

## APPENDIX 1- EARLY HELP STRATEGY ACTION PLAN



# Early Help Strategy Action Plan 2019-2021

### **PRIORITY 1: Protect me from fear and harm**

Involvement in crime and anti-social behaviour puts children, young people and families in positions of heightened risk, fear and potential harm. Domestic abuse has a detrimental impact on children, their development



and well-being, both at the time and in their future. Child exploitation, both criminal and sexual, are growing concerns nationally. Children who go missing are at even greater risk of fear and harm.	
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Actions	2019-20	2020-21	Lead	Deadline	Comments	BRAG Rating
We will strengthen our response to domestic abuse by: - locating additional family practitioners in the Safer Wirral Hub to provide greater access to the Gateway programme and early help support - realigning the management of our domestic abuse provision, including the Family Safety Unit's IDVA service, to provide a more joined-up approach - working harder, and in partnership with the voluntary sector, to establish positive engagement with parents affected by domestic abuse at the earliest opportunity	✓	-	Asst. Director Early Help & Prevention	June 2019	Complete- 4 x Family Support Workers allocated to Safer Wirral Hub Early Help Team. Staff in post on 03 June 2019.	●
	✓	-	Asst. Director Early Help & Prevention	July 2019	Complete- Family Safety Unit and Early Intervention Team transferred to single line management arrangement as part of the Integrated Front Door, within the portfolio of Early Help & Prevention Services.	●
	✓	✓	Asst. Director Early Help & Prevention	March 2021	On track- agreement to set up a domestic abuse hub with site identified. Partnership Domestic Abuse Alliance initiated work to co-produce a new domestic abuse strategy.	●
			Interim Asst. Director Safer Wirral Hub			
We will commission interventions for perpetrators of domestic abuse	✓	✓	Interim Asst. Director Safer Wirral Hub	Sept 2020	On track- FrEnemies programme jointly commissioned by Safer Wirral Hub and Children's Social Care and delivered by September 2019. Bid to deliver restorative programme, Drive as part of early intervention with perpetrators successful.	●

We will hold events for senior leaders and stakeholders on Reducing Parental Conflict and roll-out multi-agency training on Reducing Parental Conflict	✓	✓	Partnerships Manager Early Help	Sept 2019	Complete- Reducing Parental Conflict Event held on 09 July 2019, with Dr Honor Rhodes OBE, Tavistock Centre as Keynote Speaker. 102 multi-agency key stakeholders in attendance. Positive evaluations from 100% of participants.	●
We will work with Public Health England to deliver an improved approach to risk and harm	✓	✓	Senior Public Health Consultant	March 2020	On track- 2 x multi-agency development workshops facilitated by Public Health. Senior leaders workshop held on 14 June 2019. Reshaping of risk and harm services incorporated into the review of the Youth Offer.	●
We will enhance the daily briefings for missing and child exploitation by linking our Detached Youth Outreach teams so that action can be taken to disrupt exploitation, and educate and support vulnerable young people	✓	-	Asst. Director Early Help	Sept 2019	Complete- Daily briefings are embedded. Led by Children's Services and supported by Police, Catch 22, Probation and Detached Youth Workers. Daily responses are agreed and appropriate liaison with Social Workers in place.	●
We will use our Health Service in Schools provision to deliver key education to young people across Wirral schools, contributing to the BiteSize PSHE curriculum	✓	✓	Senior Public Health Consultant	March 2021	On track- Health Services in Schools currently contributing to PSHE curriculum in schools. Capacity are evaluating the benefits to upscaling the approach as part of the development of a new early help model.	●
We will develop and embed a multi-agency approach to Contextual Safeguarding	✓	✓	Head of Service Contextual Safeguarding	March 2021	On track- multi-agency Contextual Safeguarding Steering Group well-established and meeting quarterly. Strategic plan in place (Prepare-Prevent-Protect-Pursue). Framework will be set out in the	●

					<i>Protecting Vulnerable Adolescents Strategy</i> (publication April 2020). Linked to National Contextual Safeguarding Network. Survey of children and young people completed.	
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## PRIORITY 2: Help me make my daily life better

We all want children and young people to thrive and enjoy their day-to-day lives. Childhood should be a time for fun, development, learning, new experiences and love. We all have the ability to improve the daily-lived experience of children- inside and outside of their family home. A day living with worry, uncertainty, an empty tummy or in an unhappy home is a long-time for a child and experiencing that day after day will lead to poor wellbeing and poor outcomes.

It is important that we recognise how parents and adults affect the daily-lived experience of the child. Living in a home where the parents experience the toxic trio (domestic abuse, substance misuse and parental mental health) have a huge impact on the quality of the child's daily life and it is therefore essential that we all take a whole-family approach.



Actions	2019-20	2020-21	Lead	Deadline	Comments	BRAG Rating
We will evaluate the impact of the SFEF practice model, taking action as required	✓	-	Asst. Director Modernisation & Support	March 2020	On track- task agreed by Wirral Partnership. Stockport identified as Partner in Practice by Department for Education. Parameters of SFEF review agreed by Wirral and Stockport Children's Services. Key officers identified and engaged.	●
We will establish robust quality assurance processes for Early Help Assessments and Early Help Plans We will share multi-agency learning from quality assurance activity	✓ ✓	- ✓	Partnership Manager Early Help	Sept 2019 Ongoing from	On track- Quality Assurance Group established and process agreed. Terms of Reference and Case Template agreed. Process	●

				Sept 2019	underway with partnership engagement.	
In partnership with Public Health England, we will introduce a trauma-informed approach to practice, rolling out training for multi-agency practitioners and volunteers We will focus our interventions on recovery from trauma using the SFEF model	✓ ✓	✓ ✓	Asst. Director Early Help & Prevention	Sept 2020 Sept 2020	Requiring review- several funding streams have been sourced for the delivery of trauma informed practice and Adverse Childhood Experiences (ACEs) training however, these have not been co-ordinated into a single approach. Partnership for Children, Young People and Families to address as a priority.	●
We will undertake a partnership review of provision to develop a vibrant youth offer which supports young people to be all that they can be	✓	-	Asst. Director Early Help & Prevention	March 2020	On track- consultation with young people completed June-September 2019 with almost 3000 participants. Consultation findings report, <i>Care More About Us</i> , published in October 2019. Project Group, Management Group and Young People's Action Group have produced a set of proposals for Cabinet approval to develop a new Youth Offer for Wirral.	●
We will strengthen links between the Local Authority's Children's Services and the Healthy Child Programme	✓	-	Senior Public Health Consultant	June 2020	On track- joint approach to re-commissioning of 0-19 Health Contract completed. Links between Health Visiting and Children's Centres under continued development. Family Safeguarding Nurses to be integrated with Children's Social Care.	●
We will develop our participation and engagement strategy by re-aligning existing resource Through the Wirral Together initiative and Capacity outreach we will significantly increase meaningful engagement with children, young people and families to establish a Wirral Families Forum	✓ ✓	- ✓	Asst. Director Early Help	Sept 2019	On track- Participation and Engagement strategy drafted in partnership with Youth Voice and Children in Care Council.	● ●



			& Prevention	March 2021	On track- Capacity have engaged with 450 families in Wirral. Family representatives to be identified for a Families Forum.	
We will embed the practice of staff recognition and awards, extending the nomination process to children, young people and families	✓	✓	Asst. Director Modernisation & Support	Dec 2019	Complete- #BeTheDifference campaign becoming well-embedded. During 2019, 4 awards events took place recognising over 100 professionals and volunteers from a range of agencies.	●
We will introduce the Graded Care Profile 2 Tool to help professionals identify and work with families to tackle neglect	✓	✓	WSCB Business Manager	March 2021	On track- Train-the-Trainer delivered to multi-agency group 10-11 June 2019. Training rolled out across multi-agency partnership.	●

### PRIORITY 3: Help me learn and achieve my goals

We are born with a natural curiosity about the world around us, but as we grow we can become afraid of reaching for what we want for fear of failing. It is important that we support families so that they can provide a supportive, pressure-free environment where their children feel safe to try new things, and where they are not afraid of 'failing'.

Attitude towards learning and the value we place on it has a huge impact on how well children do in school. As the child's first educator, the parent has an extremely important role to play. We can have a greater impact on children's learning if we can influence their parents too. Using a whole-family approach we can have a greater influence and enable parents to be the best possible role models to their children.



Actions	2019-20	2020-21	Lead	Deadline	Comments	BRAG Rating
We will establish a Schools and Communities service area within the Local Authority which will align provision for vulnerable groups, such as young carers, young parents, those facing multiple disadvantage, those at risk	✓	-	Asst. Director Early Help &	Sept 2019	Complete- Schools and Communities service area established. Head of Service in post. Attendance Service,	●

of exclusion and those who are experiencing managed moves between settings			Preventio n		Community Matters Early Help, Youth Club Teams, Play Service and Health Services in Schools aligned to this service area.	
We will work in partnership with all organisations and parents to develop an Early Years Strategy as recommended by the LGA Peer Review in February 2019	✓	-	Asst. Director Early Help & Preventio n	April 2020	On track- LGA Peer Review of Early Years completed 25 February – 01 March 2019. Partnership workshop held on 23 May 2019. Action plan delivered by Early Childhood Reference Group. LGA Review visit scheduled for 31 March and 01 April 2020.	●
We will establish a new service for School Attendance, which will work with target schools on strategies to improve attendance	✓	-	Asst. Director Early Help & Preventio n	Sept 2019	Complete- new service established and recruitment complete. Performance information, systems and processes in place.	●
We will learn from the evaluation of the Home-Learning Environment programme	✓	✓	Early Childhoo d Referenc e Group Chair	Dec 2020	On track- Foundation Years Trust in the process of commissioning a provider to undertake a <i>Realist Evaluation</i> . Updates to be provided through the Early Childhood Reference Group	●
We will deliver a public campaign on the importance of school attendance	✓	✓	Asst. Director Early Help & Preventio n	March 2021	On track- Attendance Campaign launched on 04 November 2019 with 110 partners in attendance and young person as key speaker and video input from several young people capturing their views and experience. Partnership pledges made. Multi-agency group meeting to co-produce an attendance strategy.	●
We will undertake a partnership review of provision to develop a vibrant youth offer which supports young people to be all that they can be	✓	-	Asst. Director	March 2020	On track- consultation with young people completed June-	●

			Early Help & Prevention		September 2019 with almost 3000 participants. Consultation findings report, <i>Care More About Us</i> , published in October 2019. Project Group, Management Group and Young People's Action Group have produced a set of proposals for Cabinet approval to develop a new Youth Offer for Wirral.	
We will deliver the SEND Review action plan	✓	-	Asst. Director Education	March 2020	On track- Early Years SEND provision aligned, SEND review action plan being monitored through SEND strategic group with appropriate representation from early help services.	●
Through the engagement work with Capacity and Wirral Together we will listen to children, young people and parents to better understand how to make learning irresistible	✓	✓	Asst. Director Early Help & Prevention	March 2021	On track- Capacity have engaged with 450 families to learn about their experiences of education. Insight has informed the attendance campaign and strategy. Cradle to Career pilot developing in Birkenhead North which will focus on cultural norms and value of education.	●
We will encourage all lead workers to include learning goals within Early Help Plans and to use the process, wherever appropriate to monitor attendance and outcomes	✓	✓	Partnerships Manager Early Help	March 2021	Early stages- to be aligned with the campaign on the importance of school attendance, with partnership workshops commencing on 17 June 2019	●



## PRIORITY 4: Help me get the services I need


A strong, stable and loving family network provides a foundation for all family members to flourish and fulfil their potential. However, many families will face difficulties at some time and each one will have unique and have differing needs. Sometimes children and young people will need services, at other times it will be their parents and/or carers who turn to us for support.

Working with these families now and helping them to get the services they need, when they need them, and in a way that fits will help build stronger families and brighter lives. Our partnership has committed to a *right service right time* approach.



Actions	2019-20	2020-21	Lead	Deadline	Comments	BRAG Rating
We will continue to undertake the weekly Threshold Meeting within the IFD to quality assure outcomes for contacts and referrals	✓	✓	Head of Service IFD	Ongoing Weekly	Ongoing- Threshold Meetings are well established and will continue throughout the duration of the strategy	●
We will monitor re-referrals through the Daily Meetings in the IFD, ensuring that appropriate action is taken to enable children and families to get the right service first time	✓	✓		Ongoing Daily	Ongoing- Daily meetings to consider re-referrals commenced 09 April 2019	●
We will monitor the progress of cases stepping down from Children's Social Care on a weekly basis	✓	✓	Head of Service Family Matters	Ongoing Weekly	Ongoing- weekly monitoring of cases stepping down from Children's Social Care to Family Matters commenced 08 April 2019	●
We will support the Community Matters providers to achieve successful contract completion, providing improved outcomes for children and families	✓	✓	Partnerships Manager Early Help	March 2021	On track- quarterly monitoring visits are established for all providers. Provider network meetings have been established and are led by Home-Start Wirral. Support is provided by the Partnerships Manager Early Help. 12-month review undertaken with	●

					all partners on 28 January 2020. Actions plan to follow.	
We will work with Home-Start Wirral to share information on our services ensuring that the Early Help Offer continues to grow and is accessible to all	✓	✓	Partnerships Manager Early Help	March 2021	On track- CAMHS and Early Help Resource Pack updated by Home-Start Wirral and published May 2019. Link Forum meetings for voluntary, community, faith sector providers on quarterly basis. Further links have been established with Community Action Wirral to increase information, advice and guidance.	●
We will work with Capacity and three voluntary, community and faith organisations to complete an 'incubator' programme thereby increasing their delivery capability	✓	-	Asst. Director Early Help & Prevention	March 2020	On track- Capacity are working with 6 local providers with support including business strategies, funding applications and leadership mentoring.	●
We will work together with Capacity to test out new approaches to early help	✓	✓	Asst. Director Early Help & Prevention	March 2021	On track- initial cohort of Community Matters providers commenced delivery in January 2019. Further research on good practice examples is being undertaken. Year 1 report to be published March 2020. Year 2 plan to be published March 2020. Cradle to Career pilot in Birkenhead North in discovery phase.	●
We will evaluate the Community Matters programme and feed learning into the development of the new early help model	-	✓	Asst. Director Early Help & Prevention	Jan 2021	Not due to commence until April 2020	●
We will include early help performance measures into our dashboard and performance data set	✓					

		-	Asst. Director Modernisation & Support	Dec 2019	Complete- Power BI reports for early help in operation. ChAT data report includes early help. Dashboard being reported to appropriate management teams and scrutiny forums.	
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## PRIORITY 5: Help my parents take good care of me

Parenting influences every stage of a child's development. Good parenting is extremely hard to define and as the old saying goes, children don't come with a handbook. Parenting means many things to different people, but the most commonly referenced elements include: giving children time; meeting their needs; providing emotional warmth and security; acting in their best interests; helping them to learn through experience and eventually become ambitious young adults with good mental and physical well-being.

The needs of children can change day-by-day, month-by-month, and year-by-year. Parenting is a lifelong journey which means anticipating and responding to these changing needs. Education, support and encouragement will help parents to be the best they can be for their children.



Actions	2019-20	2020-21	Lead	Deadline	Comments	BRAG Rating
We will agree and publish a Wirral-wide Parenting Approach and Offer	✓	-	CWP Lead for Parenting	April 2020	Progress delayed- activity has been incorporated into other pathway development activity. Findings from the LGA Peer Review follow up visit to be incorporated.	●
We will integrate multi-agency services in a test-bed programme focused on reducing the impact of the toxic trio	✓	✓	Asst. Director Early Help & Prevention	Implementation April 2020	On track- national Family Nurse Partnership Team have agreed to an adapt approach to the FNP model. Parameters being agreed by partnership group. Cohort agreed February 2020. Integration site to be agreed by March 2020 with programme initiated April 2020.	●
We will work with all stakeholders to devise a <i>Families Strategy</i>	✓	✓	Asst. Director	March 2021	Early stages- Capacity have engaged with 450 families.	●

			Early Help & Prevention		Findings of consultation work to contribute to Families Strategy	
We will continue learning from the Peer Review to explore and improve the parent's experience of the <i>Parenting Journey</i>	✓	-	Asst. Director Early Help & Prevention	April 2020	On track- LGA Peer Review of Early Years completed 25 February – 01 March 2019. Partnership workshop held on 23 May 2019. Action plan has been overseen by the Early Childhood Reference Group. A follow up LGA review is scheduled for 31 March – 01 April 2020.	●
We will work with stakeholders to develop a <i>Families Website</i>	✓	✓	Asst. Director Modernisation & Support	March 2021	Early stages- Schedule and consultation questions/prompts agreed. Findings of consultation work to contribute to development of Families website	●
We will train relevant staff groups in PAMs assessments	✓	-	Organisational Development Lead Officer	March 2020	On track- needs analysis for PAMs training complete, cohort identified and funding sourced.	●
We will extend pre-birth assessment training to more early help practitioners We will extend the reach of Family Group Conferencing and Family Mediation across early help services	✓ ✓	- ✓	Head of Service Family Matters	April 2020	On track- programme agreed with Organisational Development Lead Complete- Family Group Conferencing capacity increased. Training on mediation for Family Matters practitioners commenced in May 2019	● ●
We will hold events for senior leaders and stakeholders on Reducing Parental Conflict We will roll-out multi-agency training on Reducing Parental Conflict	✓ ✓	- ✓	Partnerships Manager Early Help	Sept 2019 July 2020	Complete- Reducing Parental Conflict Event held on 09 July 2019, with Dr Honor Rhodes OBE, Tavistock Centre as	●



					Keynote Speaker.102 multi-agency key stakeholders in attendance. Positive evaluations from 100% of participants.	
We will introduce the Graded Care Profile 2 Tool to help professionals identify and work with families to tackle neglect	✓	✓	WSCB Business Manager	March 2021	On track- Train-the-Trainer delivered to multi-agency group 10-11 June 2019. Training rolled out across multi-agency partnership.	●