

Agenda Item 22.

TITLE	Children and Young People's Partnership update on priorities and the Early help Innovation Programme
FOR CONSIDERATION BY	Health and Wellbeing Board on 13 August 2015
WARD	None Specific
DIRECTOR	Judith Ramsden, Director of Children's Services

OUTCOME / BENEFITS TO THE COMMUNITY

The Wokingham Children and Young People's Partnership core priorities are set out in the Wokingham Children and Young Peoples Plan 2014-16. The plan establishes our priorities to improve support for families and children.

RECOMMENDATION

That the Health and Wellbeing Board

- 1) Notes the progress against both Children and Young Peoples Plan Priorities and the Early Help and Innovation Programme.
- 2) Endorses the proposed next step actions.
- 3) Agrees to receive a further report on impact and outcomes in the Autumn term, in particular with regard to Early Help.

SUMMARY OF REPORT

The report looks at progress against the key priorities identified in the Wokingham Children and Young Peoples Plan 2014-2016. These are:

Priority 1 - Refresh and renew our Early Help approach, building on what works well, empowering professionals to always keep child centred and designing service to enable excellent practice.

Priority 1a - As part of a renewed focus on Early Help, develop an integrated 0-5 offer across the Local Authority, health and early year's sector.

Priority 1b - As part of a renewed focus on Early Help, review emotional health and wellbeing services including primary CAMHS to improve the emotional health and wellbeing of vulnerable children and young people.

Priority 2 - Ensure more Wokingham children have access to the best education and focus on delivering improvements for those most at risk of poor outcomes

Priority 3 - Implement changes required to deliver on the Children and Families. Act 2014 and go further to bring the child and family into the centre of assessment, planning and support processes.

Progress has been made against all the identified priorities as set out below.

Children and Young People's Plan Update

The Children and Young People's Plan is no longer a statutory requirement. Nevertheless Wokingham partners felt it was important that we formalise our partnership commitment for children and families through agreeing a Wokingham Children and Young People's Plan, setting out partnership priorities for two years 2014-2016.

Our Plan establishes a programme of activities across the full range of Children's Services that must be delivered in partnership – in particular with Wokingham CCG, Berkshire Healthcare Foundation Trust, the Police Constabulary, Wokingham schools and commissioned service providers.

A full account of the progress and next steps made against Children and Young People's Partnership Priorities is provided as Appendix One and progress is summarised below.

Progress on Priority 1: Refreshing and renewing our Early Help approach

- A partnership Early Help strategy has been agreed and implemented, setting a framework for practice and service development.
- An Early Help Hub has been established as our multi-agency model of supporting the delivery of Early Help.
- Our Early help and Innovation Programme has delivered a Practice Framework for all practitioners working with children and families; using Signs of Safety as the foundation for a common language and single practice framework and building on Restorative Practice, Family Star and Attachment theory.

Progress on Priority 1a, developing an integrated 0-5 offer:

- An Early Help Strategy agreed.

Progress on Priority 1b, reviewing emotional health and wellbeing services:

- The joint Wokingham CCG and Wokingham BC Emotional Health and Wellbeing Strategy and action plan was agreed by the Board on 11th June 2015.

Progress on Priority 2, ensuring access to the best education, improvements for those most at risk of poor outcomes:

- A revised School Improvement Strategy implemented.
- Strong school partnership relationships secured the primary and secondary place provision strategies are in the process of being implemented. This includes a new secondary school to open in September 2016 in Arborfield.

Progress on Priority 3, implementing Children & Families Act and bringing the child and family into the centre of assessment, planning and support processes:

- The Local Offer of services for children with Special Educational Needs and Disability and their families went live on time.
- Transfers to Education Health and Care plans are proceeding in an orderly fashion.
- The personal budgets policy for children subject to Education Health and Care Plans is in place.
- Improved Transition Support through agreement to increased resources.
- Positive experience of the new Education Health and Care Plans are being evidenced.

- The Children with Disability Strategy is currently being developed in conjunction with partners.

In addition to Plan priority next steps, in June 2015 Partners agreed to develop further joint projects to help manage the financial and delivery challenges we face as far as possible together, to secure greater efficiency and effectiveness through aligned resources. The approach is informed by and underpins our partnership Early Help strategy.

Projects identified are linked together by the further development of the single partnership brand – **‘Wokingham for Children.’** This is seen as an underpinning initiative within which each of the subsequent projects will take place. It is a way of promoting a strong shared identity for all partners working together to support children in Wokingham.

The first project under the ‘Wokingham for Children’ brand being developed is to extend the work that has already commenced to have a common strategy to support retention and recruitment of professional staff across the Borough. The purpose of the project will be to:

- Successfully recruit the best staff to professional posts in all services for children and families in Wokingham.
- Minimise the cost of recruitment by sharing resources wherever appropriate.
- Encourage retention of best staff through shared training and development based on common principles and standards.

The second project under the ‘Wokingham for Children’ brand being developed is to agree common principles and plans for the delivery of services across Wokingham, including how the needs of the population would be best met in terms of:

- Balance of services across the Borough.
- What teams are needed and where they need to be based.
- How multi-disciplinary working will be promoted and what clusters or localities will be used as the basis for future developments.
- Working arrangements including offices, information systems, remote arrangements.
- Referral and information pathways for children and families.

The purpose of the joint project will be to make the very best use of resources across the Borough and to reduce wasted expenditure as well as improve quality of practice in early help and community services. Once a common service model has been agreed the project would then need to involve the strategic management of service development by partners on an ongoing basis.

Project proposals are being developed for consideration by the Children and Young People’s Partnership in September.

Update on the Early Help and Innovation Programme

Early Help for children and their families is a strategic priority for Wokingham Borough Council (WBC) laid out as a key action in the Council Plan 2014-17 to *“develop and implement an early intervention strategy building on what works well now to support and*

enable children and families' needs to be identified and met at the earliest opportunity to empower families to meet the welfare and emotional health needs of their children, and make sure children are kept safe and their welfare promoted".

Early Help is a single or multi-agency package of support managed by a Wokingham Borough Council service for a child or young person, and/or their family, designed to achieve positive outcomes for the child and where the child does not reach the threshold for specialist or statutory intervention, but who without additional help is unlikely to meet his or her potential.

The following partnership services provide a range of Early Help services to children, young people and their families and are in the scope of the Early Help and Innovation programme:

- *Children's Centres, including Specialist Parenting Support*
- *Health Visitors*
- *General Practitioners*
- *Primary Mental Health Workers*
- *Police Community Support Officers*
- *Early Years Team*
- *Education Welfare Service*
- *Family Support and Resource Team*
- *Targeted Youth Support Service*
- *Youth Offending Service*
- *Educational Psychology Service*
- *Disabled Children's Team*

In July 2014 the Children's Partnership agreed to support a proposal to work with ten Local Authority areas and Munro, Turnell and Murphy as part of the England Innovation programme. Our bid was successful and we started working with MTM on the Early Help and Innovations Programme in December 2014.

Our Early Help and Innovation programme set out a plan accelerate the change on our whole system for children. The principles of this proposal centred on developing a system with a common language and a common approach – a Practice Framework for all those working in Wokingham with children and families based on a practice method developed by MTM, Signs of Safety. The purpose of the programme is to improve our practice across Childrens Services for Children and Families. The embedding of Signs of Safety has been aligned with other legislations and plans such as the Troubled Families Outcomes plan for phase 2.

The programme has a timeline of 18 months and is outlined in an implementation plan that consists of three phases. Phase 1 to January 2015 was preparation for the programme. Phase 2 to June 2015 has been putting our building blocks in place and training staff to start embedding our practice Framework based on Signs of Safety and Phase 3 from July 2015 to March 2016 is embedding and sustaining implementation and considering the practice and service changes our experience of working within our new practice framework are suggesting are priorities.

The first half of the programme has consisted of ensuring that we are sharing with staff and partners a clear vision of the change we want to achieve and offering development training to support the thinking within a single common Practice Framework. During Phase 1 and 2 we have achieved the following objectives:

- We have established a multi-agency training offer of Restorative Practice training, 3 hour introduction Signs of Safety Training and corporate induction training. During phase 1 we have completed initial training/introductions with Thames Valley Police, GP council, Education staff and majority of Local Authority Services both within Childrens and Adult Services.
- Managers Leading Change has been established as a multi-agency forum of frontline managers tasked with leading the programme, ensuring we stay close to practice and the experience of children and families.
- A pilot is underway 3 of our Early Help Services reviewing our assessment processes and testing a revised Early Help Assessment Framework and referral process.
- Family and Parent engagement has built upon agencies current practice, with further work done to explore what works well and areas of improvement through the programmes development.
- We have trained 60 Practice Leads through a 5 day training programme with Andrew Turnell. The Practice Leads that were trained are managers and practitioners within the Local Authority and partners. There is an emphasis on continuing the support for the 5 day programme for partners and practitioners with all Social Workers to be trained by January; we are also training our virtual school staff and other Education colleagues.
- Practice Leaders have been offered a programme of ongoing support from an independent Signs of Safety consultant on a 6 weekly basis. This will support in reflection of good practice, finding solutions to both internal and external barriers and reflect on how we are embedding the model within our services.
- Our commitment to the practice framework is being embedded within each service with continued support/offer of training.
- Wokingham Borough Council's supervision policy has been updated to include the Practice Framework and Signs of Safety. This includes the Group Supervision model whereby we are working towards ensuring that we are inviting those that are closest to the family to the supervision. This has included partners such as consultants from John Radcliffe Hospital, Health Visitors, GP's, Police Officers, Legal Services and other relevant professionals.
- The National workforce development survey from MTM Consultancy and Wokingham's local results have supported an updated workforce development strategy appropriately.
- Innovative ways of working with our Child Protection Processes are being mapped out in a project work stream that looks at how we embed Signs of Safety into Early Help and Child Protection Processes ensuring that we remain close to the reasons for the programme. We are therefore, working with the department for Education around possible exemptions to statutory guidelines within these areas. To do this we will be submitting a business case around models of working with families.

Monitoring Impact

We are seeing a positive impact on staff wellbeing. As part of the national programme, Munro, Turnell and Murphy surveyed staff in Wokingham on the impact of the new Practice Framework for them. The survey shows that staff feel they have a better understanding of harm/risk with families, more opportunity to have their say, feel more involved in decision making and feel they have clearer goals to work to. The survey also shows that Wokingham are below the National average in relation to their workforce feeling “stressed” and that they feel that management provide good support for difficult or stressful situations, along with feeling positive about supervision.

We are seeing a positive impact on Wokingham Borough Council staff recruitment and retention with our latest quarter report showing turnover reduced to 9.9%.

A key next step is evaluating whether the impact has translated to improved outcome for children and families. It is too early to expect sustained improvement but it is important we have established a baseline and the report on impact will be presented to the Children’s and Young Partnership in the autumn term. As part of our Early Help strategy we are developing more consistent partnership models of measuring outcomes using the Family Star. Each service currently monitors the impact of their Early Help using a range of tools designed to measure progress in key areas of concern for a child’s wellbeing including “Strengths & Difficulties Questionnaire” or through the use of “scaling questions” which quantify overall change in the risk of a child not reaching their potential. Some services, such as disability play schemes, are more reliant on customer satisfaction surveys.

An initial analysis in June 2015 of early help impact has reviewed the impact of delivery of Early Help. Of 362 cases registered on the Council’s system, 192 children’s cases (or 53%) (150 families) were reviewed to help us understand how our Early Help system was working.

Information recorded indicates that most cases were open for at least 12 weeks, with the first few weeks focused on gaining trust and building relationships. From the analysed group, Children’s Centres were the service most regularly identified as providing ongoing Early Help.

For the cohort, initial outcomes were analysed as follows:

For **833 (61%)** of these children positive outcomes were recorded.

For **142 (10%)** of these children no change was recorded.

For **98 (7%)** of these children, deterioration was recorded.

For **276 (20%)** it was too early to measure impact.

72 (5%) children or their parents were offered information, advice or guidance which resolved the issues.

43 (3%) children had needs which escalated and needed referral to higher level services.

This work has helped establish a position statement. With no national benchmark comparisons, it is too early in the analysis to draw substantive conclusions from the work done so far and more detailed analysis will be provided to Health and Wellbeing Board through the Children and Young People’s Partnership in the Autumn. Further work is focusing on understanding more those cases where it had been too early in the

help being offered to measure impact and those cases where deterioration or escalation has been recorded to ensure these cases inform our service developments.

It is reassuring that in 61% of cases Early Help is making an evidenced, positive impact on families' lives.

Next Steps for Early Help and Innovation Programme

In phase 3 of the 18 month plan the next aims are:

- Support clear communications with partners, staff and families around the programme, signs of safety and how we can collectively look to manage impact.
- To support individual services to complete their service implementation plan that supports the overarching systemic change of embedding our new Practice Framework and Signs of Safety.
- Continue to secure commitment of partners on the roll out of our 3 hour introduction training to partners staff.
- Evaluate impact and outcomes for families to inform next stages of practice development and service development.
- Consider practice developments to submit to DfE as part of the England Innovation Programme.

Analysis of Issues

The update report demonstrates that progress has been made. Key highlights are identified above and in the body of the report. There are no priorities where there has been no progress. There are though specific plan components where progress has been slower than had been anticipated. Two key examples are highlighted below:

The Children with Disability Strategy needs to be developed further to reflect developing Health Care practice and to take account of recent work to clarify the availability and effectiveness of alternative provision for children outside schools.

The Emotional Health and Wellbeing strategy has been agreed but we need to see swift action on the implementation plan and evidence of improvements is expected in the coming Autumn term.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	N/A	N/A	N/A
Next Financial Year (Year 2)	N/A	N/A	N/A
Following Financial	N/A	N/A	N/A

Year (Year 3)			
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Other financial information relevant to the Recommendation/Decision

The financial implications of each component of the plan will be dealt with decision by decision, rather than through the further development of the plan.

Cross-Council Implications

N/A

Reasons for considering the report in Part 2

N/A

List of Background Papers

Wokingham Children and Young Peoples Plan 2014 to 2016.

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Appendix One: Children and Young People's Partnership update on priorities 2014-16

Priority	Evidence for Priority	Progress 2014-2015	Next Steps 2015-2016
<p>Priority 1 - Refresh and renew our Early Help approach, building on what works well, empowering professionals to always keep child centred and designing service to enable excellent practice.</p>	<p><i>Children in need often have poorer outcomes than their peers. (JSNA).</i></p> <p><i>Wokingham has proportionally fewer children in need than seen elsewhere and the numbers are relatively small. This is also true for looked after children and children subject to a child protection plan. (JSNA).</i></p> <p><i>Children eligible for free school meals are more likely to start school at a disadvantage and the gap in performance does not decrease as the children progress through school (WBC).</i></p>	<p>Agreed partnership Early Help Strategy set framework for practice and service development (Sep 2014).</p> <p>Early Help and Innovation Programme established a practice Framework for all staff based on Signs of safety with a comprehensive training and development approach (Dec 2014).</p> <p>The Early Help Hub has been established in Wokingham as part of the Multi-Agency Early Help offer (Sep2014).</p> <p>Implementation of revised WSCB Levels of Need for services for children in Wokingham (Apr 2014).</p> <p>LSCB undertook multi agency audits confirmed that levels of Need framework was appropriate, Early Help interface with Social Care was effective and evidence of impact (Mar 2015)</p> <p>Independent evaluation identified positive impact on staff wellbeing & retention of staff. Q1 evaluation whereby retention statistics turnover reduced to 9.9% (June 2015)</p>	<p>Evaluation of impact and outcomes for children and families from first six months of programme underway and will be available to report to Board in the Autumn</p> <p>Implement phase 3 of Early Help and Innovation Programme</p> <p>Agree a partnership workforce development strategy to deliver a skilled and motivated workforce across organisations being piloted for a launch in the Autumn</p> <p>Development of Multi Agency Safeguarding Hub to build from the Early Help Hub developments</p>

Priority	Evidence for Priority	Progress 2014-2015	Next Steps 2015-2016
<p>Priority 1a - As part of a renewed focus on Early Help, develop an integrated 0-5 offer across the Local Authority, health and early year's sector</p>	<p><i>Despite overall good results in early years there are some disadvantaged children who do not achieve a "good standard of achievement", which is designed to measure school readiness. (WBC).</i></p> <p><i>Children eligible for free school meals are more likely to start school at a disadvantage and the gap in performance does not decrease as the children progress through school (WBC).</i></p>	<p>Wide stakeholder engagement has fed into the local service specifications for early years services including the Health Visitor service to ensure more joined up delivery, including commitment to our Practice Framework based on Signs of Safety (December 2014).</p>	<p>As part of our Early Help strategy, an action plan has been developed to tackle and redress the underlying root causes of disparity in school readiness amongst some of our young children with a clear investment plan.</p> <p>Evaluation of impact and outcomes from first six months of strategy and action plan underway and will be available to report to Board in the Autumn.</p>

Priority	Evidence for Priority	Progress 2014-2015	Next Steps 2015-2016
<p>Priority 1b - As part of a renewed focus on Early Help, review emotional health and wellbeing services including primary CAMHS to improve the emotional health and wellbeing of vulnerable children and young people.</p>	<p><i>Continued and increasing high usage of both Child and Adolescent Mental Health Service and wider counselling and emotional health and wellbeing support services (JSNA).</i></p> <p><i>Partnership reviews Identify the need for all tiers of emotional health and wellbeing provision to work together as a better system, so that children and young people are identified early and access any support they need quickly at the lowest and least restrictive tier possible. (JSNA).</i></p> <p><i>Wokingham Borough scored significantly worse than the national average for the previous National Indicator relating to the emotional health of children (JSNA).</i></p>	<p>Joint Wokingham CCG and Wokingham Borough Council emotional health and wellbeing strategy setting out how children and young people are able to access the right support at the right time agreed by Board (June 2015).</p> <p>Joint monitoring and action plan agreed to improve specialist CAMHS access and outcomes through local partnership working June 2015.</p>	<p>Work is in progress to recommission Tier 1 and 2 services. This includes through a developing partnership with other Berkshire authorities</p> <p>The next course of Nurture Assistant training advertised to schools to start September 2015. Pan-Berks group set up to increase and improve training and development support to early years.</p> <p>Joint Reading & Wokingham LA & CCG submission to DfE for a pilot to enhance training support for emotional health in schools submitted July 2015</p> <p>Partnership with Reading University being explored to deliver development support to practice</p> <p>Evaluation of impact and outcomes from first six months of strategy and action plan underway and will be available to report to Board in the Autumn.</p>

Priority	Evidence for Priority	Progress 2014-2015	Next Steps 2015-2016
<p>Priority 2 - Ensure more Wokingham children have access to the best education and focus on delivering improvements for those most at risk of poor outcomes</p>	<p><i>All Secondary Schools in the Borough good or outstanding (WBC).</i></p> <p><i>Some performance issues at primary and the attainment gap at KS2 and KS4 (GCSEs) between children eligible for free school meals and those who are not Children in need often have poorer outcomes than their peers. (WBC).</i></p> <p><i>There is a higher proportion of children with special educational needs among the Wokingham children in need population. Whilst there are relatively fewer children eligible for free school meals in Wokingham than seen nationally, the percentage of these children with statements of special educational need is higher than seen elsewhere (JSNA).</i></p>	<p>Revised School Improvement strategy agreed to address priorities identified in self-evaluation. A dual focus on inequalities where gaps between the achievement of the majority and vulnerable pupil groups are too wide and to increase the proportion of good and outstanding schools (December 2014).</p> <p>Heads' steering group established to ensure sustainable strategic focus and meeting through the year (September 2014)</p> <p>Data analysis expanded and issued earlier to be more effective to schools to aid their self-evaluations (September 2014)</p> <p>Support for Headteacher groups put in place (December 2014)</p> <p>Improved self evaluations evidenced (March 2015)</p> <p>The Wokingham Primary and Secondary Strategies have been implemented. A new secondary school is on track to open in September 2016. Three new primary schools were built in 2013 and the Evendons Free Primary school has also opened.</p>	<p>Preliminary "gaps" data is overall better with mixed elements for 2015. Improved in priority areas. % good/better schools improved 83-86%, with significant improvements in Early Years & primary school results. School Improvement strategy undergoing review to secure actions to sustain this trajectory of improvements and focus on areas of weaker performance.</p> <p>Data analysis expanded and reviewed again for 2015 implementation.</p> <p>Implement Primary and Secondary place strategies, delivering five new Primary Schools and a new Secondary School by 2016.</p> <p>Develop and implement the primary school place strategy 2015 to 18. This may include measures to increase mid-phase capacity, area specific proposals & implementation of school proposals in agreed Strategic Development Locations</p>

Priority	Evidence for Priority	Progress 2014-2015	Next Steps 2015-2016
<p>Priority 3 - Implement changes required to deliver on the Children and Families Act 2014 and go further to bring the child and family into the centre of assessment, planning and support processes.</p>	<p><i>Section 26 of the Children and Families Act 2014 sets out statutory requirements for local authorities and clinical commissioning groups and other NHS bodies to make joint “arrangements about the education, health and care provision to be secured for children and young people with special educational needs for whom it is responsible and for those with disabilities”.</i></p> <p><i>Support for children in transition is particularly important for Wokingham – we have low numbers of children transitioning from childrens to adults services and recent service reviews suggest areas for improvement (JSNA)</i></p> <p>.</p> <p><i>There are a higher proportion of children with special educational needs among the Wokingham children in need population. Whilst there are relatively fewer children eligible for free school meals in Wokingham than seen nationally, the percentage of these children with statements of special educational need is higher than seen elsewhere (JSNA).</i></p>	<p>Local Offer published online setting out Education, Social care and Health services available for children and families (Sep 2014)</p> <p>Education and social care personal budgets tested with EHCP cohort (July 2014)</p> <p>Arrangements for allocation of personal budgets across implemented (Sep 2014)</p> <p>Education, Health and Care Assessments tested on cohort (July 2014)</p> <p>Education Health and Care Plans implemented (Sep 2014)</p> <p>Transfer arrangements in place (Sep 2014)</p> <p>Changes to transition services (April 2015)</p> <p>Personal Budgets trialled in children’s social care. Quality Assurance has confirmed that Personal Budgets are considered with each new Education, Health and Care Plan assessment (Apr 2015).</p>	<p>First publication of service feedback due 31st August 2015.</p> <p>EHCP program of transfers underway to be completed.</p> <p>Positive feedback from schools and families regarding the quality of the process to be included and help shape the next steps actions plan.</p> <p>Training and awareness raising on EHCP processes and on transfer review process being offered to health staff.</p> <p>The Wokingham Children with Disability Strategy is currently subject to consultation with partner agencies and in particular the Wokingham CCG.</p>

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