



INSPIRING YOUNG PEOPLE BOARD

14 November 2016

Report of the Strategic Director of People
Services

ITEM 5

Early Help Annual Report 2015/16.

SUMMARY

- 1.1 The People's Directorate in Derby City is committed to ensuring Early Help is available to vulnerable young people and their families to prevent escalation to (more costly and socially damaging) higher tariff services in the future. Derby has a range of Early Help services available, including Multi-Agency Teams (MAT's), who are co-located with Social Work teams in an integrated locality based model. The MAT's are complemented by Children's Centre's as part of a broader Early Help offer. Children's Centre's provide universal and targeted services in clusters of locality based centres across the city to families with children under the age of 5. The focus of centres work is increasingly with more vulnerable families.
- 1.2 A further key element of the Early Help offer, is the Space@Connexions, a city centre based youth 'one stop shop, which delivers careers and health advice, including sexual health services, drug and alcohol services and houses the Leaving Care Team.
- 1.3 This report provides an overview of the impact Early Help services in Derby have had over the past 12 months.

RECOMMENDATION

- 2.1 For the data contained within the annual report to be considered and commented upon by IYP.

REASONS FOR RECOMMENDATION

- 3.1 To ensure that IYP are kept abreast of progress made on the work of Early Help and proposed actions going forward.
- 3.2 To ensure IYP members are provided with an opportunity to comment upon the progress made/actions proposed.

SUPPORTING INFORMATION

4.1 Derby's Early Help performance framework is made up of 3 areas of work, **how much** Early Help do in specific areas of practice, **how well** Early Help deliver services and **the impact of services**. The headline data from the annual report is captured below;

How much Early Help do in specific areas of practice:

- Open cases – 633 – reduction from 740 in 2014-15 (at quarter 4 of 2015-16 compared to quarter 4 of 2014-15).
- Spider-graphs completed (progression of change tool) – 717 – increase from 303 in 2014-15.
- 'How was it for you' surveys received – 499 – increase from 160 in 2014-15.
- Early Help Assessments completed – 603 – decrease from 929 in 2014-15.
- Number of cases audited – 133 (96% completion rate) – increase on 47% completion rate from 2015-16. This was across Children's Services.
- Number of cases referred screened for CSE – 363 – this data was not collected last year.
- Number of cases screened that were judged either medium or high risk of CSE – 37 (20.3%) - this data was not collected last year.

How well Early Help deliver services:

- Number of cases re-opened within 3 months – 66, which is 4.9% of total cases worked with over the year – a reduction from 12.4% in 2014-15
- Number of people reporting that they were treated with respect (via 'how was it for you' surveys) – $373/499 = 74.7\%$ - a reduction from 79.3% in 2014-15
- Number of people reporting that workers listened to them (via 'how was it for you' surveys) – $370/499 = 74.1\%$ - a reduction from 80.6% in 2014-15
- Number of cases closed – 700 – a reduction from 726 in 2014-15

Impact of services:

- Number of spider-graphs with an improving direction of travel – $667/717$ (93%) – an increase on 66% in 2014-15.

Case Type	30/06/2014	30/09/2014	31/12/2014	31/03/2015	30/06/2015	30/09/2015	31/12/2015	31/03/2016
Early Help/Level 2 Cases	683	726	698	740	766	1031	1014	989
CiN Cases	1813	1705	1524	1583	1813	1705	1753	1567
Number of CP Plans	327	329	324	307	316	302	329	313
Children in Care	459	448	470	470	467	467	487	459
Numbers open to YOS	165	183	152	125	181	173	183	149
Escalated to Social Care	51/273	53/369	18/206	65/351	122/453	87/325	93/331	97/392
Escalation %	18.60%	14.30%	8.70%	18.5%	26.9%	26.7%	28%	24.7%
CAF/EHAs completed	187	206	254	282	56	79	170	108

- Number of cases escalated to Social Care Services – 212/700 (30.2%) – This was over the course of the year.
- Number of people reporting that they were helped with identified issues (via 'how was it for you' surveys) – 384/499 (76.9%) – a reduction from 80% in 2014-15.

4.2 The City Council's Performance and Intelligence team collect data that provides a quantifiable picture of the impact of Early Help services. The data displayed in the table below highlights performance data on a quarter by quarter basis over the past two years in several areas of practice, where Early Help is required to make a difference

Numbers of Early Help cases appear to have increased significantly at quarter 2. However, this is related to how data is now captured from the new recording system (Liquid Logic), which incorporates Early Help cases from Locality teams and from the Integrated Disabled Children's Service.

Although the case-load in Early Help appears to be reducing quarter on quarter, there was an overall increase in Early Help case numbers over 2015-16 compared to 2014-15. The case load rose by 68 cases over the course of 2015-16.

We took a sample in quarter 3 of 2015-16 of the number of cases where Early Help staff were involved with a family as part of a Team around the Family approach (also known as an involvement). This was in Locality 5 of the city (the west) and there were 2241 contacts with families and young people. These contacts related to group-work delivered in schools, delivery of youth clubs, completion of return interviews for young people who have been missing and with young people in school at risk of NEET.

Additionally, Early Help services work with some cases at a Child in Need (CIN) level (although this is relatively small numbers) either as a Lead Professional or completing a joint piece of work with Social Care services. There is also some joint work with Social Care services on Child Protection cases. Over the year, Early Help have been involved in 140 CIN cases and 37 Child Protection cases (this latter number is from Locality 1 and 5 only).

The general trend line in relation to CIN cases has been one of a reducing number of cases (excepting quarter 3). The difference in number of cases from the end of quarter 1 in 2015-16 and the end of quarter 4 in raw data terms is 256, or a 13.6% reduction in the CIN case-load.

There has been some variability in child protection plan numbers quarter on quarter in 2015-16 but at no point has the number exceeded 2014-15's highest number of plans and the numbers do appear relatively stable, although there was an increase of 22 plans in quarter 3. Over the course of 2015-16, there were 27 less child protection plans than there was for 2014-15.

Numbers of Children in Care over 2015-16 initially dropped slightly and remained stable for quarter 2 before an increase to the highest number of children in care in the city for the past two years in quarter 3. Quarter 4 saw a reduction to the levels of children in care that we saw in early 2014-15. However, over the course of the year, there were 33 more CIC cases than in 2014-15.

YOS numbers significantly increased in quarter 1 of 2015-16, the numbers were relatively stable over the course of the next two quarters but saw a significant reduction in quarter 4. This appears to correlate with 2014-15 data and could relate to seasonal trends in offending and anti-social behaviour by young people. YOS numbers increased by 61 over the course of 2015-16.

Throughout 2015-16, there has been a relatively stable % of case escalations, which averages out at 26.5%. This data incorporates both Early Help in Locality teams and the Early Help service in Integrated Disabled Children's Services (IDCS).

The mean data for escalation involving both Early Help services in Locality teams and IDCS (independently and then combined) are very similar, i.e. 30.2% for Locality teams and 26.5% combined. This is higher than last year (15.5%) but may be due to improved recording of escalations on the new database, or potentially an increase in more complex cases being referred for a service.

Numbers of Early Help Assessments significantly reduced over 2015-16 but our view is that this relates more to the changeover in recording system from CCM to Liquid Logic and inconsistencies in how/where assessments are stored and recorded, rather than an actual reduction in the number of assessments completed. This area requires further investigation to ensure accurate numbers of assessments are available going forward.

- 4.3 The report contains progress made against the 2015-16 action plan and headlines are outlined below:

- Data is now consistently collected by all MAT and Children Centre Managers at quarter end for the performance framework.
- The number of client feedback forms (How Was it for You) completed was 499, a significant increase from 160 in 2014-15.
- A medium term impact of Early Help services audit was completed and identified that 51/163 cases that were worked by Early Help services in 2012/13 had escalated to Social Care Services since then, representing 31.2% of the cohort for that year. This means 69.8% of cases avoided any contact with higher tariff Social Care services (tiers 3 or 4) since that time. 30/51 cases that escalated met thresholds under CiN (Section 17), 18.4% of the entire cohort, 10/51 cases met thresholds for Child Protection, 6.13% of the entire cohort, 27/51 met thresholds for Looked After Child through either a Child Protection or voluntary accommodated route, 16.5% of the entire cohort. Some of cases escalated on more than one occasion and to more than one tier of Social Care service, i.e. some cases escalated to Child In Need and then to either Child Protection, Looked after Child or both.
- A qualitative audit was completed on 6 of the cases that escalated and issues included: late referrals (for Early Help), parental non-engagement, lack of information shared on extended family members.
- An audit has been completed on Early Help/Integrated processes training, which was very positive.
- Case guidance and checklists are in place to guide practice for Early Help practitioners.
- Revised supervision policy was launched in September 2015.
- Inspection action plans for Children's Centre's are in place and are part of business as usual processes.
- Connect Plus (new Children's Centre database) was launched on 7.9.15.
- Public Health has developed a dashboard of measures, which are shared with Children's Centres to help plan and review the impact of services.
- Children's Centre Team Managers have agreed a process for supporting the Family Information Service to increase take up rates for the 2 year old Flying Start Offer. This is in place and the take up rate at the end of 2015-16 stood at 73.5%.
- There have been increases quarter by quarter in relation to attendance by parents at Children's Centre advisory boards. This seems to be

embedded across all localities in the city and has become business as usual.

4.4 X2 case file audits were completed on Early Help services over 2015-16, X 1 focused on Under 11 Multi-Agency Team's (MAT's) and the other was a multi-agency audit on cases that escalated from Early Help to Social Care due to concerns around neglect. The headline findings are contained below:

- IN the Under 11 audit, risk analysis; management oversight and indirect work were strengths. Auditors commented on a number of cases having a good level of direct work, and indirect work and coordinating multiagency input. A small number received positive comments on work being focussed and significantly improving outcomes for the family. Auditors commented on the appropriate processes being followed according to level of risk, and that these were well recorded. Supervision is commented on being inclusive of case discussion.
- Areas for improvement were; assessment quality, direct intervention level and focus, diversity issues being addressed, Early Help care plan and user feedback being obtained.
- A large number of auditors commented on the lack of structure to the case, with a lack of focus, pathways or SMART planning. 6 auditors commented on there not being a completed plan. Poor recording is seen as an area for improvement across multiple cases, and audit responses also suggested this could be improved upon by focussing on timely recording of key documents and case notes. Auditors comment on these factors influencing drift, as well as 2 cases having a significant delay between case being referred, and the case being worked on.
- In relation to the neglect audit, robust and systematic assessment of neglect, informed by the Neglect Graded Care Profile, was absent in all but one of the cases audited, which impacted upon planning and reviewing cases at an early stage. There were examples of ongoing crises in different families that drew attention from underlying concerns.
- The use of Team Around the Family (TAF) meetings was not consistently in place to help collective understanding of individual needs, services and plan how progress would be monitored over a sustained period.
- Where early concerns were emerging there was sometimes a lack of clarity about the role of different agencies to "monitor" and "review" progress and this was compounded by lack of clear assessments and plans. This contributed to drift, which may have contributed to a delay in escalation of concerns.

- Disguised compliance by parents was evident in five cases and impacted on effective analysis of progress at an early stage. Non-engagement was a common concern with universal services or at Early Help or Child in Need level, bringing into focus the importance of effective assessment and planning to establish a platform for the prevention and escalation of concerns.
- There was less consistency about how individual needs of parents and children were considered jointly at an early stage and this was a feature emerging for five cases. Sometimes there was good focus on children's needs but less so on parents.
- There was little information indicating that cases had been effectively and consistently reviewed by agencies prior to becoming subject of child protection plans.
- Chronologies were not present in most cases and therefore not systematically used to inform judgements about the seriousness of ongoing concerns or the relevant history of previous involvement leading to increased risk of "start again" syndrome.
- Of the twenty local authority practitioners who were identified as working with these families only 2 could be identified as having attended training on neglect provided by the DSCB or Local Authority.
- Management oversight and supervision of staff was insufficiently robust to ensure staff had received training on neglect, appropriate assessment tools were used to inform judgements and effective reviewing of cases (at Early Help and Children in Need level) to ensure drift was avoided. Supervision arrangements were variable and whilst there were examples on case files of good quality supervision, this was inconsistent and in some cases not evident.
- Domestic violence was a factor in five of the six cases. The Domestic Violence Risk Identification Matrix was not being used to inform assessments of the impact on the children and the victim, identify risk factors and quantify the level of risk within the family.

4.5 Young Carers returned to the responsibility of the Local Authority in April 2015. It is managed and delivered by Early help Services in Locality 2. There are (at the time of writing this report) 22 young people accessing a variety of support services and activities which are planned with their allocated worker or existing worker.

The voice of the child is captured in a variety of way for Young Carers both informally and formally such as:

- TAF /Review Meetings
- Art Therapy feedback
- Spider-graphs
- Verbal and photographic feedback captured during and after activities
- Engagement through Voice of the child tools used with workers
- Parents feedback on the impact of activities on both the young people and themselves

There are plans in place to run regular group activity for young people alone and with parents to support the planning of future services and activity but this is in its infancy, however the above list of methods of engagement influences planning for future Young Carers services.

- 4.6 The annual report contains a variable range of findings, there is strong headline data, such as high numbers of families involved in completing client feedback and generally positive findings from these, evidence of positive change within families from progression tool data, high numbers of contacts with families and young people, reduced child protection plans and Child In Need numbers reducing towards the end of the year.

However, there is clearly further development needed in the case-work aspect of Early Help, particularly in relation to assessment and planning, use of Graded care profile and DVRIM and fully adopting think family approaches. The full annual report provides more detail and the action plan to address these issues is located in the appendixes.

OTHER OPTIONS CONSIDERED

- 5.1 It is essential to ensure that there is a process for assessing, planning and delivering continual improvement in the area of Early Help to ensure a clear line of sight for senior and operational managers across the People's Directorate. The current planning and performance approach encompasses all key aspects of quantitative and qualitative data and as such is the best option moving forward.

This report has been approved by the following officers:

Legal officer	N/A
Financial officer	N/A
Human Resources officer	N/A
Estates/Property officer	N/A
Service Director(s)	Maureen Darbon

Other(s)	N/A
For more information contact: Background papers: List of appendices:	Andrew Kaiser 01332 641340 andrew.kaiser@derby.gov.uk , Fiona Colton Fiona.colton@derby.gov.uk or Donna Brooks donna.brooks@derby.gov.uk DSCB Early Help Annual Report Appendix 1 – Implications Appendix 2 – Early Help annual report and action plan 2016-17

IMPLICATIONS

Financial and Value for Money

- 1.1 There are no significant financial implications at this point in time, the resources delivering the missing action plan are in place already and this report is making no request for additional resources.

Legal

- 2.1 There are no significant legal issues. Some aspects of Early Help practice are statutory requirements, i.e. delivery of Child In Need work, returns made to the Department for Education for NEET and Unknown figures and RPA data, the duty to provide Children's Centre services for children under five.

Personnel

- 3.1 There are no implications as regards requesting additional personnel to deliver this work. The personnel are in place already.

IT

- 4.1 There are no IT implications in relation to this area of work.

Equalities Impact

- 5.1 Early Help services are aimed at families where there are early signs of vulnerability that, if not addressed, could result in statutory interventions. As such they are more likely to be delivered to families who have already experienced some level of social inequality. As such, Early Help services should help to provide greater equality of opportunity.

Health and Safety

- 6.1 There are no significant health and safety implications brought about by this report.

Environmental Sustainability

- 7.1 There are no significant environmental sustainability implications brought about by this report.

Property and Asset Management

- 8.1 There are no significant property and asset management implications brought about by this report.

Risk Management and Safeguarding

- 9.1 There is the risk of a poor Inspection outcome for the Local Authority under the OFSTED Single Inspection Framework for Children in Need of Help and Protection if Early Help practice is not judged to be adequate. Arrangements for Early Help must be seen to be robust and the Local Authority must have in place good policy and practice, alongside data that informs this.

Corporate objectives and priorities for change

- 10.1 Links to the Corporate plan are through:

Protecting vulnerable children, young people, adults and older people:

Making sure that we take action to safeguard vulnerable adults and children that require higher levels of support including; our looked after children and vulnerable adults with learning disabilities. This will involve early intervention and prevention wherever possible.