

THE RIGHT SUPPORT AT THE RIGHT TIME

WARWICKSHIRE'S EARLY HELP ACTION PLAN (2019-2023)

2ND DRAFT

INTRODUCTION

To be completed for 3rd draft on 11th March

A-We are Clear				
<ul style="list-style-type: none"> We will clarify our thresholds, assessment protocols and referral pathways and communicate these so that there is a common understanding across agencies and families We will clarify what we, as agencies and partners, expect from one another, and that we know what our responsibilities are 				
#	Action	Owner	End Date	Comments/Status
A.1	Consultation with partners (including schools) on the development of the offer & Action Plan.	BB	March 2019	
A.2	Localised conversations with families based on us being parent focussed to empower and support parents.	BB	April 2019 onwards	
A.2	A clear defined Early Help Offer & Action Plan in Warwickshire that is developed in partnership and sets out roles, responsibilities, access/referral routes and pathways.	BB	April 2019	
A.3	Encapsulation of the Offer within: --Single narrative/ Document (April 2019) --Poster (June 2019) --Video (June 2019) --Events/ Roadshows/ Conference --Children & Families Partnership Board (presentation and dissemination within relevant partner agencies) -- Website	BB	June 2019	
A.4	Underpinning processes and forms reviewed and relaunched.	Early Help Board	June 2019	
A.5	Training sessions for WCC and Partners on EH process via localised events.	Early Help Board	July-September 2019	

A.6	Supporting Partners to understand the offer and how to use it via stepped approach.	BB	June–March 2020	
A.7	A programme of local quarterly meetings and an annual county review of early help to ensure continuous improvement and learning.	BB	Annually	
A.8	Updated website to ensure directory of resources, advice and services is clearly accessible.	FIS	June 2019	
<p>B-We listen</p> <ul style="list-style-type: none"> We will understand the needs of the child within the context of their family and community, rather than seeing them in isolation. We will review our early help based on the impact that it has on the child rather than being led by service capacity or boundaries We will continue to listen to children, families and communities as our strategy and services develop We will listen to research and evidence to help us understand what's working and not working here and elsewhere 				
#	Action	Owner	End Date	Comments/Status
B.1	Develop and review forms which collect the needs of the child to ensure the wider context of their family and community is recorded.	Early Help Board	July 2019	
B.2	Develop a feedback mechanism e.g. client survey, gathering qualitative and qualitative information from children, families and staff to understand what's working and not working.	JJB	July 2019	
B.3	Develop a process to take action on areas of improvement which are identified through feedback from children, families and staff including parental forums and young advisors.	Early Help Board	July 2019	
B.4	Development of early help data systems and use of comparative evidence that ensure that we are clear as a partnership on what works and what does not and can take action where required.	Insight/Early Help Board	June 2019	

B.5	Participation Strategy and strength-based/ restorative approaches to working with families embedded within the Early Help system of support.	Partnership	June-September 2019	
C-We are accessible				
<ul style="list-style-type: none"> We will develop our service directory, online offer and Family Information Service to ensure that information is easily accessible for families and professionals We will think about pathways from the family's perspective and ask them to help us with this 				
#	Action	Owner	End Date	Comments/Status
C.1	A robust, fully functioning Stepped Approach to service delivery with Children and Family Centres at its core.	BB	June 2019	
C.2	Online guides and self- identification of need tool for Families and Practitioners to ensure the 'right support at the right time'	BB	June 2019	
C.3	Parenting Strategy & service offer launched (Development of the strategy and offer in partnership with relevant services and agencies and co-production with parents and carers)	Public Health	April - September 2019	
C.4	Network of Locality Access Points built around children and family centres that encompasses drop ins, booked appointments and groups.	BB	September 2019	

D-We Support

- We will work with children, families and communities to build capacity to support themselves. We will help them look at strengths and assets to help build resilience that is sustainable
- We will build and maintain relationships with families so that they feel supported and assured

#	Action	Owner	End Date	Comments/Status
D.1	Self Identification of Need Tool for children, young people, families and carers to promote self help, foster independence and build resilience.	BB	July 2019	
D.2	Co-Ordinated Early Help through a redefined Early Help Officer Service that provides a 'helping hand' to practitioners and service users to navigate and co-ordinate the most appropriate service (including consultation clinics within the community).	BB	June 2019	
D.3	Explore use of Assistive Technologies to sustain progress and behavioural change post intervention to reduce re-referrals via behavioural insight.	BB	August 2019	
D.4	A sustainable Family Support Worker Service that balances the need for early intervention and complex need through applied learning from the Priority Families Programme, Smart Start Strategy and Children Centres.	BB	March 2020	

E-We work as a team

- We will strengthen our partnership arrangements at both strategic and local practice levels including options for joint commissioning
- We will hold each other to account through strengthened governance arrangements across the partnership
- We will address structures to ensure that services are designed with our shared vision in mind rather than being service led
- We will develop our vision for integrated working within communities through children and family centres and local hubs, building on the work already started for 0-5's through Smart Start
- We will promote the culture change that this will involve through shared training, support and regular peer discussions about the practical application of this strategy

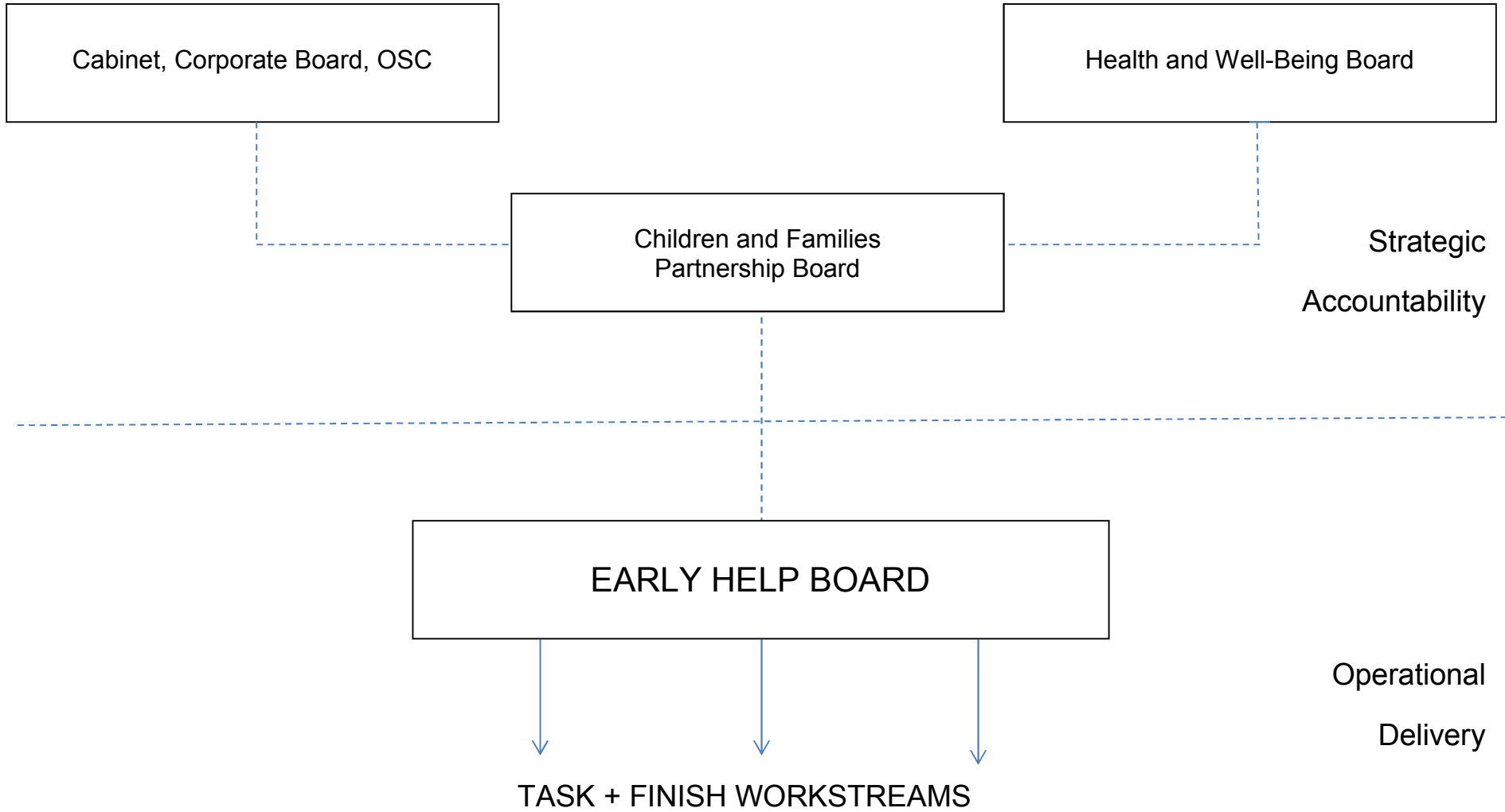
#	Action	Owner	End Date	Comments/Status
E.1	An Early Help practitioner portal with all information, e-learning and toolkits in one place.	BB	July-August 2019	
E.2	Refresh and joint training of Children and Families Transformation Partnership Board to reinforce shared vision.	Children and Families Partnership Board	September 2019	
E.3	Review and rationalisation of governance arrangements in relation to Children and Family Centres and establishment of Early Help Board.	BB/KS	April 2019	
E.4	A comprehensive Children and Families Information Sharing Agreement.	Children and Families Partnership Board	June 2019	
E.5	Review of Locality Panels, Family Matters, Consultation Clinics to ensure that there are streamlined multi agency local arrangements to discuss families of common concern.	BB	June 2019	
E.6	Multi Agency frontline training developed and delivered that builds resilience and builds on restorative approaches	JBM	June 2019	

E.7	Development of locality supervision clusters to provide a forum for support and advice to Early Help practitioners including half termly Early Help Clinics in Schools and Termly Multi Agency Collaboration Clinics	BB	September 2019	
E.8	Exploration of a shared data system that reinforces whole family approaches on a multi agency basis	Insight	June 2019	

Measuring Impact

1. Increased number of children achieving good level of development at the end of reception
2. Reduction in number of contacts received in MASH progressing to referrals into children's social care.
3. Reduction in CiN
4. Reduction in number of contacts received in MASH progressing to referrals into children's social care.
5. Reduction in re-referrals to children's social care (within 6 months of previous plan completion).
6. Reduction in the number of EHSA's written by schools as a result of support being accessed directly
7. Increase in step downs from CSC in order to support families better
8. Reduction of first time entrants to Youth Justice system.
9. Increase in no of children and young people accessing their full educational entitlement
10. Reduction in fixed term and permanent exclusions from school for children and young people.
11. Increase in adults in families worked with either in employment or progressing towards employment

Accountability, Review and Governance



Appendix A: Underpinning principles (Extracted from MHCLG definition of a mature EH system)

<p>The Family Experience of Transformed Services</p>	<ul style="list-style-type: none"> • Family trust their keyworker and feel “plugged in” to a range of support through them. They are confident to access services independently when their keyworker no longer works with them, and they have been supported to access a range of community and voluntary based services that meet their medium/long term need • Family keyworker is clearly able to work across services to deliver support that’s needed for the family - the service the family get is no longer dependent on which agency provides it. • The families needs and circumstances are captured in one assessment and one family plan, with the family keyworker having access to all of the information that’s relevant to provide support to the family. • The family are able to “own their own road to change” and are positive about the future.
<p>Leadership</p>	<ul style="list-style-type: none"> • All senior leaders in core partners have a demonstrable focus on services that best meet local need for families • All partners committed: • There is a common purpose across all partners in the statutory, community and voluntary sector to commission outcome based services that have whole family working at their core. • Strong governance arrangements underpin common purpose with clear plans in place to manage future demand, deliver value for money and achieve cost saving. • Clear approach to using evidence and analysis to understand demand and inform commissioning of services. • Leaders demonstrate a shared purpose to deliver services for families that are locally determined but at the same time have clear links to wider local and national priorities.
<p>Strategy</p>	<ul style="list-style-type: none"> • There is a clear commitment to integrated family focussed, outcome based services are embedded in strategic plans for all partners. • Sustainability of services after 2020 is part of the area’s strategic ambition. • Strategic commitment informs integrated commissioning of services which is based on evidence of what works and on the needs of the local population. • Strategic plans reflect the local landscape, adapted as necessary to the needs of localities and neighbourhoods, whilst demonstrating clear links to wider transformation programmes. • Strategic plans clearly set out ambition for families including for financial stability and resilience.

Culture	<ul style="list-style-type: none"> • There is a clear shared vision and ambition across all partners which is effectively communicated to and embraced by staff and a commitment to transformation • An understanding of demand and commitment to transform the way public services work with families with multiple problems • An understanding of why integrated whole family working and shared priority delivers sustained outcomes for families across the 6 key problem headings of the programme • This vision and ambition is evidenced through all tiers of staff and elected members, across all partners, and they are communicated to the community • Staff take personal responsibility and ownership to work across boundaries to support families with complex needs.
Workforce Development	<ul style="list-style-type: none"> • Workforce development is embedded in practice across all agencies depth and breadth of opportunities. There is clear consistency of opportunity for training and development, with recognition of different agency cultural starting points. • Training is provided both for the core family team and to lead workers across partners. Development is informed by evidence based practice. Impact of workforce development is evaluated and impact informs future workforce development plans. • There are shared performance objectives and training opportunities across professions. Core principles and behaviours of family working are shared and understood across agencies. • Promotion routes are linked to integrated working and not contained within agency. Promotion opportunities are visible and recruitment is transparent with cross organisational equal opportunity values embedded in recruitment policy and practice. • Strong links exist with the voluntary and community sector to support complex families in the community. • Frontline staff have a clear understanding of the impact of their work. They have access to the right training at the right time – including evidence based programmes and training from a range of partners. • Frontline staff are support to common purpose by structures, governance and clear direction from managers and have access to promotion and development opportunities that are clearly communicated to them. • Workers from different agencies have shared priorities and access to pooled budgets for families. Frontline staff have a clear understanding of the principles of family working (FI factors) and a clear sense of a focus on a family assessment, plan and outcomes for families. • Frontline staff are supported by regular development reviews. Peer support opportunities and opportunities for reflective practice.

Delivery Structures and Processes	<ul style="list-style-type: none">• Organisational structures enable professionals from different disciplines work together to shared priorities. High quality whole family assessments take an agreed single form and understanding of whole family assessments is embedded across partners.• Partners have shared integrated data systems underpinned by robust data sharing agreements. Core partners can access one single data system to access case management information. Data systems are picking up early indications of need and moving towards use of predictive analytics.• There is a clear commitment by all partners to shared analysis of what works and how to meet future demand for services for families• Professionals from different disciplines use shared whole family approach and evidence-based tools to deliver a shared vision for early intervention. Outcomes evidence is used effectively to drive delivery and improve performance, evaluation is integrated within delivery and used to reform services.
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