

Cheshire East Family Service

Final June 2011

National Context

“**Opportune time for change**” is the phrase coined by Graham Allen MP. Allen is one of a number of people who have been heralding the effectiveness of an early intervention and prevention approach. Recognition that current approaches are often neither timely nor effective has led to the need for a rebalance; **what needs to change in order to ensure all children have the best start in life and continue to thrive throughout their childhood?**

There is an increasing body of evidence to support an early intervention and prevention approach. Reviews by Dame Clare Tickell, Graham Allen MP and Rt Hon Frank Field MP all point towards the effectiveness of identifying problems earlier and intervening to halt issues escalating. When interventions are applied well following a timely identification of a problem the evidence shows improvements in outcomes and quality of life for children and families. This evidence is supported by research both nationally and internationally. Children and families are all unique, so too are their challenges. There will be times when a single intervention is all that is required, whilst for some longer support may be required to address complex and generational problems. Working collaboratively, learning from what works and providing a spectrum of continuum of support is proving to be most effective to children and families.

There are essentially two strands to early intervention and prevention. Firstly to provide the best start for all children; this approach starts before a child is born and helps lay the foundations. Children who have the social and emotional development required in their most formative years 0-3 go on to fulfil their potential; have improved mental and physical health, educational attainment and employment opportunities; these children will in turn become good parents themselves. For those children who do not have this bedrock during their most formative years; who experience neglect, other adverse experiences and the wrong sort of parenting – so do not learn how to express emotion and to understand and respond to the emotion of others - can not only find it difficult to recover from such a bad start but continue to be trapped in a dysfunctional cycle. It has been proven that valuable lessons missed during these formative years are harder to learn later in life.

Did you know that at 22 months a child’s development score can serve as an accurate predictor of educational outcomes at age 26?

The work of David Olds of the Nurse Family Partnership, George Hosking and Ita Walsh at Wave Trust and Bruce Parry at the Child Institute at Houston provided further evidence that if parents were supported and **equipped to optimise their maternal responsiveness** and their impact upon their 0-3 year old children it would enable the **laying of secure and strong foundations** which pre-school and education could thereafter build upon.

The benefits of this approach – besides **healthier and happier** children and families – is that when reaching pre-school age the work done with these young children would be **developmental rather than remedial**.

In Early Intervention: Good Parents, Great Kids, Better Citizens co-author Graham Allen MP describes the problems faced by primary schools within his Nottingham North constituency. He discovered that despite committed head teachers, excellent teaching staff and refurbished buildings the children were still not attaining. The staff described how children arrived at school 'unable to speak in a sentence', 'unable to recognise a letter or number' and were 'incapable of resolving differences without violence'.

At the time Nottingham had a successful Sure Start programme but it was recognised that this did not reach back far enough. Allen began to think about the 'idea of a **virtuous circle of interventions** covering a generation aged from 0-18 and over again to the next generation' thus breaking the cycle. This encapsulates the **second strand of the approach**. Focusing upon 0-3 will ensure the best start for children and help break generational behaviours but what about children who did not have interventions at that age and now, as they develop may face challenges; the ethos of early intervention and prevention must be applied throughout their journey into adulthood.

For example educational attainment and standards are continually increasing but it is recognised that there are a small number of children who are being let down by the system. Research shows that **by the age of six a child who is more able but from a poorer background will have been overtaken by a less able child from a well-off family** in school attainment. By the age of eleven it is much more difficult to address some of the challenges that continue to grow; limited oral and numeracy skills, behavioural issues, restricted social skills. The approach of early intervention and prevention; using knowledge and data to identify problems earlier and intervening appropriately enables children to realise a fuller potential; be healthier, happier, have increased IQ, better life skills, emotional intelligence and greater educational attainment.

For children to receive the emotional social and empathetic skills parents must be equipped and confident with their parenting skills: those parents who have not received social and emotional skills themselves will find this very difficult to pass on. Ensuring future parents are child ready is complementary to the holistic approach of intervention and prevention

Other long term benefits of this approach are:

- Lower level of addictive behaviour
- Lower likelihood of being trapped in poverty and low quality housing
- Greater likelihood of having only the number of children people can parent effectively and afford to support to children without sliding into dependency, and
- Greater likelihood of people being 'naturally' good parents to their own children, thereby feeding into a positive rather than negative generational cycle

Wise, Bennett, Alperstein & Chown identified a number of life phases and transition points following birth where children, young people and parents could potentially need support; commencing school, transitions between different stages of schooling

- engaging families at these points provided the opportunity to offer support to families who could often be isolated or traditionally reluctant to engage. The evidence also shows that one-off interventions at a particular developmental stage are not sufficiently robust to protect high risk individuals for all time: **recurrent support** acts like a booster.

There are also financial implications. Nobel Laureate James Heckman has demonstrated an **economic pay-back 3-6 times higher from intervention pre-school than post-school**. Huntstinger and Luekhen's work emphasises the link between people who have had secure attachment during those formative years showing more healthy behaviours such as not smoking, exercising, not using substances and alcohol and even driving at an ordinary speed. When these wider implications are calculated it is clear what long term savings can be made if intervention is received early enough.

Local Context

Cheshire East's Children and Families Service Vision is for “**Cheshire East to be a place where all children and young people are supported well to maximise their life chances**” this vision is at the heart of all work undertaken.

Further direction for local arrangements come in the form of the the current Children's Trust priorities identified in the 2011-14 Children and Young People's Plan:

- Develop and implement an integrated commissioning and delivery approach to improve the emotional health and well-being of children and young people.
- To reconfigure some services to focus more clearly on co-ordinated early intervention and prevention on a locality basis appropriate to need, whilst continuing to meet the needs of children & young people who have more complex needs and require specialist support.
- Ensure that all agencies collectively safeguard children young people and their families.

Working in partnership we continually strive to improve the well-being, outcomes and opportunities for all our children, young people and their families; we are proud of the progress made to date.

In reviewing and measuring the impact our services make to children and young people what has become increasingly apparent is that there is the opportunity to make a greater impact by doing things differently. Like many partnerships resources have been traditionally targeted to address symptoms of dysfunction; symptoms that in many cases have been reoccurring and steadily increasing, rather than understanding and addressing the cause of the dysfunction.

We believe that through an early intervention and prevention approach; understanding the causes of dysfunction within our borough, focusing our resources at preventing these causes, utilising our highly skilled workforce, further strengthening the relationships with children and families and **continuing to develop effective partnerships** with organisations we can make a greater impact. We believe this approach will allow children and families to have more control in facing their challenges and **empower** them in finding solutions. Through this approach we can work together to stop issues escalating.

We want Cheshire East to be a place where **all children and young people** have the **best start in life** and continue to **flourish, aspire and achieve**; maximizing their life chances. We want to provide responsive, locally based services, which make sense to children, young people and their families and address their needs early. To do this we will need to ensure our highly skilled and knowledgeable workforce is in place equipped with the tools and resources to support families to develop.

Our Vision

The proposed Cheshire East Family Service (CEFS) will be at the forefront of developing a

‘Think Family’ approach to keeping families together, working across the multi agency agenda it will ensure that families can easily access services to meet their needs at a time and place that makes sense to them. Embracing the ECM outcomes the service will provide targeted, coordinated, high quality services at the earliest point possible.

We believe that if we can provide services that will support families to make changes, learn new skills and approaches, break cycles and patterns of behaviours then families will be equipped to make permanent long term positive changes. Working across the multi agency agenda and embracing the ECM outcomes the service will provide targeted, coordinated, high quality services at the earliest point possible. It is through this approach that we believe we may address some of the challenges our families face that stem from generational learnt behaviours.

CEFS will support families to become empowered, have access to information and resources that will stop problems developing and escalating and which ultimately will allow children and young people to reach their potential, keep families together and promote social, educational and emotional attainment. The approach taken will be preventative ensuring support is provided to families in a way that will educate, inform and aid their development and is sustainable. We believe this approach will stop what can often start as small issues developing into something greater. Working with our families we will begin to address some of the inter-generational dysfunctional behaviours that we have started to increasingly identify.

The service will use creative methods to allow families to access more general, universal information but the majority of structured interventions and programmes will take place in the **Targeted** and **Complex** areas as identified in the recently published **‘How we work together’** levels of need document published by the Children’s Trust. Furthermore as the service undertakes a range of supervised contacts as per direction from the Court interventions also take place at the **Specialist** level of need.



We acknowledge that one size does not fit all. For our services to be effective we need firstly to **understand the issues facing our** communities and **provide flexible** and **appropriate responses** to these challenges. Effective commissioning arrangements are critical to this. Through the understand, plan, do, review cycle we will continue to develop our knowledge, understand the prevalent issues, identify trends and begin to plan in a more future focused way. We will be informed by engaging more with children and their families, listening to our highly skilled workforce and through the collation of statistical data.

The **service and approach** we adopt **will be underpinned by a set of behaviours and principles** which best capture the changing demand of family support activity in Cheshire East, these being:-

- Services will be **outcome focused**, based on **genuine consultation** and build upon the strengths within families, recognising that families live their lives as part of a wider community
- The Service will publish an offer of **evidence based**, what works programmes and activities
- Services will be **accessible** and be delivered at a time and place which families tell us makes sense to them and will adopt the a **one ‘front door’** system to improve timeliness of intervention
- The overall principle will be an **assess and support approach**, utilising the **Common Assessment Framework**, underpinned by robust **safeguarding practice**
- Where appropriate services will be **integrated** to ensure families receive a targeted, coordinated offer
- Continued training, quality supervision, and **professional development** will be key to ensure all staff members deliver high quality services

For Cheshire East Family Service to be successful **effective communication and engagement** with children, families, our workforce and partners will be essential. To this effect a number of briefing sessions have been held to share the vision for the service and to discuss ideas and thoughts. The briefing sessions that have been held with Cheshire East colleagues and below are a selection of the ideas and comments received.

When asked ‘**what needs to happen to make the vision a reality?’**
Colleagues said:

- For staff to feel challenged, make a difference, use skills and variety of work
- Families can trust us
- Multi skilled, positive outcomes, structures in place, nice culture and climate

- To have staff focus groups that meet to discuss different areas of work and information is then fed back to teams and any actions for change are fed to management
- To have relevant and targeted training opportunities
- To have drop ins where parents / children can be nurtured and self esteem built
- Estate based activities for teenagers; youth clubs, drop ins, coffee clubs and meeting places
- To develop a relaxed manner of partnership working, improve and increase dialogue and relationship
- Common Assessment Framework (CAF) to be used by all
- A central referral system. More fluidity. Multi-agency allocation meetings
- A sense of community – first port of call is us but to also develop community involvement; work with small businesses to develop support / funding / resources
- To be a family friendly, approachable, non judgemental, honest, fair and supportive service

In taking these ideas and discussions forward as part of the development of CEFS what has emerged are eight work streams. These key work streams will underpin the work that we do and will address the suggestions put forward. The eight work streams are:

1. A commitment to **multi-agency partnership working**
2. Publication of a **core offer of programme activities**
3. A clearly defined **front door to improve access** to the service
4. A **consistent** set of working **policies, practices** and **procedures**
5. A comprehensive **staff development programme**
6. A range of **effective** and **innovative communication methods** for families, staff and other agencies
7. An intrinsic link to the process of **commissioning** and effective **performance management**
8. An operational model which allows for the **effective** and **agile** employment of resources

Cheshire East Family Service is committed to multi-agency partnership working

Cheshire East has always been committed to and actively promotes integrated working and has the utmost regard for existing partnerships. As we continue to develop our early intervention and prevention approach we look forward to building on the excellent work within existing partnerships as well as developing new partnerships. We value the important part all services across the localities can play and the contribution they can make. The evidence is clear; effective multi-agency working is the best way to improve outcomes for children and families particularly those with complex needs.

Evidence also shows that the best support to families is done through services that families already have a successful and trusting relationship with. The skills and knowledge that span services across Cheshire East is vast and the potential to develop our one children's workforce, share training and development, best practice and new ways of working, is an exciting one.

As the CEFS develops we look to strengthening the relationships we have with our partners including health colleagues, services across the council in particular adult services, the voluntary, community and faith sector, police, local businesses, early years providers and of course our children and families.

Enabling families to be supported in tackling challenges early; stopping escalation is a shared priority for all services. We recognise that we will often be operating in a complex environment due to the range of performance indicators, priorities and cultures of how services are currently delivered however, there is a willingness and flexibility from all partners to find common ground. We will achieve this through networking at all levels – from joint training, working lunches, communication briefing events as well as formal meetings. Developing our shared priorities and ultimately by moving towards joint commissioning and planning arrangements will help towards achieving this.

Establishing structures such as shared performance management processes, effective ways of measuring impact and improvements in outcomes for children, young people and their families and self evaluation will all shape future plans and ensure the services we are delivering as a partnership are one that are helping to make a positive difference.

With regular monitoring and reviewing processes built in throughout the year we will be informed as to what services are working well, what needs to change and, if any gaps are identified, we will be able to respond rapidly in addressing this; working in partnership pooling our skills, knowledge and expertise.

Promise

We will value, develop and promote a partnership ethos so that all our services reflect the strong multi agency partnerships that exist in Cheshire East

Cheshire East Family Service will publish a core offer of programmes and activities

CEFS will encompass a range of early intervention and prevention programmes; including Family Support, Targeted Youth Support, Parenting and Children's Centres. We will work with the Commissioning Team to assess local needs and identify and rectify duplication and gaps in service.

The Common Assessment Framework will be the basic tool to assess and identify need and to identify necessary interventions with the children, young people and families concerned. Operational staff members will undertake the role of Lead Professional and adopt a "Whole Family" approach to their work. In addition to CAF, an assessment toolkit will be developed for use across the service, to include those more specialist assessments which will be an appropriate addition to CAF for some children, young people and families.

A suite of agreed evidence based interventions will be delivered across the service to children and young people aged 0-19. This will include a menu of parenting courses at all levels of need, to include universal courses with open access, courses for those with targeted/complex needs accessed through CAF process and courses for those with specialist needs accessed through specialist services.

In order to ensure there is a consistent offer across localities, and that parenting courses are accessible, a co-ordinated approach will be taken to course provision and allocation of places. Parenting programmes will be delivered in partnership with colleagues from other agencies.

We will develop a model for the delivery of family support to enable consistency across the service, and use an outcomes-based performance management framework to measure service effectiveness and best value.

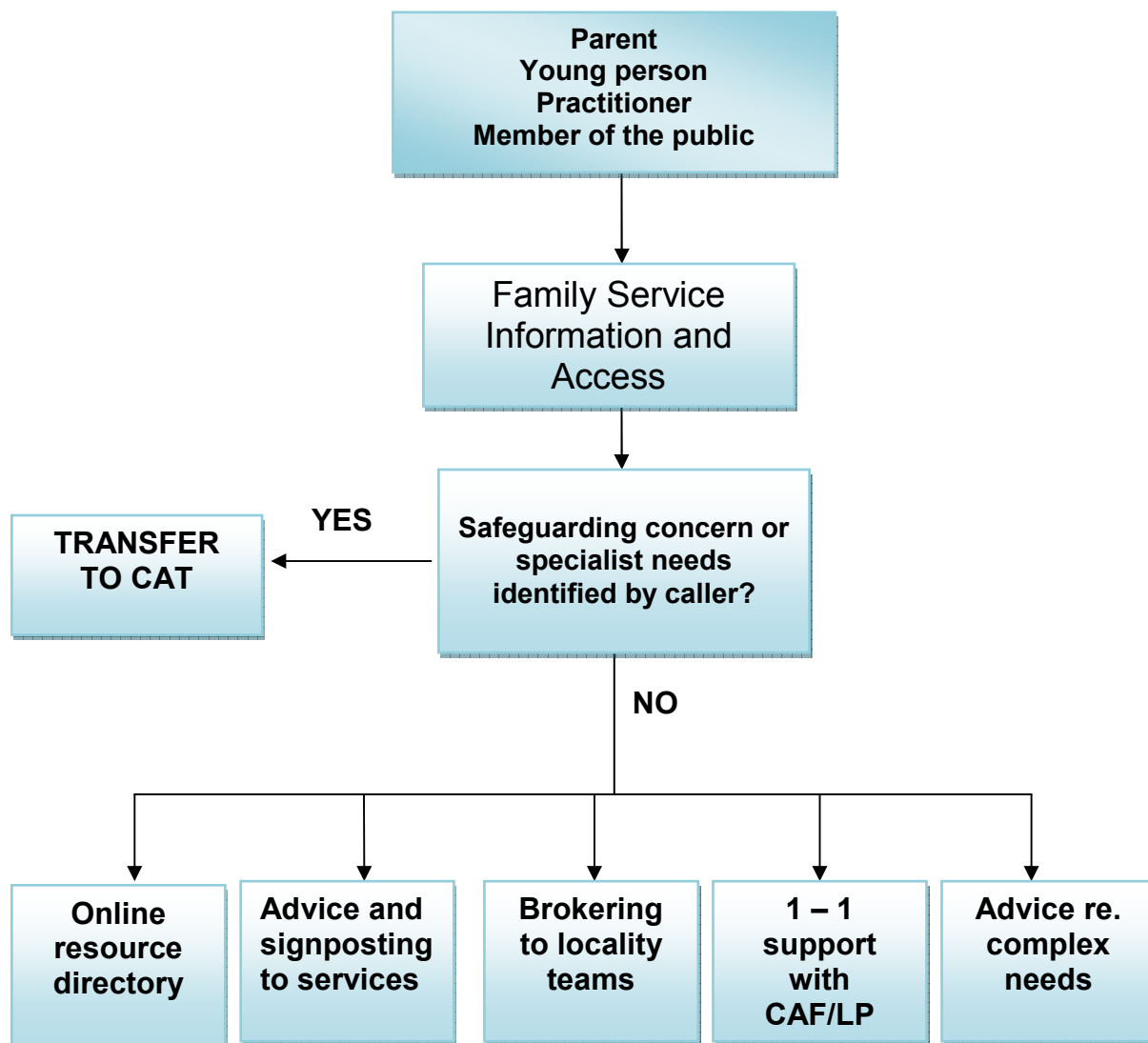
In order to identify those programmes which will best meet the needs of families in Cheshire East we will use all our resources and data to understand the differing needs across the localities. We will regularly review this to ensure we are providing services that are needs led and effective. Being able to respond to new needs with appropriate activities will be critical. Having an efficient system for measuring outcomes and sustainability; which will be used consistently across all programmes, will ensure we are equipped with the knowledge that are programme of activities are making an impact and difference to families.

Promise

Our services will be built upon the foundation of evidence based 'what works' for families

Cheshire East Family Service will have a clearly defined front door to improve access to services

We want to ensure that all the services we provide are easily accessible and provide the right help at the right time. To do this we will work closely with multi agency partners and specialist services to ensure we provide a joined up and consistent offer. Having a clearly defined front door will allow for seamless provision; it will mean a reduction in 'red tape', it will mean having access to one key worker, it will ensure people do not get lost in the system. We shall be creative and innovative in arranging our services and teams; by taking a co location and systems approach we believe we will make accessing services a positive and helpful experience. We will work closely with colleagues from specialist services to bring to life ideas of co-location to avoid duplication. The table below shows the proposed access pathway.



Promise

Accessing support will be simple, welcoming and effective

Cheshire East Family Services will have a consistent set of working policies, practices and procedures

To work collaboratively and provide the best offer of support to our children and families, it is essential to have agreement and clarity around the way that we all work together. The best outcomes for children and families will be achieved by consistent, high quality practice supported by clear and consistent policies and procedures.

The principles underpinning this strive for quality and consistency will ensure a more effective, multi-agency approach that results in real improvements for children and families.

We will:

- Work **respectfully and in partnership with families**, valuing them and facilitating support that builds on their existing strengths, knowledge and experience
- Work creatively with families using a persistent and supportive approach with clear strategies for using incentives and sanctions to bring about positive change
- Base the approach on strength based whole family assessment which places the interests of children and young people at the heart of the process and **encourages self efficacy and autonomy**
- Utilise effective working partnerships with agencies and individuals in providing support to parents and families through better integrated working and the sharing of approaches across services
- Support **child and family involvement** in the **development and evaluation of services**
- Support those working with families to access specific training, qualifications, support and expertise appropriate to the work they are undertaking
- **Support good practice** which requires reflection, regular and appropriate supervision and support as well as a continuing search for improvement
- Facilitate the use of **evidence based approaches** where possible to encourage and achieve good outcomes

This will lead to:

- Confident, enabled practitioners who are committed to working with parents and families so that children and young people have the

chance to be healthy, stay safe, enjoy and achieve, make a positive contribution, and experience economic wellbeing

- Competent practitioners who are skilled at engaging children, parents and families fully and respectfully in identifying goals, assessing options, making decisions and reviewing outcomes
- Whole family assessment being used effectively to offer a range of appropriate support according to the needs of both child and parent
- Skilled practitioners who can readily employ innovative and creative approaches to address need and develop more confident, resilient, independent and capable families

Promise

A well developed set of policies and procedures updated and reviewed regularly will ensure a consistent high quality approach is achieved in our work with families

Cheshire East Family Services will invest in a comprehensive staff development programme

In order to deliver an effective Early Intervention and Prevention Service we need to have a fully equipped workforce in place. Across all teams we have a wealth of skilled, knowledgeable and talented people, as we begin to progress it will be important to build upon these skills and ensure staff feel confident in assessing, supporting and developing families to help them find the best fit that will allow them to move forward. In designing our training and developing plan we have taken a holistic approach; this consists of a common induction for all staff with additional training dependent upon the role.

Every individual staff member will have a Personal Development Plan (PDP) agreed and reviewed as part of their Annual Interview. The PDP will detail learning needs, methods and milestones. Training and development needs identified through this process will inform future staff development programmes.

The programme that we develop will be responsive to need and will be regularly reviewed to ensure it is fit for purpose and effective. We will ensure we can respond to any identified themes or trends so staffs are confident that their skills and knowledge are up to date and they are fully supported to develop.

The staff development programme will consist of a menu of approaches. It will consist of formal and informal training. Across the localities we recognise the wealth of experience and expertise and we will be looking at ways to utilise this in a way that will benefit all.

We have identified 'core training' which is the bare minimum that we expect all our staff to have. This is a formal training programme. A range of training pathways have been developed to follow on from the core training. A composite list of what staff can expect from this programme can be found in appendix one.

Complementary to the formal training programme will be a more flexible approach; for example shadowing, job swap, mentoring, e-learning, action learning sets.

The overall approach to the staff development programme is inline with our approach to working with our families; we want to have a sustainable approach, we want to build upon existing skills, we want to work in partnership, we want to be responsive to need. We will develop our talent management approach to ensure we achieve this.

Promise

Our staff training and development programme will reflect the value we place on our staff and will provide opportunities for talent development

Cheshire East Family Service will deploy a range of effective and innovative communication methods for families, staff and other agencies

We will build upon existing good practice and consult with our families, workforce and partner agencies to identify areas for development and improvement to our communication methods. We commit to multi agency partnership attendance at all our sessions and events

Our vision is for an innovative approach to communication which will:

- Assist in creating a sense of identity and common purpose within CEFS
- Ensure **all** staff members feel valued and included as members of CEFS
- Keep families informed of our vision, approach and what services are available to them
- Ensure that effective systems are in place to ensure all staff members, families and partner organisations are kept up to date with our service developments and national developments
- Ensure all staff members are able to express their views to CEFS managers on service developments and service delivery
- Drive continuous improvement, change and challenge within the service and across the Continuum of Need

Ideas so far include:

- Throughout the period of service redesign and delivery a regular cycle of service briefings will be held on a locality footprint basis. All service members will be encouraged to attend these service briefings.
- Following the redesign implementation an annual CEFS Review and Development day shall occur. The purpose of this event is to include all service members in reviewing the service, identifying best practice, agreeing future developments and identifying local priorities
- The Head of Service will send a monthly email bulletin to all service members which will detail service change proposals, inform staff members of good news stories, highlight and promote good practice, and link the CEFS into issues impacting on Children's Services more generally

- Staff members to be encouraged to meet and hold conversations between service members, and not rely on emails as the main means of inter-service communication
- Locality working lunches, with a multi-agency presence will take place
- For each Locality to hold three full Locality Delivery Meetings each year. The primary purpose of the Locality Delivery Meeting is to develop locality working. Agencies from commissioned services, the Voluntary, Community & Faith Sector (VCFS) and partner agencies active in the Locality will be invited to attend and take part in these events.
- For Locality Meetings to review and inform Locality Plans and relate to relevant Local Area Partnership priorities
- Leadership Team Meetings - these will be held fortnightly, the initial focus will be on service redesign and the development
- Operational Managers Meetings – these bi-monthly meetings will provide the interface between CEFS and Specialist Services
- Establishments to hold short weekly team meetings, with the focus being centred on the core business of that establishment.
- Ensure members of the CEFS Leadership Team “walk the floor” regularly visit all service delivery centres in their localities, and are available to all staff members
- Have members of the CEFS Leadership Team available on a publicised rota basis to offer 1:1 appointments with staff members to discuss service issues

Promise

Our communication and business methods will be as efficient and creative as possible

Cheshire East Family Services will fully adopt the process of commissioning and effective performance management

To be truly effective, CEFS would need to understand a number of factors; the challenges facing families, what services are required, what exists and what are the areas for development.

The introduction of a report card would be a useful tool for all staff. A report card presents a range of data and can help measure performance against set key indicators. The report card is based on the philosophy of results based accountability in which we continually ask ourselves – what did we do? How well did we do it? And most importantly is anyone better off?

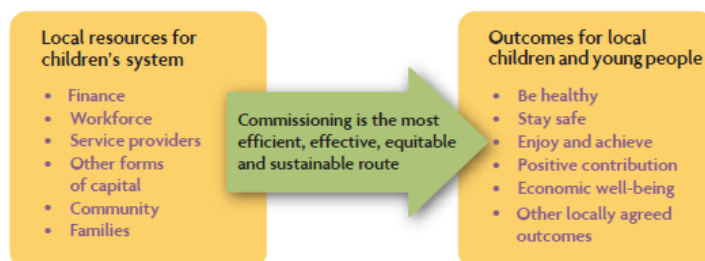
As previously mentioned in our commitment to partnership working; having agreed performance management measures, self evaluation processes and regular review processes will become a natural part of how CE operates as a Family Service. This will break the cycle of long term services existing because it is what we have traditionally delivered. As needs change so will our response, the services we both commission and deliver will be ones that are genuinely going to make a difference to children and their families; some of these services may only need to be accessed for a limited period, others will require longer term support. Through effective performance management we will know that what we are delivering is making a difference.

The approach we take will be based around the commissioning cycle of understand, plan, do, review.

A rationale for commissioning children, young people and family services

Commissioning is about ensuring the right people and services are in the right place at the right time for all children, young people and families. It is the overall approach by which services are planned, investment decisions are made, delivery is ensured and effectiveness is reviewed.

Commissioning continues to be seen as an important process for securing better outcomes and meeting increasing budget pressures. Commissioning is all about the most effective and efficient way of using all the available resources to improve outcomes for children, young people and their families.



(Commissioning Support Programme 2010)ⁱ

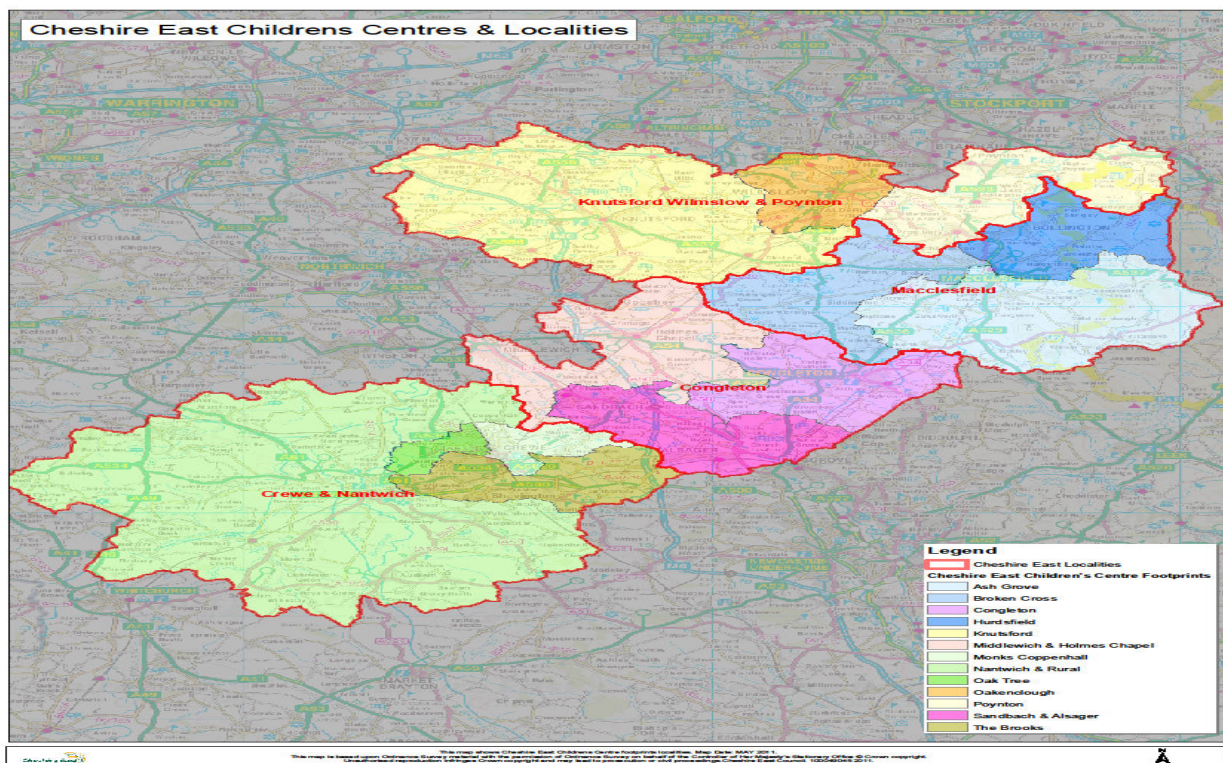
Promise

Performance Management and the cycle of commissioning will be the cornerstone to improving outcomes

Cheshire East Family Services will use an operational model which allows for the effective and agile deployment of resources

As part of the development of CEFS we have undertaken a piece of work to look at the best way of delivering our services to address different levels of need. What has transpired as we begin to deploy our resources is a natural emergence of four localities within Cheshire East.

These localities are not set in stone but what they do provide is a framework which will allow us to do our business in an efficient and manageable way. Cheshire East is such a large locality that to attempt to deliver services as a whole would go against the very essence of our vision: we want to provide services that are targeted and needs led. We know that across Cheshire East there are differences in the demographics and make up of our communities. Having a framework that allows us to be that bit more local and targeted is, we believe, a sensible approach. This does not mean that services, resource and staff will be anchored to one locality; our aim is to be flexible and responsive. We recognise and will respond to the fluidity of life; when communities face challenges we will be able to respond rapidly and appropriately.



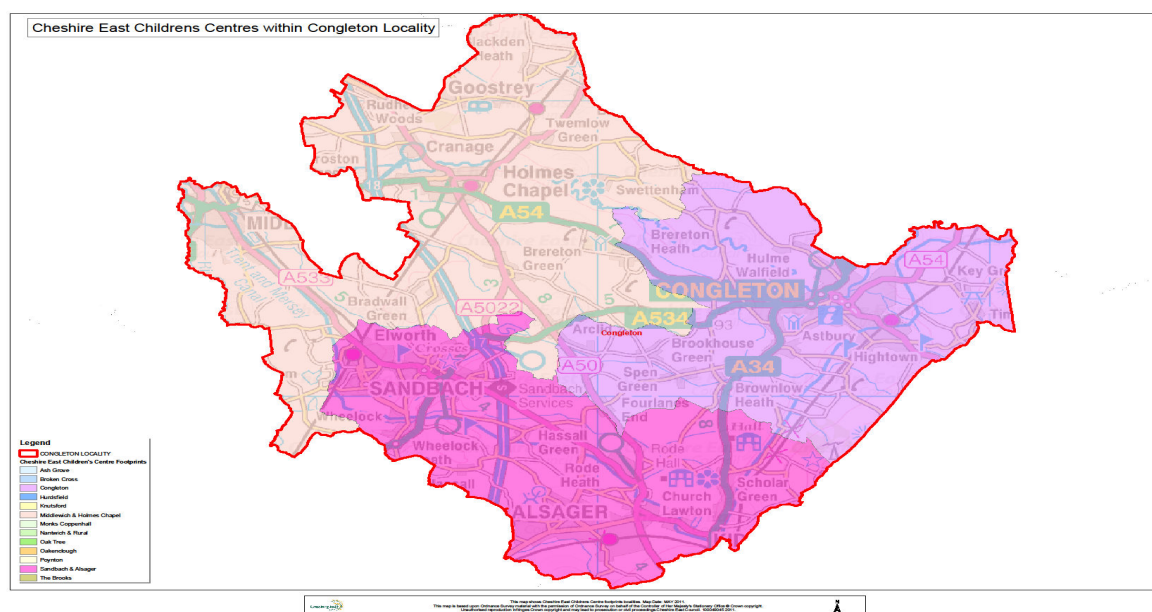
Promise

Our localities developments will provide a framework to utilise our resources as efficiently as possible and will take account of multi agency needs

Each of the localities that have emerged has different demographics; different strengths and different challenges. The tables below show the make up of each of the four localities. Understanding this data supports the reasoning for working with a locality approach.

Congleton locality

This covers Congleton, Buglawton, West Heath, Rode Heath, Scholar Green, Elworth, Alsager, Holmes Chapel, Sandbach and Middlewich.



A number of proxy indicators have been used to establish a general locality area specifically for Congleton. These include:

Population indicators – the **Congleton** locality comprises of a population of **92,800** of which **1,900** are of **nursery age**, **4,500** are of **primary school age** and **6,400** are of **high school age**. The totality of this locality includes **7 High Schools, 33 Primary Schools, 3 Children's Centres, 2 Family Centres, Connexions Hub (Sandbach) and a range of voluntary, community and faith sector providers**.

Furthermore when using information re **Anti Social Behaviour and Crime Indicators**, we note that there were **1,264** reported incidents of **anti social behaviour** in April 2010-March 2011 and the first time entrants rate to the Criminal Justice system per 100,000 is 1,388.

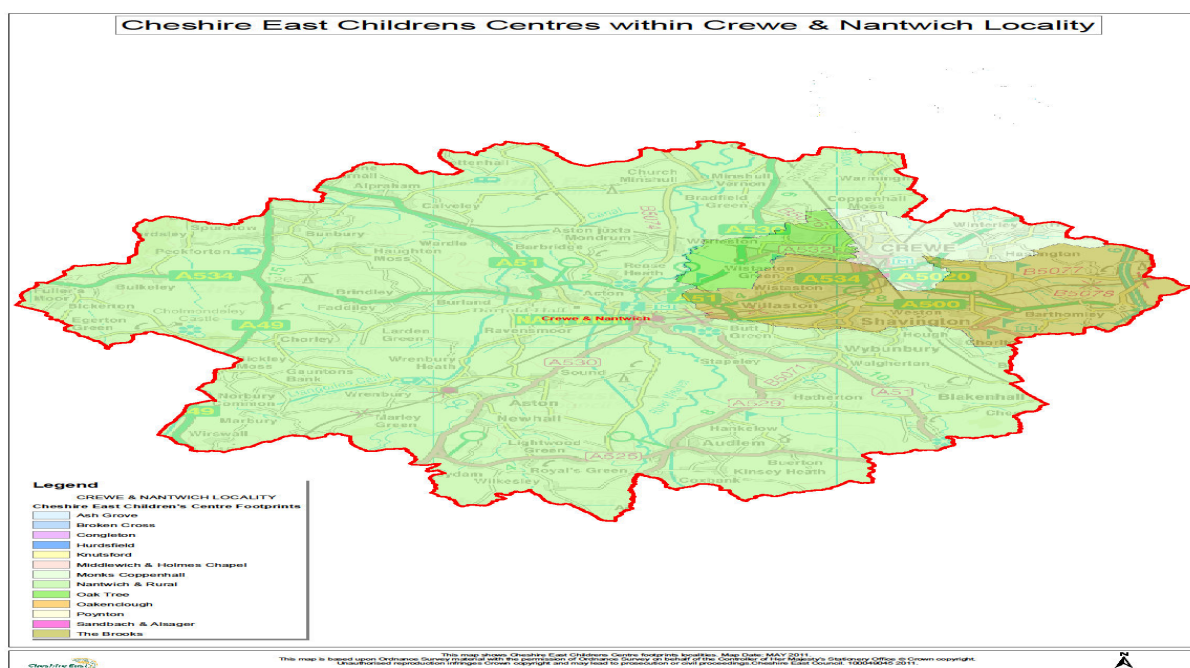
Indicators of Social Care and CAF result in **132** referrals to the **CAT team** of which **97** lead to an **initial assessment**. For **CAF** there are currently **81** cases which are open to **CAF** of which **64** are aged **0-10** and **17** are aged **11-19**.

Health indicators show that the teenage conception rate is **24 per 1000** females aged **15-17 years**. The number of young people not in employment, education and training as of March 2011 stood at **91 young people**.

This information which is not exhaustive will be used to measure activity, outcomes and establish baselines which still heavily influence the Locality Action Plan.

Crewe and Nantwich locality

This cover covers Crewe, Nantwich, Audlem, Wrenbury, Haslington, Shavington, Coppenhall, Wistaston and Wynbunbury.



A number of proxy indicators have been used to establish a general locality area specifically for Crewe and Nantwich. These include:

Population indicators – the **Crewe and Nantwich** locality comprises of a population of **116,400** of which **2,800** are of **nursery age**, **8,200** are of **primary school age** and **10,000** are of **high school age**. The totality of this locality includes **7 High Schools, 38 Primary Schools, 2 Special Schools, 4 Children's Centres, 1 Family Centre, Connexions Hub (Crewe) and a range of voluntary, community and faith sector providers**.

Furthermore when using information re Anti Social Behaviour and Crime Indicators, we note that there were **1,674** reported incidents of **anti social behaviour** in April 2010-March 2011 and the first time entrants rate to the Criminal Justice system pc 100,000 is **3,321**.

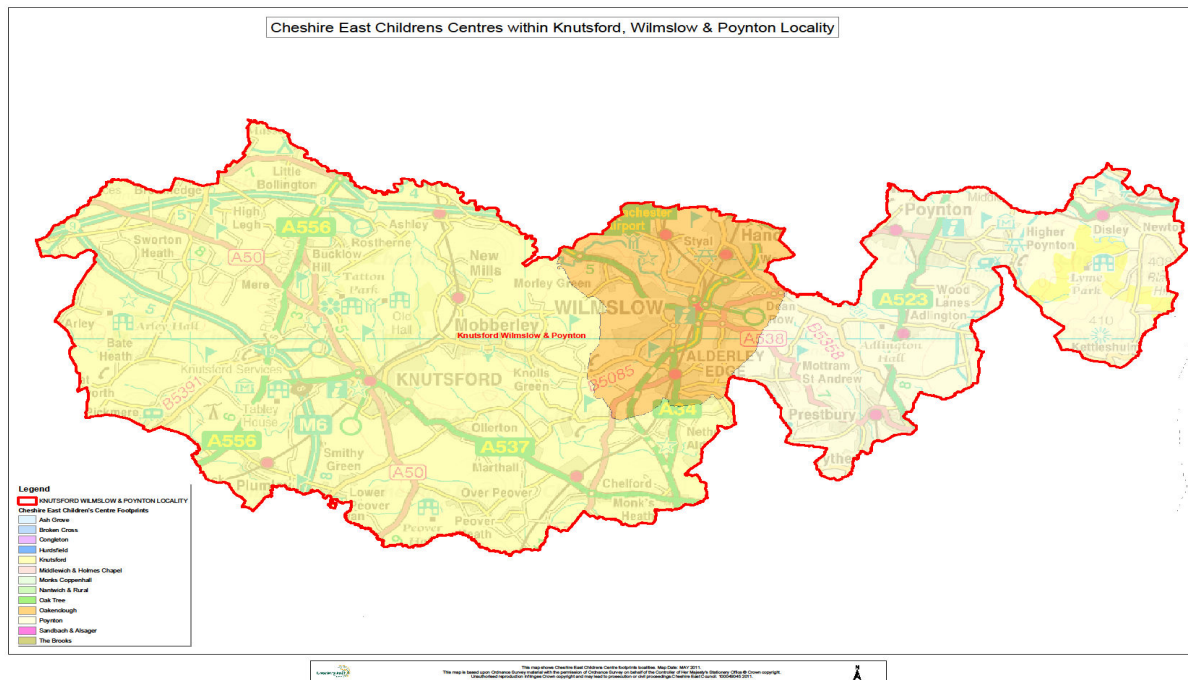
Indicators of Social Care and CAF result in **310** referrals to the **CAT team** of which **178** lead to an **initial assessment**. For **CAF** there are currently **248** cases which are open to **CAF** of which **166** are aged **0-10** and **82** are aged **11-19**.

Health indicators show that the teenage conception rate of **37 per 1000** females aged **15-17 years**. The number of young people not in employment, education and training as of March 2011 stood at **247 young people**.

This information, which is not exhaustive, will be used to measure activity, outcomes and establish baselines which still heavily influence the Locality Action Plan.

Wilmslow, Knutsford & Poynton locality

This covers Newton, Disley, Poynton, Adlington, Handforth, Dean Row, Wilmslow, Alderley Edge, Mobberley, Knutsford and High Leigh.



A number of proxy indicators have been used to establish a general locality area specifically for Wilmslow, Knutsford & Poynton. These include:

Population indicators – the Wilmslow, Knutsford & Poynton locality comprises of a population of **81,200** of which **1,700** are of **nursery age**. **5,600** are of **primary school age** and **7,000** are of **high school age**. The totality of this locality includes **3 High Schools**, **29 Primary Schools**, **1 Special School**, **3 Children's Centres**, **1 Open Arms Project (Colshaw)** and **1 Welcome Café (Knutsford)**.

Furthermore when using information re Anti Social Behaviour and Crime Indicators, we note that there were **622** reported incidents of **anti social behaviour** in April 2010-March 2011 and the first time entrants rate to the Criminal Justice system pc 100,000 is **649**.

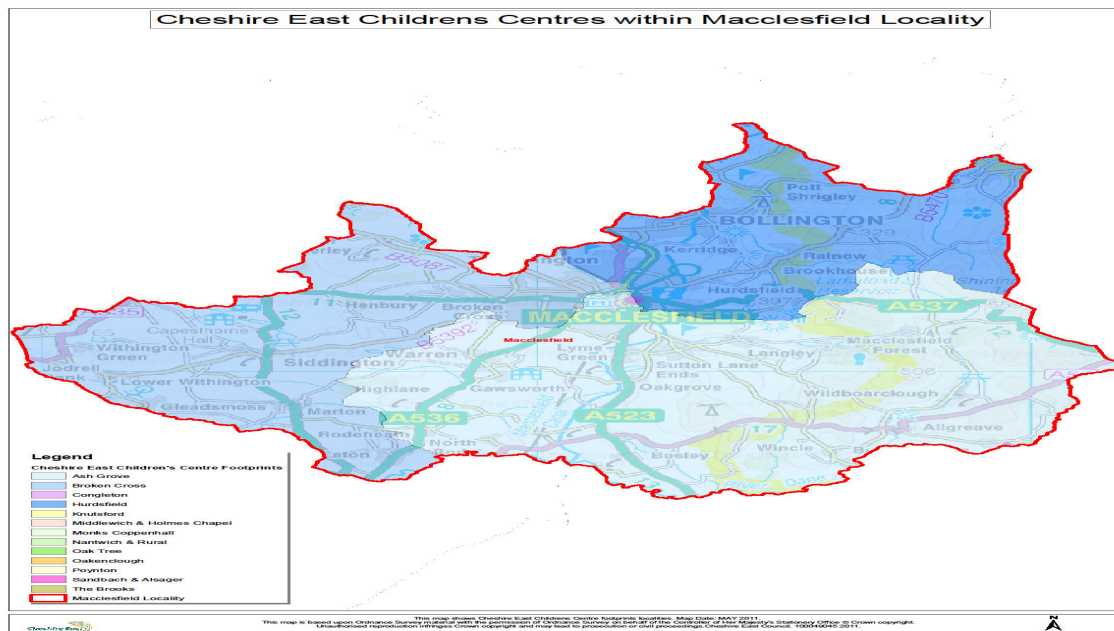
Indicators of Social Care and CAF result in **73** referrals to the **CAT team** of which **43** lead to an **initial assessment**. For **CAF** there are currently **88** cases which are open to **CAF** of which **70** are aged **0-10** and **18** are aged **11-19**.

Health indicators show that the teenage conception rate of **14 per 1000** females aged **15-17 years**. The number of young people not in employment, education and training as of March 2011 stood at **38 young people**.

This information which is not exhaustive will be used to measure activity, outcomes and establish baselines which still heavily influence the Locality Action Plan.

Macclesfield

This covers Macclesfield, Pott Shrigley, Bollington, Rainow, Kettleshulme, Tytherington, Moss Rose, Hurdsfield, Weston, Broken Cross, Chelford, Bosley and Wincle.



A number of proxy indicators have been used to establish a general locality area specifically for Macclesfield. These include:

Population indicators – the Macclesfield locality comprises of a population of **67,600** of which **1,500** are of **nursery age**. **4,500** are of **primary school age** and **5,700** are of **high school age**. The totality of this locality includes **4 High Schools, 26 Primary Schools, 1 Special School, 3 Children’s Centres, 1 Family Centre (Hurdsfield), Connexions Hub (Macclesfield), Just Drop-In (Macclesfield) and Cre8 Youth Project (Moss Rose).**

Furthermore when using information re Anti Social Behaviour and Crime Indicators, we note that there were **1,013** reported incidents of **anti social behaviour** in April 2010-March 2011 and the first time entrants rate to the Criminal Justice system pc 100,000 is **1,511**.

Indicators of Social Care and CAF result in **122** referrals to the **CAT team** of which **70** lead to an **initial assessment**. For **CAF** there are currently **121** cases which are open to **CAF** of which **101** are aged **0-10** and **20** are aged **11-19**.

Health indicators show that the teenage conception rate of **32 per 1000** females aged **15-17 years**. The number of young people not in employment, education and training as of March 2011 stood at **102 young people**.

This information which is not exhaustive will be used to measure activity, outcomes and establish baselines which still heavily influence the Locality Action Plan.

Implementation Plan June 2011 – December 2011

Key Work Stream	Action	Product	When	Who
CEFS is committed to multi-agency partnership working	<p>Consultation / Briefing event with partner agencies – share the vision</p> <p>Explore opportunities for co-location</p> <p>Agree joint training sessions</p> <p>Identify and share commissioning intentions</p> <p>Work with Children's Trust to implement joint commissioning priorities</p>	<p>Multi agency teams developed underpinned by a proactive, collaborative and supportive approach</p> <p>Joint Training Programme delivered</p> <p>Total contract value from CEFS with VCS at least maintained until March 2013</p>	Dec 2011	Tony Crane
CEFS will publish a core offer of programme activities	<p>Map current activity delivery activity</p> <p>Research evidence based programmes and activities</p> <p>Family Service activities agreed</p>	A published core offer of programmes; publicised through the Cheshire East website and shared extensively with families and partners	Sept 2011	Debbie Watson
CEFS will have a clearly defined front door to improve access to services	<p>Design of pathway</p> <p>Invest in new model for Information and access</p> <p>Agree model to include co-location with CAT</p>	A clearly defined referral and integrated pathway agreed with and shared with our partner agencies and publicised through the website	Sept 2011	Tilly Heigh

CEFS will have a consistent set of working policies, practices and procedures	<p>Agreement of practice – articulated through guidance</p> <p>Agreement on procedures – articulated through guidance</p> <p>Review of existing policies</p> <p>Refresh and or new policies</p>	CEFS Practice Manual will include policy, practice and procedures that will be discussed in team meetings, understood and implemented	August 2011	Helen Brookes
CEFS will invest in a comprehensive staff development programme	<p>Map existing training and development opportunities</p> <p>Identify good practice and any development gaps</p> <p>Training and development calendar</p> <p>Development calendar – e.g. shadowing, mentoring, job swap, action learning,</p>	CEFS Training and Development Calendar, complete with a range of opportunities that is regularly updated, reviewed and accessible to all staff	August 2011	Mark Stanley
CEFS will deploy a range of effective and innovative communication methods for families, staff and other agencies	<p>Consultation mechanisms agreed</p> <p>Communication plan developed</p> <p>Review and mapping of existing communication methods / successes</p>	An effective communication strategy and approach that is understood and accessible to all. Creative use of social media to improve information methods	July 2011	Tilly Heigh
CEFS will fully adopt the process of commissioning and effective performance management	<p>Report card developed</p> <p>Commissioning strategy</p> <p>Calendar of monitor and review activity</p>	<p>CEFS report card developed</p> <p>CEFS Commissioning Action Plan agreed as part of wider Commissioning Strategy.</p>	Sept 2011	Tony Crane

CEFS will use an operational model which allows for the effective and agile employment of resources	<p>Locality areas agreed</p> <p>Operational structure including staff roles and functions outlined</p> <p>Mapping of existing resources within each area.</p> <p>Locality Action Plans developed including accommodation plan developed</p>	CEFS early intervention locality model fully operational.	Sept 2011	Tony Crane
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