

Report to Children's Select Committee

Title:	Early Help Review
Date:	Tuesday 12 March 2019
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Local members affected:	(All Electoral Divisions)
Portfolio areas affected:	All Portfolio areas

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Summary

The purpose of this report is to share the results of the consultation process, and the proposed changes to the Council's early help services. This includes the locations of future delivery sites and future use of children's centre buildings proposed for closure. The details to support this paper are set out in Appendices 1-5 and as listed below:

- Appendix 1 – Consultation Findings Report
- Appendix 2 – Draft Early Help Strategy
- Appendix 3 – Service Design Proposal
- Appendix 4 – Site Locations Report
- Appendix 5 – Equality Impact Assessment

These were the recommendations which were taken to Cabinet:

1. **To agree the Early Help Strategy as set out in Appendix 2.**
2. **To agree to establish an integrated Family Support Service that will assist children and families to deal with difficulties as early as possible, and reduce the need for statutory social care (see Appendix 3).**
3. **To agree to retaining 16 children's centres across the county for early years provision (as set out in Appendix 4), with the buildings also available for additional use to support families with children 0-19 (up to 25 for children with special educational needs or disabilities). These sites will be renamed as family centres to reflect their wider support role.**
4. **To agree to close 19 children's centres as listed in Appendix 4, and ensure their continuing use for early years and community benefit.**

5. To agree to give delegated authority to the Executive Director for Children's Services, following consultation with the Executive Director for Resources, Cabinet Members for Children's Services and Resources, to:
 - (a) authorise changes in lease agreements for those children's centres to be closed, including agreeing the final use for such buildings;
 - (b) authorise further changes in the location of the premises of children's centres if required, subject to those changes being in accordance with the Early Help Strategy, and following a consultation on the proposals.

A. Narrative setting out the reasons for the decision

Background

1. Early help is about supporting families to do well, stay safe and resolve problems at the earliest possible opportunity, before they become more serious. We know that current services are not reaching those families who need help the most. 15% of the families who accessed the Council's early help services in 2017/18 had an identified need for support. Only 5% of families accessing children's centres, a key part of the Council's early help services, had an identified need for support in 2017/18.
2. We know that too many children are receiving help too late. Over the last five years the Council has seen a 53% increase in children in need; 160% increase in the number of children subject to a child protection plan; and a 14% increase in the number of looked after children. Ofsted highlighted in their 2017 Inspection that early help services in Buckinghamshire need to improve their effectiveness in providing the right support at the first time to help prevent repeat referrals to children's services.
3. We also know that we need to change our services to have the most impact in helping families in need at a time when the Council has less money than ever before. The Council no longer receives any central government Revenue Support Grant. The Council has set a saving target of £3.1 million per annum to be achieved within early help services overall.
4. The County Council supports families through a wide range of services. This review is about services commissioned and/or provided by the Council where there is an immediate opportunity for improved integration and better outcomes. The services in-scope of this review include: the Family Information Service, Family Resilience Service, Youth Service, Children's Centres, and other contracted support for parents and young people.
5. The total current expenditure on in-scope services is £9.5 million per annum. The Council's support for families is much wider than these in-scope services alone. For example, the Council supports youth participation, support for children in households experiencing domestic violence and young carers with expenditure of approximately £630,000 per annum. Significant public health services to support families are also commissioned by the Council, with approximately £7.6 million per annum spent on public health nursing for families via health visiting and school nursing. These services are not in-scope of this review.

The Consultation Process

6. The County Council undertook a range of pre-consultation research prior to going out to formal consultation on proposals. The Council published an options appraisal document which includes an overview of the different evidence considered, as well as a research report and a pre-consultation qualitative research report carried out by BMG Research. The qualitative research included in-depth interviews with residents and partners, as well as a workshop with both groups to ensure their views were included in the design of the proposals. Quantitative research looked at needs, population changes, and the profile of existing service users to inform the development of proposals for change (see background papers for further details).
7. In light of the pre-consultation research, the Council identified three viable options for change to the service delivery model for its early help services. The viable options identified were:
 - Option A – current model with 30-35% reduction across all early help services.
 - Option B – area-based network of family centres.
 - Option C – area-based family outreach only model.
8. BMG Research was commissioned to carry out a consultation survey on behalf of the Council to ensure a robust, fair and independent consultation process. The Council sought views in particular on:
 - The proposed aims for a Council early help service and wider partnership strategy.
 - The viable options for change and any alternative proposals.
 - The priorities for the locations of the proposed family centres.
 - The proposed Council approach for the future use of children's centre buildings which might be closed.
9. A 10 week public consultation took place between 4 October and 13 December 2018. There were approximately 848 engagements as part of the consultation process. This included: 752 survey responses received from residents (717) and organisations (35); and 31 attendees at the public meetings and 53 attendees at drop-in events; and 12 additional written responses.
10. As part of the consultation process three public meetings were held in Aylesbury, Amersham and Wycombe, as well as three drop-in sessions at children's centres. A copy of the independent consultation report provided to the Council is set out in Appendix 1.
11. Promotions of the consultation and survey included:
 - Two press releases.
 - Local radio promotion in English and Hindi.
 - Social media—62 social posts which resulted in approximately 99,000 impressions (displays) and over 1500 engagements (liked/forwarded/commented).
 - Website—215,098 unique page views of the County Council's consultation pages, as well as promotions on the Buckinghamshire Family Information Service webpages.
 - External signature promotion on all staff emails.
 - Editorial in October and November 2018 editions of the 'My Bucks' newsletter.
 - Schools Bulletin promotions.
 - Governors Bulletin promotions.

- Newsletter to all parish councils.
- Emails sent to over 4,000 early help service users.
- Flyers and posters distributed to all GP surgeries, and via electronic screens in waiting areas.
- Promotions at children’s centres through communications to providers and distribution of flyers, posters and hardcopy questionnaires as required.
- Promotions at Youth Centres.
- Promotions at Citizens Advice offices.
- Promotions at Multi-cultural centres (Asian, Nigerian, Caribbean, Polish and South East Asian), Aylesbury and Wycombe, with posters and flyers distributed.
- Cascading information to religious leaders, including via churches and mosques.
- Promotions at Libraries.
- Attendance at seven Local Area Forum meetings.
- Three public meetings held in Aylesbury, Wycombe and Amersham.
- Three drop-in meetings held in Steeple Claydon, Disraeli and Iver Children’s Centres targeted at children’s centre service users, as well as the wider public.
- Communications to all internal Council staff via the Council’s newsletter.

Consultation Findings and Council Response

12. The Council has carefully considered all consultation feedback. A summary of the Council’s response to the key issues arising is set out in the table below:

Consultation Finding	Proposed Response
Approximately two-thirds (66%) of respondents agreed with the aims of the Council’s proposed early help service.	For Cabinet to agree to set up an integrated Family Support Service with the aims as proposed in the consultation (see recommendation 2 of this report).
The majority of respondents (52%) agreed with the Council’s preferred service design option B—a network of family centres.	
More than two-thirds (68%) of respondents agreed with the Council’s aim that children’s centre buildings proposed for closure should continue to be used for community benefit, particularly early years provision.	For Cabinet to agree that those children’s centres to be closed are continued to be used for early years and community benefit (see recommendation 4 of this report).
Some respondents asked for better communications of services to families.	For the new service to be named the ‘Family Support Service’ rather than ‘early help’, as it is easier to understand. To ensure an effective communications plan is in place for launching the new service.
Respondents were concerned that family support would be less accessible if children’s centres were to close, in particular raising concerns about travel distances to family centres.	As part of the implementation of a decision the Council will: Ensure that the Council’s Family Support Service can be accessed through a variety of ways: self-referral; professionals such as GPs, health visitors and schools. Raise awareness about our services with partners and local communities. Improve the Buckinghamshire Family

	Information Service website, through investing in easier navigation and additional online resources, including self-help tools.
Respondents were concerned that it would be harder to identify families in need if children's centres closed.	Set-up three area teams with named officers to work with specific schools and health teams to improve the identification of families in need..
Respondents were concerned about the loss of valued universal community provision.	<p>The new service will include a community links officer in each of the three area teams to help build community capacity.</p> <p>Invest in the Buckinghamshire Family Information Service website to improve signposting to community activities and support for families.</p>
Some respondents expressed concern about the potential impact of children's centre closures on the continuing local accessibility of health service provision.	<p>Whilst health services are not in-scope of this review, it is recognised by the Council that in some areas where children's centres are to be closed it might be necessary for alternative local venues to be used to ensure continuity of access to universal services such as health clinics.</p> <p>Through the consultation process the Council has discussed the possibility of continuing health delivery at sites to be formally closed at children's centres with respective site owners (often schools). These discussions have been positive and on many sites health service delivery is likely to continue unaffected.</p> <p>Following a Cabinet decision, officers will continue to work with health colleagues to ensure effective and timely communication of information to service users.</p>
Many respondents expressed views on proposed sites, and in particular views on retaining specific children's centres.	<p>Some changes to site locations for family centres are proposed to reflect consultation feedback.</p> <p>This includes proposing an additional 2 family centres, bringing the number of retained children's centres across Buckinghamshire from 14 to 16.</p>

13. It is recommended to establish a new integrated Family Support Service with the aims as proposed in the consultation. This would be a significant departure from the range of current services delivered directly by the Council or contracted out. The aims would be to:

- Support vulnerable children and families to enable them to thrive and achieve positive outcomes.
- Integrate services wherever possible to create stronger partnerships which make effective use of all resources and improve family and community resilience.
- Improve access and reduce duplication to enable children and families needing support to tell their story only once.

- Evidence the impact of early help to reduce cost pressures on statutory services.

14. It is also recommended that the Council's preferred consultation proposal for the overall service design model (option B—a network of family centres) is approved. There are three key benefits of an integrated Family Support Service:

a) Targeted support for those in need

- Specialist practitioners in key areas: including special educational needs, domestic abuse, and parenting.
- A pro-active focus on identifying those who can benefit most from early help.
- A named key worker for each family with a support plan to co-ordinate activity to address the family needs, to achieve agreed outcomes and sustain improvements.

b) Improved access to support

- Residents to access services through a variety of ways: including self-referral and via professionals such as GPs, health visitors and schools.
- Open access stay & play sessions for babies & toddlers, held at family centres across the county.
- An enhanced Buckinghamshire Family Information Service website, including new self-help tools online.

c) Better connected

- Three area family support teams working jointly with key partners, particularly schools and health colleagues to identify and support vulnerable families.
- Each school will have named link family support worker to improve early identification and multi-agency early intervention, supporting families with emerging needs.
- Each area family support team to have a dedicated officer to develop community capacity and grow local networks, building independence and resilience.

15. It is proposed that there are 16 family centres across Buckinghamshire to support the continuing local accessibility of services. Families will also be able to access services through a variety of other ways including: via outreach work by family workers who will be delivering support in community venues and family homes, online and telephone advice services.

16. Services will be provided from the family centres to meet the needs of families with children aged 0-19 (up to age 25 for children with special educational needs). This will ensure that the buildings are utilised for supporting families with older children, as well as those with children aged 0-5 (current focus for the existing children's centres).

17. The family centres will also serve as continuing formally designated children's centres with the DfE, reflecting their continuing majority use for early years provision, alongside their wider potential use for activities to support families with older children.

18. The location of the proposed family centres has been determined according to a variety of factors. The full rationale for the determination of each family centre location and proposed children's centre sites for closure is set out in Appendix 4. The key factors considered were:

- The views of public and partners.

- The population needs of different areas.
- Population density.
- Coverage and reach across Buckinghamshire.
- Practical building considerations.

19. In response to consultation feedback, some changes to the proposed locations are put forward. It is proposed to increase the total number of family centres across Buckinghamshire from 14 to 16, with additional family centres (retained children's centres) at Hampden Way, Wycombe and at the Ivers. The rationale for these additional sites is to effectively meet local needs, as well as to maximise the accessibility of family centres.

20. A further change is proposed in High Wycombe. The Council originally proposed to close Disraeli Children's Centre and retain Hamilton Rd Children's Centre as part of the preferred service model option. Following further consideration, it is proposed to instead retain Disraeli Children's Centre and close Hamilton Rd Children's Centre. Consultation feedback indicated strong local support for retaining Disraeli Children's Centre. In addition, evidence on the usage figures showed that Disraeli Children's Centre had more than double the number of unique families in 2017/18 in comparison to Hamilton Rd Children's Centre. Given the relative proximity of the centres (1 mile/20 minutes by foot/10 minutes by bus: google maps), and a desire for an overall geographical spread of centres across Buckinghamshire, it is proposed that only one out of these two centres is required.

21. See table below for summary of site changes following the consultation:

Children's Centre	Consultation Preferred Option	Cabinet Proposal
Hampden Way	Close	Retain
Ivers	Close	Retain
Hamilton Rd	Retain	Close
Disraeli	Close	Retain

B. Other options available, and their pros and cons

22. As set out above, the Council consulted on three viable options for change to its early help services, as well as seeking views on alternatives. The Council considered retaining the same services with no change and this was ruled out from further evaluation prior to the public consultation, as it would not be possible to deliver the Council's ambitions for the new service in supporting families in need nor achievable within the reduced resources available.

23. Option A (retaining the current service model, including all 35 children's centres, with a third reduction in spend across all current early help service areas) is not recommended. This is because evidence indicates that it is highly likely that outcomes for children and young people would not improve.

24. Option C (an outreach only model) is also not recommended. Whilst this model would help ensure resources are targeted at those most in need, it would mean the Council would not have any fixed local delivery sites. There has been strong feedback from the most recent and previous consultations on early help that maintaining a local fixed presence in communities is valued and an important part of a preventative model.

25. A summary of the pros and cons of each of the service design options is set out below:

	Pros	Cons
Option A— Retaining same early help services but less 30-35% service activity/spend.	Maximises the number of fixed buildings in local communities across Buckinghamshire.	A reduction in targeted support to which would lead to overall worse outcomes for children and families. Increased waiting times for families to receive help and increases pressure on statutory social care services.
Option B— A network of family centres	Family centres would offer support to families with older children not just 0-5 years. Resources targeted at families in need to prevent problems becoming worse.	A risk that those communities where a children’s centre is closed that services would be less accessible without alternative arrangements being put in place to mitigate this risk.
Option C—Area outreach model (targeted support only, no open access)	Maximises resources for targeted support.	The lack of any fixed buildings in local communities as a central point for service delivery may lead to missed opportunities for building strong community resilience and partnership working.

26. In the consultation survey, respondents were invited to suggest any alternatives to the viable service design options identified by the Council in two free text questions. The detailed analysis to these questions is set out in the Appendix 1. In response to a general question on any alternatives, the key themes were: a desire for no cuts to be made to children’s centre provision; a request for increased/expanded services; a concern in regard to the accessibility of future services if children’s centres close; suggestions in regard to finances, such as cutting staff costs and increasing income.

27. A further question invited respondents to comment upon any alternative ideas for the delivery of savings. The top themes were: identifying new sources of income/funding; making efficiencies and reducing staff costs.

28. The Council is committed to ensuring a balanced budget is delivered, as well as ensuring value for money from early help services and therefore considers that changes to early help services are vital to improve outcomes for vulnerable children and families. In response to suggestions relating to efficiencies, management efficiencies are built into the design of the staffing model to deliver the proposed service.

29. Some respondents suggested delaying a decision until after the new Unitary Council is formed. This is not considered advisable. Acting now to improve early help services is part of the Council’s Ofsted improvement journey. Delaying a decision would mean that the County Council would be unable to fulfil its duty of care to improve outcomes for children and families.

C. Resource implications

30. The resource implications of this decision are that the Council’s new integrated Family Support Service will be enabled to deliver services to meet the needs of families within the available resources identified in the Council’s Medium Term Financial Plan.

Implementation of the new service model from September 2019, and continuation of the current savings plans will deliver £2.5 million savings in 2019/20 and thereafter £3.1 million year-on-year. The total annual revenue available budget for the Family Support Service is £6.6 million.

31. The set-up costs are estimated to be approximately £350,000 for the Family Support Service, covering ICT, minor building works and staff training. These costs will be met from within the available budget for the service.

D. Value for Money (VfM) Self-Assessment

32. Prior to the consultation the Council considered the value for money of the options for change as part of an options evaluation (see background papers). The evaluation criteria for service options reflected the need for efficiency, economy, and effectiveness in service delivery.
33. The service design model as set out in Appendix 3 to this report provides the best value for money out of the options for change. Nationally there is strong evidence, particularly from the Early Intervention Foundation, that investment in specific targeted early interventions with children and families leads to improved outcomes and reduces longer-term cost pressures on statutory social care.

E. Legal implications

34. There are various duties that are relevant to this decision and the most relevant are highlighted below.
35. Section 11 of the Children Act 2004 which requires the Council and partner agencies to make arrangements for ensuring that their functions are discharged, having regard to the need to safeguard and promote the welfare of children.
36. Statutory guidance in the DfE Working Together to Safeguard Children Guidance 2018. This guidance sets out that early help is more effective in promoting the welfare of children than reacting later. Effective early help relies upon local organisations working together to:
- Identify children and families who would benefit from early help.
 - Undertake an assessment of the need for early help.
 - Provide targeted early help services to address the assessed needs of a child and their family which focuses on activity to improve the outcomes for the child.
37. Section 2B of the National Health Service Act 2006 which places a duty on the Council to take such steps as it considers appropriate for improving the health of the people in its area. Such steps include provision of services or facilities designed to promote healthy living, and provision of information and advice. Having an integrated and effective early help services for children and families supports this overarching public health duty.
38. Under the Childcare Act 2006, the Council has various duties in relation to pre-school and primary school aged children:
- Section 1 places a duty on the Council to improve the wellbeing of children aged 0-5 and to reduce inequalities between them.

- Section 3 requires the Council to ensure that early childhood services are provided in an integrated manner, in order to facilitate access to maximise the benefit to young children and their parents.
 - Section 4 places a duty on relevant partner agencies to work with the local authority to improve wellbeing and secure integrated childhood services.
 - Section 5A requires the Council to secure, so far as reasonably practicable, sufficient children's centres in its area to meet local need.
 - Section 5D requires the Council to consult on any significant changes made to children's centre provision within the local area.
39. Statutory guidance on these duties is provided in Sure Start Children's Centres Statutory Guidance 2013. Children's centre services may be provided on site or advice or assistance may be provided on gaining access to services elsewhere. The guidance confirms that children's centres are as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas. The core purpose of children's centres is to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in (1) child development and school readiness, (2) parenting aspirations and parenting skills and (3) child and family health and life chances.
40. In relation to the sufficiency duty, the guidance makes clear that the local authority should ensure that a network of children's centres is accessible to all families with young children in their area and within reasonable reach of all families with young children in urban and rural areas, taking into account distance and availability of transport and that centre services should be targeted at families at risk of poor outcomes through effective outreach services, based on analysis of local need. There is a presumption against closure of children's centres and where closure is proposed, the outcomes for children, particularly the most disadvantaged, should not be adversely affected. In determining arrangements locally the guiding considerations should be value for money and the ability to improve outcomes for all children and families, especially families in greatest need of support.
41. Under the Education Act 1996, s.507B the Council has a duty to secure, so far as reasonably practicable, sufficient educational leisure-time activities and recreational leisure-time activities and facilities for the improvement of well-being of young people aged 13-19 years (up to 25 years for those with a learning difficulty or disability).
42. The Council's approach has been informed by the need to ensure a fair consultation process. Case law has confirmed the followed principles:
- Consultation must be at a time when proposals are still at a formative stage.
 - The proposer must give sufficient information for any proposal to permit intelligent consideration and response.
 - Consultation must be for a sufficient time to allow respondents to properly respond.
 - Consultation results must be taken into account by the final decision-maker.

F. Property implications

43. The proposed 16 family centre sites at retained children's centre sites have been assessed by property services as suitable for delivering services and are all DDA compliant. The rationale for the site choice is set out in Appendix 4.

44. During the consultation period preliminary discussions have taken place in regard to the potential possible future uses of those children's centres which are to be de-designated. Appendix 4 sets out the Council's proposed next steps for each of these buildings in light of this engagement.
45. As part of the implementation process the Council's property services will lead in taking forward changes to lease arrangements and continuing community engagement in relation to all 19 sites proposed for closure as children's centres, as part of its corporate landlord function.
46. The recommendations include delegated authority to the Executive Director for Children's Services, following appropriate consultation, to authorise any changes in lease terms for those buildings that are no longer to be used as children's centres, as well as further changes on the location of children's centres. This delegation enables the future opportunity to consider changes where they may benefit service users, if for example improved alternative local premises become available. The use of delegated powers would be taken in accordance with the Council's Constitution.

G. Other implications/issues

47. Section 149 of the Equality Act 2010 states: (1) A public authority must, in the exercise of its functions, have due regard to the need to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. (...)

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

 - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

 - (a) tackle prejudice, and
 - (b) promote understanding
48. An equality impact assessment has been completed and is set out in Appendix 5. Potential positive and negative impacts have been identified in regard to the protected

characteristics of age, disability, gender, pregnancy and race. Key mitigations include: ensuring that service changes are communicated effectively, to alleviate any concerns over the changes, so that service users are aware of how they can access family support services; as well as ensuring that the impact of the new Family Support Service is monitored to enable services to be locally tailored and improved.

49. Following a Cabinet decision, a staffing consultation will take place with in-house and provider staff affected. It is anticipated that the staffing consultation will start in April 2019 and that the new service will go live in September 2019.
50. Current providers of services in scope of this review will be formally notified of the termination of contracts for those services where required, to implement the decisions set out in this report.
51. It is anticipated that those buildings identified for closure as children's centres would be available for alternative use from September 2019.

H. Feedback from consultation, Local Area Forums and Local Member views

52. The feedback from the public consultation has been summarised earlier in this report.
53. Consideration has been given to three petitions relating to this decision:
 - A petition signed by 42 residents, received 13 December 2018, entitled "We the undersigned are concerned that the current proposals favoured by Bucks County Council leave Totteridge and Micklefield with no family centre".
 - A petition signed by 356 residents (at 13 December 2018 end of consultation date) and 521 residents (10 January 2019), entitled "Save Buckinghamshire Children's Centres: Delay decision – a new council should decide in 2020".
 - A petition relating to a previous decision on early help (ended 16th Oct 2017) signed by 2272 residents, entitled "We ask you to keep all 35 Children's Centres in Buckinghamshire open".
54. All Member divisions are impacted by the proposed changes. In the pre-consultation research phase (June-September 2018) a cross-party Member working group was formed and which has subsequently met monthly to assist the Cabinet Member for Children's Services in overseeing the consultation and the development of proposals for change. This group comprised: Mr Clare; Mr Williams; Mr Lambert; Mrs Ward; Mrs Macpherson.
55. All Members have been engaged and kept updated on the Early Help Review through all Member face-to-face briefings held in June and September 2018. In addition, written updates have been provided at County Council meetings and the Children's Select Committee has been kept informed.
56. The consultation has been promoted to all Local Area Forums (LAFS) through providing a written summary as part of the County Council's regular update at LAF meetings, as well as through officers attending seven LAF meetings to provide a presentation on the proposals and answer any questions (North West Chilterns; Waddesdon; Beeches; Missendens; Wexham and Ivers; Amersham; Wendover).
57. As part of the consultation process all Members have had the opportunity to raise any issues directly with the Cabinet Member for Children's Services or officer team. This is

in addition to the other engagement opportunities at County Council meetings, LAF meetings, All Member Briefings, and through the opportunity to submit formal responses to the consultation survey.

58. In addition to the Member involvement to date, further involvement will follow a Cabinet decision and include:

- A written communication to all Members to inform them of the outcome of the Cabinet decision, alongside an invitation to contact the relevant officers if Members wish to discuss any local issues including the arrangements for future use of buildings in their division.
- Ongoing updates to all Members about the service through the Cabinet Member's Blue Book update to full Council.

I. Communication issues

59. The Cabinet decision on the future model for early help services will be communicated to the current providers, staff and partner organisations following a decision.

60. A key part of the implementation work to ensure that the new Family Support Service goes live in September 2019 is ensuring that there are effective countywide and local communications about the new service. Following a Cabinet decision, officers will be working to develop, with local communities, effective communications about the new service overall and in particular the information about what services are available at family centres.

J. Progress Monitoring

61. The new integrated Family Support Service will be launched in September 2019. The effectiveness of the new service will be monitored through performance reporting as part of normal management processes within Children's Services. The Cabinet Member for Children's Services will receive regular updates on progress and the Children's Select Committee as required.

K. Review

N/A

Background Papers

28 September 2018 – Decision taken to go out to consultation on the Early Help Review
<https://democracy.buckscc.gov.uk/ieDecisionDetails.aspx?ID=9120>

Full responses to the early help consultation survey open questions.