		
Quality Assurance		2		
Communication and Engagement		2		
Governance		2		