



Creating Opportunities – Positive Futures

*a prevention and early intervention strategy for children, young
people and families in Bracknell Forest
2012 – 2014*

Current Version 05/04/2012

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Foreword:

We are pleased to introduce *Creating Opportunities – Positive Futures: a prevention and early intervention Strategy for children, young people and families in Bracknell Forest*.

We have a strong commitment to prevention and early intervention in Bracknell Forest which is evident in the Council's Overarching Approach to Prevention and Early Intervention and in the Children and Young People's Joint Strategic Plan (2011 – 2014).

We believe that prevention and early intervention can make a difference to children, young people and families, and that support offered early can significantly reduce the need to seek or receive help or support at a higher level of need.

This strategy signifies our ongoing commitment within Children's Services to ensuring that prevention and early intervention are embedded into the routine delivery of all services, and the systems, plans and processes we have highlighted will help us to move towards achieving our aims.

Councillor Dr Gareth Barnard
Executive Member Children, Young People and Learning

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1. INTRODUCTION

- 1.1 *Creating Opportunities- Positive Futures* provides the framework to enable the organisations that are represented on the Children and Young People's Partnership to deliver prevention and early intervention support to children, young people and families in Bracknell Forest.
- 1.2 This strategy sits under the overarching approach developed by Bracknell Forest Council; *Bracknell Forest's Approach to Prevention and Early Intervention*, which is designed to demonstrate the commitment of the Council to ensuring prevention and early intervention are central to planning and to ensuring the best possible outcomes for people living in the borough.
- www.bracknell-forest.gov.uk/bracknell-forest-approach-to-prevention-and-early-intervention.pdf
- 1.3 The successful delivery of prevention and early intervention support to children, young people and families in Bracknell Forest is reliant on the strength of partnership working, leadership and management commitment, and having a clear, robust and agreed framework from which to work, coupled with an agreed action plan.
- 1.4 This strategy contributes to the delivery of the priorities in *Creating Opportunities - a joint strategic plan for children and young people in Bracknell Forest 2011-2014*, in particular underpinning priority six which is to “*embed prevention and early intervention into the routine delivery of all services to children, young people and families*”.

Outcome Priorities

OP1 Raise levels of attainment and pupil progress across all phases of learning for all pupils

OP2 Improve physical and emotional health and wellbeing from conception to birth and throughout life

OP3 Safeguard and protect children and young people

OP4 Improve outcomes for all children and young people, especially the more vulnerable groups

Underpinning Priorities

UP5 Support children and young people through key transitions in their lives

UP6 Embed prevention and early intervention into the routine delivery of all services to children, young people and families

UP7 Close the gap between children from low income backgrounds and their peers

UP8 Strengthen parents and families through effective family support and engagement

UP9 Support children and young people to become active citizens within their communities

2. WHAT IS PREVENTION AND EARLY INTERVENTION?

2.1 **Prevention** refers to services and interventions for the whole population, or groups / individuals who may be at risk of poor outcomes. Preventative intervention may reduce the risk of needs becoming more severe and requiring intervention at a higher level.

Early Intervention refers to a way of working which will ensure that children, young people and families who are at risk or vulnerable to poor outcomes are identified early and that those needs are effectively assessed and met by agencies working together. The aim being to prevent their escalation (early intervention) rather than to respond only when the difficulty has become so acute as to demand attention (late intervention).

A definition of early intervention used in research by C4EO is:

“Intervening early and as soon as possible to tackle problems emerging for children and young people and their families or with a population most at risk of developing problems. Early intervention may occur at any point in the child or young person’s life”
[Grasping the nettle: early intervention for children, families and communities, October 2010]

Graham Allen MP describes early intervention as “providing the social and emotional bedrock for all children”. *[Early Intervention: The Next Steps, January 2011]*
In order to achieve this he describes a virtuous circle with children being “School Ready, Life Ready and Child Ready”.

National and Local Drivers of Early Intervention:

2.2 Early intervention has been a core strand of Government policies for a number of years, the publication of the Lord Laming Inquiry into the death of Victoria Climbié was a significant catalyst for change. The previous Government implemented an ambitious policy programme, *Every Child Matters*, which included introducing new legislation to enable those working with children, young people and families to work in a more integrated and coordinated manner, with early intervention as a key theme running throughout.

2.3 The new Coalition Government has commissioned a number of reviews which highlight the impact of early intervention and show the benefits of early intervention, which can be measured in terms of outcomes for children, young people and families, and in savings and efficiencies that can be made. The recommendations made in these reviews have been accepted by Government and are a key plank of national policy development.

These include:

Frank Field: The Foundation Years. Independent Review on Poverty [2010]

This was an independent review of poverty and life chances commissioned by the Prime Minister. The review was asked to examine the best way to reduce poverty and increase life chances for the most disadvantaged children.

Dame Tickell Review: The Early Years: Foundation for Life, Health and Learning [2011]

This independent review looked at a wide range of evidence on what works well in the Early Years sector, leading to recommendations on how the sector could be improved; with a focus on reducing burdens, and targeting those from disadvantaged backgrounds with support and early help.

Graham Allen: Early Intervention: The Next Steps [January 2011]

Early Intervention: Smart Investment, Massive Savings [July 2011]

In 2011 Graham Allen completed an independent review of early intervention which focused on supporting the social and emotional bedrock for current and future generations of families by helping them before problems arise. He made a series of recommendations which included the development of an Early Intervention Foundation.

His follow up report published in July 2011 revisited the recommendations made in his previous report, and looked further into how the recommendations could be achieved, with a focus on practice, culture change and resourcing changes towards early intervention.

Eileen Munro Review of Child Protection Final Report May 2011

Professor Eileen Munro led a comprehensive independent review of child protection services, which made 15 recommendations in the final report. One of the areas she highlighted was joint responsibility for “early help”. She endorses the work of Graham Allen, Dame Claire Tickell, and Frank Field; and stated that early intervention services are a vital and cost effective part of Children’s Services. She recognises the responsibility for early intervention rests as much with health and early year’s settings as it does with the local authority.

2.4 In addition to the benefits of early intervention on outcomes for children, young people and families, significant savings have been identified where early intervention is successful. In the current climate of reduced resources it is important to consider how services can be delivered in a different way to secure value for money and seek savings where possible. Some examples of savings that can be made are detailed below:

- An Incredible Years parenting programme with children diagnosed with disrupted behaviour costs an average of £1,344 over a six month period to improve a child’s behaviour. Without intervention, it is estimated that an individual with conduct disorder costs an additional £60,000 to the public services by the age of 28. (*Early Intervention: Securing Good Outcomes for all Children and Young People, 2010*)
- The cost of poor literacy is estimated to be between £5,000 and £64,000 over a lifetime with the vast majority of these costs due to lower tax revenues and higher benefits. In comparison the cost of the Reading Recovery programme is approximately £2,609 per pupil, with evidence that 79% of children who participate will be lifted out of literacy failure. (*Early Intervention: Securing Good Outcomes for all Children and Young People, 2010*)
- The cost of prematurely excluding a child is £300,000 which includes the costs from educating the child elsewhere and the bill for deploying services such as social care, benefits, and the probation service. The estimated cost to the individual ranges from a reduced chance of securing stable employment, to the risk of getting involved in substance abuse with the associated costs of support. (*The National Behaviour and Attendance Review, Interim Report 2007*)
- CAF episodes are leading to better outcomes in response to a whole range of needs, ranging from circumstances where children and young people need early preventative support though to circumstances where substantial multi-agency interventions are required at a level falling just short of the threshold for specialist services. The scenario analysis from 80 indicative case studies identifies potential

savings of between £5,000 and more than £150,000 being reported. The CAF process gives a systematic framework for early intervention programmes and practice with clear evidence of payback. (*Early intervention, using the CAF process and its cost effectiveness. Findings from LARC 3, 2011*)

Local Drivers

- 2.6 The Children and Young People's Needs Analysis and the Joint Strategic Needs Assessment bring together a range of data and information which helps to identify where there may be concerns about the health, and wellbeing of the local population. They identify issues such as substance misuse, emotional health and wellbeing, children in care and child protection, educational attainment, young people offending or at risk of offending, young people not in employment, education or training. All these issues if not addressed early can contribute to an escalation in the need for services or support, which becomes more intensive and costly as the needs become more acute. This information used effectively provides us with a solid baseline of knowledge on which to build our Prevention and Early Intervention Strategy.
- 2.7 In Bracknell Forest the vast majority of children and young people are raised in safe, secure and loving families where the adults in the family care for their children and they in turn grow up to be successful in their adult lives making a full contribution as members of society. There are however a small number of children and young people who for a range of reasons are not so lucky. They may be born into families where for a range of different reasons they will live in environments that do not meet their needs. These circumstances will lead to the need for intervention, which is often at a late stage which may include child protection, or removing the child from the family home. It is the aim of prevention and early intervention to address issues and concerns before they become significant and serious as to warrant intervention at such a high level.

Some examples of the high level needs / interventions include:

- The numbers of children who are subject to a child protection plan have increased. In March 2009 there were 44 children subject to a child protection plan, in March 2011 there were 78 children subject to a child protection plan.
 - The numbers of children who are looked after by the local authority have remained higher than in previous years. In March 2009 there were 82 children who were looked after; in March 2011 there were 87 children who were looked after.
 - The number of young people who are not in employment, education or training was 5.1% in January 2012. Many of these young people are at risk of becoming disengaged with the system, and experiencing a range of difficulties including emotional health, becoming involved in anti-social behaviour and with the Youth Justice System.
- 2.8 Bracknell Forest is participating in the national Troubled Families Programme, a three year programme which in addition to pump priming the funding for initial preparation and planning, will include an annual amount of funding from the Government. This programme is consistent with and will contribute to the Prevention and Early Intervention Strategy, the aim being to target families with multiple problems and provide support and services at an earlier level of need.
- 2.9 A review of the Youth Service has been taking place in order to consider the way in which services have been delivered to young people and identify if these could be delivered in a way that enhances prevention and early intervention, and provides appropriate targeted support to young people where this is appropriate. This work is

ongoing and is an important strand of our approach to prevention and early intervention.

- 2.10 The Government has introduced early years support for two year olds as part of the overall policy on early intervention. This funding provides free early education to the most disadvantaged two year olds to improve outcomes in learning and social and emotional development. This is being introduced over the next two years.
- 2.11 The current financial climate has led to considering a range of actions to reduce costs and to develop more effective early intervention support. The Council has made a commitment in its overarching approach to prevention and early intervention and a key aim will be to prevent costs escalating for an individual and / or their family by prompt and effective early intervention. It is intended that in implementing this approach that financial savings will be made.

3. LEVELS OF PREVENTION AND EARLY INTERVENTION

- 3.1 Many services are developed to provide support at varying levels of need described as; universal, targeted, specialist and acute, as shown in the table below:

Level 1 – Universal Services – Prevention

Level of Need	Example of Services
These are children who make good overall progress in all areas of their development and need no additional support outside of what is normal in growing up. General information guidance and advice is available through the universal service providers.	<ul style="list-style-type: none"> • GP, Health Visitor, Midwives and school nurses. • Early years, childcare and Children's Centres. • Foundation stage, primary school, secondary school and post 16 education and work based learning. • Leisure / Community and Voluntary sector facilities and services. • Family Information Service.

Level 2 – Targeted Services – Early Intervention

Level of Need	Example of Services
<p>The needs of children and young people have increased slightly and they may need additional support from one or more agencies. They may relate to health, education or social needs.</p> <p>An assessment using the CAF [Common Assessment Framework] can assist in identifying additional needs.</p> <p>Those children, young people and families with more complex needs can be appropriately supported by one or more agencies in a coordinated approach.</p>	<ul style="list-style-type: none"> • Behaviour Support Service • Health Visitor / Midwife • Early Years / Children's Centres. • Family Support Advisors. • Special Educational Needs Team • Youth Services • Family and Parenting Support • Education Psychology • Education Welfare Service • Connexions • Sexual health Drop in facilities • Community and Voluntary Sector Services • Youth Offending Service Prevention

Level 3 – Specialist Services

Level of Need	Example of Services
<p>Specialist services may be required because of a higher risk to emotional and physical health and well being, and or a risk of harm or significant harm. It may also be because a young person is offending, or there is significant family breakdown.</p> <p>A CAF when completed may provide evidence which suggests a statutory intervention may be required to meet the needs of the child, young person or family. In these instances the CAF may be used to support a referral to one or more of the specialist services.</p>	<ul style="list-style-type: none">• Children’s Social Care Services• Youth Offending Services• Child and Adolescent Mental Health Services.

Level 4 – Acute Services

Level of Need	Examples of Services
<p>This level is for those children, young people and families where the child is considered to be at significant risk of harm and intervention is needed to keep the child safe, this may be ensuring the child is subject to a Child Protection Plan, the child becoming looked after by the local authority, or the child being admitted to a specialist health, or social care provision.</p>	<ul style="list-style-type: none">• Children’s Social Care• CAMHS Services

N.B – This is not a complete list of all services and support available, it is intended to give an example of the types of services available at each level of need.

- 3.2 The model is useful but it is not static. Children and young people’s needs change throughout their lives so they may move into and out of any level of intervention over time. The aim must always be to prevent the escalation of difficulties and deal with issues as early as possible and at the lowest level of response. The needs of children and young people and their family can become less significant and their need for services can reduce.

4. HOW WE HAVE DEVELOPED THIS STRATEGY

4.1 Bracknell Forest Council is committed to prevention and early intervention as a pragmatic approach to improving the lives and wellbeing of residents, and especially children, young people and vulnerable adults as well as reducing costs. The Council has developed an overarching approach to prevention and early intervention which has informed the development of this strategy to ensure prevention and early intervention are central to the way in which we plan, deliver and support services to our children, young people and families.

4.2 Our original Children and Young People's Plan which was in operation from 2006 to 2011 identified a strong commitment to prevention and early intervention and the current plan *Creating Opportunities - 2011 – 2014* continues this commitment as described in para 1.4 of this strategy. In developing the Children and Young People's Plan we have consulted widely with partners and stakeholders, and their views are taken forward through this strategy.

<http://www.bracknell-forest.gov.uk/creating-opportunities-2011-to-2014-full-plan.pdf>

4.3 Our Children and Young People's Needs Analysis and Joint Strategic Needs Assessment provides us with an in depth knowledge of the needs of residents across the borough, and enables us to look at information at both ward and borough level. The latest version of these two documents can be accessed via:

Children and Young People's Needs Analysis

<http://www.bracknell-forest.gov.uk/children-and-young-peoples-trust-needs-analysis-2010.pdf>

Joint Strategic Needs Assessment

http://www.berkshirewest.nhs.uk/page_sa.asp?fldKey=362

4.4 We have already undertaken a comprehensive range of research and analysis in relation to prevention and early intervention and the knowledge and information gained in this work has helped us to focus on the key actions needed to embed prevention and early intervention into the routine delivery of all services. A list of local research can be found at annex 1.

4.5 We commissioned an independent report [from Interface Associates] on prevention and early intervention which included undertaking consultation with a range of partners and stakeholders identifying what works and the barriers to prevention and early intervention.

4.6 The Council's Children and Young People's Overview and Scrutiny Committee has completed a review on the Common Assessment Framework within the overarching framework of prevention and early intervention, and the recommendations made are included in this strategy where relevant. A full copy of the report can be accessed via

<http://www.bracknell-forest.gov.uk/review-of-the-common-assessment-framework.pdf>

5. AIMS OF THE PREVENTION AND EARLY INTERVENTION STRATEGY

To improve outcomes and life chances for children, young people and families:

- ❖ Increase access to timely and appropriate services.
- ❖ Refocus resources and expenditure from crisis intervention to prevention and early intervention.
- ❖ Provide a focus on the whole family and the role of the family in the planning and delivery of prevention and early intervention.
- ❖ Ensure interventions have a strong evidence base and any services commissioned are able to evaluate and demonstrate impact and outcomes.
- ❖ Further development of multi-agency and integrated working, including using and sharing data and information more effectively.
- ❖ Strengthen the role of universal services provision in prevention and early intervention.

Placing the well-being of the child / young person at the centre of all that we do underpins this Prevention and Early Intervention Strategy.

6. A FRAMEWORK FOR PREVENTION AND EARLY INTERVENTION

- 6.1 It is important that children, young people and families are provided with opportunities to identify difficulties, and to seek support to change their behaviour to achieve positive results. Some may do this with little or no outside assistance, and others may require a greater level of support.
- 6.2 It is equally important that those working with children, young people and families in all sectors are able to recognise assess and support children and young people where they may be experiencing difficulties.
- 6.3 The framework below identifies **the systems and processes and plans** to ensure we are able to secure improved outcomes through more effective prevention and early intervention.

Improving the Systems and Processes for Prevention and Early Intervention

High quality universal services are the building block of good prevention and early intervention practice.

Actions:

- Monitor the inspection outcomes of regulated services and setting and provide support where necessary.
- Work closely with the voluntary, and faith sector to develop capacity and deliver high quality universal services.
- Family Information Service to provide resources for settings seeking information and signposting information.

Practitioners working with children, young people and families will be able to:

- **Recognise and identify additional needs.**
- **Undertake assessment of additional needs in partnership with the child, young person or family.**
- **Understand the way in which services and support can be accessed once an assessment has been completed.**
- **Implement effective systems for monitoring and review of progress where a CAF has been completed**

Actions:

- Develop a Common Induction Framework to ensure the workforce is equipped with the appropriate skills.
- Ensure CAF in Practice and Assessment Skills training is available for all partners.
- Develop proposals for an Early Intervention Hub to replace the current Integrated Care Pathways System.
- Embed review as part of the CAF process

Information sharing policy and practice [to enhance multi-agency working] to be clearly understood by all partners.

Actions:

- Review the Children and Young People's Partnership Information Sharing Protocol
- Secure sign up to the protocol by relevant partners in the children's workforce
- Ensure training regarding information sharing / data protection and information security is available for the workforce.

Secure a coordinated programme of early intervention support / services across all ages and stages of a child's development.

Actions:

- Implement the programme of funding for disadvantaged two year olds, and continue to develop Early Years and Children's Centres.
- Implement the modernisation of Youth Services Programme.
- Implement the Troubled Families Initiative including the range of family and parenting support services.

- Secure targeted services within school settings [Primary age]
- Secure targeted services within settings for young people 11 – 19, including those who are NEET.
- Further develop support for children on the edge of care, or those at risk of becoming subject to child protection activity.

An effective commissioning strategy to ensure services are planned and delivered to meet identified needs.

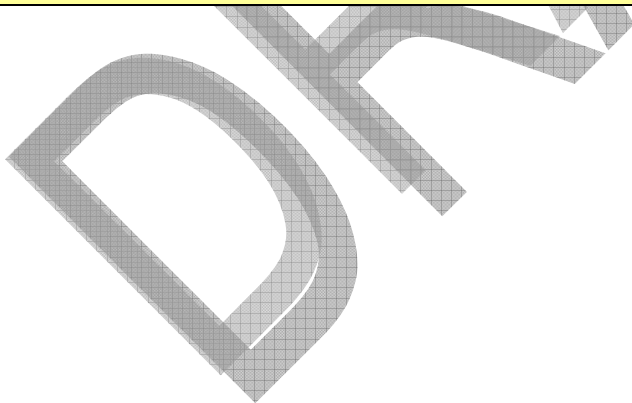
Actions:

- Commissioning strategies to be developed to support the planning and delivery of the services identified in the Early Intervention Strategy [detailed above].
- Any new services commissioned to be structured so that evidence of impact, outcomes, and value for money will be possible.
- Develop and implement a monitoring and evaluation framework to support commissioning and improvement activity.

Implement and monitor plans and strategies to deliver prevention and early intervention actions.

Actions:

- Implement and monitor the Children and Young People's Joint strategic Plan 2011-2014.
- Produce an annual review of the Children and Young People's Joint strategic Plan.
- Implement the Youth Offending Service Action Plan
- Monitor performance indicators and information relevant to plans and strategies, in particular data on vulnerable groups.
- Implement and monitor the Child Poverty Strategy



7. MEASURING SUCCESS

7.1 Measuring the success of prevention and early intervention is a challenge and is not achieved in a short period of time. In broad terms the following mechanisms will be used to determine the impact of prevention and early intervention.

7.2 **Performance / Data** – The use of data will help us to understand how we are working against certain criteria, and whether we are having any impact in any improving outcomes. Data will tell us how well we are doing against key indicators over a period of time, and enable us to see whether our performance is improving, and will help us to identify areas of need that may require additional support or development [for example a high number of children who are subject to child protection plan].

In looking at specific data in some areas we would expect to see a decrease, and in other areas an increase.

Some examples of data we will be monitoring include:

- Numbers of children who are referred to Children's Social Care.
- Numbers of children who are made subject to a child protection plan.
- Numbers of children who become looked after by the local authority.
- Numbers of children who are excluded from school.
- Numbers of parents / carers who access parenting programmes.
- Educational attainment of children at all age Key Stages, including Foundation Stage.
- Numbers of young people who are not in education, employment or training [NEET]
- Numbers of children who are subject to a CAF.

7.3 **Children and Young People's Needs Analysis / Joint Strategic Needs Analysis** – In addition to performance / data it is important to have a good understanding of the needs and issues that may have an impact on children, young people and families in the borough. A robust needs analysis which looks at a wide range of information including poverty, population, health and ethnicity etc will help us to understand more about the demographics in the borough and where problems or issues may be more evident. Reviewing the needs analysis on a regular basis ensures we have a can identify any significant trends or changes that may impact on outcomes [for example an increase in child poverty, and an increase in children accessing free school meals may impact on the life chances of a child].

Some examples of the population needs we will be monitoring include:

- Proportion of children who are living in poverty
- Proportion of children who are living in houses claiming workless benefits
- Youth crime and anti-social behaviour
- Housing and homelessness
- Proportion of children who are entitled to free school meals

7.4 **Views of Children, Young People and Families** – should be central to the planning and delivery of services. Professor Eileen Munro has highlighted in her report on child Protection the importance of understanding the child's journey in the system when they are in need of additional help. Inspection increasingly looks at how services are ensuring the voice of the child, or user is taken into account and will in future focus much more closely on the way in which workers relate to and support the child / family when providing support / services. It is important to listen to what children,

young people and families are telling us as this helps to think about how we deliver services and support, and to look at how we might do some things differently in the future.

There are many mechanisms in place across the Council and partner agencies to ensure that the voices of those we serve are able to be heard. It is important that in service planning and delivery there are mechanisms to evaluate what we have done, and to identify what difference has been made to the outcomes for the child, young person or family. Within the commissioning framework this will be a requirement when identifying the impact of a service on the child, young person or family.

Some examples of how the views of children, young people and families are collected:

- The Children in Care Council [Say it Loud Say it Proud] provides a way for young people who are looked after to express their views.
- Evaluations of a range of programmes for example Webster Stratton Parenting programme evaluation.
- Council and Statutory Children's Complaints Procedure.
- Looked After Children Review consultation booklet
- Evaluation of Child Protection Conference.

8 HOW WILL THIS BE RESOURCED?

- 8.1 Many aspects of the early intervention framework are already being developed and delivered across the Council and with partners. It is the intention of this strategy to provide improved coordination of these areas of work and that this approach will lead to a reduction in duplication and more efficient use of time and resources.
- 8.2 The Council has identified £0.5 million which will be available from April 2012 for prevention and early intervention work. The additional resources will be made available subject to an invest to save proposal, which will demonstrate how the additional resources will be targeted.
- 8.3 There are also new Coalition Government initiatives emerging which will provide further funding opportunities, two examples of these are the Trouble Families Initiative, and the funding for the education of disadvantaged two year olds.

9 MOVING FORWARD – COMMISSIONING

- 9.1 The success of this strategy is reliant on: effective partnership working, agreed priorities for improvement, coordinated and effective commissioning plans and using the resources we have to secure improved outcomes and value for money.
- 9.2 We have built a range of high quality services in settings across the borough, including children's centres, early years settings, schools, targeted youth support, family and parenting support and targeted behaviour support. The voluntary, community and faith sector contribute to the delivery of services in some of these settings.
- 9.3 There is recognition of the strong and diverse range of service providers operating within Bracknell Forest who provide support to children, young people and families. The voluntary, community and faith sectors contribute significantly to the diversity of support available locally and it will be important in delivering this strategy to ensure that their contribution remains strong and robust through our commissioning and monitoring activity.

- 9.4 In order to secure a coordinated programme of early intervention services across all ages and stages of a child's development we will be developing a series of Commissioning Plans which will clarify what is required of services, what resources will be available and what the expected outcomes will be.

10 CONCLUSION

- 10.1 Prevention and Early Intervention is being strongly advocated by Government through policy development and the allocation of an Early Intervention Grant. This document identifies that it is already strongly embedded within our local systems and structures. The Council has developed an overarching approach to prevention and early intervention, and it is a key underpinning priority in the Children and Young People's Plan. We have identified a range of national and local drivers, and supported this with local research and evidence. Our aims are clear and many of the elements in the framework for prevention and early intervention are already in place, and will be strengthened.
- 10.2 Demonstrating the impact of prevention and early intervention will be a challenge as it is recognised this takes place over a period of time. We have identified the methods we will use to measure our success in delivering this strategy and look forward to reporting on this when the strategy is reviewed. Our Commissioning Plans will enable us to focus clearly on the delivery of a range of key services to support prevention and early intervention and embed this within the routine delivery of services to children, young people and families.

Annex 1

Examples of local research / information used in the development of this strategy

- Bracknell Forest CYP Plan 2011-14
- CYP Trust Needs Analysis 2010
- Joint Strategic Needs Assessment
- Ofsted Annual Assessment of Children's Services – December 2010
- Ofsted unannounced visit report July 2011
- Bracknell Forest Health Profile 2011
- Commissioning Strategy for LAC 2009-2012
- Children, Young People and Learning Overview and Scrutiny Committee Review into the Common Assessment Framework.
- Sustainable Community Strategy
- Threshold for Adolescents – Children's Social Care
- Care Pathways Research Study – January 2011
- CAF Process v2
- Referral Guidance to Children's Social Care
- CAF development Plan
- Draft Workforce Development Strategy 2011-14

Prevention and Early Intervention Strategy Action Plan

High quality universal services are the building block of good prevention and early intervention practice.

Actions	Lead Officer / Group	By When
<ul style="list-style-type: none"> Monitor the inspection outcomes of regulated services and setting and provide support where necessary. 	Head of Performance Management and Governance Inspection Project Group DMT / Chief Officer	Ongoing
<ul style="list-style-type: none"> Work closely with the voluntary, and faith sector to develop capacity and deliver high quality universal services. 	Children and Young People's Partnership Board Responsible Head of Service / Commissioning and Policy Manager	Ongoing
<ul style="list-style-type: none"> Family Information Service to provide resources for settings seeking information and signposting information. 	Commissioning and Policy Manager	Ongoing

Practitioners working with children, young people and families will be able to:

- Recognise and identify additional needs.**
- Undertake assessment of additional needs in partnership with the child, young person or family.**
- Understand the way in which services and support can be accessed once an assessment has been completed.**
- Implement effective systems for monitoring and review of progress where a CAF has been completed**

Actions	Lead Officer / Group	By When
<ul style="list-style-type: none"> Develop a Common Induction Framework to ensure the workforce is equipped with the appropriate skills. 	Head of Human Resources Workforce Strategy Group	March 2013.
<ul style="list-style-type: none"> Ensure CAF in Practice and Assessment Skills training is available for all partners. 	CAF Coordinator Workforce Strategy Group	Ongoing
<ul style="list-style-type: none"> Develop proposals for an Early Intervention Hub to replace the current Integrated Care Pathways System. 	Head of Performance Management and Governance Shared Processes Group	July 2012
<ul style="list-style-type: none"> Embed review as part of the CAF process 	CAF Coordinator	Ongoing

Information sharing policy and practice [to enhance multi-agency working] to be clearly understood by all partners.

Actions	Lead Officer / Group	By When
<ul style="list-style-type: none"> Review the Children and Young People's Partnership Information Sharing Protocol 	Head of Performance and Governance	August 2012
<ul style="list-style-type: none"> Secure sign up to the protocol by relevant partners in the children's workforce 	Head of Performance and Governance Children and Young People's Partnership	October 2012.
<ul style="list-style-type: none"> Ensure training regarding information sharing / data protection and information security is available for the workforce. 	Head of Human Resources Learning and Development Team Workforce Strategy Group	Ongoing

Secure a coordinated programme of early intervention support / services across all ages and stages of a child's development.

Actions	Lead Officer / Group	By When
<ul style="list-style-type: none"> Implement the programme of funding for disadvantaged two year olds, and continue to develop Early Years and Children's Centres. 	Head of Early Years child Care and Play	2013 / 2014
<ul style="list-style-type: none"> Implement the modernisation of Youth Services Programme. 	Chief Officer Strategy Resources and Early Intervention	Sept 2012
<ul style="list-style-type: none"> Develop and implement the Troubled Families Initiative including the range of family and parenting support services. 	Chief Officer Strategy Resources and Early Intervention Head of Early Years Childcare and Play	April 2012 And ongoing
<ul style="list-style-type: none"> Secure targeted services within school settings [Primary age] 	Head of Targeted Services	Ongoing
<ul style="list-style-type: none"> Secure targeted services within settings for young people 11 – 19, including those who are NEET. 	11 – 19 Partnership	
<ul style="list-style-type: none"> Further develop support for children on the edge of care, or those at risk of becoming subject to child protection activity. 	Head of Service Looked After Children Head of Service Safeguarding	Ongoing

An effective commissioning strategy to ensure services are planned and delivered to meet identified needs.

Actions	Lead Officer / Group	By When
<ul style="list-style-type: none"> Commissioning strategies to be developed to support the planning and delivery of the services identified in the Early Intervention Strategy [detailed above]. 	Commissioning and Policy Manager Service Heads	March 2013
<ul style="list-style-type: none"> Any new services commissioned to be structured so that evidence of impact, outcomes, and value for money will be possible. 	Commissioning and Policy Manager Service Heads	Ongoing
<ul style="list-style-type: none"> Develop and implement a monitoring and evaluation framework to support commissioning and improvement activity. 	Head of Performance and Governance Department Management Team	October 2012

Implement and monitor plans and strategies to deliver prevention and early intervention actions.

Actions	Lead Officer / Group	By When
<ul style="list-style-type: none"> Implement and monitor the Children and Young People's Joint strategic Plan 2011-2014. 	Children and Young People's Partnership Board	Ongoing
<ul style="list-style-type: none"> Produce an annual review of the Children and Young People's Joint strategic Plan. 	Head of Performance and Governance	May and annual
<ul style="list-style-type: none"> Implement the Youth Offending Service Action Plan 	Head of Youth Offending Service	March 2013
<ul style="list-style-type: none"> Monitor performance indicators and information relevant to plans and strategies, in particular data on vulnerable groups. 	Head of Performance Management and Governance Children and Young Peoples Partnership Board	Ongoing
<ul style="list-style-type: none"> Implement and monitor the Child Poverty Strategy 	Children and Young People's Partnership Board.	Ongoing.