

Early Intervention: Policy into Practice in Children's Services

Education of vulnerable children – A joint strategy

1. Introduction

The purpose of this paper is to draw together the threads which currently make up our approach to Early Intervention and highlight what Warwickshire's approach should be over the next 2 years in children's services. A further paper will explore early intervention with adults who need help with independent living.

In addition, the paper will be used in conjunction with briefings for members, stakeholders, our partners, and children, young people and families to explain

- Targeted support for young people
- Targeted support for families and parents
- School based support and multi-disciplinary processes

This paper is written in the context of the Children's Trust vision which is:

"Our vision is that every child and young person, including those who are vulnerable and disadvantaged, has the greatest possible opportunity to be the best that they can be."

Our principles, in partnership are Ambition for every child and young person, Participation of parents, families and children in the design of our services and Effectiveness in how we train and support all our staff.

2. National Context

The strategic shift towards prevention and early intervention is recognised in key policy areas such as health and social care as well as children's services. The Early Intervention Grant has enabled strategic planning of grant resources rather than single funding streams with individual sets of targets, outcomes and external monitoring.

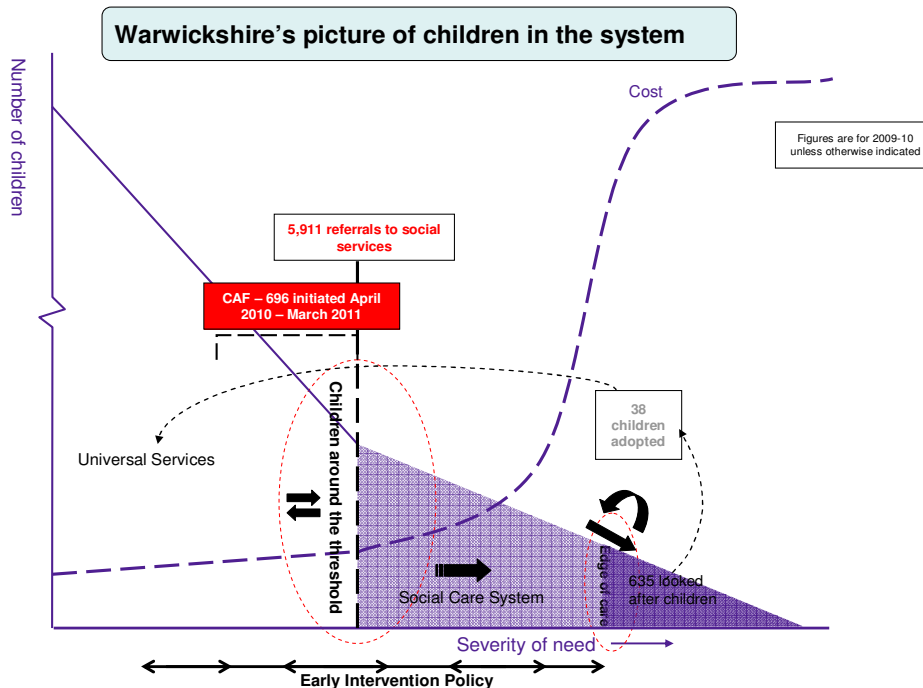
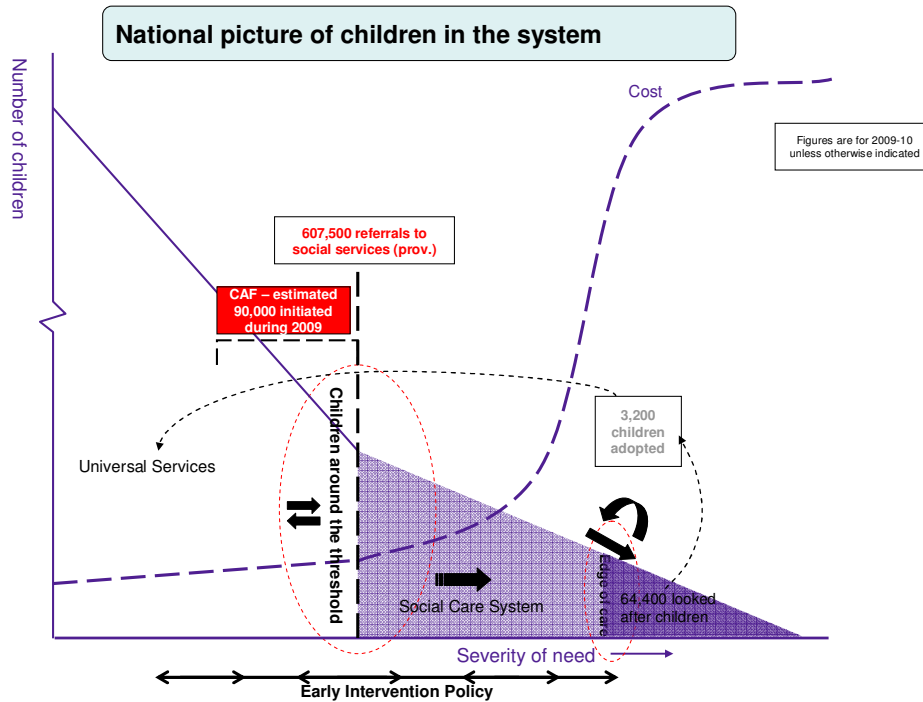
Nationally early intervention approaches have been given a very high profile in Graham Allen's Review Early Intervention: The Next Steps, and Frank Field's Review of The Foundation Years: Preventing Poor Children become Poor Adults. Changes in the government approach in the last few years has seen an important emphasis on early identification, joint working across agencies and agreement on shared responsibility for the outcomes. The Allen Review concentrated on the neediest, promoting an anti-poverty approach through ensuring works pays and renewing interest in evidenced based approaches to supporting families.

C4EO produced Grasping the Nettle: early intervention for children, families and communities in October 2010. This is a significant practice guide to the challenges and opportunities in supporting children, families and communities through early intervention and, most importantly, uses local, national and international practice as examples of what works and what is effective.

Most recently, the Munro Review, the recommendations of which are yet to be accepted by the government, also extols the significant impact that early help and early intervention approaches can have on a child's life and places them firmly at the heart of our thinking on how we should offer support to families.

The Department of Health had widely publicised the importance of supporting families with its strategy to increase the number of health visitors to 4,200 by 2015.

Finally, Early Intervention is a key policy drive in the Department for Educations, set out in, “Productive Children’s Services’: A New Model” and known colloquially as “the wedge”.



The concept of the wedge is that by ensuring capacity in our universal services, such as schools, health visitors and children’s centres, we can identify problems early and support inter-agency services to improve the life chances of the child or young person. By offering family intervention services we can ameliorate the position they are in and improve the

outcomes for the children and young people, and prevent an escalation of costs to society later on.

In Warwickshire we already have evidence that these approaches work eg. evaluation the Nuneaton Family Intervention Project, the Local Authorities Research Consortium 3 and the CEDAR (Warwick University) evaluation of Warwickshire's approach to Triple P (a programme of support for parents).

We have many ways to identify that we are improving outcomes and we need to establish measures which we would expect to see if this is working. These might include a reduction in young people needing specialist provision which impacts on the current budget for SEBD provision and reduction in the number of exclusions. Qualitative measures include case studies which all services use.

3. Local Context

- Why are we adopting early intervention approaches?

Evidence from C4EO, who commissioned the Wave Trust to undertake a review on international practice and from reviewing national validated practice demonstrates that early intervention works when –

It is appropriate
Applied well
Identification has been timely and early

The wealth of practice shows that the greatest impact in improving outcomes in a child's life occurs when the intervention has been as early as possible.

- What do we mean by the term early intervention?

In Warwickshire we have taken as our definition the following,

“intervening early and as soon as possible to tackle problems emerging for children, young people and their families or with a population most at risk of developing problems. Early Intervention may occur at any point in a child or young person's life...”

- How should we approach developing early intervention approaches so they are co-ordinated in Warwickshire?

Key steps need to be in place to ensure we are making the maximum opportunities available to children and young people and our partners to improve outcomes.

Many of the key steps are part of the commissioning cycle which we have in place – namely – know your population, review outcomes and focus on improving them and develop strong multi-agency and multi-disciplinary partnerships. Work directly with children, young people and families as part of the service review.

The programme began with CYPF Directorate and then forward in the People Group is going to achieve the important element of integrated working by developing locally based, multidisciplinary teams who will know their areas and allocate resources where they are most needed. This will be fertile ground for early intervention approaches.

In addition, other key elements are

- shared vision of what we are aiming to achieve
- clear understanding of needs and identification of gaps
- clear and consistent messages to staff and families about improving outcomes
- embedding CAF as our universal tool for ensuring an appreciative holistic assessment of need and coherent action with a child and family
- underpinning workforce development

Ultimately, this will work where we build strong relationships with our partners and trusted relationships with families. The Health and Well-Being Board gives us an opportunity to renew and review relationships with Health.

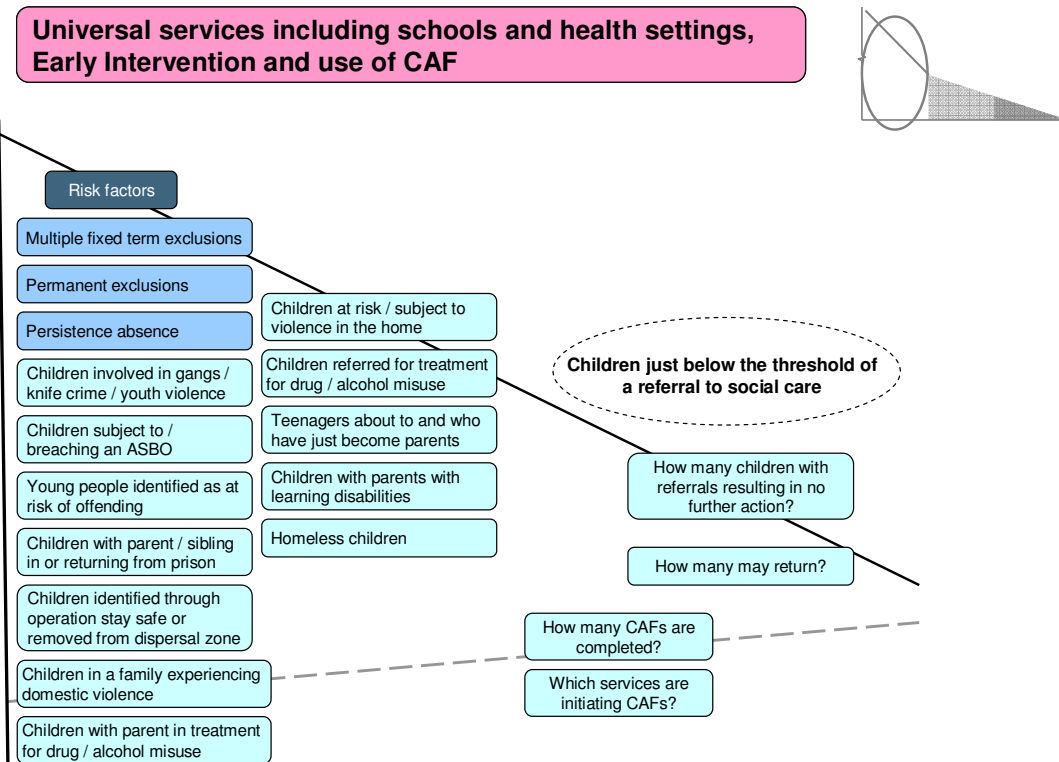
4. Are we making a strategic shift to prevention and early intervention?

Prevention is about stopping a problem from arising in the first place and early intervention is aimed at halting a problem already evident.

In our strategies we aim to

- identify the risk factors which are prevalent amongst our children and young people
- identify those children who are coming into the system needing additional support
- co- produce positive outcomes for those children through timely and appropriate actions co-ordinated through the common assessment framework (CAF)

There are a number of risk factors and when they become cumulative, additional support is needed outside of the universal setting.



By working cross agency and combining data eg. through the Joint Strategic Needs Assessment, we can target the children, young people and families who need extra support. Thus, by intervening earlier, we prevent families needing more complex and high cost services.

By using our local multi-disciplinary teams, we can focus on those families most in need. Children, on the edge of care, and their families, have particular needs which the Family Intervention Project and Family Group Conferencing teams are designed to support.

We are aligned with social care colleagues to identify alternative strategies for children on the edge of care through the Dartington Research project.

The Common Assessment Framework (CAF) is embedded in our strategic approach to reducing exclusion and supporting schools and families where a child's placement is at risk. Schools are our key partners in initiating CAFs and in helping to ensure that the right interventions are put in place that enable restoration and needs to be met. The Review of Special Educational Needs takes into account early intervention approaches and use of the CAF.

5. Early Intervention Grant

A strategic approach has been taken to allocating resources from the Early Intervention Grant and this was reported and agreed by Council on 29 March 2011.

The Group is experiencing a reduction overall in grants of £7.49m in 2011-12 (of which £2.3m was already cut mid-year in 2010-11). By 2013, the strategic approach will be to commission approaches which support

Timely Targeted Interventions

- Children's social care
- Supporting and engaging families
- Support to primary and secondary schools
- Targeted support for young people
- Positive destinations

Early Years

- Early years
- Sure Start Children's Centres
- Early learning and childcare for 2 year olds

Transition

- Building resilience
- Information, Advice and Guidance
- Raising aspirations

Resources will be commissioned across themes to improve outcomes and the move to locally based multi-disciplinary teams will support targeted approaches.

To determine a future early intervention model, the approach being taken is to consider key strategy areas, both in terms of outcome and cost benefits, to determine areas where early intervention measures should be targeted to realise the most benefit to children and young people. Any targeted support and interventions will be evidence based and prioritised to achieve clear benefits across core areas of services.

Due to the scale of the reductions and the level of transformation that is proposed, it is recognised that the longer term strategy and direction will not be delivered in one year. A programme approach is being adopted to ensure the successful transformation from the existing arrangements to the newly prioritised early intervention measures.

We anticipate that as the strategic commissioning reviews are undertaken, evidence based approaches will become the main way we commission services, The grant can also be used to support the commissioning of services required as part of the Children on the Edge of Care Project (Appendix A).

Our core offer of services, outside our statutory responsibility, also needs further clarification in the current environment to ensure it matches early intervention approaches.

This particularly applies to services contributing to the Common Assessment Framework (CAF) and taking in a lead professional role.

6. Early Intervention Business Unit

The Business Unit has been established as part of the Council's reorganisation to meet the needs of the changes required and the savings plan.

The Division has, in the context of the council's aims and ambitions, a business plan which sets out the following principles

- That outcomes are co produced and that we need to develop the joint capacity for children, young people and their families to meet their needs
- That services should be shaped by a strengths based approach
- That we should target support where it is needed most

Locally based multi disciplinary working in partnership with schools and other universal settings is of fundamental importance in achieving the above

Our priorities are emerging as follows –

- To develop evidence based programmes in the early years building on experience of Family Intervention Project and Family Nurse Partnership (children's centres are critical to this).
- To focus on parenting programmes, using Triple P, where we see the most impact and build relationships with services in social care.
- To embed CAF so that we can continue to appreciate children and young peoples' needs and circumstances in the broadest terms and co-ordinate multi-agency responses and support plans.
- To target support for families and young people, strengthening CAF and adopting post Munro assessment role.
- To target support so vulnerable children can stay and succeed in school.
- To work with children, young people and families so that they fulfil their potential and ambitions and so avoid becoming NEET (Not in education, employment or training) and excluded from society.

There are three strategic lead areas in the Division

- Targeted Support for Young People
- Targeted Support for Parents and Teachers
- Support for Schools and CAF (Common Assessment Framework)

A service manager leads on the strategic development of each of these areas and manages one of 3 areas of the County – North, East and South.

For more detail of these strategic areas, please see Appendix B.

Elizabeth Featherstone
Head of Service - Early Intervention

Warwickshire Approaches to Early Intervention

1. Early Intervention, using the CAF process and its cost effectiveness: LARC 3 Report (Local Authority Research Consortium) February 2011

Evidence shows that the use of CAF process to intervene early is an effective way to support the improvement of outcomes for individual young people and families. It may also avoid future more costly outcomes for local and national government in the region of £55,500 to £128,000. The cost of CAFs is similar to those in other Authorities and CAF Officers and CAF Family Support Workers are viewed favourably by families and practitioners and seen as knowledgeable, skilful and supportive. Further consultation will be given to developing evidenced based programmes as part of the CAF process. CAF is integral in our approach to support vulnerable children to stay in and succeed in school.

2. Evaluation of Triple P (Positive Parenting Program) by CEDAR (Centre for Educational Development, Appraisal and Research) (Warwick University)

CEDAR – Warwick University was commissioned to research whether or not evidenced based parenting programmes could be effectively rolled out across a whole country.

Their brief was to check if there were any programme differences, factors that influence successful implementation on this scale and implications for policy and practice.

The study covered 47 LAs and look at pre and post course measures of parenting style (over reactivity, laxness) parent mental well being and child behaviour using one of 8 evidenced based parenting programme, 4 of which gave sufficient analysis from the questionnaire data (Triple P, Incredible Years, Strengthening Families, Strengthening Communities and strengthening Families programme 10 -14.

Warwickshire has used Triple P for it's roll out of funded parenting training.

Overall findings

- All 4 programmes were effective (with some difference between them)
- Triple P was deemed as achieving the greatest difference to all 3 parent outcomes and Triple P most effective at reducing conduct problems
- Large variation between LAs in numbers of parents supported – cost effectiveness varied as a result
- Average cost per parent was £1658, lowest cost was £534 in one LA
- Very successful Government initiative and clear evidence in support of use of these programmes by LAs
- Research showed that the “right” parents and children were targeted (more vulnerable)
- Follow up after one year – post course benefits were maintained after one year after the course ended
- Interestingly, non graduate course facilitators were associated with greater improvement than graduate led facilitators for parent well being and non graduate lead facilitators with no parenting programme training or delivery experience prior to that gained on PEIP

LA factors in successful roll out included – strategic leadership and operational co-ordination (where these were not in place the PEIP was less efficient)

Warwickshire was a very successful LA in the delivery of the PEIP (see additional graphs)

(Full copy of the PEIP report is available on the DfE website)

3. Evaluation of Family Intervention Project, Nuneaton

The Family Intervention Project is a multi-agency partnership, funded by grant and partners including health, police, the borough and the County Council.

The project has worked with more than 20 families with complex multiple difficulties; substance misuse, child protection concerns, anti social behaviour, mental health needs, parenting difficulties, debt, domestic abuse, exclusion and school attendance difficulties and housing problems.

The Project is able to evidence the outcomes of intervention using this model of intensive intervention in financial terms for agencies in qualitative outcomes for family members and in improvements for the community.

The qualitative impact is secure and includes; empowered parent/ carers who are able to manage their parenting responsibilities more effectively, improved outcomes for families in the future and a decrease in the behaviour previously displayed which caused distress and frustration to the wider community.

4. Family Group Conferencing

A Family Group Conference is a decision making and planning process for a family and its wider family network. They make plans and decisions for, and with, their children and young people, when it has been identified, either by the family or by service providers that they are in need of a plan that will safeguard and promote their welfare.

During April 2010 to March 2011, the service has worked with 61 families, addressing the short and long term concerns of 104 children, 405 family members attended meetings.

The families, referred via Social Care teams and the CAF process, have complex issues to resolve including finding alternate permanent care for their family children, managing neglect, substance misuse, family breakdown.

The FGC process offers an alternative decision making forum for children and young people who are at risk of accommodation, focusing on the problem not the person. There is a reduction of dependency on specialist services and ongoing intensive support by increasing family capacity and resilience. Family involvement in decision-making is key, as is, their ownership of child-centred responsibility for finding safe solutions and decision making.

Families work on improving relationship skills and problem solving abilities, often reconsidering their approach to discipline, positive attention and supervision practices. We recorded positive impact on family communication, school attendance, home and family life with a reduction in risky behaviour with peers and in the family home.

The positive outcomes for children and young people in kinship, foster care or adoptive homes were reflected by an increase in placement stability and improvement in their relationships with those caring for them.

5. Children on the Edge of Care

Dartington Social Research Unit (SRU) is a charity established to improve outcomes for children through the rigorous application of research using innovative approaches to development and dissemination. The charity is a company limited by guarantee and registered with the UK Charity Commission.

Dartington Social Research Unit will work alongside staff from Warwickshire Children's services to plan and implement a strategy to reduce the total number of children in care. This will comprise (a) robust management of system dynamics including steps to reduce the number of entrants to care, reduce length of stay and increase exits from care; (b) judicious identification of children eligible to enter care under normal circumstances to be diverted by random assignment to evidence-based programmes in the community, and (c) monitoring and management of the funds to pay for current and future investment in evidence-based programmes.

SRU will secure external funds to evaluate the impact of the strategy. Its main function will be to measure high level developmental outcomes of the children randomly assigned to remain in care and those assigned to evidence based programmes to see if the children prevented from accessing care are better or worse off than those that entered care.

SRU will work with staff in Warwickshire to develop a communication plan and risk management plan to ensure that the project has the best possible chance of success.

6. Family Nurse Partnership

The Family Nurse Partnership initiative provides intensive support for parents under the age of 20, from the early stages of pregnancy right through to their child's second birthday.

Five Warwickshire family nurses have been employed to carry out the scheme, which will offer advice to young parents on health during pregnancy, support them in development of their parenting skills and offer tips on living a healthy lifestyle.

We will complete recruitment at the end of July 2011. Early indicators show we are reaching our targets on numbers, and clients with vulnerability i.e. smoking and NEET figures, although we have not yet had any data on outcomes. I have tried to include some statistics that might help below. Initiation of breast feeding looks promising although there is no comparative data as yet. We also have relatively small numbers of low birth weight babies. We will receive our first report from the DOH in October, 2011. Clients generally are engaging well with the service and we are meeting our fidelity goals on the whole.

Parents have been recruited to the programme as of July 2011 and there is already evidence to show that there have been some positive outcomes, for example high numbers of breast feeding initiation, low numbers of low birth weight babies see table below:

	Numbers	Percentage
Clients enrolled on FNP	90	90%
Clients initiating breast feeding		57%
Clients not in education, employment or training at pregnancy intake	35	41%
Clients smoking at pregnancy intake	37	46%
Clients drinking 1 unit of alcohol or more at pregnancy intake	8	9%
Clients with BMI >30	8	9%
Clients with BMI >35	2	2%
Babies Birth Weight < 2.6kg	2	10%

7. Pupil Reintegration Unit

A major transformation is underway for children and young people whose learning needs may not be met and become at risk of exclusion or excluded. In partnership with Area Behaviour Partnerships in secondary schools, we have established as a pilot, to promote the use of DSG resources before a serious problem arises. Schools will develop approaches and commission their own provision to meet the needs of the young people as a collaborative commissioning partnership. Similarly, the primary strategy commissions the Early Intervention Service and primary clusters to support children in a different way, using evidence based on Warwickshire’s nurture groups and CAF.

Early Intervention and Family Support Division

A. Transforming Services for Young People: Targeted Support

1. Context and Background

Targeted support for young people is part of the Early Intervention and Family Support Division in the People Group.

We know from national data and the local Joint Strategic Needs Assessment that where children and young people face multiple disadvantages they are at a greater risk of negative outcomes. Multiple disadvantages include –

- Poor attainment at school (Maths and English)
- At risk of, or excluded from school
- Not seeing friends regularly or never goes to organised social activities
- In trouble with police
- Poor health choices, including sexual health, alcohol and substance misuse
- Children at risk of family breakdown / becoming homeless

Parents' experience of life is also hugely important as is housing, employment, transport and healthcare issues.

According to the most recent Government statistics, Nuneaton and Bedworth is the most deprived Borough in Warwickshire containing six areas that fall within the most deprived areas nationally. The data also shows that there are small pockets of deprivation spread throughout the county.

The Communities and Local Governments' measure of CYP outcomes, the Child Well-being Index identifies several areas where there is a notable need within the urban localities of Warwickshire, particularly Camp Hill & Galley Common and Abbey & Wembrook.

2. These are the outcomes we would expect to see –

Young people have increased self esteem and confidence, improved emotional well being and experience better relationships with their families, peers and adults.

Young people are engaged in school, learning or employment and have high aspirations for themselves.

If these outcomes were achieved, this would mean that young people participated in a range of activities, especially in areas of disadvantage and that support was available for those who were vulnerable, to meet their needs.

We would expect to see –

- Increased participation and resilience of all 13-19 year olds
- Reducing numbers of young people using drugs, alcohol or volatile substances and first time entrants to youth justice system.
- Reduce the percentage of 16-18 year olds not in education, employment or training (NEET)
- Participation in positive activities (reduction in anti social behaviour)

3. Priorities for Targeted Support

In order to achieve the identified outcomes, we will continue with the following strands of work

- Provide support for young people through multi-disciplinary local teams working with those most at risk, including looked after children and care leavers, with clear outcomes
- Ensure the important role of enabling young people to have a voice so that they can influence and participate in policy and decision making both now and in the future. This will include VOX Warwickshire Youth Council, UK Members of Youth Parliament and Area Forums and we will integrate our corporate parenting role.
- To support and enable the voluntary sector, particularly through the commissioning of Warwickshire Community and Voluntary Action (WCAVA) and Warwickshire Children and Voluntary Youth Services (WCVYS).
- To continue to develop a motivated and well trained work force who are clear in their purpose.
- Delayed decisions regarding teenage conception and contracting sexually transmitted diseases.

4. Implication of Targeted Support

In the last few months, we have been transferring the services for young people away from a traditional youth and community service to one which, through working with partners, targets support for young people.

Many of you will be involved in some of the changes with regards to the premises review and the reintroduction of youth centres as part of school campus.

However, there is a more fundamental shift in terms of service delivery. Transforming our work into targeted support requires focussing on key outcomes –

- young people have increased self esteem and confidence, improved emotional well being and experience better relationships with their families, peers and adults;
- young people are engaged in school, learning or employment and have high aspirations for themselves;
- young people are making positive contributions to their communities.

Priorities for Targeted Support are

- provide support for young people through multi-disciplinary local teams working with those most at risk, including looked after children and care leavers, with clear outcomes;
- ensure the important role of enabling young people to have a voice so that they can influence and participate in policy and decision making both now and in the future. This will include VOX Warwickshire Youth Council, UK Members of Youth Parliament and Area Forums and we will integrate our corporate parenting role;
- to support and enable the voluntary sector, particularly through the commissioning of Warwickshire Community and Voluntary Action (WCAVA) and Warwickshire Children and Voluntary Youth Services (WCVYS);
- to continue to develop a motivated and well trained work force who are clear in their purpose.

In addition, we will be maintaining 5 centres in the most deprived areas of Warwickshire. Not only will they be available for work with young people but also be part of the council's policy on using buildings for many community based services and access to information. The centres are

- Camp Hill Education Sports & Social (CHESS)
- Hatters Space in Nuneaton
- Lillington Youth Centre
- Studley Youth Centre
- Atherstone Youth Centre

Operations Managers for Targeted Support got young people are as follows

- North – Dave Jones
- Central/ South – Rob Townsend
- East – Steve Bell

The countywide specialist support officer is Cheryl Jones.

B. Early Intervention – School Support and CAF

The Early Intervention Service continues to have a key contact for schools in each area.

The Operations Managers for The Early Intervention Service are as follows:

- North - Secondary - Paul Fellows
- Primary - Linda Gregory
- Stratford - Sarah Dalli
- Warwick - Celia Russell
- East - Joyce Bowley

The service will continue to promote educational achievement and well-being of vulnerable and disadvantaged children. Support is available to schools and the majority are subscribers of the specialist service from these teams as set out in the WES Booklet 2011 - 2012. EIS provides accredited trainers for nationally recognised evidenced based programmes of intervention. These include Team Teach (de escalation and restraint), restorative approaches, Assertive Discipline, Nurture Groups, Learning Support Units, National Programme for School Leaders in Behaviour and Attendance, Fischer Family Trust (literacy) Numicon (numeracy) High Five (writing) cross phase tutoring, accelerated learning and peer mentoring.

The outcomes we expect to see are –

- Fewer exclusions in primary schools
- Fewer exclusions in secondary schools
- Improved behaviour in schools are recorded by Ofsted inspections – good and outstanding
- Improved outcomes for children and young people following CAFs.
- Improved outcomes for children and young people following EIS support

In addition, EIS offers support for the Common Assessment Framework, the CAF Officer Team is led by Adrian Over, the county wide specialist.

CAF Officers are located in areas and will support you in your early intervention strategies. It is the LA policy to provide access to a CAF Officer free at the point of delivery as the Authority has evidence that schools involvement in the CAF process makes a significant and valuable contribution to improving the outcomes of our vulnerable children. This is also the most productive route for establishing whether a child has an entitlement to LA commissioned support from the Early Intervention Service.

The Officers are:

- North Warwickshire – Marina Kitchen
- Nuneaton & Bedworth - Sarah Karagiannis & Lisa Fisher
- Rugby – Emma Wells
- Warwick – Emma Walker
- Stratford – Charlotte Lloyd

If a primary child is at risk of exclusion schools should contact the Early Intervention Service Operations Manager in their area to discuss appropriate support.

C. Family & Parenting Support

It is our priority to have an evidence based approach to Family and Parenting Support. Using Triple P as a multi-faceted vehicle to support parents and families, a recent evaluation by CEDAR at Warwick University found Warwickshire results using Triple P to be very effective for families.

Some of these services are part of Warwickshire's core offer to support vulnerable children and you will be aware of the trading arrangements for the ESW Service. The outcomes we expect to see are –

- Parents can access information and advice when they need it which improved their ability to perform their parenting role.
- Parents are more confident in their parenting role as a result of support from family support workers via the CAF.
- Parents are more confident in handling their children's behaviour and developing skills which can be applied to the whole family.

Services offered free of charge in each area of Warwickshire are:

- Triple P training – free training to anyone working with parents in this accredited evidenced based Parenting Programme available from birth to teens at multi levels to suit parent(s) circumstances.
- Family Information Service – a universal service providing a wide range of information by a variety of methods eg phone, web and outreach etc.
- Family Group Conferencing – another evidence based approach which involves bringing together the family and key community members around a child or young person who is experiencing difficulties. The Family group conference is facilitated by highly trained workers but the family seek to provide their own solutions to the difficulties and take responsibility for the success of outcomes. Available only through CAF or Social Care referral.
- Family Support Workers for CAF (Time 4 You) – Available only through CAF initiation, where the Family Support Meeting identifies the need for Family support.
- Children's Centres – universal services, but focus on targeted work such as delivery of Triple P, Chatter Matters, Payment by results.
- Family Intervention Project (specialist service) – long term, intensive family support for families with multiple problems. Existing programme operational in Nuneaton. New programme developing in Rugby and Warwick district.
- Family Nurse Partnership (specialist service via Health) – evidence based approach for young (teenage) parents giving intensive support antenatally and for the first 2 years of a child's life to ensure improved outcomes.
- The new health visiting service which will be implemented across the country by 2015 includes two elements that link closely to other early intervention

programmes. **Universal Plus** which offers additional services that families may need some of the time – for example care packages for maternal mental health, parenting support and sleep problems. Intervening early to prevent problems developing or worsening; and, **Universal Partnership Plus** for vulnerable families requiring ongoing additional support for a range of special needs (the Family Nurse Partnership is linked to this element). Warwickshire is an Early Implementer Site for the new Health Visiting Service and is on track to implement most of the new offer by 2012.

Key contacts for family and parenting support are as follows – Operations Managers in the

- North
 - Barbara Wallace (Children's Centres)
 - Wendy Rawbone (Family Support)

- South/ Central
 - Gill Bishop (Family Group Conferencing / CAF Family Support)
 - Tim Scott (Family Support/ ESW Service)

- East
 - Caroline Thompson (Family Support/ Triple P)

- The countywide specialist is Michelle Watts.

- The Education Social Work team is now a traded service with schools for attendance issues. There remains a residual prosecution service with the Local Authority. This team is led by Tim Scott