

Children & Young People Overview and Scrutiny Committee

Addendum

Date: Tuesday 17 November 2020

Time: 10.00 am

Venue: Microsoft Teams

Items on the agenda: -

7. Information Circulated Before the Meeting

The following briefing notes were circulated to members of the Committee before the meeting today.

Members will be given an opportunity to ask questions or make comments if required.

- Early Help – One Year On
- Youth Service Offer
- Development of the PEARS site
- Self Harm Task & Finish Group – Interim Report

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Children & Young People Overview & Scrutiny Committee

Early Help - One year on

17 November 2020

1. Recommendation

That the content of this report is noted.

2. The purpose of the report is to:

- Explain the vision for the Early Help Offer.
- Provide an update on the progress of the Early Help Team.
- Provide both quantitative and qualitative information about the performance of the new team.
- Provide evidence of feedback in relation to impact and quality of the service.

This report analyses the development and growth in the Early Help Offer since September 2019.

3. Purpose of the Early Help Offer

Working Together to Safeguard Children 2018 and Keeping Children Safe in Education 2020 are key documents which state the importance of the early identification of help and support for children, young people and their families, from the emergence of an issue. This could be at any point in their lives, from pre-birth to 19, or 24 years old if the young person has Special Educational Needs or Disabilities.

- 3.1** Multi agency partners deliver a range of Early Help interventions within their own context and settings; from signposting to a useful website through to more intensive support, targeted at areas of identified need. Figure 1 illustrates the spectrum of Early Help support called the Stepped Approach.

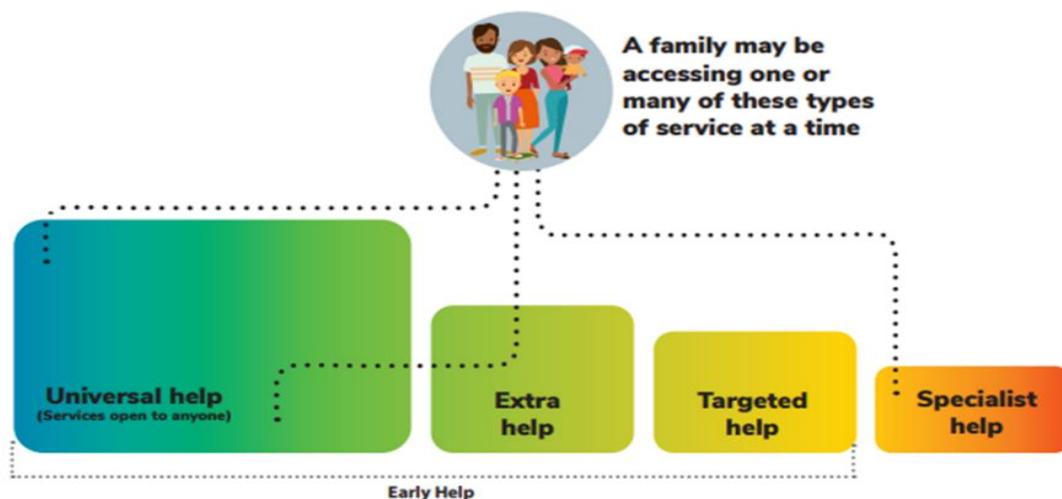


Figure 1 - The Stepped Approach

- 3.2** Warwickshire County Council's (WCC) Early Help team deliver direct interventions and support children, young people and families across the Early Help spectrum. The support has been designed upon the Stepped Approach to enable Young People and Families to help themselves by accessing the right service for them. If needs are more complex which makes self-support more complicated, there are agents within WCC's Early Help team to guide and support them to find the right service to meet their needs at the right time.
- 3.3** This report seeks to demonstrate the development and growth in the Early Help since September 2019 and to share the Early Help vision which is to ensure Children, Young People and their Families receive the **Right Support at the Right Time**.
- 3.4** The Early Help Team were the recipients of the 2020 Team of the Year award within the Warwickshire Children & Families celebration awards in recognition of the collaborative approach and significant progress that has been made over the last year.
- 4. Outcomes and Impact of the new Early Help System**

The Early Help Single Assessment (previously known as CAF) was replaced by the Early Help Pathway to Change plan in February 2020, based upon Restorative Practice. To understand and evidence the outcomes of these plans, the Early Help Triage Tool was developed (Figure2) out of Warwickshire's Thresholds for Services Document, 2017.

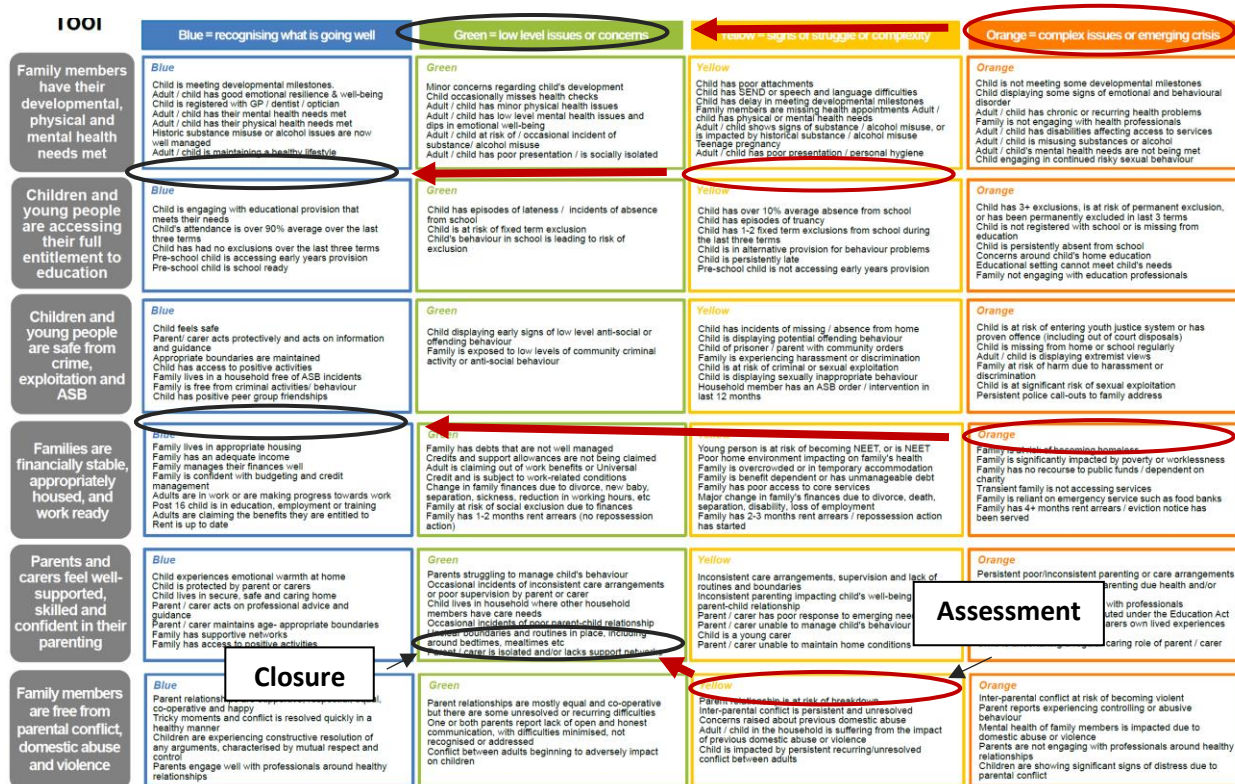


Figure 2 – Example of Triage Tool Use

- 4.1** During the completion of the new Early Help Pathway Assessment, practitioners talk to families about the issues they are facing and then write a short narrative in the appropriate box in the triage tool, based upon presentation of complexity. This serves as the baseline for the intervention and enables a support plan to be written and actioned. At the end of the intervention, the triage tool is repeated in an Early Help Pathway Closure, to demonstrate the impact made on family progress.
- 4.2** The Early Help Monitoring Team analyses all triage narratives written at assessment and closure, then turns them into codes to be measured through automated reporting. This method means that families and practitioners can discuss their issues without feeling they need to “tick boxes”, while still allowing progress to be captured and quantified.

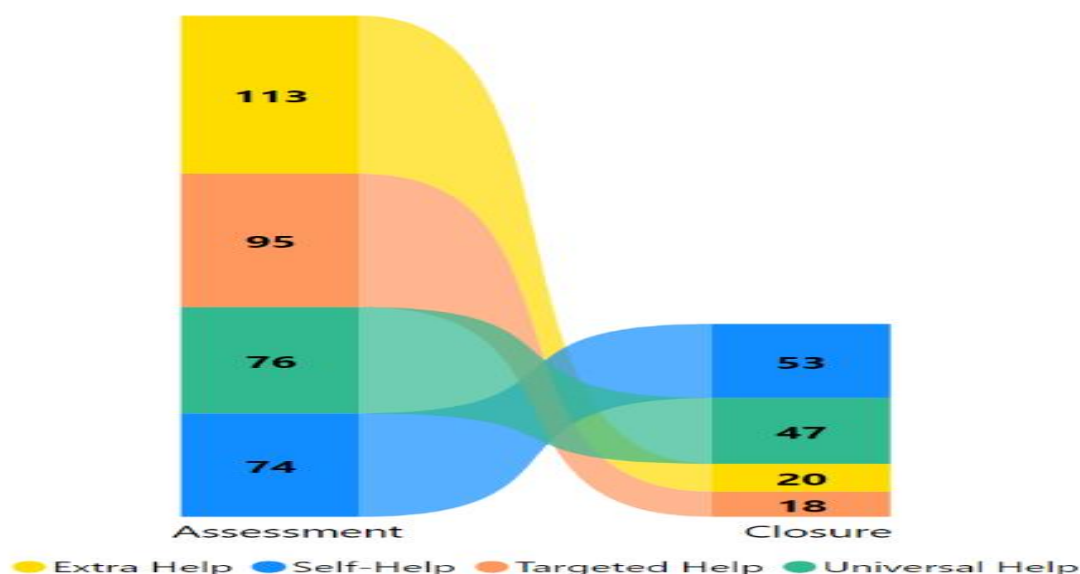


Figure 3 - Triage issues identified

- 4.3** Between 1st April and 30th September 2020, there were 132 triages completed at assessment stage, and 81 triages completed at closure stage. As shown in Figure 3 (above) and analysed Table 1 (below), there was a significant decrease in the percentage yellow and orange issues identified between assessment and closure. **This is a demonstrable positive impact on families, showing an overall reduction in the need for extra and targeted help.**

| Triaged Issues | Assessment Stage | | Closure Stage | | Difference |
|---|------------------|-----|---------------|-----|--|
| | Count | % | Count | % | |
| No. of triages with blue issues identified (self-help) | 74 | 56% | 53 | 65% | 17% increase in self-help |
| No. of triages with green issues identified (universal help) | 76 | 58% | 47 | 58% | No change in universal help |
| No. of triages with yellow issues identified (extra help) | 113 | 86% | 20 | 25% | 71% decrease in need at extra help level |

Table 1 – Analysis of triage issues identified at assessment and closure

| | | | | | |
|---|-----|-----|----|-----|--|
| No. of triages with orange issues identified (targeted help) | 95 | 72% | 18 | 22% | 69% decrease in need at targeted help level |
| No. of triages completed | 132 | | 81 | | |

- 4.4** Reporting on blue issues has shown a positive increase in levels of self-help at closure, but no change in levels of green issues requiring universal help. This is likely a result of families and practitioners not yet being accustomed to “strengths-based” closures, to discuss how well the family is managing in other areas, rather than just re-triaging issues that have been resolved. This is an area for development which is being monitored as part of the service’s corrective actions.
- 4.5 Early Help Pathway Outcomes** - In addition to measuring the overall impact of Early Help Pathways on family progress; specific outcomes are also monitored. As shown in Figure 4, 53% of situations for children and their families closed positively between 1st April and 30th Sept 2020 – meaning the Lead Professional closed their support due to identified actions being addressed and/or families feeling like they have positively resolved their issues.

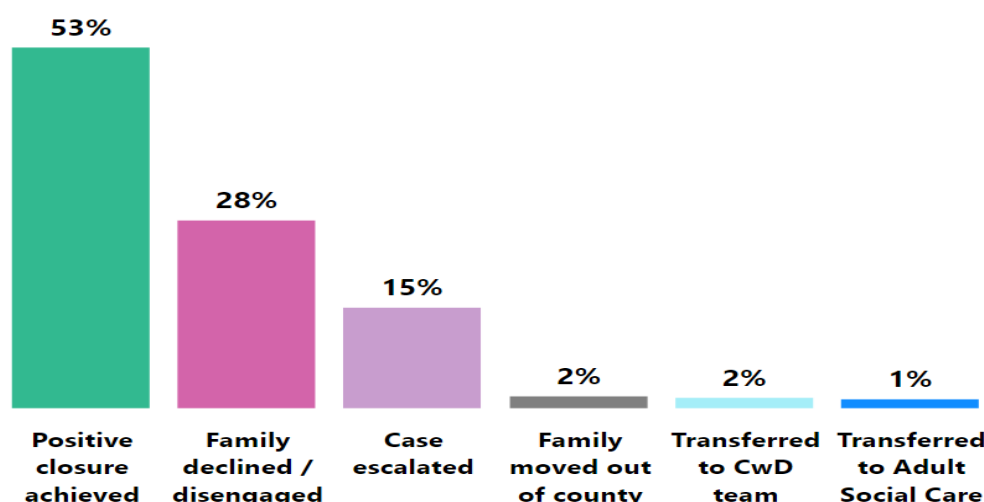


Figure 4 - Case Outcomes

- 4.6** A small number of children appropriately transferred to other services as part of the child’s journey such as to Adult Social Care or to the Children with Disabilities team (3%), and a further 2% closed due to family relocation. 15% of support was escalated to be delivered by Children’s Social Care, which is appropriate given the impact of COVID 19.
- 4.7** Further analysis is needed to understand the high rate of families declining Early Help (either at step-down or as a newly initiated case) or disengaging from their support plan during this period. A proportion of this trend can be attributed to a huge data clean-up that took place between February and June 2020, which closed down over 500 historic Children, Young People or Families support plans on MOSAIC, and is likely to have artificially increased the disengagement rate.

The impact of Covid-19 on maintaining family engagement will also be a contributing factor. Monthly monitoring of this trend will be required moving forward.

4.8 Targeted Support Outcomes - For step-downs from Children's Social Care, and for issues relating to complex or higher threshold needs, Early Help Pathways are now bolstered with Targeted Support. This involves a Targeted Support Officer (TSO) working closely with the Lead Professional to stabilise and de-escalate family support plans. Outcomes of Targeted Support are measured separately to the wider Early Help Pathway outcomes.

4.9 As shown in Figure 5, 70% of the Children, Young People and Families the TSO's have worked with experience a positive outcome. They have either de-escalated to a yellow level (which are then supported by the Early Help Monitoring Service) or closed with a positive outcome.

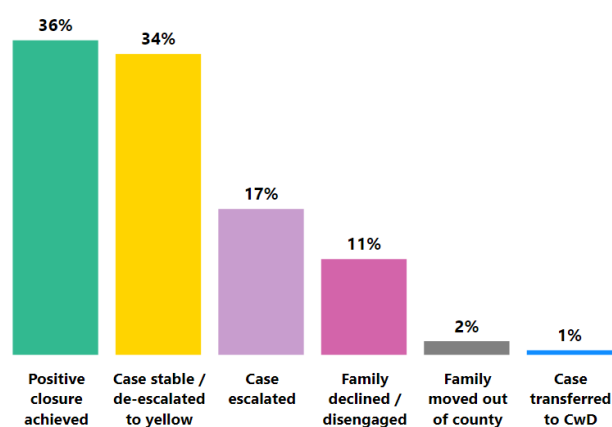


Figure 5 - TSO Case Outcomes

4.10 It is positive that the disengagement rate among Children, Young People and Families the TSO's have supported is (11%), which is significantly lower when compared with average Early Help Pathway disengagement rates (28%). This demonstrates lower disengagement within higher need families, when Targeted Support is put in place.

4.11 Escalation rates among the Children, Young People and Families TSO's have supported is (17%) and is slightly higher when compared with average Early Help Pathways (15%). However, as the level of need and complexity is significantly higher for this group, escalating to Children's Social Care is often appropriate and is to be expected. It is positive that escalation has remained under 20% for this group, despite the unprecedented challenges of Covid-19.

4.12 Step downs from Children's Social Care is an area of priority for the Early Help team moving forward to ensure that Children and Families are stepped down at the right time and the support they need is continued seamlessly. The new triage process enables social workers to ascertain what level the family are at prior to step down and the process will then track the families progress. The use of the new Early Help Social Worker posts will be instrumental to support this process in the future and performance in this area is monitored monthly.

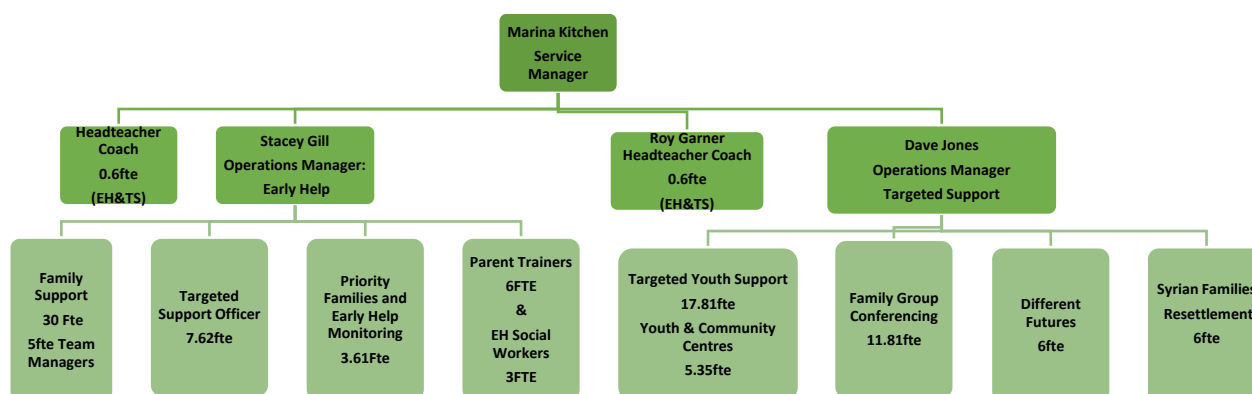
- 4.13** The redesign in Early Help has provided a robust way of measuring and evidencing impact, and that positive outcomes are being achieved for families (notwithstanding the impact of COVID19). The report will now set out what has changed in Early Help to achieve this overall performance.

5. Structure & establishment

The Early Help team have expanded rapidly over the last year and the redesign has enabled an Early Help Eco System to be implemented and embedded. The Early Help team are integrated as one locality team within the five locality districts; with Early Help Family Support Workers and Targeted Support Officers located in Children and Family Centres. Other colleagues can utilise the space such as Targeted Youth Support, Health Visitors, Midwives and voluntary and community sector colleagues such as Citizens Advice who deliver drop-ins for families to attend.

The structure chart below illustrates an overview of the whole Early Help & Targeted Support service.

Early Help Structure Chart Nov 2020



6. Developments across Early Help

- 6.1** In September 2019, 44 Family Support Workers (FSWs) from 4 different providers were TUPE'd into WCC. This was the culmination of the 0-5 redesign work which saw the re designation of 14 Children Centres into Children and Family Centres. This milestone has been a major development for the new Early Help service. Targeted Support Officers and Early Help Family Support Workers are located within the Children and Family Centres to create the integrated locality teams.

[Please see separate briefing note in relation to reopening of Children and Family Centres post Covid-19]

- 6.2** The new Early Help Family Support Service has expanded to incorporate a wider age range. Parenting support is now available for children and young people aged 0 – 19 years, and up to 24 years for those with SEND. Further expansions, in line with the stepped approach include:

- 6.2.1: The Family Support Line:** A telephone helpline is available Monday to Friday 9:00am – 4:00pm. Experienced Family Support Workers from each

locality deliver immediate information, advice and guidance to parents and practitioners within their own locality. This adds value to the intervention as FSWs can connect families to known local resources. Since the launch of the Family Support Line in November 2019, there have been over 950 calls. Between 1st April and 30th Sept 2020, approximately **90%** of the issues discussed with Family Support Workers have gone on to be resolved by the FSW team, while 3% have opened to an Early Help Pathway, 2% have escalated to the MASH, and approximately 5% have been referred elsewhere.

6.2.2: Drops-ins (no appointment necessary): Delivered in a range of community venues (approx. 2 drops ins where delivered in each locality every week) in addition to the Children & Family Centres, these short consultations can build upon the support offered in the Telephone consultations. During the COVID 19, we have been delivering this support via the Family Support Line.

6.2.3: Parenting Courses: The repertoire of group parenting support has also significantly expanded. Parents and Carers can now access short courses that provide essential information and compliment the more in-depth parenting programmes. The inclusion of relational and attachment focused parenting programmes are now being delivered, for example, The Solihull Approach. This is a welcome addition as it focuses on behaviour management, containment and reciprocity and is in alignment with Health Visiting and School Nursing as it is their favoured programme. A number of other programmes have been explored and have been commissioned. However, the Impact of COVID 19 has delayed the ability to train staff in the new programmes due to the restrictions for face to face training. Other programmes that will/are being delivered or have been commissioned include:

Solihull Programme: A foundation parenting programme that emphasises the value of containment, reciprocity and behaviour management (0 – 18 years) when supporting parents with the behaviour of their children.

Sleep Better: All aged programme to support practitioners help parent and carers to understand sleep cycles, common sleep issues and strategies to manage these, establishing appropriate routines, keeping sleep diaries and interpreting the data and environments.

Nurture Programme-Family Links: The Nurture Programme helps parents of children 0-12years. Based on research into family interactions where destructive parental behaviour patterns were identified as problematic. The programme helps families get the best out of family life by focussing on Self-awareness, Appropriate Expectations, Empathy and Positive discipline.

Malachi-Inspiring Futures Programme. This programme is aimed at children and young people of all ages. It supports children and young people's wellbeing and behaviour by supporting their parents and carers think and act differently about attachment, communication, relationship dynamics and much more. It

The Incredible Years: Programme based upon child development theory that helps parents and carers strengthen parent child/interaction relationship and attachment. Supportive of children with Special Educational Needs and Disabilities and is the Early Help intervention endorsed by RISE to support the relationships for reduction of Child to Parent Violence (6-12years)

Heart to Heart: A programme that empowers practitioners with the latest attachment theory about attachment security and operationalises it with a Parent/Adolescent relationship (10 – 15 years) to develop stronger attachment and security through practical application.

Parenting Apart: Early Help are entering a pilot with Parenting Apart as a programme that supports parents (of children of all ages) deal with parental conflict. The programme is a mixture of family support and mediation to move parents past intensive and ongoing conflict and to hold the experience of their child in mind.

- 6.3** Within the new strategic approach to early help is increased focus on our partnership working with nursery's, schools and colleges within each locality. There is increased collaboration between Children and Families and Education Services which has enabled new approaches to be implemented including regular strategic and local operational meeting with headteachers and designated safeguarding leads. These relationships have led to new exciting opportunities

In November 2020, specific courses are being delivered to groups of Newly Qualified Teachers, Recently Qualified Teachers and Newly Qualified Social Workers, in relation to *Managing Childrens Behaviour* and *The Importance of Routines and Boundaries*, based upon Solihull approach principles. These CPD events will be available to approx. 400 professionals in November 2020 and will be repeated annually to develop the workforce in basic children's behaviour management and will develop the use of a common approach.

- 6.4 Parent Trainers** - As part of the expansion of Early Help there have been 6 fixed term roles allocated for Parent Trainers. These specialist roles will be based in pairs across the county (2 workers in the North, 2 workers in the East and 2 in the South) and they will take responsibility for the delivery of a varied and scheduled programme of parenting training. The primary focus will be the delivery of courses for parents and carers to attend when they need them but will also include CPD to schools and community groups. The intention of delivering basic knowledge to schools and community groups will be to increase the capacity, capability and confidence of members to provide guidance and help parents to self-support and help one another.

- 6.5 One to One support for families** – Early Help Family Support Workers can now be accessed for direct one to one work through a “FSW Intervention” in two ways:

- 6.5.1** Where the needs are specifically parenting related, families can access support via a direct referral, without the need for an Early Help multi-agency assessment. This is enabling services such as health and schools to act early and refer into the service to support a family's situation and prevent escalation. From 1st Oct 2019 to 30th Sept 2020, there were 672 direct

referrals made into the service, and over 500 families opened and received direct support.

6.5.2 Where the situation is more complex and multi-agency work is required, Family Support Workers can be accessed once an Early Help Pathway has been initiated. The Family Support Workers will work alongside the other multi agency professionals to support the family plan, or, where appropriate, will also act the Lead Professional to coordinate the intervention. As of 30th September 2020, 25% of Early Help Pathways were supported by a Family Support Worker.

6.6 As with Early Help Pathways, a record management process was designed for one-to-one family support, allowing for monitoring of all FSW Interventions. From 1st April to 30th September, outcomes for FSW Interventions were 74% positive, with Children and their Families closing or transferring positively. Disengagement rates were similar to Early Help Pathways, at 15%. It is positive that escalation was very low during this period, with just 4% of Children and Families transferring into Safeguarding and Support.

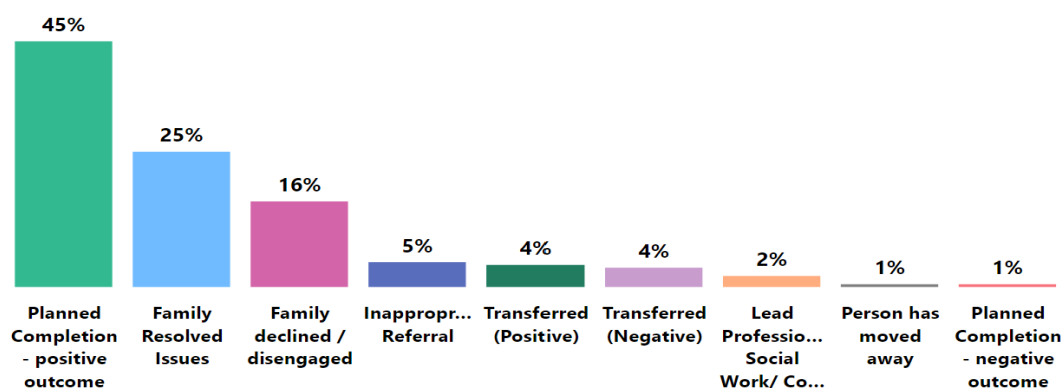


Figure 6 - FSW Intervention Outcomes

6.7 The average duration of FSW Interventions is currently 18 weeks, with Family Support Workers currently allocated to an average of 31 children each, against an average target of 22 allocations. Outcomes, allocations and timescales are all being carefully monitored by Family Support Team Leader to better understand the impact of COVID 19 on the service.

6.8 Further developments coming soon - The service will benefit from **3 Early Help Social Worker** posts as a pilot for one year. This crucial element will expand the skill set and will provide direct consultation to practitioners in the network in relation to Early Help level Children and Families, focusing on Targeted Help level (Orange Level). In addition, there may be occasions they will also deliver appropriate direct intervention to families to prevent escalation to Childrens social care. Should there be an open case that will require escalation, the social worker will be instrumental in supporting the development of a new process that will see the direct allocation

for assessment in Initial Response rather than the case having to be assessed by the MASH.

In addition, we have entered a collaboration with The Nuneaton Academy. We are jointly funding (Early help is funding 30% and The Nuneaton Academy funding 70%) an Early Help Social Worker post who will be based in Early Help and located in the School. This is a pilot for 1 year and an evaluation will be completed to understand the benefits of this model. This is a pilot for 1 year.

6.9 Targeted Support Officers - Targeted Support Officers (TSOs) play a crucial role in the Early Help network. They support complex “Orange” level Children and Families (tier 3) to safely stay in the Early Help and work to ensure all preventative measures have been enabled and deployed to prevent escalation to Childrens Social Care, thus effectively managing demand. In addition, they support step downs from Childrens Social care directly to the Early Help Network. The team directly support Lead Professionals and other practitioners by attending Family Support Meetings supporting issues triaged as Orange and model Restorative Practice. In November 2019, the Targeted Support Officers moved into locality teams, to further enable the locality support agenda to come to fruition. In addition, the Target Support Officers deliver a programme of training to multi agency partners.

7. New Training Offer

7.1 Due to the restructure in Education Services and the disbandment of the Education Safeguarding Service from July/Aug 2020, all Designated Safeguarding Lead Training is now delivered by the Targeted Support Officers. This arrangement has been initiated following the strong partnership developed between Education Services and Children and Families to integrate the activities formally undertaken by the Education Safeguarding Team within both services. Included in the DSL training, alongside essential safeguarding knowledge, is a fresh, new positive approach to the DSL role and the partnership Children and Families have with Education Service colleagues and now with schools. 9 sessions delivered to 122 delegates so far. Metric -36 confidence to +51

7.2 There has been an overall **43.5% increase in confidence** (bear in mind most delegates were already DSLs. In addition, all training is counted, including Early Help)

| | Confidence before | Confidence after | % increase | Overall score |
|---------------------|--------------------------|-------------------------|-------------------|----------------------|
| Early Help Training | 5.1 | 7.9 | 54% | 8.2 |
| Refresher | 7.9 | 9.2 | 16% | 9 |
| Initial | 5.8 | 8.3 | 43% | 8 |

Feedback from the training has been very positive and includes comments as follows:

- *“Thanks for your training sessions, they really have been very helpful. I did the Early Help one in the summer and the DSL last week. Apart from it being on zoom, I do think it was the best DSL training I’ve had, so thank you for that.”*

- *“Messages are now aligned – all makes more sense!”*
- *“I have much more clarity of where to go if I need help”.*
- *“I have re discovered my motivation for the DSL role again, thank you!”*

The TSOs also deliver a range of other training courses and facilitate network partnership meetings and by the time this report is received by Overview and Scrutiny they will have delivered 18 training days to Designated Safeguarding leads and other professionals.

8. Headteacher Coaches:

- 8.1** An area of concern that needed to be addressed was the confidence levels of Designated Safeguarding Leads in schools, to hold and to support Children and Families of complexity and to lessen their reliance on the MASH. Research conducted with DSLs identified the need to provide additional support to increase capability, capacity and confidence in DSLs across the county. The role will help schools to develop an Early Help infrastructure if this is not already in existence and will help schools critically evaluate their current early help arrangements. The role will connect them to their locality partnership of practitioners and will aid by reducing demand on the MASH.
- 8.2** Two new (0.6 posts-fixed term for 2 years) have been created and prerequisite for any potential candidate was to have held significant experience in senior leadership in school. The first Headteacher Coach started in Sept 2020 having retired from a Warwickshire school in July 2020 after 28 years in Headship. This is already paying dividends.

9. Priority Families and the Early Help Monitoring service:

- 9.1** Priority Families continue to perform to an excellent standard, ranking **1st** across all local authorities in the West Midlands. However, there are significant challenges to this continued performance due to Covid-19, including additional auditing requirements from MHCLG, and reduced data sharing capacity.
- 9.2** A new arm to the Priority Families Team was created in February 2020 called The Early Help Monitoring Service, which followed a review of the Targeted Support Officer service. This review illustrated that a realignment of skills and focus was required. The new monitoring team (consisting of 2 analysts – 1.6fte) has responsibility for monitoring and having oversight of over 1500 children open to Early Help across Warwickshire, to ensure all Early Help Pathways are meeting timescales and that documentation is of good quality. They also have full circulation details of all Lead Professionals across the county, by district, which ensures a consistency of messaging and communication.

10. Partnership working

Early Help has changed radically over the last year and has seen support available for families accessed sooner. For this transition to occur, our locality working has and is currently supporting the development of a number of network opportunities, which in turn, creates the development of positive working relationships, dissemination and explanation of information and much greater connectivity.

10.1 Networks

Early Help have existing networks and some that are planned to start imminently. The purpose of the networks is to share best practice; support information sharing, creates resilience, capability, capacity and confidence in the multi-agency partners, they include:

10.1.1: LEAPS: Local Early Action Partnerships are strategic meetings held in each locality and are attended by leaders from local services such as Police, Targeted Youth and School Health. Data is used to ascertain local priorities and collective action plans are formulated to work upon as a locality leadership team.

10.1.2: Headteacher forums: Monthly forums delivered virtually for 1 hour by Marina Kitchen, aims to develop positive working relationships with Headteachers and the Children & Families Service. Updates from practice and the Transformation Programme are shared and speakers are suggested by the Heads on areas of interest to them. Sessions have received very positive feedback. Schedule as follows:

| | |
|------------------|---|
| May 2020 | Parenting Support Offer – support through lockdown |
| June 2020 | RISE/CW Mind - COVID response. What you need to know |
| July 2020 | Planning sessions and summer wrap up |
| Sept 2020 | Looking at your Locality Data with Amy Burnage – Insight Analyst |
| Oct 2020 | Adult Mental Health |
| Nov 2020 | Citizens Advice – Debt and Benefits |
| Dec 2020 | Special Guardianship Support |

10.1.3: Early Help Networks (1.5 hours termly): Delivered by Targeted Support Officers - to enable multi agency partners to come together and hear updates from colleagues and partners in their own locality

10.1.4: Family Support Networks: (1-hour bimonthly) by locality delivered by the Family Support Team Leaders. To enable any worker in a pastoral role, be that a Family Support worker in a school, faith-based organisation or voluntary capacity to come together with WCC FSWs and share best practice, hints and tips. The use of Restorative Problem-Solving Circles helps non WCC FSWs to resolve issues locally and can prevent escalation of need. It also provides a safe space to share worries as an informal group supervision session.

10.1.5 DSL Networks – (2 hours termly) under development. To bring together, by locality, the Designated Safeguarding leads. Led by the Headteacher Coach, to ensure that they have a local community of support. The use of Restorative Problem-Solving Circles to resolve issues locally and can prevent escalation of need. It also provides a safe space to share worries as an informal group supervision session.

11. COVID 19 response

- Due to the COVID19 pandemic, Early Help & Targeted have continued to support children young people and families virtually.
- Family Support Workers worked in partnership with the District and Borough Council shielding hubs to support extremely vulnerable families who were shielding.
- Drop ins were unable to happen due to social distancing guidance so this was incorporate into The Family Support Line. Once this had become established the FSWs amended their support to meet the needs of the families, such as via Email, Text, WhatsApp facetime and Messenger in addition to phone and Microsoft Teams.
- Virtual parenting sessions have been delivered via Microsoft teams; short courses and the Malachi Programme

12. Focused developments in 2020/2021

Whilst the last 12 months has seen an intensive focus of the redesign of teams, the development of the Early Help culture, paperwork, outcomes and impact recording and reporting methodologies, the creation of networks and forums and the positive implementation of all the above. In September 2020, the Early Help Team won the Children and Families award for Team of the Year and is aiming for next year to be as equally successful by focusing on the following 5 priorities.

1. Redesign the step down and step up procedure to enable a straightforward and simple way to enable families to access the right support at the right time.
2. Expand and deliver the newly commissioned repertoire of parenting programmes
3. Embed the developments in Schools & Education settings by continuing to embed the new Early Help processes and procedures in schools
4. Increase knowledge and understanding of Early Help and Targeted Support systems and processes in Early Years and Childminder colleagues.
5. Increase our focus on working with colleagues in Health and the Police

Supporting Documents

None

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|--------------------|------------------------|---|
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The report was circulated to the following members prior to publication:

Local Member(s): None

Other members: Members of the Children and Young People's Overview and Scrutiny Committee

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17th November 2020

Targeted Youth Support – Strategic Approach

1. Recommendation(s)

- Endorse the Warwickshire Targeted Youth Services Approach 2020-2023
- Agree the scheduling of an Annual report detailing outcomes and progress in 12 months' time.
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2. The purpose of the report is to:

- Agree the strategic direction of Targeted Youth Services
- Agree how Additional investment in Targeted Youth (£900,000) is utilised

3. Targeted Youth Support

3.1 £12m of additional one-off funding will be invested into the Children and Families service across all areas of work between 2020/21 to 2022/23 (a small amount of funding was received in 2019/20). The council has been successfully awarded £3.993m from the Department for Education (DfE) and the remainder of the £12m is provided by the Council's Children Transformation fund (sourced from two years of social care grants and residual Children and Families Transformation funds) agreed by the Council in February 2019 and 2020.

The money will be spent across an ambitious 29 different work areas, two of those being focussed on Targeted Youth Services. From the total investment fund a total of £1.497m has been agreed by Council to be invested within Youth Services between 2020/21 to 2022/23.

3.2 Our approach across the Children & Families Service and Targeted Youth is to deliver services in a restorative manner, in line with the principles of Restorative Practice. The organisational direction to become a well-connected and child friendly organisation.

3.2 Targeted Youth Support has developed a new approach for 2020-2023. The document in Appendix A sets out how the investment will be allocated and the outcomes the County Council intends to achieve it through the additional investment.

3.3 In summary the approach taken is to ensure a mixed economy of services. This means the expanding the offer from the Council Council's own delivery of Targeted Youth Services. In addition, we value and want to support the excellent work of Voluntary and Community groups providing Youth Work within their localities. To this end the approach includes a Youth Community Fund and the establishment of new youth work alliance to provide support to the voluntary and community sector.

3.4 Our ambition is to create learning and development opportunities to enable more youth work to be delivered in Warwickshire of a high standard and with strong risk based knowledge of issues such as child exploitation and bladed weapon crime, for example, to have the sufficient practical application of that in-depth knowledge.

3.5 Warwickshire County Council is investing £900,000 (£100,000 training investment fund and £800,000 direct funding) to enable Targeted Youth Support in the development of Voluntary and Community Youth groups to help them increase capacity and capability. The fund will be split into

“funding windows” over a 24-month period. Voluntary and Community sector groups will be supported to apply to a panel which will include members from across Political Parties within the County Council and senior officers.

3.6. There will be an expectation that successful groups will agree to work in collaboration with WCC Targeted Youth support and agree to the funding terms and conditions

3.7 The Youth Work Alliance will be established, inviting all Warwickshire groups to participate. It is an expectation that successful bidders will collaborate with the alliance in order to shape the support for young people in Warwickshire in the future. The County Council will through the alliance provide training to the sector, linked to Youth Work Standards and a quality assurance process with a Warwickshire Youth Work Quality Mark. This will recognise good quality youth work practice, young person participation and management.

3.9. A Senior Youth Worker has been appointed as the vital link between WCC and the youth work voluntary sector. This post will co-ordinate the operational access to both strands of funding.

5.0 Targeted Youth Support Services

The new approach illustrates the range of services and support offered by Warwickshire |County Council Targeted Youth. Following feedback from schools and other partner agencies we have established Early Help group work which will be delivered within schools at no cost to schools, involving activities and discussion groups aimed at young people needing support to prevent escalation in behaviours that could be detrimental to meeting their potential. Through to specialist help, such as 1-2-1 support with a Targeted Support Youth Worker, Health store or residential. Our approach will continue to evolve and adapt to meet the changing needs of young people

6.0 Young Persons Participation

Young people are key in shaping the services delivered by targeted Youth Support. To ensure this opportunity is available all young people can have a voice in what effects them and their communities in Warwickshire through the area forums and youth council. The Area forums represent the 5 areas of Warwickshire and focus on more local issues effecting young people. This project is open to all young people who are interested in making a difference in their communities.

Warwickshire Youth Council is affiliated with the British Youth Council and is an active member of the regional Midlands branch enabling Warwickshire young people’s voices to be heard. The Council is made up of elected young people who represent the area they live. It meets monthly at Shire Hall and regularly online. Young people choose what issues they want to influence, challenge and support.

7. Impact and outcomes

Targeted Youth Support are implementing a new measuring and recording method which will allows more effectively evaluation of the youth work delivery. A substantial piece of development work to improve recording in the electronic recording system MOSIAC has been completed, which will enable outcomes for young people to be recorded and reported more effectively. It is proposed an annual update on progress, including a focus on the outcomes and impact for young people is provided to Children & Youth Peoples Overview and Scrutiny Committee.

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The report was circulated to the following members prior to publication:

Local Member(s):

Other members:

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CHILDREN
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SUPPORT



CHILDREN
& FAMILY
CENTRE

Warwickshire Youth Work Approach

Warwickshire County Council (WCC) has committed to invest in and support young people in Warwickshire. WCC has **Targeted Youth Support (TYS)**, which is a team of dedicated, professionally qualified youth workers who use their knowledge, skills and experience to build positive relationships with young people aged 11 to 18 years. According to the 2018 ONS, there are 50,224 young people between these ages, 51% Male and 49% Female in Warwickshire within these age brackets.

The aim is to prevent escalation by tailoring a response to both voluntary and community sector youth work providers to support children and Young People at a universal and extra help level, as well as the direct delivery of targeted and specialist help.

The foundations of our approach is that we will have a mixed economy of services. Warwickshire County Council will deliver targeted youth support but will also have a role in supporting and good quality voluntary and community youth provision across the county. Our aim is that Children and Young People in Warwickshire have fun and experience and happy and healthy childhood and to support all young people we aim to develop a *Child Friendly Warwickshire*.

Child Friendly Warwickshire: We will be a restorative, well connected and child friendly organisation and WCC will work WITH local businesses to embed child friendly approaches. In addition, we will support organisations we commission or support to understand restorative approaches and we will model this approach in all our interactions

Targeted Youth Approach: This approach sets out our aims for the next three years and how we plan to meet the needs of young people in Warwickshire. The approach has been written with the views and thoughts of young people in Warwickshire.

The Key Principles of Youth Work

1. Youth work is always young person centred and focuses on the young persons identified need. This approach is closely aligned to Warwickshire's restorative practice. **Restorative practice** is the theory of change that has been adopted by the Children and Families Service in Warwickshire.
2. Support is voluntary, young people can **choose** to work with a youth worker and are always in control of the support they are receiving.
3. The importance of **safeguarding** in providing a safe environment for young people is recognised and adhered too.
4. Understanding how to establish **boundaries**, manage challenging behaviour and de-escalate conflict, as this keeps the young people and the workers safe
5. Knowledge of how young people **develop** during adolescence and knowing what appropriate support they might need.

Warwickshire's 10-point Vision



In Warwickshire, TYS want to deliver the best Youth Work they can and have an ambition to work in partnership with the community and voluntary sector to achieve the following 10-point vision:

What do we want for our young people?

- (1) We will enable the young people we work with to **develop their voice**, so they feel able to influence what is **important to them**
- (2) We will help them find **their place in society** in order that they reach their **full potential**
- (3) We will ensure that there are **no barriers to engaging**, such as disability, sexuality, gender, poverty, mental health issues, religion or any other characteristic.



How will we do it?

- (4) We will support the young people we work with to **develop holistically**, facilitating their personal, social and educational development through creative sessions
- (5) We will work with community and voluntary sector youth work providers to create a **community of learning** so that we can **share skills** and **increase confidence** among the sector
- (6) We will develop workers that have comprehensive knowledge of their communities and have positive links and support networks to help young people in their local areas
- (7) We will help youth workers develop their practice in order to deliver the best service for them
- (8) We will have the freedom to be creative and support young people through a range of interventions that meets their needs at the right time, including embracing digital delivery.
- (9) We will support voluntary and community sector youth work partners with work with young people at a universal and extra help level, as well as other targeted projects. Using data and evidence to ensure services meet local need.
- (10) WCC will support the most vulnerable young people by delivering targeted and specialist support

Locality Youth Work

Youth workers are part of the local community.

As youth workers we know the importance of really understanding the area we are delivering youth work. Knowing the relevant staff in the local schools, working with the local police, knowing where young people hang out and who is friends with who. Listening to what young people are saying about their community and what their local needs are.

As a service we also have good relationships with anyone working with young people in the local area. Voluntary youth provisions, the local Connexions worker, the sexual health clinic or Princes Trust Co-ordinator. We use information about the locality such as parental school surveys with parents who feedback their thoughts of what is needed.

This ensures we are all working with the young people that need us and that we can support them safely to the services they need. We know the demographics of the area's we work in – who is living here and what do they need?

Knowing an area also lets us know what is missing for young people and we can liaise on their behalf to address this. This can be addressed via the **Youth Work Alliance** as well as making sure that groups such as the Area Behaviour Partnership and the Antisocial Behaviour Meetings which we always attend. This will also be linked with the new **Youth Work Fund** which aims to increase and support youth work in Warwickshire.



Our workforce

The skills and knowledge of youth workers in Warwickshire are greatly appreciated and there is commitment to grow and develop the existing team of qualified and highly experienced youth workers by developing their skills to meet the needs of a range of young people.

Our current delivery team at **Warwickshire County Council** is made up of:

- 2 team leaders
- 8 full time youth workers
- 2 trainee youth workers
- 14 part time youth work staff (2.59 full time equivalents).
- 2 apprentice youth workers who have an 18-month placement.



We are proud that Targeted Youth Support Workers in Warwickshire have been with the council for a long time. 50% of the team have been in post for over 15 years and 50% have been in post for up to 14 years. The acquired skills and knowledge the team have can be shared amongst other agencies to support their mission to work with young people effectively.

We want to increase the opportunity for people to become trained as JNC professionally qualified Youth workers and become part of our team. WCC is embarking on an exciting transformation journey:

DfE funding will enable the recruitment of

- 2 full time JNC qualified youth workers for 2 years
- 4 trainee Youth workers who will study an MA in Youth Work at DMU Leicester for 2 years.

These new staff will work alongside our existing workforce allowing us to develop our delivery and support for young people across Warwickshire, some of which will be supporting and developing groups in the voluntary and community sector. The ambition is to create learning and development opportunities to enable more youth work to be delivered in Warwickshire of a high standard and with strong risk based knowledge of issues such as child exploitation and knife crime, for example, to but have the sufficient practical application of that in-depth knowledge.

How will Targeted Youth Support help Voluntary and Community Youth groups?

Warwickshire County Council has £900,000 to invest in the development of **Voluntary and Community Youth** groups to help them **increase capacity and capability**. The fund will be split into “funding windows” over a 24-month period and the County Council will produce data set to **target need and gaps** but welcome other applications based on evidence of need. The process will be easy and straightforward, and Voluntary and Community sector groups can apply by:

- Looking at the criteria and assessing to whether their group meets the conditions.
- Having an ambition to tackle some of the issues our young people today are facing.
- Submitting an expression of interest.

If the expression of interest is successful, groups will be invited to submit a formal bid for pots of money between £30,000 and £60,000. There will be support from a senior youth officer to support and enable groups to make an application; and there is an expectation that successful groups will agree to work in collaboration with WCC Targeted Youth support, and agree to the funding terms and conditions. The referral process has been designed to ensure that the process is easy to access, and support will be given throughout by the Senior Youth Worker who will work through a self-assessment process and project action plan with each organisation.

A training fund of £100,000 will be available over the 24-month period which will support the maturity of excellent youth work practice in Warwickshire. Allowing access to NVQ Youth work training and other relevant courses tailored for working with young people such as managing challenging behaviour and Child Protection for the period of this time.

The training will also link to Youth Work Standards and a quality assurance process with a **Warwickshire Youth Work Quality Mark** which all participating groups can be part of.

The Warwickshire Mark will recognise good quality youth work practice, young person participation and management. The Youth Impact UK Outcomes Framework which has also been endorsed by the National Youth Agency, will measure this.

To coordinate these functions, a Senior Youth Worker who will be appointed as the vital link between WCC and the youth work voluntary sector. This post will co-ordinate the operational access to both strands of funding. The Senior Youth Worker will also involve the Warwickshire Youth Council in the assessment and evaluation of the funded youth work projects.

Linked to this work is the plan to map all youth work delivery and youth workers in Warwickshire so that we know what our 'Warwickshire Youth Work Workforce' is and where the gaps are. We will map all buildings that 'host' youth clubs and identify the gaps.

Youth Work Alliance

This will be set up, inviting all Warwickshire youth projects to participate. It is an expectation that successful bidders will participate and collaborate with the alliance in order to shape the support for young people in Warwickshire in the future. Regular meetings will be set up with the aim of sharing good practice and identifying issues within local areas. Further details about how to apply will be posted on TYS webpage <https://www.warwickshire.gov.uk/youthservice>

Where do the different levels of youth work sit?

In Warwickshire, The Stepped Approach has been developed to help families and practitioners identify what support is available to them at a level that best meets their needs. Support is available over a spectrum, from Universal Services which is available for anyone to access, such as an informative website (Family Information Service webpages for young people, for example), right through to intensive support services for complex needs.

Youth Work provision in Warwickshire can seemingly sit at two ends of the spectrum. The voluntary and community sector delivering sessions in localities across Warwickshire at a Universal and Extra Help level and Targeted Youth Support deliver support at the most Targeted and Specialist level.

It has been recognised however, that there is an emerging gap in knowledge in voluntary and community sector groups at how to deal with the emergence of what is becoming more concerning issues faced by our young people today.

This knowledge that was typically needed by youth workers dealing with the most complex cases is now required by colleagues running community and voluntary sector groups to ensure that their practice is up to date with the latest guidance. The ambition is to support these groups get access to this knowledge through the Youth Work Alliance and build capacity and capability through the awarding of bid monies.



How will WCC deliver youth support?



Youth Centres: Targeted Youth Support manage two youth centres: Lillington Youth Centre (Warwick) and The Ratcliffe Centre (North Warwickshire). We also facilities at Hatters Space and Camp Hill Education and Sports Centre CHESS (Nuneaton). We will be delivering youth work at other centres in Warwickshire including, The Saltway Centre Youth Room (Stratford), Bloxham Centre (Rugby) and Rugby and Wellesbourne Fire Stations. Using all these Centres we run youth clubs and other specialist projects. These projects allow young people to access a wide range of activities such as sports, gardening and crafts whilst also being able to access the support of youth workers. The clubs are open to all young people that live locally from ages 11 – 18.



Group work is an integral part of youth work delivery. This skilled role enables a group of young people to come together and learn from each other in a safe and contained environment. This safe environment fosters learning where young people can speak freely and can participate fully in the session or project.

Detached youth work is a model of **youth work** practice, targeted at vulnerable young people. It takes place on young people's own territory such as streets, cafe and parks at times that are appropriate to them and on their terms. The key to success is in the positive relationships built and this requires time, commitment and good negotiation skills from the worker. Detached youth work can support an alternative curriculum such as minimising alcohol misuse or other risky behaviours, for example.



121 work: This work delivered by a qualified youth worker, working directly with the young person in a confidential setting. This work take can take place when a young person is at the their most vulnerable. It is important that the youth worker takes time to build a supportive and purposeful relationship that allows the young person to lead on positive changes they want to make in their lives.

Online Delivery

Youth workers are skilled at reaching young people in whatever way they can. Developments in online support creatively meet the needs of young people, enabling more support sessions to be delivered with young people. This ranges from virtual youth clubs, targeted group work and specialist 121 support, which can be delivered online. Many other specialist projects have been adapted for virtual delivery, including bike maintenance projects and gardening projects.

The **Youth Council** and **Area Youth Forums** are successfully delivered online and this medium of delivery has seen an increase in participation.

Targeted Help – what we deliver

Schools Early Help Group Work Offer

WCC Early Help group work offer takes place within school time. It involves activities and discussion groups aimed at young people needing support to prevent escalation in behaviours that could be detrimental to meeting their potential. Our programmes can change to meet the needs raised by young people.



Schools identify young people who would be eligible to attend and work with WCC targeted Youth support to deliver the session. have already started an Early Help Pathway to Change Plan to support them but this is not obligatory. These are all **FREE** to access for Warwickshire Secondary schools.

Homelessness Awareness

A short awareness raising session that helps secondary age young people understand homelessness. The session will aim to prevent young persons' homelessness by encouraging them to remain living at home by helping them understand the reality of living alone, and the need to make plans for the future. The session is sensitive to the fact that when a home is not safe, there is help and support available for young people to access. The session will:

- Explore the issues that could lead to homelessness and provide advice on dealing with these issues.
- Raise awareness of the realities of living alone (costs, budgeting, skills required)
- Leave young people and teachers with a lasting message about homelessness and the providers available to help.

Sharp Edge

Focusing on peer group pressure and knife crime. This course would be useful for young people who you feel are at risk of being involved in **antisocial behaviour** out of school. This is the Early Help tackling **Bladed Weapon Crime** offer.

Managing Feelings

Learning skills on how to manage anger and exploring reasons behind challenging behaviours. This course would be useful for young people who are struggling to keep it together. This is primarily about **preventing exclusion** from school.

Respectful Relationships

Looking at healthy relationships by exploring gender socialisation, personal rights and boundaries. This course would be useful for young women who might be a risk of being in a controlling relationship and young men who have a stereotyped idea of how men should behave. This links to the **Domestic Abuse** agenda.

Digital Tattoo

Exploring issues around social media and **Child Exploitation**. This course would be useful for young people who may be struggling to manage their social media presence and need support in setting themselves some safer boundaries

Different Thinking

Looking at the decision-making process behind **alcohol** use and building practical skills to empower young people to address alcohol concerns.

My Body, My Options.

Linked to our Health Store Project offer this course looks at good decision making around **sexual health**, keeping safe, consent and where to go for support and help.

Targeted Help – what we deliver

Detached Youth Work Project

Detached youth work is delivered by WCC youth workers in specific geographical locations. This is in response to knowledge and data from partners such as the Police and district and borough councils, which highlights challenges or areas of need. The work will mainly take place in the evening and aims to build relationships with the hardest to reach young people on their own territory. Agencies such as the police are directing us to the places they feel we should go.

Detached Youth Work enables us to reach young people in on their terms in their space. They can choose to engage with us and they choose what they want to talk about. Using youth work skills we are able to develop positive relationships to offer them further support either individually as a peer group.



Summer Streets

An increased offer of detached youth work in liaison with local agencies to engage with young people who are out on the streets over the summertime.

Summer Youth Hubs.

Young people will have opportunities to take part in a variety of activities as well as gaining extra support. The aim is to give young people space to be free and have fun whilst also offering access to social education and creative activities.

Specialist Help

1-2-1 support with a Targeted Support Youth Worker is for specialist support. Referrals are taken from social workers and family support officers and will be linked to the overall programme of family support the family and Young Person is receiving. It is important that young people are involved in the referral process and have chosen to seek support from a youth worker to enable support to be effective.

The Youth Worker assesses the young person's needs, with them and they jointly create an action plan.

The support offered is time limited to 6 -12 sessions, dependant on need and complexity. This supports the focus of the action plan and enables targeted changes to occur. Wherever possible, a young person can choose where and how they would like to be supported, it might be at school, at home or out and about.

Residentials

Targeted Youth Support are committed to offering residential experiences for young people in Warwickshire. These opportunities are tailored to meet the needs of the groups referred. For example, groups that focus on learning coping skills around anxiety.

Health Store

Run in collaboration with Sexual Health Warwickshire, NHS, Doorway and supported by Borough and County Councils, we offer a free, confidential and easily accessible service to under 19's for up to 5 sessions a week from our project base at Hatters Space, Nuneaton.



Teenage pregnancy

The under 18s conception rate (ages 15-17) and under 18s birth rate (ages 15-17) are published by Public Health England. The most recent period available is 2018 and the table below illustrates that there are particularly high rates of Teenage Pregnancy in Nuneaton and Bedworth, but the birth rate being lower than the West Midlands average.



| Area | Conceptions rate per 1,000 | Births rate per 1,000 |
|-----------------------|----------------------------|-----------------------|
| England | 16.7 | 4.5 |
| West Midlands | 19.1 | 5.6 |
| Warwickshire | 13.9 | 3.9 |
| North Warwickshire | 14.2 | 7.1 |
| Nuneaton and Bedworth | 23.2 | 5.0 |
| Rugby | 13.2 | 2.6 |
| Stratford-on-Avon | 10.8 | 2.0 |
| Warwick | 7.5 | 1.6 |

WCC has an **ambition to extend health store** to enable access in other areas of the county.

The Health Store offers general advice and guidance, pregnancy testing and support, long term contraception and repeat prescriptions. It also provides emergency contraception, the morning after pill and condom distribution.

The Health Store links to the Early Help groupwork offer to schools **'My Body, My Options'** to raise awareness of services available.

Bike Project

The Bike Project (funded by the OPCC for the last two years) enables connection between young people who have been referred into Targeted Youth Support to become part of a group. They learn valuable life skills such as communication, teamwork, leadership, resilience and determination while learning practical skills around recycling bikes and riding them safely. Encouraging young people to use bikes is also environmentally friendly and supports their physical and mental wellbeing.



The project offers practical knowledge in a productive, safe and supportive environment. Youth workers build positive relationships with young people to raise self-esteem and this enables a catalyst for change to support positive changes in a young person's lives.

Young people aged 12 to 18 that have poor educational attendance and are at risk of or are involved in antisocial behaviour are those eligible to participate. Currently the Bike Project is delivered in Warwick and Atherstone and there is an ambition to expand this to add a new project based in the Rugby area.

The ambition is to ensure that funding is continued beyond 2020.

GRITT

Gaining Resilience in Tough Times (GRITT) is a youth group project targeted at young people aged 11 to 18 living in Warwickshire who are experiencing mental health challenges.



The group aims to increase young people's understanding of mental health, for them to understand about how it impacts on their lives and helps them to build the skills to cope with their future.

Referrals are taken from Lead Professionals across Warwickshire. The types of issues this group can support young people to develop coping skills are anxiety, depression and isolation. The group also aims to support young people to access other mental health support when needed such as Rise.

Specialist projects

Specialist Projects

Targeted Youth Support are flexible and offer projects that reflect the needs of the young people in Warwickshire. The current specialist projects are as follows:

Bladed Weapon Crime and Anti-Social Behaviour

Knife crime, or the use of sharp implements with the intent to cause harm (known as Bladed Weapon Crime), is growing problem nationally. Targeted Youth Support see this as crucial work. The Office for National Statistics (ONS) revealed that Warwickshire saw the highest increase in overall bladed weapon crime, with a rise of 52% in 2019.

“Youth services play a vital role in supporting young people and making the transition to adulthood. In tackling serious violence, youth services should be seen as central in supporting young people who are at risk of or involved in serious youth violence and knife crime.”

APPG Knife Crime & Violence Reduction 2020



In Warwickshire, the ambition is creating a network of support to enable young people to address the issues behind the weapon carrying behaviour. There will be youth workers working out on the streets starting an important dialogue with young people and moving it into other areas of their lives. In addition to the network of voluntary and community sector partners and colleagues in schools who we will give information and guidance too, so that messages are consistent and repetitive.

Targeted Youth Workers have a group work course that can be delivered in schools, enabling young people to look at issues behind their behaviours.

If required, for those young people identified as at risk, Youth Workers would work in partnership with Youth Justice Service to enable direct support the young person through their prevention route.

Out of Court Disposals (OCD)

Targeted Youth also work in close partnership with the Warwickshire Youth Justice Service and will collaborate to support young people who are on the cusp of or have committed offending behaviour. Managers from Targeted Youth attend a weekly Out of Court Disposal Panel with Managers from Youth Justice to ensure that there is oversight and support for identified young people. An Out-of-Court Disposal does not involve trial or sentencing in a court. Instead, the aim is to divert the child from future involvement in the criminal justice system, in the best interests of both the child and justice. They are most suited to children who are not regular offenders but have committed a low-level offence.

This approach is supported by this collaboration and seeks to enable the young people to access Early Help support both ways, 1. As a step down from OCD 2. step up to access support from Youth Justice to prevent criminal behaviour.

Alcohol

Alcohol admissions in Young People (aged 0-18)

Admission episodes for alcohol-specific conditions in under 18s is published by Public Health England and it combines 3 years of data as the numbers are relatively small. For 2016/17 to 2018/19, there were 175 admissions in Warwickshire; this is a rate of 50.9 per 100,000 population aged 0-18.

This is significantly worse than the England rate (31.6 per 100,000 population) and the rate for the West Midlands region (26.1 per 100,000).

At District / Borough level, Nuneaton and Bedworth and Warwick are both significantly worse than the England rate, whereas the other districts and boroughs are similar to the England rate.

Included in the table below is the most recent local annual data from March 2019 to February 2020 relating to alcohol poisoning (including overdose).

| Area | Alcohol admissions Crude rate per 100,000 | Alcohol poisoning (including overdose) |
|----------------------------------|--|---|
| England | 31.6* | Local Data |
| West Midlands | 26.1 | |
| Warwickshire | 50.9 | |
| North Warwickshire | 26.8 | 29 |
| Nuneaton and Bedworth | 66.1 (* Double national average) | 111 |
| Rugby | 42.1 | 48 |
| Warwick | 61.6 | 38 |
| Stratford-on-Avon | 35.4 | 46 |

This clearly evidences a concern for your Warwickshire young people, Targeted Youth Support will support young people to look at this issue through focused group delivery in schools, continued project work in youth clubs and also with young people on the streets through detached work. This will include targeting times of higher alcohol use (such as end of term proms and Christmas) coupled with the use of locality data, to look at the development of projects and preventive work. Encouraging young people to look at what is influencing their behaviour is a key part of youth work delivery.



In addition to the above, we have an ambition to create network of voluntary and community sector partners and colleagues in schools who we will give information and guidance too, so that messages are consistent and repetitive.

We have a referral system agreed with Compass who will refer any young people that have alcohol and drugs issues and need youth work support. (Compass take referrals directly from A and E).

Hearing the voices of our young people

Warwickshire Youth Council and Area Youth Forum

Warwickshire Youth Council is affiliated with the British Youth Council and is an active member of the regional Midlands branch enabling Warwickshire young people's voices to be heard. The Council is made up of elected young people who represent the area they live. It meets monthly at Shire Hall and regularly online.



The Area forums represent the 5 areas of Warwickshire and focus on more local issues affecting young people. This project is open to all young people who are interested in making a difference in their communities. The aim is to ensure that all young people are able to have a voice in what effects them and their communities in Warwickshire.

Young people choose what issues they want to campaign on. Climate change and Votes at 16 have been recent campaigns.

Impact & Outcomes

Targeted Youth Support are implementing a new measuring and recording method which will allow more effective evaluation of the youth work delivery. A substantial piece of development work to improve recording in the electronic recording system MOSIAC has been completed, which will enable outcomes for young people to be recorded and reported more effectively.

Using the national outcomes framework and in consultation with WCC Practice Improvement team, a system of recording and reporting that more effectively measures the impact of youth work is as follows

- Qualitative: A feedback survey for young people to comment on how they have experienced the service and what impact it has had on their lives to progress positive change
- Quantitative: MOSAIC will record all interactions in terms of individual sessions, group work and links to the outcome's framework.



The Targeted Youth Support are committed to Thematic Audit work to aid service improvement as the ambition is to deliver the best youth work provision possible and work in partnership with others through the Youth Work Alliance to support others to do the same.

Youth work in Warwickshire is amazing!

Information on all our service offers can be found on:

<https://www.warwickshire.gov.uk/youthservice>

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Children & Young People Overview & Scrutiny Committee

Developments on the Pears site

17 November 2020

Recommendation(s)

That the Committee note and comment upon the progress on the Pears project and the next steps prior to opening the school in September 2021

1. Executive Summary

- 1.1 The purchase of the Pears Centre was approved by Council in July 2019. Following due diligence, the acquisition of the Pears Centre was completed in December 2019. The key objectives of the project are:
 - Reduction in forecast High Needs Block overspend
 - Reduced placements and reduced spend on independent specialist provision
 - Keeping learners in-County
 - Reduced numbers of children in residential placements
- 1.2 A project board comprising of three strategic directors oversees the project. Below this sits three workstream leads and subject matter experts. The three workstreams are education, multi-agency offer and property.
- 1.3 The education workstream focuses on the delivery of the free school presumption competition from specification to contract award. The multi-agency offer workstream is developing the service model to achieve the intended minimisation of out of county social care residential placements. The property workstream is overseeing maintenance of the site and making the necessary changes for the new school and social care provision.
- 1.4 Issues were discovered as part of the due diligence process during the acquisition. These were resolved but resulted in the completion date being pushed back to December 2019. The resultant adjustments to the programme mean the planned opening of the school will take place in September 2021.
- 1.5 The following report details the progress of each of the workstreams and confirms that the project is on target to open the new special school at the beginning of the autumn term in September 2021 and that the project is progressing consistent with the agreed aims and objectives set out in paragraph 1.1.

2. Financial Implications

- 2.1 The financial business case was primarily based on projected savings reducing the call on the Dedicated Schools Grant (High Needs Block). As such the delivery of the new special school on the Pears site is identified as a key project within the SEND & Inclusion Change Programme. The new special school will deliver annual revenue savings of £1.770m in education (provision and transport) with further revenue savings in social care from the consequent reduction in residential care placements.
- 2.2 Officers have identified that additional capital resources will be required to ensure the school is of the appropriate standard. These are being costed and will be requested through the Capital investment Fund. Additional capital funding for the school will be separated from additional capital for the new multi-agency approach (see below).

3. Environmental Implications

- 3.1 Any adaptations that have environmental implications (eg. additional car parking) will go through the proper procedures (such as applications for planning permission) prior to works.

4. Supporting Information

Establishing a new special school

- 4.1 In September 2020, Thrive Education Partnership were approved by the Department for Education as the sponsoring multi-academy trust. This followed a free school presumption competition run by the local authority, with a recommendation to appoint the trust.
- 4.2 As set out in the original business case, the school will support 80 learners with autism (ASD) and/or social, emotional and mental health (SEMH) needs, with behaviours that challenge. The population of the school will be built over three years.
- 4.3 The local authority is working with the trust to make preparations for the September 2021 intake. The school is commissioned to avoid placements in independent specialist provision.

Developing the multi-agency model

- 4.4 The social care workstream has worked through a number of options proposed in the original business case. In January to February extensive market engagement was carried out with over 30 providers. There was positive dialogue with providers. However, concerns were raised about the appropriateness of the residential provision which has led to a focus on developing a more preventative social care, health and education model.
- 4.5 Feedback from Ofsted at this time included that the site as configured did not provide a suitable community environment for children and young people to

live. For example, a number of concerns were raised around the suitability of the bungalows which were felt to be more like a hospital/institution rather than a community home where children could “invite friends for tea”. However, recent dialogue with Ofsted has centred around using the areas for a maximum stay of 72 hours as a preventative measure for crisis situations (rather than for residential care) and indications are that this would be more favourably considered.

- 4.6 A multi-agency workshop was held in March 2020 to discuss other service models consistent with the objectives of the business case. The outcome of this workshop was overwhelming support for an integrated multi-agency provision which could provide an intensive, edge of care, multi-agency service for children and young people from Warwickshire with social, emotional and mental health (SEMH) needs and/or autism (ASD), with behaviours that challenge on the Pears site and making use of the on-site bungalows and administration centre
- 4.7 In July, and in line with above, the project board approved a new approach to the use of bungalows and administration centre. It is considered that the approach remains consistent with the original objectives. The key change is that the site will not be used as a destination for any young person and will merely form part of their journey. The ongoing intention is to support the child or young person through community services.
- 4.8 Plans are now developing for a multi-disciplinary team from social care, CAMHS and education to provide a ‘one team’ approach operating from the buildings at the Pears Centre. The provision will not form part of the new special school but will build links with the school and some students could be supported by both.
- 4.9 This multi-agency service will:
- prevent young people being admitted to hospital;
 - provide a step-down service for young people leaving hospital
 - offering crisis support and short stay accommodation (max 72 hours) as part of a co-ordinated community-based support plan.
 - Support children and young people with SEMH and / or autism move towards accessing appropriate education and community-based support i.e. reduce the use of specialist 1:1 services.
- 4.10 The model being developed is a holistic integrated service offer, using the learning from Transforming Care which saw Warwickshire significantly reduce the number of young people in inpatient settings. It will improve the offer for social, emotional and mental health needs that require joint working across education, health and social care.
- 4.11 A workstream of social care, health, education and commissioning colleagues are now taking this forward.

Property

- 4.12 There are a number of strands to the property workstream including maintenance, the hydrotherapy pool, the external configuring of the site and the internal reconfiguration. The procurement process to appoint a supplier to undertake necessary renovations to the site is underway.
- 4.13 As a local authority asset, the Council is now managing and maintaining the site. For security, a number of guardians are living on the site (also providing an income stream whilst the education and social care provision is developed).
- 4.14 Externally, the Pears site is being divided into three sections: the school and its external facilities (including the grassed pitch and a multi-use games area), the hydrotherapy pool and the multi-agency area to include the administration building and five bungalows. The Property Work Stream team working on the master plan have ensured appropriate fencing and car parking (see Appendix A).
- 4.15 As anticipated, the special school will cater for different needs than the previous school and therefore will require internal reconfiguration in some parts. All potential changes have been identified and will be discussed with the successful trust prior to works taking place.
- 4.16 Once the multi-agency model is finalised, the requirements for any reconfiguration or changes to access to buildings will be identified and follow the statutory planning processes.
- 4.17 The hydrotherapy pool is a purpose-built facility designed for users with physical disabilities and therefore not required for the cohort of young people using the new special school. The local authority is seeking a permanent arrangement with the neighbouring special school which will allow them use of the pool. Some issues in the design of the pool and repairs must be addressed prior to concluding this arrangement.

Working with Coventry

- 4.18 Strategic Directors are to meet with counterparts in Coventry in December to share Warwickshire's plans for the site. The facility is required to deliver the benefits for Warwickshire residents (financial and non-financial) set out in the original business case. However, it is appropriate to explore collaborative use of the space with neighbouring authorities.

5. Timescales associated with the decision and next steps

5.1 The following next steps are planned:

| | |
|-----------------------------|---|
| September 2020 | Decision on Sponsoring Trust (completed) |
| October 2020 – January 2021 | <ul style="list-style-type: none"> Working with the sponsoring trust to prepare the school for opening (finance & property) Development of multi-agency approach with revised plan Revised capital funding proposals Planning permissions |
| February – July 2021 | <ul style="list-style-type: none"> Working with the sponsoring trust to prepare the school for opening (learners & recruitment) Works on the site |
| August 2021 | Handover of school to the sponsoring trust |
| September 2021 | School to open |

Appendices

Appendix 1: Pears Site Plan

Background Papers

None

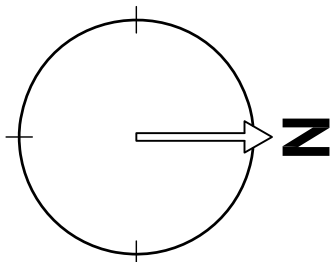
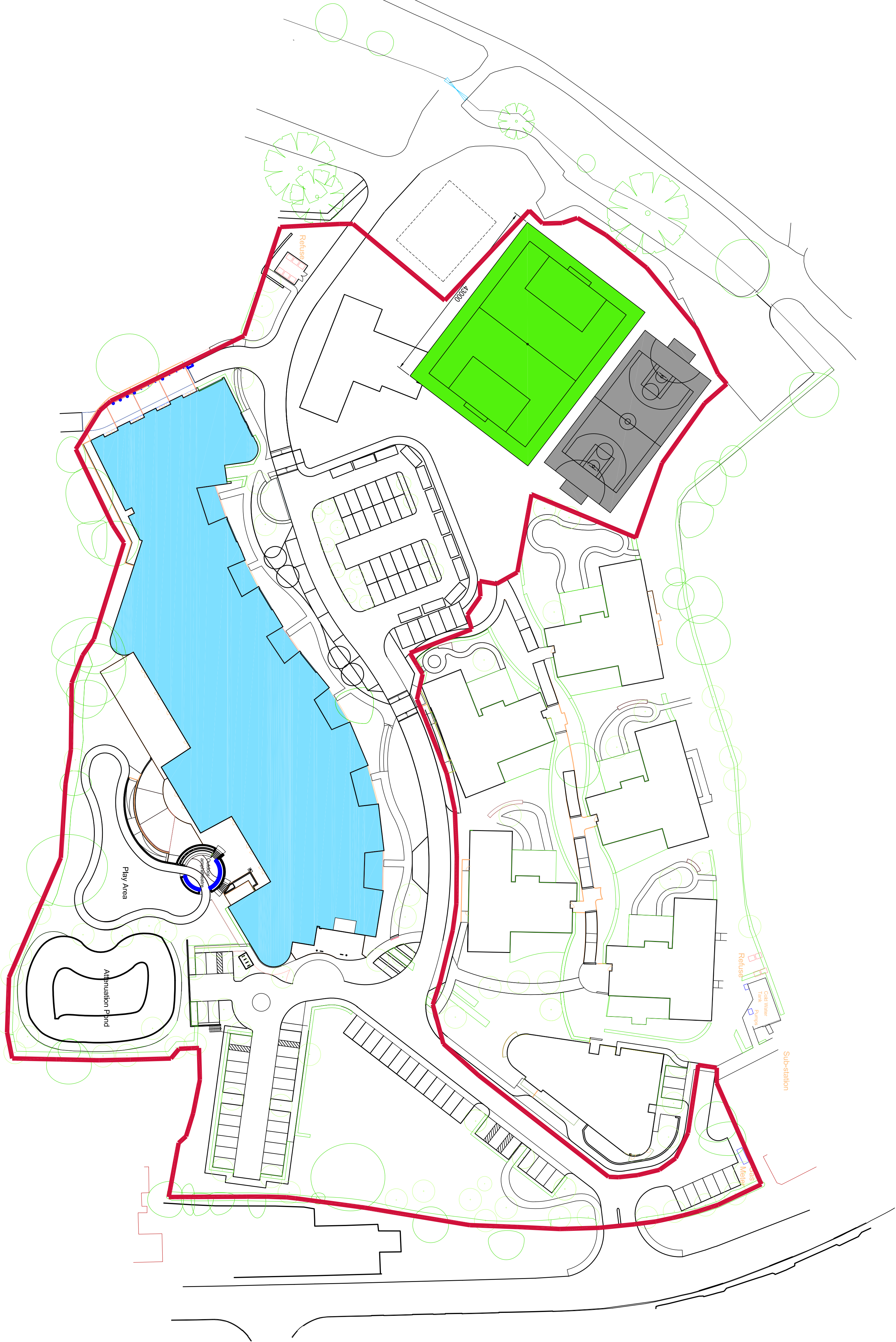
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The report was circulated to the following members prior to publication:

Local Member(s): Cllr Gilbert

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Notes

1. Do not scale from this drawing.
2. All measurements are in millimeters unless stated otherwise.
3. This drawing is to be read in conjunction with the contract documents, specifications and all relevant Architectural, Electrical, Mechanical, Landscape and Structural drawings. Any discrepancies between documents to be reported to the architectural team for review and clarification prior to works commencing on site.
4. All coordinates and dimensions to be checked and confirmed on site, prior to works commencing.
5. Lungfish drawings are provided as design intent. The detail shown is demonstrative of principle; all components, fixings and seals etc are to be provided and installed to the satisfaction of each relevant manufacturer's recommendations to maintain thermal, air and fire resistances where applicable.

The information on this drawing is subject to the final co-ordination of structure/sub-structure, M&E

| ST 001 Updated to worked drawings | | 15.03.20 | ALH | CT |
|-----------------------------------|-------------|----------|-------|---------|
| Rev | Description | Date | Drawn | Checked |

CLIENT



CONTRACTOR

New SEND School
Coventry CV7 9RA

PROJECT

Proposed School Site Plan

TITLE

| | | | |
|------------|-----|--------------|----------|
| DRAWN BY | ALH | DATE CREATED | AUG 2020 |
| CHECKED BY | CT | SCALE | 1:500@A1 |

STATUS

Information

PROJ - ORIGIN - ZONE - LEVEL - TYPE - ROLE - NUMBER
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S1 P01

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Children and Young People Overview and Scrutiny Committee

Review of Self-Harm Task and Finish Group – Interim Report

Briefing Paper

1. Recommendation

- 1.1 That the Committee notes the progress and future strategy of the Self-Harm Task and Finish Group.

2. Introduction

- 2.1 The Review of Self-Harm Task and Finish Group (Self-Harm TFG) was established in September 2019 in response to Public Health England data highlighting Warwickshire as an outlier for self-harm in young people.
- 2.2 The membership of the TFG comprises Councillor Jerry Roodhouse (Chair) and Councillor Margaret Bell. The Group is supported by Marina Kitchen (Service Manager, Early Help & Targeted Support), Kate Sahota (Lead Commissioner, Family Wellbeing), Emily van de Venter (Public Health Consultant) and John Cole (Trainee Democratic Services Officer).
- 2.3 The objectives of the Self-Harm TFG are:
- To explore why Warwickshire has a higher level of hospital admissions than elsewhere in the West Midlands and what can be done to reduce the level of admissions.
 - To make recommendations on preventative actions to reduce the incidence of self-harming behaviours.
 - To identify actions to improve understanding and communication regarding what leads young people to self-harm, how best to support them and improve their resilience. The key areas being - schools, communities (including councillors and key organisations), parents and young people.

3. Initial Evidence and Self-Harm Working Group

3.1 A Joint Strategic Needs Assessment (JSNA) 'Exploring Self-Harm in Young People in Warwickshire' was completed in 2017. It found that:

- Self-harm admission and referral rates in Warwickshire generally peak at 15 years old.
- Girls and young women accounted for three quarters (75%) of hospital admissions for self-harm in Warwickshire amongst those under 25-years old.
- The lowest rates of hospital admissions for self-harm in Warwickshire amongst 0-25-year olds were in December and August (this aligns with information gathered from stakeholder interviews which suggested a correlation with a fall in academic pressures during these periods).
- Hospital admission rates were associated with deprivation levels (i.e. the higher the deprivation in an area, the higher the rate of hospital admission for self-harm). The majority of self-harm admissions had a primary residence based in Nuneaton and Bedworth Borough.
- The ethnicity profile of hospital admissions was similar to that of the Warwickshire population.
- The majority of self-harm admissions amongst 0-25-year olds in Warwickshire hospitals required an overnight stay, in line with National Institute for Health and Care Excellence (NICE) guidelines.
- In 93% of cases, 0-25-year olds were discharged from hospital to return home. This underlines the importance of considering levels of care available to young people following discharge.

3.2 Self-Harm Working Group

In recognition of the findings of the JSNA, the results of the Warwickshire Suicide Prevention Strategy and Public Health England data showing above average rates of self-harm amongst young people in the County, the Self-Harm Working Group was established in July 2018.

The Group's membership includes representatives from Public Health & Strategic Commissioning, Clinical Commissioning Groups, Coventry & Warwickshire Partnership Trust, third sector organisations (including CWMind,

Papyrus), COMPASS (School Health & Wellbeing Service provider) amongst others. The Group reports to the Suicide Prevention Strategy Group for Warwickshire.

The Self-Harm Working Group's Programme Objectives are:

1. To develop a system wide approach to prevention and early intervention of self-harm.
2. To develop and ensure consistent messages about information and sign-posting (of services and self-help resources) are shared.
3. To reduce the incidence of self-harm.
4. To strengthen the knowledge, skills and confidence of frontline workers in responding to self-harming behaviour.
5. To improve the accessibility of community-based support pre- and post-self-harming.

Support from members of the Council has been welcomed by the Working Group, including areas where the work of the Self-Harm TFG can complement and enhance on-going initiatives, including:

- Scrutiny of the refreshed Self-Harm Reduction Action Plan;
- Raising awareness of the sensitivities and challenges associated with self-harm and promotion of the work being undertaken by the Authority and its partners;
- Building on the findings of the Safeguarding in Schools Review, gathering evidence from schools and academies, and providing leverage to access schools that may be hesitant to engage;
- Supporting efforts to develop the Rise (CAMHS) Community offer; and
- Supporting efforts to make use of creative arts within localities to offer young people alternative ways to maintain and develop their mental wellbeing and resilience.

4. Evidence Gathering

4.1 During the initial meetings of the Group between October 2019 and January 2020, a range of engagement and evidence gathering exercises were proposed.

4.2 Safeguarding in Schools Review

In January 2020, the Group met with Adrian Over (Education Safeguarding Manager) to receive early findings from the Safeguarding in Schools Review relating to levels of self-harm and measures to address the issue within the County's schools and academies.

- Of the 280 schools that responded to the request for information, 260 indicated that they had a mechanism for recording incidents of self-harm; 20 schools reported that they did not have a recording protocol in place.
- The results of the survey suggested that most schools recognised the importance of recording instances of self-harm. In some cases, schools which had not yet introduced a recording mechanism for self-harm were prompted to do so by the Review.
- Adrian Over reported that 2844 incidents of self-harm had been recorded by schools during the academic year. Most cases (2380) were of secondary school aged pupils and in some instances these individuals had experienced challenging circumstances including exposure to exploitation and criminality. A smaller proportion of recorded cases were of primary school aged children.
- Some schools had a high number of recorded instances of self-harm; however, these could be attributed to multiple episodes of self-harming by an individual or a small number of children. Rather than suggesting that these schools had a pronounced problem, the results could indicate that the schools had a rigorous recording procedure and an ethos to address the issue.
- 1246 different students accounted for the 2380 recorded instances of self-harm in secondary schools; and 264 different pupils accounted for the 464 recorded instances in primary schools.
- A provisional shortlist of schools to be invited to participate in engagement and focus group sessions was devised. This included schools which had

recorded low levels or no instances of self-harm, which could suggest that measures were not in place to address the issue effectively.

4.3 Marketing and Communications

In January 2020, guidance was sought from Helen List (Deputy News and PR Manager) and Mabel Jenkin-Smith (Market and Communications Support Officer) to consider marketing, communications, engagement and digital media strategies.

It was considered that a useful line of inquiry during the proposed school focus group sessions would be to find out where and how young people accessed information – which websites, social media platforms or apps.

Attention was drawn to the 'Stay Alive' App which is supported by the Coventry and Warwickshire Health and Care Partnership and offers support to anybody experiencing thoughts of suicide, or those with concerns for somebody else. The App covers the six suicide prevention strategies identified in evidence-based clinical guidelines which distinguishes it from similar on-line resources. Usage figures showed that the App was performing well.

It was felt that social media use contributed to a tendency for young people to compare themselves to others which could lead to discontentment; a message to young people to emphasise that it was normal to experience periods of unhappiness could mitigate this effect.

Helen List advised that scope existed to lend support to a campaign to address self-harm and that some existing resources could be utilised to this purpose. However, she advised that to do more the Media and Communications Team would need additional evidence. She suggested that it would be possible to support development of a focus group and to gather evidence by means of an on-line survey.

Mabel Jenkin-Smith referred to suicide prevention initiatives such as 'Men in Sheds' and 'It Takes Balls to Talk' which were tailored to reach out to a target audience. It was thought that an initiative to address self-harm would need a strategy to ensure the greatest possible impact on groups most affected.

5. Lines of Inquiry

5.1 Engagement with Parents and Carers

During the meeting with Marketing and Communications, consideration was given to the long wait faced by many young people in crisis in accessing support from professional mental health services. This could result in an onus on parents and carers to intervene effectively. It was suggested that parents and carers could be contacted by the Group to evaluate measures that could be enacted to offer support.

5.2 Ofsted Data

In December 2019, the Group heard that Ofsted inspections were increasingly focused upon pastoral care as well as academic performance. Analysis of their findings in Warwickshire's schools could inform the Group's investigations.

5.3 School Health and Wellbeing Service

At the December 2019 meeting, Kate Sahota advised that the School Health and Wellbeing Service had begun asking children at year six if they had considered self-harm, and at year nine if they had self-harmed. Analysis of their findings could provide a useful line of inquiry.

5.4 Warwickshire Safeguarding Board

In December 2019, Nigel Minns (Strategic Director, People) reported that the Warwickshire Safeguarding Board was preparing a targeted inspection of children's mental health services including self-assessment by the agencies involved. This could provide an opportunity to develop the work of the Task and Finish Group.

5.5 Warwickshire Children in Care Council

Liaison with the Children in Care Council (CiCC) could offer insight. A request could be made to the Corporate Parenting Panel to facilitate a dialogue.

5.6 Coventry, Warwickshire and Solihull Child Death Overview Panel (CDOP)

The Group was advised that Caroline Lamming-Chowen (Manager of the Coventry, Warwickshire and Solihull Child Death Overview Panel) had

indicated that CDOP could contribute positively to initiatives undertaken to address the danger of self-harm.

At the January 2020 strategy meeting, it was reported that in cases of suicide amongst children and young people, the cause of death was recorded as self-harm, as it was considered that children were not fully cognisant to make a choice to end their life. A methodology akin to a Serious Case Review was followed when investigating deaths among under 18s.

5.7 Engagement with Charities and Support Organisations

Engagement with local and national charities could provide valuable information. During the Group's initial sessions, it was suggested that contact be made with:

- Coventry and Warwickshire Mind
- Self-Harm UK (part of the Youthscape Service)
- MeeTwo (a confidential mental health support service and app for young people)
- ChatHealth (a confidential text message support service operated by the NHS)
- RISE – with a focus on the 'Dimensions' service
- Warwickshire Community and Voluntary Action (WCAVA)

5.8 Autism and Self-Harm

The relationship between undiagnosed autism and self-harm, especially in teenage girls, was highlighted during the Group's initial sessions.

5.9 'Understanding Self-Harm in Warwickshire Schools'

Prior to the introduction of lockdown measures, the 'Understanding Self-Harm in Warwickshire Schools' project was anticipated to be undertaken by the Self-Harm Working Group between January and May 2020. It is likely that the outbreak of coronavirus has impeded progress. However, the development of this research would be of interest to the Task and Finish Group.

5.10 Arts-based Interventions

Attention has been given to the positive effects of theatre, visual art and other creative outlets. Liaison with arts organisations (including RSC and Escape Arts) and art therapy providers could provide valuable insight, however, it is

acknowledged that coronavirus has had a profound impact on work in this sector.

5.11 Impact of COVID-19

At the December meeting, it was acknowledged that children were more vulnerable during periods away from school. The prolonged closure of schools during lockdown, social isolation and uncertainty regarding exam results have contributed to increased pressure on young people.

Anecdotal evidence suggests that a rise in levels of self-harm amongst young people has been observed since the outbreak of COVID-19, however, data has not yet become available to confirm the extent of the impact of the pandemic.

The Group will seek to assess the impact of COVID-19. The proposed school focus group sessions will provide an opportunity to speak directly with young people who may have been detrimentally affected by the pandemic.

5.12 Primary Schools

Engagement with primary schools has been proposed in response to anecdotal evidence which points to a potential increase in self-harm amongst children at year six and below.

At the meeting of the TFG in October 2020, it was considered that primary schools should be included within the proposed engagement strategy, however, a distinct approach was required. Whereas circulation of a questionnaire to secondary school pupils could provide a valuable line of inquiry, it was felt that this would not be appropriate for younger children.

5.13 Engagement with Schools and Academies

In January 2020, consideration was given to the methodology for the proposed school visits. It was suggested that:

- A focus group would be the appropriate setting;
- Participation should be requested from schools' Designated Safeguarding Lead (DSL) and pastoral workers
- Participation of Mental Health Champion and school nurse, if available (in preparedness for possible risk of disclosure);
- A duration of one hour for each session would be appropriate.

Consideration was given to potential questions:

- What's working well?
- Where do you see gaps in the system?
- Would the introduction of an app present benefits?
- If so, what areas should the app cover?
- Has the RISE Dimensions Tool been utilised, was it beneficial?

In recognition of the potential risk of disclosure, a request for ethical approval would be required prior to engaging with young people.

The outbreak of COVID-19 and introduction of lockdown measures in March 2020 resulted in the postponement of proposals to engage with schools.

During October 2020, discussions have taken place with the Education Psychology Service within WCC to utilise psychology undergraduates to progress the work to engage with schools. The work originally proposed will need adapting to accommodate virtual engagement, however an initial scoping exercise indicates the following could be achieved over coming months:

- Online survey on self-harm to all schools by Christmas 2020 (analysis in January 2021);
- Virtual focus groups with teaching and pastoral staff during February, March and April 2021;
- Virtual focus groups with students during February, March and April 2021;
- Analyse all findings and report writing May/June 2021.

6. Next Steps

6.1 To further develop the research proposal with the Education Psychology Service, including:

- Revising ethical paperwork (previously authorised, but will need amending);
- Development of questionnaire;
- Development of focus group questions;
- Consideration of the best way to engage with schools in recognition of COVID-19 restrictions, utilising Teams, Zoom or other platforms;
- Finalising the list of schools to contact.

6.2 Delivery of the Self-Harm Action Plan through the Self-Harm Working Group.

- 6.3 The Group will report back to the Overview and Scrutiny Committee following completion of the programme of engagement with schools to provide an update of its findings.

7. Financial Implications

None at this stage.

8. Environmental Implications

None at this stage.

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The briefing paper was circulated to the following members and officers prior to circulation:

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