

HeadStart Sustainability Plan

“To promote, protect and preserve the mental wellbeing of 10 – 16 year olds across our city, by inspiring them to dream big, supporting them to maintain motivation and control, and equipping them with the skills to cope with setbacks and adversity.”

“To empower the young people of Wolverhampton to improve and spread awareness of their own mental wellbeing and that of their peers”

1. Introduction

The work on learn and embed has considered a number of factors. Understanding the national and local landscapes is paramount for any effective future plan. Fortunately, in Wolverhampton, children’s mental health is a priority for the City which is reflected in key strategies.

At a programme level, the many strands of HeadStart were individually analysed. This considered the data both quantitative and qualitative, feedback from providers, stakeholders, young people and parents.

All the above information has informed the learn and embed phase resulting in a sustainability plan

2. National context

Earlier this year the Government pledged to overhaul society’s approach to mental illness through better access to education, training and support across communities. This included a commitment to train all teachers to spot the signs of mental illness in children, making sure they can intervene before issues escalate.

Mental health services are being transformed through the [NHS Long Term Plan](#) so that 345,000 more children and young people have access to mental health support by 2024, including via mental health support teams in and around schools. This will significantly improve early intervention and prevention. The NHS long term plan has a focus on children for ‘a strong start in life for children and young. The plan has specific commitments on maternity, neonatal, mental health services, learning disability and autism and cancer.

3. Local Context

3.1 CAMHS Transformation Plan (2015 -2020)

The Children, Young People Emotional Mental Health & Wellbeing Services Partnership Board (CAMHS) has oversight of Emotional Wellbeing Services in the City for Children & Young People. A key priority for the Board is the implementation of the CAMHS Transformation.

The Wolverhampton CAMHS Local Transformation Plan (2015-2020) was developed by Wolverhampton Clinical Commissioning Group along with our partners in response to the publication of Future in Mind - promoting, protecting and improving our children and young people's mental health and wellbeing (report of the government's Children and Young People's Mental Health Taskforce in 2015). The vision of the original plan was to use the additional Future in Mind funding to transform mental health services for children and young people in Wolverhampton. It was to build capacity and capability at critical points across the system so, that by 2021 it was easy to see the progress made in closing the gap in services and ensuring sustainable improvements in mental health outcomes for children and young people in Wolverhampton.

Whilst progress continues to be made in many areas identified in the original plan, there is still a distance to travel to ensure that children and young people in Wolverhampton can access Emotional Mental Health and Wellbeing services as well as specialist CAMHS at the right time. This refreshed plan aims to articulate impacts and outcomes of additional funding, system challenges and actions to be taken to mitigate against them.

Wolverhampton's Local Transformation Plan (LTP) is aligned to the Black Country's Sustainability and Transformation Plan (STP) as well as Wolverhampton's Integrated Care System. The Long-Term Plan for the Black Country and West Birmingham STP (BCWBSTP) is currently being developed with focus on Children and Young People's Mental Health to be achieved by 2023/24 ensuring targets are met for access, Eating Disorders and Early Intervention in Psychosis.

3.2 Joint Public Health & Well Being Strategy 2018 – 2021

The vision is for every resident in the City of Wolverhampton to have the best mental health that they can at every stage of their life. Key objectives include;

- Focus on mental health promotion, mental illness prevention and recovery throughout the life course
- Promote resilience in individuals, families and communities through asset-based working and the wider social determinants of health
- Deliver timely, person-centred, effective services that align health and social care outcomes to provide integrated, responsive services and care
- Improve people's experiences of mental health and social care services
- Reduce inequalities in mental health and wellbeing and in access to care and support
- Challenge stigma and discrimination related to mental health problems

3.3 Health and Wellbeing Board

The Health and Wellbeing Board have identified Child and Adolescent Mental Health as a key priority area for the city of Wolverhampton going forward. There are regular meetings held where the commissioners and services are called to present to the board to ensure that the services are meeting the needs of the children and young people of the city. This board ensure that commissioners are held to account and able to support the identified emotional and mental health needs of the CYP in the city.

3.4 Children and Families Together Board

The Children and Family Together Board have identified children's mental health as a priority. The priority is to improve pathways for children, young people and families to access mental health support and increase appropriate uptake of services at earliest point.

4 Sustainability: Strategic Leadership

HeadStart Wolverhampton from the outset had strategic leadership. The governance is illustrated below. This has benefitted HeadStart in terms of having strategic direction and aligning it to the City Priorities. This has also made it easier to embed the HeadStart Partnership structure into an existing structure. As of November 2019, HeadStart Partnership Board was merged with the Emotional Wellbeing and Mental Health Partnership Board. This Board has governance of the

CAMHS Transformation Plan.



5. Co-Production

'nothing about me, without me'

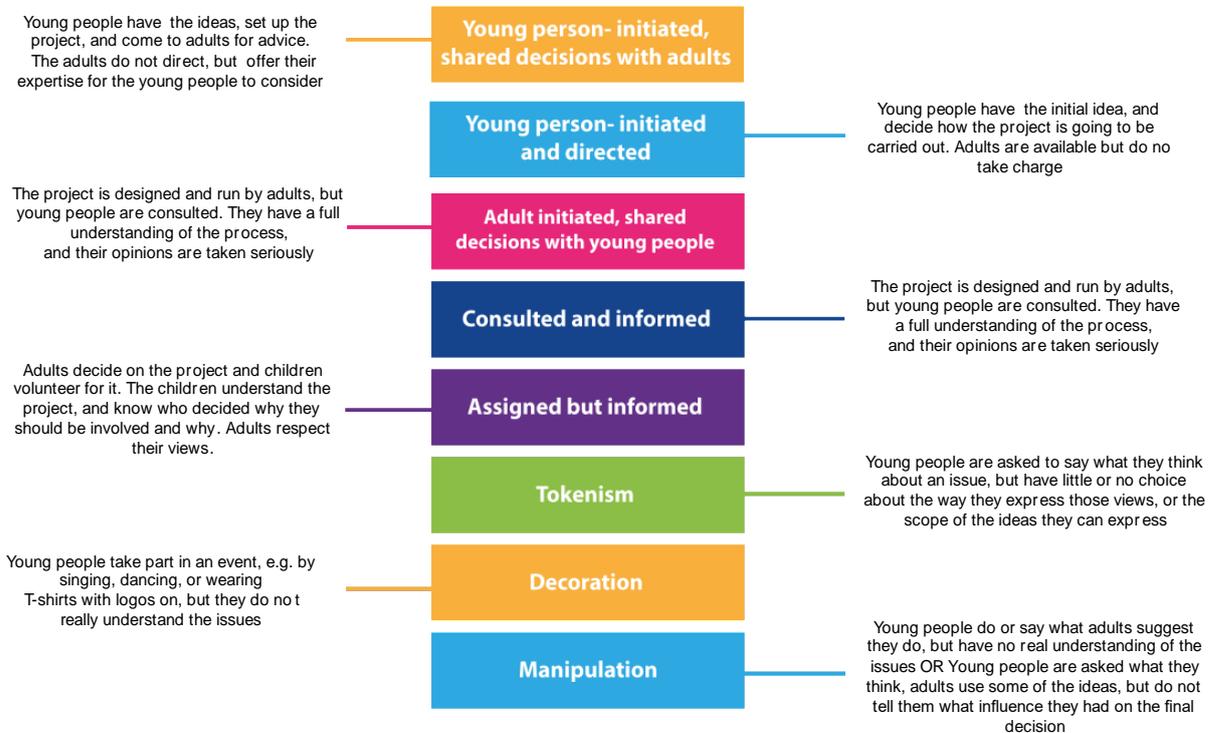
Co-Production has been at the heart of the HeadStart. It means, as far as possible, HeadStart activities are researched, designed and led alongside young people or parents who directly benefit from the programme, they are delivered with young people, not to young people.

Co-production is the principle value that has run across all the themes. A key challenge of the programme was promoting co-production across the City. To aid this, HeadStart produced a co-production charter. The aim of the toolkit is to give any staff member working with young people a practical understanding of what co-production is, how effective it can be and how to do it well.

There are many formal models of co-production and HeadStart adapted Arnstein's "Ladder of Citizen Participation" (Arnstein, 1969). Whilst we realise the limitations of this model, we use it because we have found that it is an accessible way for staff and young people to have conversations about co-production and how young people can get involved.

This model is widely recognised as the classic labelling of participation levels, which demands a restructuring of power, from staff to young people. It shows opportunities to engage at different levels, with real progression opportunities that can be taken up by young people according to their different interests and motivations. Diagram 1

(below) shows how we have interpreted Arnstein's Ladder for our HeadStart co-production.



We have used the principles outlined in the new publication ***“Co-production in mental health - A literature review”*** and combined them with our own, co-produced principles used in the HeadStart funding proposal and in our Youth Engagement Guarantee below.

The Young People's Engagement Guarantee:

We require all our partners and commissioned services to develop and demonstrate co-production that is based on the following principles:

- 1** Young people will be at the centre of all HeadStart activity and decision-making.

We call this co-production.

- 2** Every young person has a right to be involved, whatever their needs and abilities, so our young people engagement opportunities will be safe and **accessible for everyone**.



- 3** Young people's views will be **heard, valued** and **respected**. They will be able to make a real difference, by challenging and informing change.



- 4** Young people will be given training and support to develop their skills and progress their involvement, in ways that match their interests and needs.



- 5** Young people will receive clear benefits as a result of being involved in co-production. This may be: training; recognition and accreditation; employment opportunities; access to services.



- 6** Co-production with young people will be integrated into every part of governance, delivery and decision-making across all Headstart activities.

- 7** Young people will receive direct feedback on how their views have influenced decisions and services.



- 8** Young people involved in co-production have opportunities to influence other partnership programmes and activities, and produces longer-term sustainability.



- 9** Young people engagement will be evaluated to demonstrate its value and impact.



- 10** Young people engagement will be fun and young people will be celebrated for their success.



HeadStart has a successfully worked with young people, particularly the ambassadors programme. HeadStart Ambassadors are aged 16 to 25 and assist with engaging young people to ensure that their voices are heard. The group works alongside the Headstart Programme to facilitate groups of young people aged 10-16 and support in the delivery of programmes and projects. Their role also includes sharing the views of young people with the professionals. HeadStart Ambassadors sit on the Headstart Shadow Board, a group of young people with genuine decision-making power, and the power to challenge and support the leadership of HeadStart in delivering the very best for young people in the city.

Head Start supported setting up BSafe. The B-Safe Team is Wolverhampton's Junior Safeguarding Children Board, made up of local young people who get involved with safeguarding activities and decisions across the city. The board enables the voice of Wolverhampton's young people to be heard and reflected in safeguarding business and activities, empowering young people to contribute to the processes and to increase awareness of safeguarding amongst parents and professionals.

5.1 Co-production – organisation approach

The City of Wolverhampton has a good track record co-production. HeadStart over the last four years has raised the profile and provided some practical steps for organisations to assess their approach. Working alongside SEND Partnership Board and the CWC Corporate Parenting, the co-production charter has been refreshed to include parent engagement. The Charter will be officially launched in January 2020. HeadStart was also involved in the refresh of Children and Young People's Participation and Co-Production Strategy 2019-2021.

5.2 Co-production – young people approach

Current youth groups involved in co-production include the Youth Council, Children in Care Council, Care leavers forum, BSafe and HeadStart ambassadors. The aspiration is to broaden co-production across the city. and include the themes identified by young in the make your mark consultation.

Within #YES (Youth Engagement Strategy), a Youth Partnership Board will be established to oversee the implementation. This puts young people at the heart of the strategy, giving them a strategic position to drive forward the strategy's ambitions. The Board will be made up of young people and will be aligned to the

Strengthening Families Board. The proposal for a Youth Board is in line with the National Youth Agency manifesto that was submitted to Parliament.

The strategy also proposes to establish a participation hub; this includes a physical space for the young people and co-location of existing of staff. This shows young people that as a City we take co-production seriously, acknowledging they need for a fixed space to develop, to hold meetings and to thrive. Currently young people meet in various locations subject to room availability.

The current HeadStart staff are already embedded within the City of Wolverhampton's Participation team. As part of #YES, there is commitment to participation and increase the number of workers by 1.5 FTE.

6. Communities

HeadStart Wolverhampton's community offer continues to grow from strength to strength with, the engagement of new community organisations; more children and young people and parent/carers getting involved in the community offer and progress of parent champions work across the City.

The new Council Plan 2019-2024 has the community at the heart of its primary objective. The voluntary and community sector is key to delivering the Council Plan and the City Vision for 2030: 'A vibrant civic society which is focused on the future, empowers local communities and is supported by local businesses and institutions'. It follows on from the work already completed as part of the Corporate Plan 2016–2019 which included a focus on Stronger Communities as a priority to 'enable communities to support themselves'.

There is further evidence to support this initiative following the publication of "Neighbourhood Services – What matters to people on the doorstep!" by the Association for Public Service Excellence (APSE) in December 2018. Their findings showed that the public value neighbourhood services and they called upon councils to adopt a strategy in support of neighbourhood level services.

Following the appointment of a new Managing Director in 2018 there was a refreshed focus, which included 'Shaping a new community relationship.' To achieve this the Deputy Managing Director has been assigned to champion the voluntary and community sector and be the Council's strategic lead for the Council's contribution towards the community relationship of Wolverhampton for Everyone.

6.1 Consortium development

*“A **place-based approach** addresses the collective problems of families and communities at a local level, usually involving a focus on community-strengthening.”*

The local steering groups are moving towards becoming consortiums and becoming self-sufficient. What we have learnt is consortium development works best when led by local organisations who have lived the experience and who have worked through the different steps involved. Consortium development requires good local knowledge and good networking skills to bring community representatives together to form a strong local consortium. HeadStart staff have facilitated developments by organising a funding fair so that the new consortiums can be supported to identify and plan for future funding opportunities. A Community Toolkit was also trialled to give consortiums and other organisations across the City the tools to develop and grow themselves as well as providing the ability to cascade knowledge to smaller grass root groups.

There will be approximately 32 organisations making up the four consortiums. Early discussions have taken place to embed the consortiums under the Wolverhampton for Everyone' umbrella. Wolverhampton for Everyone supports local people to unlock potential within their communities and create positive change within the City. Wolverhampton for Everyone believes that our City will be more vibrant and inclusive if it is powered by people, working together inclusively, who live and work here. The leaning from HeadStart will support and advise Wolverhampton for Everyone ensuring support at grass root level.

6.2 Commissioned activities – Emotional Wellbeing Service

HeadStart contributed towards funding an emotional wellbeing service. The service supports young people from birth to 18th birthday and up to 25 years old for young people with disabilities and care leavers who are residing in Wolverhampton, that are experiencing mild to moderate emotional mental health and wellbeing concerns, including:

- Family issues – where this is having an adverse effect and the child or young person is showing signs of developing a mental health problem or disorder
- Mild to moderate emotional and behavioural disorders, conduct disorders, anxiety, depression, stress and or other mood disorders, e.g. low self-esteem, adjustment reactions, self-harm – where this is mild to moderate, bereavement, bullying, anger management issues, relationship problems
- Children and young people engaged in risk taking and/or disruptive behaviours

The overall aim is to improve outcomes for children, young people and their families with mild to moderate mental health needs, by providing an integrated, person-centred, proactive and responsive therapeutic service. It uses a whole system approach to address health and wellbeing as well as educational and social needs, to empower young people and their families to improve and enhance their life chances and help them get back on track with their lives. Best practice indicates that interventions that focus on a small number of specific goals, continually reinforcing self-efficacy and resilience establish the pre-determinants to sustained improvements

When HeadStart funding ends July 2021, the CCG and CWC have committed resources to continuing with an emotional wellbeing service.

6.3 Commissioned activities 'Places to Go'

A number of activities were commissioned by HeadStart. The 'places to go' commission was to provide localised activities for children, young people and families. Over 2500 young people have taken part in activities. As the programme moves towards time expiry there has been an increased effort to work more closely with mainstream services to embed the principles and/or delivery streams of HeadStart into other areas.

#YES commits to a localised place approach, where young people are at the heart of the strategy. Building on the success of commissioned activities and in particular the summer activities, #YES will continue to ensure there is well coordinated, well communicated young people led activities throughout the year.

It is proposed that young people will have a budget to commission the activities that they want. Supported by Officers, young people will identify activities, develop specifications and award the funding. HeadStart Wolverhampton used a dragon's dens approach to commissioning activities, it was owned and managed by young people. This is evidence of young people's desire to be at the heart of decision making and taking ownership of what matters to them.

#YES will also invest in a website. HeadStart data shows that people access the site to find out about activities. A key success of the summer programme was information being in one place. The website was easy to navigate providing relevant information on events. Providers reported an increased uptake of services, parents said it was easier to plan days outs and overall people could see the diverse range of activities on offer.

6.4 Commissioned activities - Parenting

HeadStart commissioned organisations to deliver parenting support. The aim was to use a range of creative and inclusive activities as the hook to engage with parents/carers to develop solution-focussed approaches to their own needs and the needs of their young people, with a focus on resilience and mental wellbeing. Over 800 parents have been involved. Some of the feedback from parents was parents being able to identify issues at home to address their own issues and set goals which has improved family life. E.g. domestic violence. Parents have also identified how their own behaviour impacts upon the children which has triggered them to seek support for themselves. The impact of the commissioned services was positive.

Parenting is a priority within the City's Early Help Plan. In developing the recent action plan a multi-agency task and finish was set up. The task and finish group identified that work is taking place with parents across the City but is uncoordinated, resulting in an unclear offer of parenting support in the City. To address an action plan was developed incorporating the work of HeadStart commissioned activities. As a result, a key priority for this workstream is coordination of the parenting offer, data collection and quality assurance checks.

The ambition is

- Parents and carers will be able and confident to provide boundaries and routines for children and young people.
- Families will be safe, function well, and provide a good and stable environment for children, young people, parents and carers.
- Families will have good social and emotional health and development.

A parenting coordinator has appointed who will continue to drive the parenting agenda. This includes;

- Coordination of parenting support in the City
- Continuation of and rolling out of parenting champion
- Recruiting volunteers to audit and review parenting support in City.
- Identify training needs
- Identify gaps and have a coproduced response

7. 'Universal +' services for young people in schools

From September 2020, primary schools are required to deliver Health Education and Relationship Education in accordance with the new Department of Education guidance.

The guidance outlines that all those schools providing primary education are required to deliver a school curriculum that includes Relationship Education and Health Education. A written policy for Relationships Education is a requirement and this must be made available for parents and other stakeholders and should be available on your school website.

7.1 School offer

HeadStart's school offer include SUMO, HEROS, HEROS+, HYPE, Getting Ahead, JumpStart and Work Ready.

The **HYPE** (HeadStart Young Person Empowerment) programme was attended by 316 pupils. It was refreshed over summer 2018 due to the learning and data from the LEM/ WMF and consultation with schools. There was a requirement for additional modules to be included on self-awareness, self-confidence and self-esteem with young people. The quality assurance data showed 88% of young people felt it was a very useful/ useful programme. 60% of young people felt they would still be using some of the wellbeing strategies they have learnt a year later.

This programme will be part of the offer to schools and will be embedded via train the trainer approach from HeadStart Schools staff. All schools in Wolverhampton will be given resources and training packs.

SUMO was attended by 1865 pupils, proving very popular with pupils and teachers. The main learning was how to control their emotions in difficult situations, cope in stressful situations and building confidence to take part in activities. 80% built better understanding of empathy and how their actions affect others around them.

Heroes and hero's plus a peer mentoring programme to train students to become wellbeing mentors was attended by 1692 pupils. HeadStart have supported schools in identifying and training peer mentors. This has resulted in all HeadStart schools have a peer support scheme. As part of the train the trainer approach schools will

be given additional training and resource packs to enhance peer support schemes in schools.

Jump Start was an employability programme. It was attended by 1184 pupils. HeadStart commissioned Connexions and Wolverhampton EBP to deliver an aspiration raising employability skills programme to 7 mainstream secondary schools within Wolverhampton. The Jumpstart sessions were open to all Year 7 pupils in each of the 7 schools and was delivered in three sessions.

Work Ready is an employability-based project working with an identified group of Year 8 and Year 9 students for up to 2 years. Work Ready is only available to students selected based on needs analysis using the NEET framework. A four-part programme was devised, focusing on aspirations and motivation, skills for work and goal setting, designed to encourage young people to get involved, change their mindset and inspire a positive future. Local employers from a range of sectors and industries were invited to share their experiences with the young people.

CORC commissioned by the National Lottery supported HeadStart into looking at the feasibility of trading the school offer as part of sustainability. However, the conclusion was the traded offer was not competitive in the current field. For the SUMO programme and Getting Ahead, schools will be signposted to local providers who offer the programme and at lower rate but with the same quality assurance.

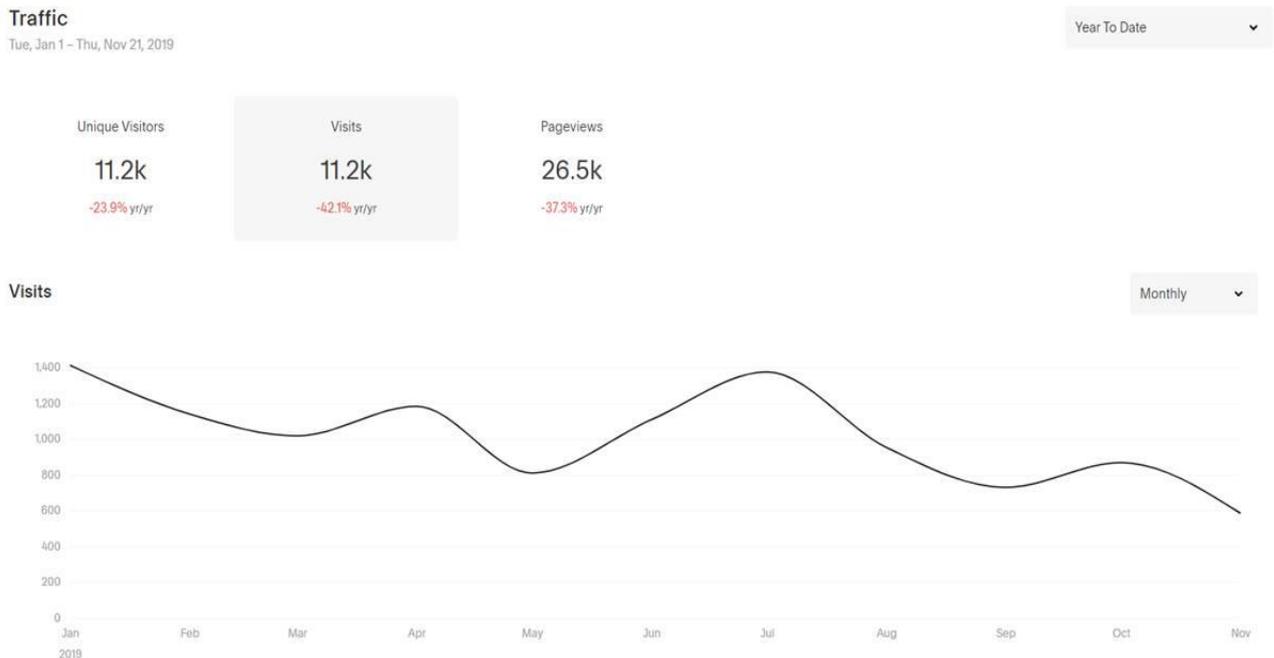
More recently, HeadStart have developed a wellbeing toolkit, encompassing all the lessons learnt over the life of the programme. HeadStart programmes, including Wellbeing Toolkit, HEROs+ and HYPE, cover all the aspects required for the Mental Wellbeing strand of the Health Education legislation. In addition, elements of other strands, in both Relationship and Health Education are covered including: Respectful Relationships, Being Safe, Caring Friendships, Online relationships, Internet Safety and Harms and Physical Health and fitness.

Moving forward the wellbeing offer will also consider how this is aligned with the proposed mental health support team in schools. Black Country and West Birmingham STP (CWB STP) has been successful in its application to become a trailblazer for Mental Health Support teams in Schools. 100% of CYP in BCWB STP will have access to emotional wellbeing and mental health services by 2024. This will be achieved by developing mental health support teams in schools and colleges (MHSTs) across all localities. By 2024, this will have expanded teams moving from 4 to at least 8 with an expected reach of approximately 8,000 CYP per team. The

teams will provide whole school/education setting types of approaches to ensure that CYP have knowledge of how to access services when they most need it. The BCWB STP Mental Health Trailblazer is innovative where a virtual targeted team will be developed that will work across the footprint to support CYP who are placed outside of local authority boundaries.

8. City-Wide provision, predominately digital, that is available to young people across the city

HeadStart procured a dedicated website, HeadStart FM an online platform to promote services of HeadStart and provide wellbeing resources. During the early stages of HeadStart the website attracted a number of views. However, over the years the footfall has declined. The table below shows the reduction against the previous the years.



Geography

Tue, Jan 1 – Thu, Nov 21, 2019

Location	Visits
▼ GB United Kingdom	10,518 (80.1%)
▼ Wolverhampton	3,184
Wolverhampton	3,060
Bilston	124
Unknown	898
▶ Birmingham	635
▶ Darlington	563
Others	546
▶ Dudley	393
▶ Walsall	351

The data also shows that the hits have come from outside Wolverhampton. Of the 11,000 visits to the site only 3184 were Wolverhampton residents. Usage of the website was higher during school holidays due to people wanting to find out about activities. Views of the podcasts were low. The online resources were accessed, but over the years this has declined.

The low numbers can be attributed to KOOTH an online counselling service commissioned by the CCG. Kooth is a transformational digital mental health support service. It gives children and young people easy access to an online community of peers and a team of experienced counsellors. Wolverhampton CCG have committed to continued funding of KOOTH

9. Workforce

Workforce is a priority within the CAMHS transformation plan with HeadStart being a key driver in supporting staff and a Universal/ universal plus level.

The HeadStart phase 3 bid refers to building a confident, accessible and responsive workforce for Young People with staff who share a common language and common approaches through a transformed system of cross-disciplinary, multi-agency and

multi-layered services. The workforce development strategy and outcomes cut across all four of the pillars of the Phase 3 HeadStart programme: City-wide, Universal, Universal Plus, and Targeted, and range from promotion and awareness raising, to developing a common language and common approaches to supporting young people, to more in-depth programmes of both academic study and professional practice for the wider Children and Young People workforce. Training is to be arranged in SUMO, Restorative Practice and other HeadStart approaches for the entire workforce through flexible delivery methods to improve the universal offer across the city and enable this workforce to respond in a positive way to Children and Young People and their Emotional Mental Health and Wellbeing needs. The CYP IAPT training will support the Universal plus and more targeted workforce to develop skills in evidence based interventions to be used with Children and Young People across the services and ensure that Routine Outcome Measures are used to identify the Young Person's needs and increase the ability to identify journey travelled with interventions.

Post HeadStart, the workforce strand will continue to be addressed through the CAMHS transformation plan.

Supporting work includes the restorative practice training. Restorative practice is a 'high support, high challenge' model which is being introduced across the city as a multi-agency approach that centres on doing things with people rather than, to them, for them or doing nothing at all. It is envisaged that training in this approach will increase the skill of those members of the children's workforce whilst improving outcomes for children and their families. There is to be 3 days accredited training for all frontline workers with a similar amount of training for all first and second line managers across the agencies. This approach will be the underpinning of all interventions with children and young people with emotional mental health and wellbeing services.

Within schools and colleges in the city, there is an expectation that the 'Getting it Right' resource tool will provide a shared framework for identifying and assessing needs that ensures a graduated response that starts with a whole school approach and capacity building moving up to more individualised and potentially specialist support.

10 Data

HeadStart Wolverhampton has taken part in, and received data from, three years of the WMF survey. The information that has been received has been shared with our partner schools who take part in the survey through the printed reports from year one and now the online interactive reports for years two and three of the survey.

Our schools have reported back to us on various ways that the WMF results have been used since they have been received. One of the biggest impacts a school has reported is the use of the WMF in guiding the design of their PSHE lesson plans going forward, as well as helping the design of the PSHE lessons fit with the new OFSTED expectations. The interactive reports have allowed schools to investigate the data and highlight areas affecting specific groups of students, for example finding out that year 8 girls in one school had lower scores for wellbeing they were able to put in place measures to fix that particular issue.

Schools also received summaries of the data to share and display in the schools through means of posters and graphics to display on screens.

At HeadStart we have been able to use what we have learnt from the WMF in different ways. One of these is using the results to help develop new interventions to be run in school and to also improve existing programmes to tackle areas of concern highlighted by the WMF report. The new Wellbeing Toolkit has been developed using feedback from existing interventions run in schools alongside information from the WMF reports that highlight where Wolverhampton schools have struggled in comparison to the national averages from other HeadStart areas.

Going forward we only have two more years of the WMF survey to conduct and receive reports from. In order to continue the positive work, the WMF has done in terms of helping our schools, we are looking to incorporate parts of the WMF that the schools have found most useful in the city's Health and Related Behaviour Survey (HRBS). This survey is conducted every two years with year 2, 4, 6, 8 and 10 pupils in schools across the city. As mental health of young people has become a more pressing issue over recent years the HRBS is looking to find out more about the mental wellbeing and resilience of young people in the city. It looks likely that the Strengths and Difficulties Questionnaire (SDQ) and Trait Emotional Intelligence Questionnaire (TEIQue) will be used going forward in the HRBS as these measures

have shown results that schools have found the most useful when looking at the WMF reports.

10. Conclusion

The City of Wolverhampton has benefited from National Lotteries HeadStart test and learn approach. It has enabled a fresh innovative approach in addressing mental health issues for children, young people and families. The flexibility has allowed for initiatives to be developed and adapted, priorities to adapt and budgets to be re-reprofiled to reflect local needs.

During the life of the programme, over 14000 people have benefited; children, young people parents, teachers and front-line staff. Data has shown the positive impact of HeadStart, providing clear evidence for systems change. Post HeadStart, Wolverhampton has a clear plan on building on the evidence gained through HeadStart where focus will continue to be keeping young people at the heart of all work.