

**Effectiveness and Impact of Early Help
Arrangements 2017-2018
Derby City Council**

Contents

	Page
1. Introduction	3
2. Early Help Performance Framework	7
3. Responses to 2017/2018 Action Plan	9
Appendix 1 – Early Help Action Plan 2017-18	11

Report on the Effectiveness of Early Help Arrangements 2017-18

1. Introduction

This report provides an overview of the impact Early Help (EH) services in Derby has had over the last 12 months by addressing areas that impact can be judged or measured against. There will be a narrative response to each area and the report will contain a number of suggested actions to address challenges and areas for improvement.

Derby has a range of Early Help services available across the City, including Multi-Agency Teams (MAT's), who are co-located with Social Care Teams in an integrated locality based model. The MAT's are complemented by Children's Centres as part of a broader Early Help offer. Children's Centres provide universal and targeted services in clusters of locality based centres across the City to families with children under the age of five. The focus of centres work is increasingly with more vulnerable families.

A further key element of the Early Help offer is the Space@Connexions, a city centre based youth 'One Stop Shop' delivering careers and health advice including sexual health services, drug and alcohol services and also houses the Leaving Care Team and Youth Offending Service.

This report should be read in the context of pressures being applied to Early Help services both nationally and locally. Childrens Centres have been reconfigured from 17 to 10 and maintain their core offer to families with children aged under 5 fulfilling the statutory duty to provide sufficient centres for the City.

Priority Family (PF) workers are now in the role of Childrens Practitioner. They remain focused on delivering solution focused family change for the whole family who meet the PF criteria, with a focus on achieving the payment by results element. Funding for this initiative ends March 2020.

We have enhanced the quality and variety of our Early Help casework offer, by training six Children's Practitioner's in Systemic Family techniques in 2017, and a further six in 2018. This is being delivered with families where young people display low level self-harm, low mood, low level behavioural issues and where there is a risk of family breakdown. In addition, Improving Access to Psychological Treatment (IAPT) has a total of five workers trained in cognitive behavioural approaches. Four staff have also been trained in Non Violent Resistance. These techniques enable us to have a skill mix which allows work to be focused most appropriately. This training has been funded through the Futures in Mind budget, and has enabled us to support families at a lower level and reduce the risk of escalation into higher tariff services.

Work is identified from Early Help and Single Assessments at Vulnerable Childrens Meetings (VCM) or via requests from Social Care colleagues to joint work.

Early Help continues to be delivered against a background of national increases in the number of contacts and referrals to Childrens Services, funding reductions from Central Government and increasing population and changing demographics.

The bid to the Controlling Migration Fund has been successful and the New Arrivals team will be established as a result of this. The team will be made up of a Team Manager, four Childrens Practitioners and an apprentice. The team will support families who are newly arrived to Derby from outside of the UK, with an emphasis on helping them to understand their rights and responsibilities in the UK, and intervening early in order to reduce numbers, particularly of children and young people of Roma heritage, from becoming subject to higher tariff services

EH Heads of Service are linked with sub groups of the Opportunity Area and involved with on- going developments in relation to Speech, Language and Communication, Family Engagement, and Emotional Wellbeing.

Voice of the Child resources continue to be well used throughout Early Help case work and at the recent Mocksted was highlighted as good practice. Feedback from Social Care Managers on the use of the voice of the unborn child is positive, and suggestions have been made that the use of this tool should be used at every Pre-Birth Single Assessment completed by the allocated workers.

There are some challenges with the number of emotional wellbeing interventions offered via the project. This piece of work is held by CAMHS, and there have been some difficulties with the referral process, staff changes and the establishment of a Steering Group.

Private Fostering Champions have been nominated in all MAT Teams and have received relevant training. VCM is the vehicle for the earliest identification of Private Fostering arrangements, and the Social Work and MAT Champions work together to ensure assessment and visits are timely.

There is a revised Housing Protocol in place which MAT Managers and HOS have been involved in. Further training will be available. All cases at risk of breakdown and where there is a lack of family to support are stepped up for single assessment and worked with by an identified MAT worker.

Supervision is audited by HOS twice per year and discussions are taking place with MAT Managers to peer audit cases across localities. All Childrens Centre Managers and MAT Managers have received additional training on peer supervision and use of this is.

Children Centres

Childrens Centres remain core to the Early Help Offer. There is currently no inspection framework in place, but centres were inspected as part of the Early Help element of the March 2017 Single Inspection Framework and feedback about the service was positive. A recent restructure has seen a change to back office staff with three new City wide posts created for Community Development, Performance and Data, and School Readiness. There has been no reduction in frontline staff.

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

Registrations continue to increase month by month and from a zero starting point at the introduction of the new database, they are now well over 55% across the City's under 5 reach. Sustained engagement of families who meet one of the targeted groups continues to improve and is part of the DORIS scorecard. Numbers of children registered who are either on a Child Protection Plan or classed as Children in Need have increased and Social Workers are now registering under 5's in every new case.

Childrens Centres continue to support the take up of the 2 year old Flying Start Offer. This is in place and the take up rate at the end of 2017-18 is now 71%.

It is anticipated the introduction of the City wide Community Development role will support the role of parents both on advisory boards and as volunteers, and the newly introduced strategies for all City wide posts will continue to drive the service forward, focusing on building capacity.

Young Carers

'Young Carers' continues to develop and this is its third full year managed by the Local Authority. There are currently 29 young carers accessing the scheme. Ages range from as young as 7 through to 17 years. Young people are offered a combination of therapeutic and recreational respite opportunities. Some have an allocated Youth Worker and tools such as Spidergraph and other Voice of the Child (VOC) tools are used in line with other cases open in Early Help. There is a full evaluation, and young people are consulted as part of the planning process. Work continues to agree the protocol for collecting data on the Liquid Logic system. This, along with joint work and IAPT, is not always reflected in case numbers.

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

Safe Families for Children (SFFC)

SFFC aim is to support families in crisis to 'get back on their feet'. Following successful interventions by SFFC since 2015 this service was recommissioned to continue from April 2018.

Since the initial pilot in 2015 up to November 2017 estimated savings for the Council as a result of diversion from entry to care have been £249,403.

Between April 2017 and March 2018 SFFC received, via VCM's, 86 referrals from MAT and Social Care Teams. 44 of these were Category 1, that is, families identified as needing early intervention. 42 were Category 2 referrals – families identified as being on the edge of care.

Of the 86 referrals, support was provided to 59 families.

14 category 1 families and 13 Category 2 families were not supported. The reasons for this include: family risk deemed too high by SFFC, family need too low to meet threshold, family not declining or not engaging with support, family moving away.

168 children benefitted from SFFC support through family friends or host families. 28 children were hosted by host families and 136 bed nights were provided in total during this period giving respite to families who were struggling in both planned and emergency situations.

One referrer gave this feedback; *"Respite provided by HF has given mum time to herself and the space to allow her to be sad without the children seeing. The support has helped her to not feel isolated. It has been a valuable support to have had. Until this support mum had been reluctant to engage or to receive counselling. If a referral had not been made to SFFC, there was no other service that could have helped at that time. It was "the right service at the right time". The family's SW had run out of ideas of how to support the family. It has been amazing to see mum trust someone to look after her children. The family were at CP at time of referral and are now closed to social care."*

The numbers of volunteers that SFFC recruit in order to support families continues to steadily grow – there were over 50 in Derby over the reporting period. Volunteers come from diverse backgrounds and are able to offer a range of languages other than English.

Schools Early Help Offer

There is a range of innovative practice that currently takes place in different localities across Derby between schools and the Local Authority's Early Help Teams, which have had a positive impact, and which have the potential to be extended to ensure a more systematic and consistent approach to future delivery.

This practice includes group and individual work across different themes based on the needs of individuals and groups as identified by schools. Each locality offers a menu of provision available, and has an identified link worker from a MAT.

Up to 50% of the resource time and work of MAT is to work in schools to ensure children and young people and their families with emerging need are identified as early as possible.

Team around the Primary Schools (TAS) has been reinvigorated and via individual or cluster models is offered to all primary schools across the city.

Safeguarding Meetings in Secondary Schools in each locality are offered to all. Schools are able to determine alongside EH staff the needs of their cohort and this has included work on CSE, internet safety, resilience and self-esteem.

Up to the end of March 2018 over 600 children and young people have engaged in group and 1:1 work in schools. There are opportunities for parents to engage in evidence based training programmes this year. We have focused on staff training to deliver, and during 2018/19 there will be more provision offered.

2. Early Help Performance Framework

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

Each measure is entered (onto the City Council's performance framework, DORIS) by each MAT and Children's Centre Locality Team, with a summary being available by locality and across the City. Annually these figures are compared and presented in the body of this report.

The framework is divided into 3 areas of work, **how much** Early Help do in specific areas of practice, **how well** Early Help deliver services and **the impact of services**:

How much Early Help do in specific areas of practice:

- Open cases – 798 – an increase of 168 cases over the past 12 months (630 at end of March 17)
- Spider graphs completed (progression of change tool) - 557 (a decrease from 600 in 2016 -2017)
- 'How was it for you' surveys received – 567 (an increase of 52 questionnaires from last years 515)
- Early Help Assessments completed – 1,842 (an increase of 51 EHA's from 1,791 in 2016-17)
- Cases audited – 12 cases have been audited this year
- Number of cases referred screened for CSE – 505 cases screened (a decrease of 83 cases)
- Number of cases screened that were judged either medium or high risk of CSE – was maintained at 48 cases

How well Early Help deliver services:

- Number of cases re-opened within 3 months was 17 (from 24 in the previous year) - 1.6%.
- Number of people reporting that they were treated with respect (via 'How as it for you' surveys) – 539/567 = 95% (506/515 = 98% in 2016-17)
- Number of people reporting that workers listened to them (via 'How was it for you' surveys) – 541/567 95.5% (503/515 = 97.5% in 2016-17 a slight drop on last year for both, but more HWIFY were completed)
- Number of cases closed – 1000(staying the same as the previous year)

Impact of services:

- Number of spider graphs with an improving direction of travel – 494/557 89% (this is 4% less than last year and this could be attributed to the rise in cases stepped up to Social Care which has seen a rise of 3%)
- 2017-18 – Total number of cases open at any point to Early Help was 2,017 (this is excluding those that had Short Breaks team involvements). 206 of these cases were stepped up to Social Care services - 10.2% (In 2016/7: 218/1000 (21.8% was reported as having been steeped up, however, the 1,000 cases does not reflect the total number of cases open at any point to Early Help over the year, and cannot, therefore, be compared.)
- Number of people reporting that they were helped with identified issues (via 'how was it for you' surveys) – (503/515 = 97.5% in 2016-17) 518/567 in 2017/18 = 91.4

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

In order to address this, we started to collect in 16/17 data relating to the number of direct contacts our staff had with families on a non-lead professional basis. This includes:

- Attendance at group activities within Childrens Centres across the city
- Attendance by young people at Youth Clubs
- Group work delivered in a number of schools across the City
- Cases where a member of Early Help staff has co-worked a case with staff from Social Care, that is: Child in Need or Child Protection cases
- Delivery of low level CSE and missing prevention work with targeted groups of young people

The data we have collected shows that our staff had 60,000 direct contacts with young people and their families in 17/18. A large number of these contacts relate to delivery from Childrens Centres, in line with the principles of providing direct Early Help work with families at the earliest possible point in time.

The data evidences that, in Early Help services this year there has been an increase in workers undertaking the Lead Professional role compared to 2016-17 at the end of quarter four.

There has been a slight decrease in the number of Spidergraphs completed with families, which acts as a measurement tool for progression of change. However, a high number are still being completed and outcomes from these remains very positive. Alternative tools are also being used and are not measured in the same way. This will need to be refined to show the different tools and what the success rate would be; this is due, in part, to using prescribed screening tools for Systemic work, IAPT and NVR.

Whilst there has been an increase in the number of "How Was it for You?" there are some elements of satisfaction that have reduced, prompting us to consider how best to collate and follow up and adapt service delivery. The increase in questionnaires completed with families at the end of an intervention, points to that this now appears to be embedded in practice across teams in Early Help services.

The number of Early Help Assessments completed shows an increase by 51. A reduction had been anticipated because of the work taking place in schools. The maintenance and increase could be due to the increase in Team Around the Primary School meetings During 2018/2019 we will be revising the paper work and guidance

for EHA's along with Derbyshire, to ensure consistency for partner agencies and compliance with GDPR.

There is a decrease in the number of children screened for CSE of 83. The numbers judged to be medium or high risk has remained the same.

The number of cases re-opened three months after case closure shows a drop from last year. This is showing a year on year reduction. This indicates that plans are more specific and needs are now being addressed more effectively before cases are closed, leading to a reduction in the need for re-referral back in for a service.

Cases escalated to Social Care

There has been a decrease since 2015-2016 in cases escalated to Social Care from Early Help, this may be due to strong partnership working in integrated locality teams (Social Care and Early Help) to prevent escalation, unless there is no alternative to this. We are confident that the right cases are escalated and all localities now use the VCM as the forum in which to have focused discussions around threshold and escalation of cases (unless there is a need for a duty intervention before such a discussion can take place).

3. Response to 2017/2018 Action plan

See appendix 1 action plan - progress

Conclusion

Over the last 12 months, we have strengthened processes and consistency of our case work offer in Early Help with a particular focus on additional services that can be offered or accessed through our teams such as systemic work, IAPT and NVR. We have trained a number of Under 11 MAT and Childrens Centre staff in Incredible Years and groups of parents have been identified and completed this evidence based programme. Voice of the Child work continues to be an area of expertise and this has been well demonstrated both in audits by the Quality Assurance service and HOS. All managers have taken part in Peer Supervision Training and are starting to use the model on a regular basis.

We have revised the Early Help offer, to ensure we identify and reach families with emerging needs at the earliest possible point in time. This encompasses partnership working with schools across the City, and involves a simultaneous increase in group-work delivery. This year we have not seen a reduction in cases or co-working arrangements. In addition there has been an increase in numbers of children and young people seen and cases receiving one of the systemic IAPT or NVR models.

Peoples Services in Derby remains committed to ensuring Early Help is available to vulnerable children, young people and their families to prevent escalation to more costly and socially damaging higher tariff services in the future.

Appendix 1. Early Help Action Plan 2017-18.						
	Outcome	Action	By Whom	By When	Rationale	Progress
1. Theme: Early Help Performance Framework and Children's Services Performance Data						
1.1	We have a clear set of performance outputs and outcomes for the revised Early Help offer.	Develop performance framework for revised EH offer. Ensure consistent use of framework.	EH HOS'S Walker EH Team Managers and Practitioners.	June 2017 April 2018	Changes to funding and need for earlier intervention with families, closer links with schools and need to deliver services differently.	A framework of measures has been drawn up and agreed between Early Help HOS and MAT Managers. For the two quarters this year we have collected the following: No. of participants, both adults and children No. and type of groups No. of Team around the School meetings.

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	Outcome	Action	By Whom	By When	Rationale	Progress
						For the following year we will agree what is required as a stronger performance framework.
2. Theme: Direct work						
2.1	Reduced number of children leaving home due to family breakdown.	Deliver 48 IAPT Systemic interventions.	Early Help practitioners. K Thomson.	April 2018	Futures in Mind money has been provided to ensure psychological interventions are delivered at an earlier point in time for families. This is one strand of this approach.	Staff that have been trained in Systemic Practice are currently holding 22 cases and delivering Systemic Interventions to those families. There are just over four months remaining to complete the 26 remaining

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	Outcome	Action	By Whom	By When	Rationale	Progress
						interventions needed to meet the target.
2.2	Increase resources for working with families at the earliest point possible and build community resilience.	Potential continuation of contracted service to support vulnerable families	EH HOS'. EH HOS'.	August 2017	Impact of Safe Families for Children to date in Derby and increase in demand for services from new and emerging communities.	SFFC – work is on going to gather more information about outcomes from the work that SFFC have done, with a paper due to go to DMT to gain approval for further funding for 2018/2019. (DMT report submitted and funding agreed and in place from April 2018).

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	Outcome	Action	By Whom	By When	Rationale	Progress
		Draft bid to the Controlling Migration Fund to improve access to EH services for new and emerging communities.				The Controlling Migration bid has been through the first round and has entered the second and final round and we are expecting to hear the outcome imminently. (Bid has been successful and Team to be appointed by July 2018).
2.3	Increased structured and	Inform all Head teachers in the City	EH HOS EH HOS and	May 2017	Changes to funding and need for earlier	Early Help HOS have briefed

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	targeted group work is delivered to schools across Derby.	<p>Map current delivery.</p> <p>Inform Social Care colleagues.</p> <p>Write to Head teachers and ask them to complete EH questionnaire on service need.</p> <p>Set up task and finish groups for target areas.</p> <p>Meet Schools to follow up on completed questionnaires.</p> <p>Develop performance framework.</p> <p>Develop appropriate group</p>	<p>Team Managers</p> <p>EH HOS'</p> <p>EH HOS'</p> <p>Team Managers</p> <p>Team managers</p> <p>EH HOS/S Walker</p> <p>EH HOS'/WDT</p>	<p>May 2017</p> <p>May 2017</p> <p>April and May 2017</p> <p>May 2017</p> <p>June 2017</p> <p>June 2017</p>	intervention with families, closer links with schools and need to delivering services differently.	Primary and Secondary school Heads meetings on changes to Early Help delivery and have undertaken consultation with schools across the City in relation to their needs and the focus of future group work delivery. This has also been mapped against the prior Early Help offer. Task and Finish groups have been set up and are in the closing stages

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	Outcome	Action	By Whom	By When	Rationale	Progress
		work training for EH staff. Develop referral pathway. Negotiate and agree partnership agreement with Schools. Planning and evaluation process developed. Presentation to EH staff Analysis of school questionnaires used to inform timetable of delivery for September 2017. Delivery of group work.	EH HOS' Team Managers and schools. Team Managers. EH HOS'. EH HOS' and Team Managers. EH staff.	July 2017 June 2017 June 2017 June 2017 July 2017 July 2017 September 2017		of completing development of bespoke group work programmes that meet the needs identified by schools. A performance framework has been developed and all MAT staff have completed group work training that was delivered by the Workforce Development Team. A referral pathway has been developed and implemented and

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						partnership agreements with schools are in the process of being signed off. A planning and evaluation process has been drawn up to ensure consistency across the City and there have been presentations to staff on the offer both City wide and in individual localities. Group work in some schools has begun and timetables

Appendix 1. Early Help Action Plan 2017-18.						
	Outcome	Action	By Whom	By When	Rationale	Progress
						with other schools are in the process of being agreed for winter term.
2.4	Corporate Voice of the Child tools are used consistently in EH case work.	Dip sample use of VOC tools in direct work.	Team Managers.	October 2017	Need to ensure the tools created in 2016-17 are used consistently.	<p>It is evident on case files that staff consistently use a variety of VCO tools. Team Managers routinely check as part of supervisions that this happens.</p> <p>Early Help staff have supported the VOC tools for SEND.</p>

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	Outcome	Action	By Whom	By When	Rationale	Progress
2.5	Deliver more Early Help interventions to prevent emotional health needs escalating for young people.	Deliver 90 Emotional Well Being interventions to young people with developing anxiety, behavioural, depression and sleep problems.	PWB Practitioners CAMHS	April 2018	Futures in Mind money has been provided to ensure psychological interventions are delivered at an earlier point in time for families. This is one strand of this approach.	Emotional Well Being Practitioners have been seconded by Health into MAT Under 11 Teams across the City. Referral processes have been identified and work has begun with cases.
3. Theme: Case Audit						
3.1	Develop improved understanding of what works in Early Help.	Audit sample of cases open to Early Help that did not escalate to Children's Social Care services and who had an improving direction of travel. Identify practice issues that helped	People's Directorate Quality Assurance Team and Performance and Intelligence	September 2017	Need to better know what intervention/s prevent case escalation to inform future practice/policy.	This audit has not taken place.

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	Outcome	Action	By Whom	By When	Rationale	Progress
		prevent escalation/address assessed needs and risks.	Team.			
3.2	Ensure GCP is being used in cases where there are concerns about neglect.	Audit on use of GCP in neglect cases in Early Help.	Head of Service QA, DSCB Manager, EH HOS'.	November 2017	Multi-Agency case audit in 2015 on neglect in EH cases that then escalated to Social Care.	<p>Recommendations</p> <p>a) Frontline workers and managers to ensure assessments remain in depth and reflect both voice of the child and management sign off.</p> <p>b) Chronologies to be routinely created and updated on all children's records.</p>

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	Outcome	Action	By Whom	By When	Rationale	Progress
						c) All direct work and intervention to reflect level of family need.
3.3	Improve clarity of storage of key case work documents.	Work with IT teams to develop a system where Early Help case documents can be stored on Early Help section of recording system.	Early Help HOS'. IT teams in DCC.	July 2017	Findings from multi-agency case audit in December 2015.	IT are continuing to work on this. There has been slippage against this measure. This has not been completed by LCS.
3.4	Ensure on going improvement in quality of assessments and plans.	Develop APIRE guidance for Early Help staff. Monitor progress via case audits.	Early Help HOS' and Team Managers.	July 2017	Outcomes of case audits from 2016-2017.	APIRE guidance has been completed and agreed at an Early Help and Children's Safeguarding HOS

Appendix 1. Early Help Action Plan 2017-18.						
	Outcome	Action	By Whom	By When	Rationale	Progress
						meeting. It has been agreed that this model will be used by the Workforce Development Team to inform all front line practitioner training.
4. Theme: OFSTED SIF feedback.						
4.1	Private Fostering Arrangements are identified in a timely way and procedures followed.	Identify a PFA lead in Over 11 MAT Management Teams in each locality.	MAT Team Managers in Over 11 Teams.	August 2017	Feedback from OFSTED SIF in June 2017.	Sheila McGregor, Bev Evans and Ali Lewsley are the agreed leads in each locality area to ensure that caseloads are regularly checked to ensure that any

Appendix 1. Early Help Action Plan 2017-18.						
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						PF cases are identified in a timely way and procedures are followed.
4.2	Ensure all homeless 16 and 17 year olds make fully informed decisions on whether they would like to be treated as S20 or S17.	Ensure checklist in the homeless 16/17 year old protocol is used in discussions with young people to ensure they make fully informed decisions on their legal status and this is copied in Live Link in every case.	MAT Children's Practitioners and Team Managers.	August 2017	Feedback from OFSTED SIF in June 2017.	This is in place and is being used in all localities to ensure that young people are making informed choices about the legal basis of their placements.
4.3	Supervisions with staff include reflection on risk, especially in relation to quality	EH HOS' to quality audit supervisions for each Manager to assess changes in relation to	EH HOS'	December 2017	Feedback from OFSTED SIF in June 2017.	Dip sampling completed in December 2017.

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	of plans and direct work.	<p>increased reflection.</p> <p>IO system is used by Over 11 MAT Managers to ensure Connexions PA's are working with NEET rather than EET young people.</p>	Over 11 Team Managers.	July 2017	Audit on Connexions case load in May 2017.	<p>MAT Over 11 Managers are now provided with case lists from the NEET Data Coordinator to ensure that practitioners are only working with those young people who are NEET. MAT Managers have been briefed by the 2 Managers leading the NEET strategy on use of the IO system to performance manage</p>

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						Connexions staff.
4.4	Ensure feedback from children and young people informs planning of work.	Feedback from How was it for you forms are collated by Team Manager every quarter and brought to City Managers meetings to inform you said we did approach.	Team Managers	Every quarter	Feedback from OFSTED and on going need to ensure services are informed by voice of child.	There has been an increase in the numbers of HWIFY; there has also been a slight decrease in the reporting of satisfaction. This will be an action for next years plan

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November 2018