

Effectiveness and Impact of Early Help Arrangements 2016-17.

Report on the Effectiveness of Early Help Arrangements 2016-17.

1. Introduction.

This report provides an overview of the impact Early Help services in Derby have had over the past 12 months by addressing areas impact can be either judged or measured against. There will be a narrative response to each area in turn and the report will contain a number of suggested actions to address challenges and areas for improvement raised within the body of this report.

Derby has a range of Early Help services available across the city, 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.

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 and Youth Offending Service.

This report should be read in the context of pressures being applied to Early Help services both nationally and locally, which include Children's Centre's re-configuration in Derby (due to budgetary pressures), which means we are moving from 17 to 10 Centres city wide, whilst ensuring that we minimise the impact on front line delivery of high quality Early Help services.

There has also been a reduction in front line Priority Families practitioners from 12 to 8 in the city. However, we have incrementally (throughout the year) increased the number of nominations to the Priority Families programme and going forward, will need to increase the number of cases where we claim payment by results for families that have been successfully 'turned around'.

We are also in the process of enhancing the quality of our Early Help casework offer, by training 6 Children's Practitioner's in Systemic family techniques, which will be delivered with families where young people display low level self-harm, low mood, low level behavioural issues and there is a risk of family breakdown. This is part of the Improving Access to Psychological Treatment (IAPT) work that is taking place between Health and partner agencies to help reduce demand for higher level Health services. 5 practitioners in Early Help have also either been trained, or are in the

process of being trained in Cognitive Behavioural approaches, which will then be delivered to families referred to Early Help services.

Early Help continues to be delivered against a background of national increases in the number of contacts and referrals to children's services, funding reductions from central Government and increasing population/changing demographics.

Locally, other pressures over the past year have included the OFSTED inspection of Children in Need of Help and Protection, Children in Care and Care Leavers under the Single Inspection Framework (SIF), which took place in Derby between 6.3.17 and 30.3.17.

2. Early Help Performance Framework.

To help demonstrate the impact of Early Help services, Derby developed a performance framework in April 2014 to develop a coordinated assessment of Early Help activity and support evaluations of the impact it is having on associated services / measures (i.e. referrals to Social Care and the total number of looked after children).

Each measure is entered (onto the City Council's performance framework, DORIS) by each Multi-Agency Team (MAT) and Children's Centre Locality Team, with a summary being available by locality and then across the city. The first year of the framework (2014-15) involved setting baselines for each of the measures. We then compared these baselines against the performance in 2015-16, which appeared in last years' annual report. We have collected data across 2016-17 and have compared this with the performance we saw over 2015-16 below.

The framework is divided into 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**:

How much Early Help do in specific areas of practice:

- Open cases – 630 – very small reduction from 633 in 2015-16 (at quarter 4 of 2016-17 compared to quarter 4 of 2015-16).
- Spider-graphs completed (progression of change tool) – 600 – decrease from 717 in 2015-16.
- 'How was it for you' surveys received – 515 – increase from 499 in 2015-16.
- Early Help Assessments completed – 1491 – significant increase from 929 in 2015-16.

- Cases audited – (92% completion rate) – very slight decrease on 93% completion rate from 2015-16. This was across Children's Services.
- Number of cases referred screened for CSE – 588 increase on 363 completed in 2015-16.
- Number of cases screened that were judged either medium or high risk of CSE – increased from 37 in 2015-16 to 48 in 2016-17 (however as a percentage, this is lower than the 20.3% from 2015-16, standing at 8% in 2016-17).

How well Early Help deliver services:

- Number of cases re-opened within 3 months – decreased from 66 in 2015-16 to 24 in 2016-17, this is also a percentage reduction from 4.9% in 2015-16 to 2.4% in 2016-17.
- Number of people reporting that they were treated with respect (via 'how was it for you' surveys) – $506/515 = 98\%$ in 2016-17, an increase from $373/499 = 74.7\%$ in 2015-16
- Number of people reporting that workers listened to them (via 'how was it for you' surveys) – $503/515 = 97.5\%$ in 2016-17, an increase on $370/499 = 74.1\%$ in 2015-16.
- Number of cases closed – 1000 – an increase from 700 in 2015-16

Impact of services:

- Number of spider-graphs with an improving direction of travel – $559/600 = 93\%$ the same percentage as $667/717 (93\%)$ in 2015-16.
- Number of cases escalated to Social Care Services – $218/1000 (21.8\%)$ a percentage decrease from $212/700 (30.2\%)$ in 2015-16, although very similar in terms of raw numbers.
- Number of people reporting that they were helped with identified issues (via 'how was it for you' surveys) – $503/515 = 97.5\%$ in 2016-17 – an increase from 80% in 2015-16.
- Child in need, child protection plan and looked after child rates – see table in section 3.

The data above all pertains to cases where a member of Early Help staff has been a Lead Professional in a case and does not provide a picture of the total amount of work delivered by Early Help services across the year.

In order to address this, what we have started to collect (over the course of the last 2 quarters of 2016-17), is data relating to the number of direct contacts our staff had with families on a non-Lead Professional basis. This includes:

- Attendance at group activities within Children's Centres across the city
- Attendance by young people at youth clubs
- Group work delivered in a number of Schools across the city
- Cases where a member of Early Help staff has co-worked a case with staff from Social Care, i.e. Child in Need or Child Protection cases
- Delivery of low level CSE and missing prevention work with targeted groups of young people

The data we have collected shows that our staff had 36,039 direct contacts with young people and their families in quarters 3 and 4 of 2016-17. A large number of these contacts relate to delivery from Children's Centres, in line with the principals of providing direct Early Help work with families at the earliest possible point in time. This is the first time we have systematically and consistently collected this data and we aim to do this across all 4 quarters of 2017-18.

What the data shows us is that Early Help services have had a very similar Lead Professional case load this year when compared to 2015-16 at the end of quarter 4. Over the course of the past 2 years, Early Help Services have been affected by the loss of Family Intervention Project workers, who returned to Derby Homes in February 2016 and a reduction from 9 to 6 Intensive Family Support Workers (part of the Priority Families programme). There have also been gaps in Youth Crime Prevention posts, due to the 12 month temporary contracts aligned with these posts. This has made recruitment for back-fill difficult if and when staff leave mid-year. These posts have now been aligned to 3 year contracts; due to Police, Crime and Commissioner funding.

There has been a slight decrease in the number of Spidergraphs completed with families, which acts as a measurement tool for progression of change. However, a high number are still being completed and outcomes from these remains very positive.

There has been a slight increase in the number of How Was it for You? Questionnaires completed with families at the end of an intervention, which is positive and shows that this now appears to be embedded in practice across teams in Early Help services.

The number of Early Help Assessments completed shows a significant increase from 2015-16; however some of this is due to data migration issues from the CCM database to the Liquid Logic database in 2015-16, which distorted the figure to one that was lower than the actual completion rate last year. The increase displays consolidation of the process of partner agencies completing Early Help Assessments across Derby.

We have increased the number of cases screened for CSE risk indicators this year and just over 8% have been identified as either medium or high risk. This provides assurances that children and young people potentially at risk of CSE are not slipping through the net in relation to risk identification and action.

The number of cases re-opened 3 months after case closure shows another significant drop from last year. This may indicate that plans are starting to become more specific and needs are now being addressed more effectively before cases are closed, leading to a reduction in the need for re-referral back in for a service.

The numbers of families reporting they felt listened to, were helped with identified issues and treated with respect have all increased from last years' figures and represent very positive feedback from families receiving services from Early Help over the past 12 months.

What is also very positive is that we have managed to maintain the % of Spidergraphs with an improving direction of travel from the 93% last year to the same percentage this year. This displays evidence that Early Help is making a difference in families' lives.

3. Children's Services Performance Data.

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

- Number of Early Help/level 2 cases
- Number of Child In Need (CIN)/level 3 cases
- Number of child protection plans
- Number of children in care
- Youth crime figures, i.e. numbers open to Youth Offending Service (YOS)

- Number of cases escalated to Social Care
- Number of Early Help Assessments completed each quarter

• Case Type	30/06/2015	30/09/2015	31/12/2015	31/03/2016	30/06/2016	30/09/2016	31/12/2016	31/03/2017
Early Help/Level 2 Cases	742	791	687	648	666	690	598	628
CiN Cases	1813	1705	1753	1567	1564	1521	1578	1833
Number of CP Plans	316	302	329	313	325	313	298	369
Children in Care	467	467	487	459	433	408	424	449
Numbers open to YOS	181	173	183	149	196	188	188	166
Escalated to Social Care	122	87	93	97	60	67	48	55
Escalation %	16.4%	10.9%	13.5%	14.9%	9%	9.7%	8%	8.75%
EHAs completed	56	79	170	108	378	317	280	516

Early Help, Early Help Assessments and Escalation.

The Early Help cases in the table above are those that had a Lead Professional allocated and follow a Team around the Family model. We have seen some reduction in numbers of cases from 2015-16.

Case numbers have averaged 645 across the year and in one instance this figure dipped below 600 (quarter 3). Generally, case numbers have reduced as we now only open cases for children we are working with, rather than the whole sibling group. We have retained robust scrutiny of cases open for longer than 12 months across Early Help, resulting in less than less than 6% of our Lead Professional case load being open for longer than this length of time.

Some of the reductions are attributable to staffing reductions, as in the last year, Intensive Family Support Workers, who are employed to work with families within the Priority Families programme have reduced from twelve to eight workers across the City. These workers are based in Locality teams and the Youth Offending Service. Over the next 12 months, the revised Early Help offer to schools will inevitably result in the reduction of caseloads in order that staff have the capacity to deliver planned group work. Contacts with children and young people will, however, increase as a result of the group sessions that will be delivered in schools.

A Performance Framework to measure outputs and outcomes from the group work is currently being developed, which forms part of the Cabinet Member for Safeguarding and Children and Young People's pledge that:

'The Council will offer early intervention support to 400 vulnerable families working with schools'

The Framework will enable us to report back on impact and performance to individual schools and the Schools Forum.

There has been a decrease since 2015-16 in cases escalated to Social Care from Early Help, this may be due to strong partnership working in integrated locality teams (Social Care and Early Help) to prevent escalation, unless there is no alternative to this. We are confident that the right cases are escalated and all localities now use the VCM as the forum in which to have focused discussions around escalation of cases (unless there is a need for a duty intervention before such a discussion can take place).

The increase in completion of Early Help Assessments since December 2016 is due to the rectifying of a data glitch and has resulted in us having accurate data, which demonstrates a high level of assessments being completed, mainly by partner agencies, particularly health and education; which again highlights the strength of partnership work across Derby.

Child in Need, Child Protection Plans, Children in Care.

There has been an increase in the demand for children's Social Care services, with a more acute demand in quarter 4 of 2016-17. Child in Need cases saw increases in the last 2 quarters of the year and the year ended with more open CIN cases than at any point in the past 2 years.

For the first 3 quarters of 2016-17, Child Protection numbers had been broadly in line with the numbers in 2015-16, however, as with CIN cases, there was a sharp increase in quarter 4, which is more Child Protection cases than at any point in the past 2 years. Although the same is not true for children in care, there has been an increase in numbers in quarters 3 and 4. However, despite increases, our performance is in line with comparator authorities.

The pressure on statutory children's Social Care services is alleviated to some degree by the number of cases that Early Help have managed to support and turn around without the need for any escalation to a higher tier of service.

Youth Offending Service.

After an increase in the number of cases open to the Youth Offending Service (YOS) between quarters 4 of 2015-16 and quarter 1 of 2016-17, numbers plateaued and then reduced by the end of quarter 4. Of those cases in Early Help that were worked

by Youth Crime Prevention Officers, 13 of 81(84%) were diverted from entering the formal Criminal Justice System.

4. Response to 2015-16 Annual Report

Within Early Help services in Derby, we have embedded a performance framework and quality assurance process to ensure we demonstrate impact of our services on outcomes for vulnerable families.

Each years' Early Help annual report and action plan are informed by:

- Local data (from DORIS and the Performance and Intelligence Team)
- Findings from case audits across the previous 12 months
- Improved Children's Centre data collection (Connect +)

The progress made against each section of the 2016-17 action plan is located below.

Theme 1: Early Help Performance Framework

Data continues to be consistently collected by all MAT and Children Centre Managers at quarter end and we have increased the number of families completing How was it for you (HWIFY), client satisfaction forms from 71.2% to 98%. The re designed Spider-graph (progression of change tool) has been used in 75% of all cases to capture progression and we continue to follow case guidance which ensures that the tool is used at Team around the Family (TAF) review meetings to ensure family member views are heard by all professionals working with that family and used to inform future TAF plans.

Dip samples completed by Early Help Team Managers in 2016-17 demonstrates that the correct procedures are followed for young people who are identified as high or medium risk of CSE following an initial CSE screening.

Theme 2: Children's Services Performance Data

Within Youth Crime Prevention work in MAT Teams, 13/81 young people who received a youth crime prevention intervention over 2016-17 then went on to enter the formal criminal justice system. This equates to 84% who were diverted away from the formal system. Of this number, 5 young people received a Youth Restorative Disposal and 8 a Youth Caution.

We now have accurate data of all Early Help Assessment's completed across Derby City. 1,491 were completed in 2016/17, an increase from 929 in the previous year (525 more).

Theme 3: Response to Case Audits in 2016-17

An audit of cases that did not escalate from Early Help to Social Care took place during 2016/17 in order for us to understand the key elements of successful Early Help work. The findings of the individual audits will be aggregated to demonstrate key themes as part of the 2017/18 action plan.

Both formal and informal case clinics are happening across the city along with opportunities in VCM's to discuss cases where there may be parental disguised compliance or non - engagement. This may result in step up to higher tariff services, if this is felt to have increased the threshold for specific families. HOS' in Early Help continue to dip sample cases to ensure the level of management oversight is in line with the current supervision policy. This is further verified by a weekly performance report that Early Help HOS' receive from the Performance and Intelligence Team.

Early Help HOS' discuss all case audit findings with Team Managers who then share these with their frontline staff to ensure learning is captured and teams understand expectations in regard to continuous improvement of case work. Early Help case audits in 2016-17 demonstrated an improving picture, culminating in an outstanding audit for children's centre outreach work in November 2016.

Diversity and difference workshops have been delivered to all Early Help staff between October and December 2016.

There has been an increase from 25.5% to 75% of Early Help staff having completed Neglect training within the last 2 years.

Graded Care Profile briefings have also been delivered by 3 MAT Under 11 managers to all Early Help staff.

An audit has been completed by Early Help managers, which highlighted that 72% of cases had a genogram in place. It is not anticipated that all cases would have or need a genogram e.g. short pieces of time limited youth work.

Chronologies are in place in all Early Help cases where there is a TAF process/Lead Professional role within the service.

There continues to be a challenge in ensuring the Domestic Violence Rim is completed in relevant cases. It is our intention in this year's plan to dip sample use of DVRim in cases where DV is a feature.

There have been improvements in the clarity and recording of visit frequency in Early Help cases. An action for this year's action plan will be to examine the length of time cases remain open to ensure a continued good pace of case throughput and avoid drift in cases.

A system has been devised to categorise the storage of key documents on the Livelink section of Liquid Logic to ensure clearer storage on the recording system.

Exemplar plans have been shared with teams and Assess, Plan, Implement, Review and Evaluate (APIRE) guidance has been completed and will inform future training materials designed by the Workforce Training and Development Team.

Ofsted made positive comments on the quality of TAF plans in their March 2017 inspection of Children's services.

MAT Managers have completed a survey with staff around how to improve partnership working with Adult services. At this point in time we still need to progress a closer working relationship with our colleagues in adult Social Care. We have identified a number of opportunities for closer working.

Early Help case audits in 2016-17 demonstrated an improving picture, culminating in an outstanding audit for children's centre outreach work in November 2016.

5. Case Audit Themes and Issues from 2016-17.

Comparison of the data, this year with last, shows a large increase in the number of cases graded 'good or 'outstanding' across all measures; with 16 of the measures having more than 50% of cases rated as 'good' this year, in comparison with 6 in 2015/16.

There has been a significant reduction in the number of cases graded as missing or inadequate this year. 56 items were considered as missing in 15/16, whereas only 16 items were considered as missing this year; demonstrating a significant reduction. This may be as a result of auditors being able to better identify items within the 2 systems following the amendments to the audit form; as well as workers being more familiar with the interface between the systems and therefore utilising the document store more reliably. The majority of measures show as improved, with a fewer number (and %) being rated as inadequate or missing. Those measures where this is particularly poignant are:

- Assessment quality
- Diversity issues addressed
- Early help plan
- Reviews
- User feedback obtained

The following measures showed significant increase in numbers (and %) measures rated as inadequate/missing:

- Escalating concerns or need for S47
- Engagement and participation – child

The majority of features of case work this year show as 'good' quality in at least 50% of cases, and 16, of the 18, measures show as 'good' or 'requires improvement' in

80-90% of cases. Outcomes for the child were described as good in more than half of the cases.

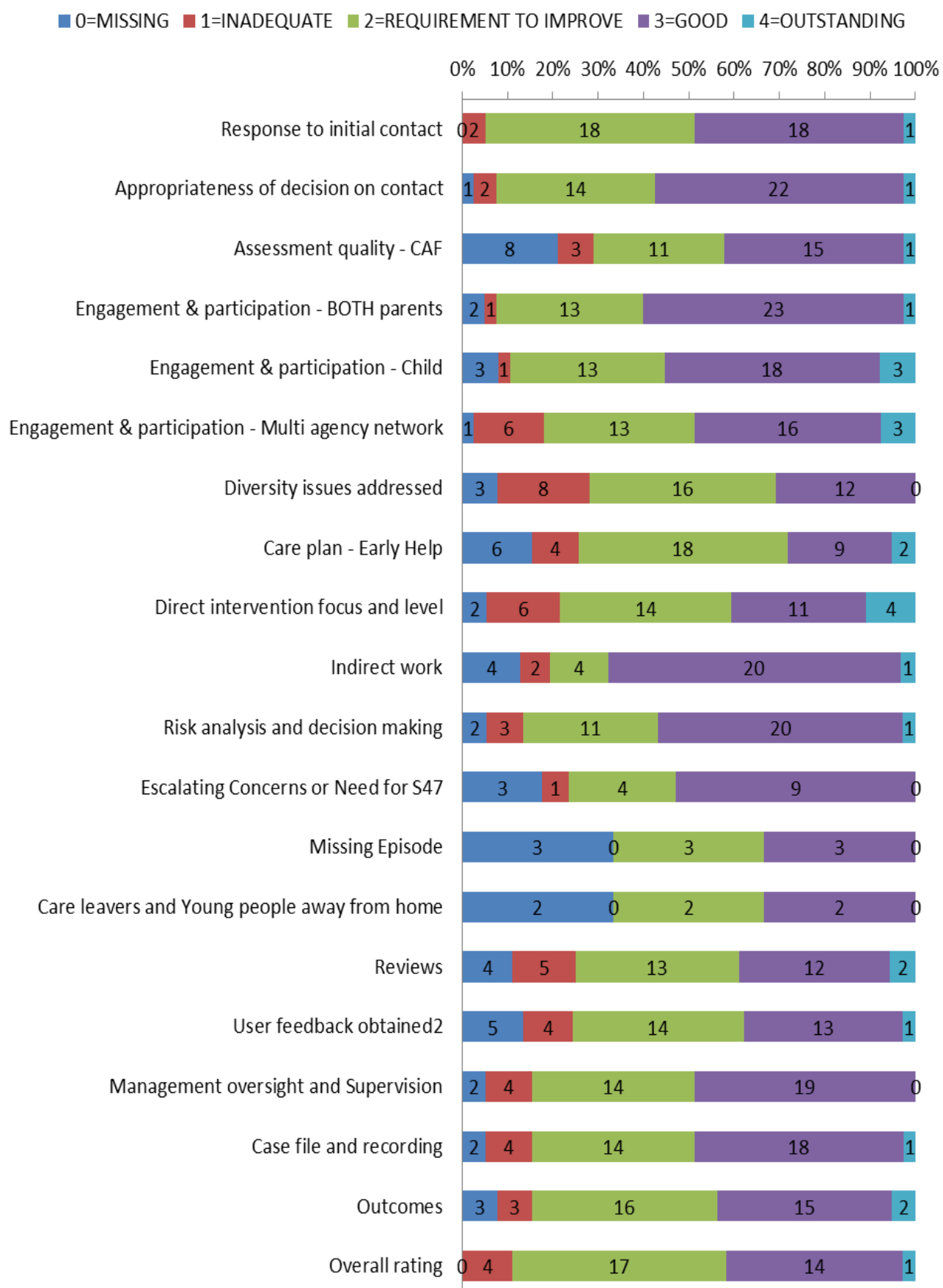
Particular strengths (average score above or equal to 2.8) are emerging now as:

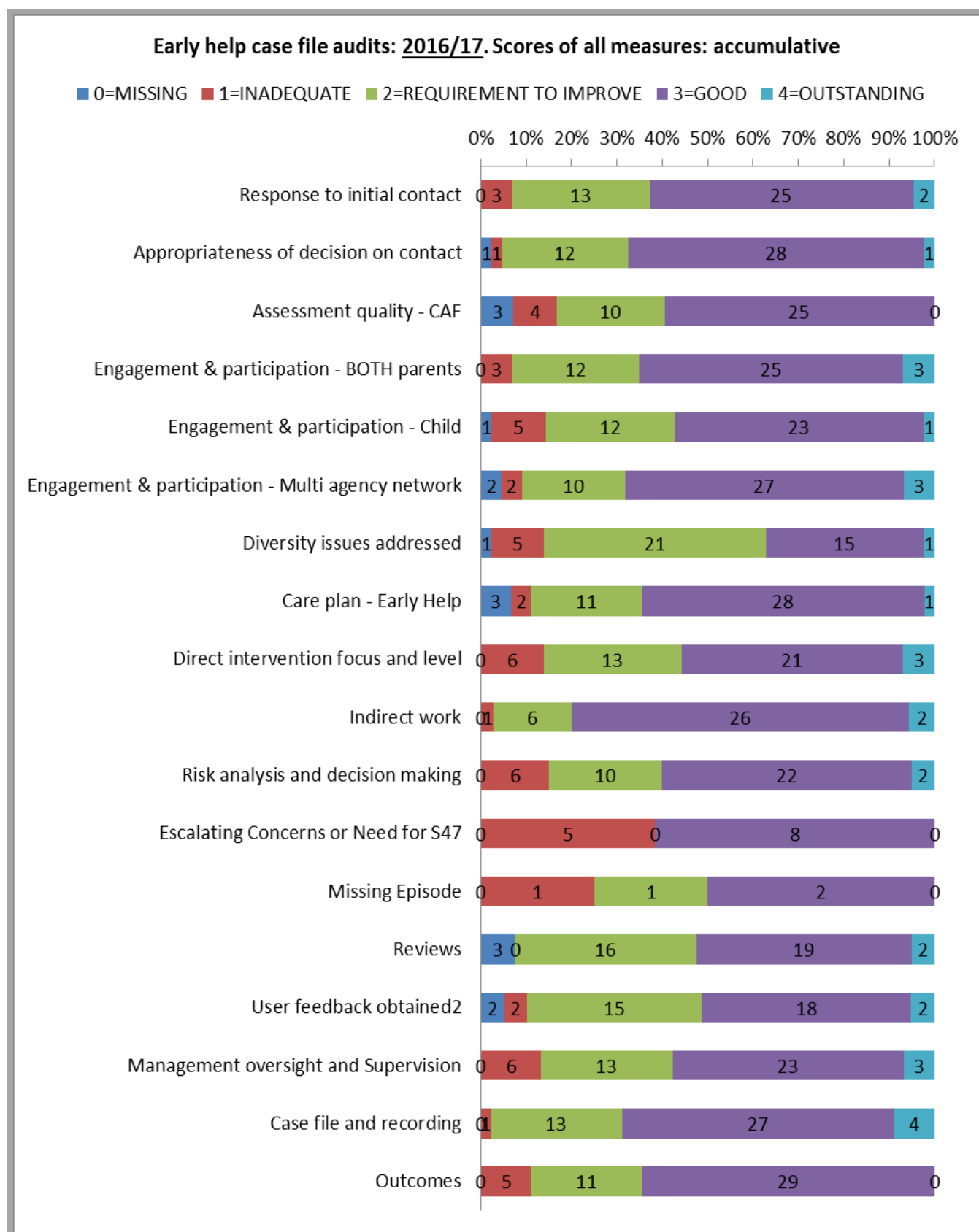
- Indirect work
- Case file and recording

Areas where more work is poor (average score below or equal to 2.3), include:

- Diversity issues addressed
- Escalating concerns or need for S47
- Missing episode.

Early help case file audits: 2015/16. Scores of all measures: accumulative





6. Children's Centres

Children's centres remain core to the Early Help Offer and have been reconfigured from 17 centres across the city to 10. There is currently no inspection framework in place but centres were inspected as part of the Early Help element of the March 2017 single inspection framework and feedback about the service was positive. A recent restructure has seen a change to back office staff with 3 new city wide posts created for Community Development, Performance and Data and School Readiness. There has been no reduction in frontline staff.

Despite no formal inspection framework, self - evaluation takes place on an annual basis and this is challenged through advisory boards and annual conversations with the appropriate service director.

Registrations continue to increase month by month and from a zero starting point at the introduction of the new data base, are now well over 50% across the city's under 5 reach. Sustained engagement of families who meet one of the targeted groups continues to improve and is part of the DORIS scorecard. Numbers of children registered who are either on a plan or classed as children in need have increased.

Children's Centres continue to support the take up of the 2 year old Flying Start Offer. This is in place and the take up rate at the end of 2016-17 stands at 73.5%.

The introduction of the city wide Community Development role will continue to support the role of parents on both advisory boards and as volunteers and the newly introduced strategies for all citywide post will continue to drive the service forward focusing on building capacity.

7. Young Carers

Young carers continues to develop and this is its third full year managed by the Local Authority. There are currently 29 young carers accessing the scheme. They are offered a combination of therapeutic and recreational respite opportunities. Some have an allocated youth worker and tools such as Spider-graph and other Voice Of the Child (VOC) tools are used in line with other cases open in Early Help. There is a full evaluation and young people are consulted as part of the planning process.

This year's action is to work more closely with adults for those young people who will inevitably become adult carers. In addition, work is ongoing to look at voluntary organisations that young carers can access independently.

8. Revised Early Help Offer

There is a range of innovative practice that currently takes place in different localities across Derby between schools and the Local Authority's Early Help teams, which

have had a positive impact and which have the potential to be extended to ensure a more systematic and consistent approach to future delivery.

This practice includes group and individual work across different themes based on the needs of individuals and groups. We have identified some of the work that could be delivered to and offered to Schools/clusters of Schools in the future.

For the future up to 50% of the resource time and work of Multi Agency Teams will be devoted to working in schools to ensure children and young people and their families with emerging need are identified.

Work with schools commenced in March this year to identify needs of individual and clusters of schools and how best this can be supported either with drop in sessions, 1:1 work or targeted group work. All schools have had the initial presentation and most individual secondary and primary schools have engaged in meetings with MAT Managers. Delivery will commence in September 2017.

9. Conclusion.

In the past 12 months, we have strengthened processes and consistency of our case work offer in Early Help with a particular focus around the escalation of cases (between Early Help and Children's Social Care), through the Vulnerable Children's meeting (VCM) forum and have focused on the quality of case work, with an emphasis on use of tools such as Graded Care Profile (GCP), DV RIM and genograms.

We are in the process of revising the Early Help offer, to ensure we identify and reach families with emerging needs at the earliest possible point in time. This will encompass partnership working with Schools across the city and involve a simultaneous increase in group-work delivery, whilst seeing a reduction in case-work, co-working arrangements and support/monitoring of cases.

The People's Department in Derby City remains committed to ensuring Early Help is available to vulnerable children, young people and their families to prevent escalation to (more costly and socially damaging) higher tariff services in the future.

Appendix 1. Early Help Action Plan 2017-18.						
	Outcome	Action	By Whom	By When	Rationale	Progress
1. Theme: Early Help Performance Framework and Children's Services Performance Data						
1.1	We have a clear set of performance outputs and outcomes for the revised Early Help offer.	Develop performance framework for revised EH offer. Ensure consistent use of framework.	EH HOS'/S Walker EH Team Managers and practitioners.	June 2017. April 2018.	Changes to funding and need for earlier intervention with families, closer links with schools and need to deliver services differently.	
2. Theme: Direct work						
2.1	Reduced number of children leaving home due to family breakdown.	Deliver 48 IAPT Systemic interventions.	Early Help practitioners. K Thomson.	April 2018.	Futures in Mind money has been provided to ensure psychological interventions are delivered at an earlier point in time for families. This is one strand of this approach.	

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	Outcome	Action	By Whom	By When	Rationale	Progress
2.2	Increase resources for working with families at the earliest point possible and build community resilience.	Potential continuation of contracted service to support vulnerable families Draft bid to the Controlling Migration Fund to improve access to EH services for new and emerging communities.	EH HOS'. EH HOS'.	August 2017.	Impact of SFFC to date in Derby City and increase in demand for services from new and emerging communities.	
2.3	Increased structured and targeted group-work is delivered to Schools across Derby.	Inform all Head-teachers in Derby city. Map current delivery. Inform Social Care colleagues. Write to Head-teachers and ask them to complete EH questionnaire on service need.	EH HOS' EH HOS' and Team Managers EH HOS' EH HOS' Team Managers	May 2017. May 2017. May 2017. April and May 2017. May 2017.	Changes to funding and need for earlier intervention with families, closer links with schools and need to delivering services differently.	

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	Outcome	Action	By Whom	By When	Rationale	Progress
		Set up task and finish groups for target areas.	Team managers	June 2017.		
		Meet Schools to follow up on completed questionnaires.	EH HOS/S Walker	June 2017.		
		Develop performance framework.	EH HOS'WDT	July 2017.		
		Develop appropriate group work training for EH staff.	EH HOS'	June 2017.		
		Develop referral pathway.	Team Managers and schools.	June 2017.		
		Negotiate and agree partnership agreement with Schools.	Team Managers.	June 2017.		
		Planning and evaluation process developed.	EH HOS'.	July 2017.		

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	Outcome	Action	By Whom	By When	Rationale	Progress
		<p>Presentation to EH staff</p> <p>Analysis of school questionnaires used to inform timetable of delivery for September 2017.</p> <p>Delivery of group work.</p>	<p>EH HOS' and Team Managers.</p> <p>EH staff.</p>	<p>July 2017.</p> <p>September 2017.</p>		
2.4	Corporate Voice of the Child tools are used consistently in EH case work.	Dip sample use of VOC tools in direct work.	Team Managers.	October 2017.	Need to ensure the tools created in 2016-17 are used consistently.	
2.5	Deliver more Early Help interventions to prevent emotional health needs escalating for	Deliver 90 Emotional Well Being interventions to young people with developing anxiety, behavioural, depression	PWB Practitioners CAMHS	April 2018.	Futures in Mind money has been provided to ensure psychological interventions are delivered at an earlier point in time for families.	

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	Outcome	Action	By Whom	By When	Rationale	Progress
	young people.	and sleep problems.			This is one strand of this approach.	
3. Theme: Case Audit						
3.1	Develop improved understanding of what works in Early Help.	Audit sample of cases open to Early Help that did not escalate to Children's Social Care services and who had an improving direction of travel. Identify practice issues that helped prevent escalation/address assessed needs and risks.	People's Directorate Quality Assurance Team and Performance and Intelligence Team.	September 2017.	Need to better know what intervention/s prevent case escalation to inform future practice/policy.	This audit has been agreed in principal for January 2018 by the PIB and QA HOS.
3.2	Ensure GCP is being used in cases where there are concerns about neglect.	Audit on use of GCP in neglect cases in Early Help.	Head of Service QA, DSCB Manager, EH HOS'.	November 2017.	Multi-Agency case audit in 2015 on neglect in EH cases that then escalated to Social Care.	

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3.3	Improve clarity of storage of key case work documents.	Work with IT teams to develop a system where Early Help case documents can be stored on Early Help section of recording system.	Early Help HOS'. IT teams in DCC.	July 2017	Findings from multi-agency case audit in December 2015.	
3.4	Ensure on-going improvement in quality of assessments and plans.	Develop APIRE guidance for Early Help staff. Monitor progress via case audits.	Early Help HOS' and Team Managers.	July 2017.	Outcomes of case audits from 2016-17.	
4. Theme: OFSTED SIF feedback.						
4.1	Private Fostering Arrangements are identified in a timely way and procedures followed.	Identify a PFA lead in Over 11 MAT Management teams in each locality.	MAT Team Managers in Over 11 teams.	August 2017.	Feedback from OFSTED SIF in June 2017.	Sheila McGregor, Bev Evans and Ali Lewsley have agreed to lead in each locality area and ensure that case-loads are

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	Outcome	Action	By Whom	By When	Rationale	Progress
						regularly checked to ensure that any PF cases are identified in a timely way and procedures are followed.
4.2	Ensure all homeless 16 and 17 year olds make fully informed decisions on whether they would like to be treated as S20 or S17.	Ensure checklist in the homeless 16/17 year old protocol is used in discussions with young people to ensure they make fully informed decisions on their legal status and this is copied in Live Link in every case.	MAT Children's Practitioners and Team Managers.	August 2017.	Feedback from OFSTED SIF in June 2017.	
4.3	Supervisions with staff include	EH HOS' to quality audit supervisions for each	EH HOS'	December	Feedback from OFSTED	

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	reflection on risk, especially in relation to quality of plans and direct work.	<p>Manager to assess changes in relation to increased reflection.</p> <p>IO system is used by Over 11 MAT managers to ensure Connexions PA's are working with NEET rather than EET young people.</p>	Over 11 team Managers.	<p>2017.</p> <p>July 2017</p>	<p>SIF in June 2017.</p> <p>Audit on Connexions case load in May 2017.</p>	
4.4	Ensure feedback from children and young people informs planning of work.	Feedback from How was it for you forms are collated by Team Manager every quarter and brought to City managers meetings to inform you said we did approach.	Team Managers	Every quarter.	Feedback from OFSTED and on-going need to ensure services are informed by voice of child.	

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Classification: OFFICIAL

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May 2017**

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