

## CABINET - 24 MAY 2016

### SUPPORT FOR CONTINUING DELIVERY OF EARLY INTERVENTION SERVICES

#### Report by Director of Children's Services

#### Background

1. The 2016/17 budget and Medium Term Financial Plan agreed by Council in February 2016 made a number of financial changes to the Children, Education and Families Directorate. Included in this was the decision to remove a proposed reduction of £2 million from the Early Intervention/Children's Centres budget line from 2017/18 (reference CEF 12, Section 4.2, agenda item 9). In addition, £1 million one-off funding has been set aside as part of the £4m transition fund agreed by Council in February 2016, in order to assist communities to develop proposals for children's centres that will not receive longer term funding from the Council.
2. The retained £2 million is to be targeted at the continuing delivery of early intervention services and preventative services.
3. The decisions of Council and Cabinet in February 2016 sit within the context of previous decisions to reduce the budget available to Early Intervention Services in the Medium Term Financial Plan by £6 million by 2017/18, and the increasing pressures in workloads within children's social care. Given these pressures, it is no longer possible to sustain current provision and a new model of service is required. Proposals to remodel early intervention provision and develop an integrated service with children's social care were presented to Cabinet on 15 September 2015 (see *Report to Cabinet, Future Arrangements in Children's Social Care*) and were subsequently subject to public consultation between 14 October 2015 and 10 January 2016. At the time of the consultation it was believed that the Early Intervention Services budget might have to be cut by a further £2m by 2017/18 (i.e. total cuts of £8m), but Council decided not to proceed with that further £2m cut at the budget meeting of 16 February 2016 (see paragraph 1).
4. An analysis of feedback from the public consultation and a proposal for the future service was then presented to Cabinet on 23 February 2016 (see *Report to Cabinet, Proposed Future Arrangements for Children, Education and Family Services*).
5. In summary, the key features of the future service were confirmed as:
  - Targeted service for vulnerable 0-19 year olds (up to 25 years if children have additional needs) and their families

- Integration of services currently provided by Children's Centres, Early Intervention Hubs and Children's Social Care
  - Creation of a new Locality and Community Support Service, supporting universal services to identify children at risk and put in place support
  - Family Support Service providing early help and statutory casework and evidence based interventions to vulnerable children and their families
  - Eight Children and Family Centres and mobile bus from which services will be delivered, including some open access sessions from the eight Centres
  - Outreach service providing casework and evidence based interventions to vulnerable families close to where they live
  - Support to Children's Centres that currently provide child care, with a view to enabling them to be financially self-sufficient by April 2017.
6. Cabinet on 23 February 2016 agreed the following recommendations in relation to the proposed new service:
- That eight Children and Family Centres are developed in the locations set out in the report. These Centres will deliver services that meet the authority's statutory duties relating to Children's Centres and deliver statutory and targeted services to vulnerable children and families
  - That limited open access services are provided from within the eight Children and Family Centres
  - A mobile bus is retained to deliver services to rural communities and the traveller community as these communities are less likely to attend the main centres
  - To continue to support the child care settings currently based in Children's Centres through to April 2017. Approve the inclusion of £1.9m budget in the capital programme for the new Children and Family Centres to be funded from corporate resources.
  - Commit to continue conversations with organisations and groups that have shown an interest in using alternative funding streams to enable centres to remain open
  - Commence a staff consultation on the staffing structure for the new Service, to include proposals for an Emergency Duty Team.
7. Further to Council's decision to retain £2m for the Early Intervention/ Children's Centre's budget and the agreement to come back to Cabinet at a later date to agree how this would be allocated, on the 19<sup>th</sup> April 2016 Councillor Tilley emailed staff to inform them that the timeframe for implementing the new service needed to be extended and that all Children Centre contracts and Hub funding would be extended until end of March 2017.
8. In light of the previous decisions described above, this paper focuses on proposals for the £2 million retained within the Early Intervention budget.

### **Key messages from public consultation**

9. An analysis of responses to the public consultation found that most consultees were not supportive of change, which, given the popularity of the current

Children's Centres and Early Intervention Hubs, is not surprising. Key themes from the public consultation included:

- Concern over the loss of preventative services and the impact on the health and social wellbeing of families
- Concern about how accessible the proposed new model would be because of the reduction in 'on the doorstep' provision. In particular the potential impact on families living in rural areas, and those not able to drive was highlighted
- General opposition to cutting services.

### **Proposals for retained £2 million**

10. It is proposed that the £2 million is spent in direct response to issues raised by the public consultation, namely concerns around the loss of preventative support and the accessibility of the new service.
11. The retained money will increase the early help and preventative work within the new service, and increase the number of locations from which outreach is delivered. It is proposed to allocate it across three areas of the new service as follows:
  - a. £1 million into the Locality and Community Support Service to increase staffing, including new community co-ordinator posts which will work closely with outreach centres and work with local community groups to support the development of universal provision
  - b. £900,000 into the Family Support Service to increase staffing in early help teams; these extra workers can provide direct work to children and families from the outreach centres
  - c. £100,000 for building costs towards the development of two new 'shared locality bases'
12. If these proposals are agreed, it will spread the geographical reach of the service from 8 to 18 centres, as set out below.

#### *Locations for delivering the new service*

13. It is proposed that the new service deliver support and evidence-based group programmes to children and families from 18 locations across Oxfordshire (see map in Annex 1). These are set out below but include;
  - Eight main children and family centres, these were set out in the Cabinet paper in February. They will provide a service to 0-19 (up to 25 for children with special educational needs) and these will be designated children's centres. These services will be fully funded and run by Oxfordshire County Council.
  - Two shared sites, one in East Oxford which will act as an additional base for Blackbird Leys and one in East Street, Banbury which will act as an additional site to Banbury Children and Family Centre.
  - Eight outreach centres which provide outreach activities to children and families from the centres which will run childcare services. These centres

were highlighted in the February Cabinet paper with a recommendation to support the centres childcare functions becoming self-sustainable. This paper proposes we enhance those services with council run outreach activities (see paragraph 29 for an example of how this might work). We would also encourage and support community groups to deliver universal services from these bases. Whilst these would not be council-run designated children centres in the way that the eight main Children and Family Centres are, the intention is that these Centres remain open offering a range of services, some of which will be run by the council.

### Eight Children and Family Centres

#### North area:

- Banbury Early Intervention Hub, Hilton Road, Banbury
- Bicester Early Intervention Hub, The Courtyard, Launton Road, Bicester
- West Oxfordshire Early Intervention Hub, Witan Way, Witney

#### Central area

- The Roundabout Centre, Waynflete Road, Barton, Oxford
- Leys Children's Centre, Cuddesdon Way, Blackbird Leys, Oxford
- Rose Hill and Littlemore Children's Centre, Ashhurst Way, Rose Hill, Oxford  
The Rose Hill Children and Family Centre currently provides child care and this provision is being supported to become self-financing from April 2017.

#### South area

- Abingdon Early Intervention Hub, The Net, Stratton Way, Abingdon
- Didcot Early Intervention Hub, The Vibe, Park Road, Didcot

In addition, mobile bus provision will provide services to rural communities and the traveller community.

### Two shared locality bases

#### North area:

- East Street Children's Centre, Calder Close, Banbury

#### Central area:

- East Oxford Children's Centre, The Union, Collins Street

Both of these centres currently provide child care which is being supported to become self-financing from April 2017.

### Eight outreach centres

#### North area

- The Sunshine Centre, Edmunds Road, Banbury
- North Banbury Centre, Hardwick School, Banbury
- Britannia Road Centre, Grove Street, Banbury
- The Ace Centre, Burford Road, Chipping Norton

#### Central area

- Slade Children's Centre, Titup Hall Drive, Wood Farm, Oxfordshire County Council
- Grandpont Children's Centre, 47 Whitehouse Road, Grandpont, Oxford

South area

- Elms Road Children's Centre, Elms Road, Botley, Oxfordshire County Council
- Stephen Freeman Children's Centre, Freeman Road, Didcot

All of these centres currently provide child care which is being supported to become self-financing from April 2017.

### **Community proposals**

14. Oxfordshire County Council is actively working with community groups in areas where there is a children's centre which will no longer receive funding from the County Council to maintain the delivery of universal access services from that building. Where buildings remain open the County Council would wish to use those buildings as a base to deliver outreach services.

### **Details of proposals for retained £2 million**

#### *Locality and Community Support Service*

15. £1 million would be used to enhance staffing capacity to deliver the preventative elements of the Locality and Community Support Service.
16. The Locality and Community Support Service is a new service designed to offer early help, advice and guidance to professionals working within universal services. It will also work closely with the eight outreach centres, and other centres that remain open through community support, supporting the development of universal services.
17. Professionals from the service will have a key role in identifying and supporting vulnerable children to prevent concerns escalating to a point where a statutory social care intervention is required. For example, the work of the service will include developing close relationships with schools and offering practical advice and support to teachers who are concerned that a child is at risk. This will include specialist advice around safeguarding concerns.
18. This service has a key preventative role and its effectiveness is vital to addressing capacity issues within children's social care.
19. The additional money would be used to increase the capacity within the Locality and Community Support Service, enabling it to support a larger number of professionals within universal services across Oxfordshire.
20. The additional resource would enable a service employing approximately 30 workers to be established. This would equate to around 10 workers based in each of the areas (north, central, south).

21. In addition to increasing capacity to support professionals, the additional budget would provide capacity within the service to undertake a 'community co-ordinator' role. This would entail working closely with communities to understand the needs of particular localities and the services already available, and to provide support to increase local universal provision.
22. The 'community co-ordinator' would work closely with the outreach centres, supporting the development of a universal offer within these centres. In addition, they will focus on developing sustainable services within buildings that were previously children's centres, and which remain open to provide a range of community supported services once county council funding ceases.
23. The development of this role within the Locality and Community Support Service would provide an opportunity for close collaboration with communities across the county, ensuring that all of Oxfordshire's children benefit. However, we recognise that some communities have more capacity than others to develop their own offer of universal services. The work of the community co-ordinator would target more deprived areas.
24. In addition, the council is looking at ways of developing open access stay and play sessions at its network of 43 libraries.

*Example of the work of the new Locality and Community Support Service (1)*

A school is concerned about a boy aged 12 who has become withdrawn; his standard of work is dropping as is school attendance. The child indicates to teachers that he is unhappy at home.

The school speak to his mother, who says her partner has lost his job and is being aggressive at home to her. She is struggling to get her son to school. She agrees she would like support.

The school talk to the Locality and Community Support Service (LCSS) who confirm there are no previous Domestic Abuse notifications from the Police. A worker from the Service offers advice and support to school and suggest they complete a CAF (an assessment of early support needs) with the child and his family to understand the current family situation.

The CAF identifies that mother's partner's aggression is made worse by his drinking and that she is increasingly concerned about her partner's anger.

School talk through the CAF with the LCSS who refer the mother to a domestic abuse support programme being run from an outreach centre. Her son is referred to a programme for young people. They also suggest her partner goes to the GP for support around alcohol.

*Example of the work of the new Locality and Community Support Service (2)*

A Health Visitor is concerned about a mother who is experiencing post-natal depression, and whose attachment with her child is poor. They talk through their concerns with the LCSS.

LCSS provide information about the open access provision through Children and Family Centres.

The Service also advises the Health Visitor to undertake a CAF to establish the level of need within the family. This identifies that mother's partner is unemployed and there is an older sibling with poor school attendance, who is known to the Youth Offending Service.

Given the level of need identified by the CAF casework is put in place for the whole family by the Family Support Service, including mother receiving support around early attachment issues.

*Example of the work of the new Locality and Community Support Service (3)*

A school is becoming increasingly concerned about a pupil who is arriving late with no lunch and in dirty clothes.

The Child has previously been on a child protection plan for neglect., but the plan ended when the child's situation improved significantly and remained better over a 12 month period.

The school have tried to contact parents and offered to visit them at home. However the parents have consistently failed to engage.

The school contact the LCSS who, due to the previous history and the failure of parents to engage with the school, refer the child to children's social care.

*Family Support Service*

25. £900,000 will be used to enhance staffing capacity within the early help elements of the Family Support Service.
26. The Family Support Service will integrate the existing children's social care Family Support Teams with the family support functions currently undertaken in Early Intervention. The service will work directly with vulnerable children and their families through individual casework and evidence based group programmes. It will embed the work of the current Thriving Families programme, which provides additional income, and will ensure plans for children are made within the context of their whole family.
27. Teams within the Service will support children where there is a statutory need to do so (children on child protection plans and children in need), and also children and families who require targeted support to prevent their needs escalating. In addition, children and families will be able to attend open access

sessions that will continue to be delivered from the eight Children and Family Centres.

*Example programme of provision that could be run from the eight Children and Family Centres (indicative only)*

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
AM	Early Communication and Language Group.  <i>Run by Family Support Service (FSS)</i>	Open Access Early Learning Session for 0-5 year olds.  <i>Run by FSS</i>	Early Attachment support.  <i>Run by FSS</i>	Antenatal appointment.  <i>Run by Midwives</i>	Parenting group with crèche.  <i>Run by FSS</i>	Parenting group.  <i>Run by FSS</i>
	Child protection/ Team Around Family meetings.  <i>Run by FSS</i>	Healthy Baby clinic and development checks.  <i>Run by Health Visitors</i>	Infant feeding clinic  <i>Run by Health Visitors</i>	Supervised contact.	Open Access Early Learning Session for 0-5 year olds.  <i>Run by community group</i>	Supervised contact.
PM	Domestic Abuse Support group, with crèche.  <i>Run by FSS</i>	Supervised contact	Child protection/Team Around Family meetings.  <i>Run by FSS</i>	Domestic abuse support for children.  <i>Run by FSS</i>	NEET drop-in.  <i>Run by FSS.</i>	Youth session.  <i>Run by FSS</i>
	Child protection/ Team Around Family meetings.  <i>Run by FSS</i>	Post-natal depression support group.  <i>Run by Health Visitors</i>	Domestic abuse support for young people.  <i>Run by FSS</i>	Child protection/ Team Around Family meetings.  <i>Run by FSS</i>	Healthy Baby clinic and development checks.  <i>Run by Health Visitors</i>	Supervised contact.
Evening	Open access youth session.  <i>Run by FSS</i>	Group for disabled young people.  <i>Run by FSS</i>	Young carers group.  <i>Run by FSS</i>	Parenting teenagers support group.  <i>Run by FSS</i>	Reducing risky behaviours group.  <i>Run by FSS</i>	

28. The additional money would be used to increase the number of staff providing early help to vulnerable children and families. This would enable the service to increase the number of families it supports who do not meet the threshold for statutory social care. Resources would be targeted to areas most in need.

29. The capacity of the service to deliver family support through outreach would be increased enabling evidence-based programmes and support to be provided from the outreach centres and the shared locality bases, in addition to that provided within the eight Children and Family Centres. Specifically, this would ensure that casework and a programme of evidence-based programmes would be delivered from the outreach centres and shared bases.

*Example programme of provision that could be run from an Outreach Centre (indicative only)*

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
AM	Early Communication and Language Group. <i>Run by Family Support Service (FSS)</i>	Open Access Early Learning Session for 0-5 year olds. <i>Run by Community</i>	Antenatal appointment. <i>Run by Midwives</i>	Open Access Early Learning Session for 0-5 year olds. <i>Run by Community</i>	Employment Support drop-in. <i>Run by voluntary group eg CAB</i>	Open Access Early Learning Session for 0-5 year olds. <i>Run by Community</i>
	Child protection/ Team Around Family meetings. <i>Run by FSS</i>	Healthy Baby clinic and development checks. <i>Run by Health Visitors</i>	Supervised contact.	Infant feeding clinic <i>Run by Health Visitors</i>	Open Access Early Learning Session for 0-5 year olds. <i>Run by community group</i>	Supervised contact.
PM	Child protection/ Team Around Family meetings. <i>Run by FSS</i>	Domestic abuse support group <i>Run by FSS</i>	Child protection/ Team Around Family meetings. <i>Run by FSS</i>	Supervised contact	Parenting group with crèche. <i>Run by FSS</i>	Open access youth session. <i>Run by community group.</i>
		Supervised contact.		Child protection/ Team Around Family meetings. <i>Run by FSS</i>	Healthy Baby clinic and development checks. <i>Run by Health Visitors</i>	Supervised contact.
Eve	Open access youth session. <i>Run by community group.</i>		Supervised contact.	Open access youth session. <i>Run by community group.</i>	Reducing risky behaviours group. <i>Run by FSS</i>	

*Development of two shared locality bases*

30. In addition to the eight main Children and Family Centres, it is proposed to retain two additional buildings from which the new 0-19 service will offer support and group programmes to vulnerable children and their families.
31. These will provide an additional centre in Oxford, located in the current East Oxford Early Intervention Hub/Children's Centre in Cowley, and in Banbury at the current East Street Children's Centre. These would not function as additional Children and Family Centres, but would provide a shared base for the delivery of services from the main centres of Blackbird Leys and Banbury.

### **Proposals for the use of the £1m one-off transition funding**

32. In February 2016, Council agreed to create a pump priming fund of £1m. This was to assist community groups to develop proposals for Children Centre's that will not receive longer term funding from the council. A cross party group of members has been established and community groups will be invited to submit business plans to this group.

### **Equalities Implications**

33. See Service and Community Impact Assessment in Annex 2.

### **Financial and staffing implications**

34. These proposals amend the budget set out in the Report to Cabinet on 23 February 2016, increasing the budget available for the new service model from £12 million to £14 million from 2017-18.
35. The budget and Medium Term Financial Plan agreed by Council in February 2016 requires a saving of £0.8m to be delivered in this service during 2016-17. The timescales outlined in this report mean that the changes will not be in place to deliver this saving. The Directorate is committed to managing vacancies across services during 2016-17 to avoid an overspend.
36. As set out in paragraph 10 above, the additional £2 million would be allocated as follows:

<b>Proposed budget allocation</b>	<b>£m</b>
Staffing within Locality and Community Support Service	1.0
Staffing within Family Support Service (early help)	0.9
To establish shared locality bases	0.1
<b>Total retained budget available</b>	<b>2.0</b>

### *Redundancies*

37. While these proposals will increase staffing levels within the new service, the level of the savings required will result in significant levels of redundancies. While exact numbers, and the specific posts affected, cannot yet be confirmed,

it is estimated that over 200 staff employed by Oxfordshire County Council, and within Children's Centres managed by schools, are likely to be affected. The county council will support staff to seek alternative employment opportunities with the local authority; however, these are likely to be limited as all Directorates are implementing savings plans. The Council has included a provision in 2015-16 to meet the anticipated cost of redundancies.

38. Given the anticipated level of redundancies, current staff are anxious about their future employment. There is a risk that any further delays in progressing the implementation of the new service could result in current early intervention services being unable to continue to provide support to children and families as skilled staff look for employment opportunities elsewhere.

### **Legal implications**

39. Cabinet decided on the 23 February 2016 to reorganise Early Intervention/ Children's Centres as described in paragraph 6 above. The current proposals for spending the £2m retained funds and the £1m transition funds will enhance the provision determined upon by Cabinet on the 23<sup>rd</sup> February.

#### *Meeting legal responsibilities*

40. It is believed that the model of service adopted on the 23<sup>rd</sup> February meets the requirements placed on the local authority as set out in the Childcare Act 2006 and statutory guidance. It follows that the proposals for spending the further sum of £2m and £1m one off funding will produce a model which will also meet those requirements. The requirements would include the following:
- *take steps to identify parents and those expecting a baby in their area who are unlikely to take advantage of early childhood services available and encourage them to use them*
41. The Service will continue to receive notifications of all new born children and will work with health professionals to identify all those that are vulnerable and ensure the appropriate support is provided.
- *ensure there are sufficient Children's Centres, so far as reasonably practicable, to meet local need*
42. In developing the new Service, the priority has been to maximise the number of staff available to provide services, including outreach, to children and families; maximise the use of the proposed Children and Family Centres; and minimise the proportion of the budget spent on buildings. By doing this the new Service will be able to meet the needs of vulnerable families across Oxfordshire.
- *A network of Children's Centres accessible to all families with young children in their area*
43. It is intended that the eight proposed Children and Family Centres will be located across Oxfordshire in the most deprived areas of the county. However,

through a partnership with health services which deliver a universal offer, including antenatal and post-natal support, families across the county will have access to services delivered from the Children and Family Centres. In addition, sessions will be run from each Centre which will be open to any family wishing to attend.

- *Children's Centres and their services within reasonable reach of all families with young children in urban and rural areas, taking into account distance and availability of transport*
  - *demonstrate that all children and families can be reached effectively*
44. The methodology used to identify the locations of the Children and Family Centres includes an assumption that the main settlements within Oxfordshire were likely to be the most appropriate locations for the Children and Family Centres because of their geographical spread and accessibility in terms of transport links. This was tested by a further calculation that took into account travelling time to the proposed Centres and minimised the average distance between each Centre and families 'in need'.
45. Further, the new service will provide outreach across Oxfordshire and a mobile bus service, meaning that children and families will not have to travel to the Centres in order to receive service.
- *With local commissioners of health services and employment services, consider how best to ensure that the families who need services can be supported to access them*
46. Strong partnership working is a key part of the new model of service. Health services provide a universal service from antenatal support onwards. Their role is to identify vulnerable families and ensure families receive the appropriate support. Through our model of integrated working, workers from the new service will work closely with health professionals, so families receive the right support at the right time.
47. Support around employment forms a key part of the Trouble Families agenda. By integrating this provision into the new service, families will continue to receive advice and support enabling them to take advantage of employment and training opportunities.
48. The Locality and Community Support Service will provide a co-ordinated response to identifying and directing resources towards vulnerable families. The ambition is that this team will be multi-agency and work in communities alongside universal services – particularly schools, early years settings and Health – to identify vulnerable families as soon as problems first emerge and ensure the family receives appropriate support. Where targeted/specialist support is required, referrals will be made into the appropriate service.
- *target Children's Centres services at young children and families in the area who are at risk of poor outcomes through, for example, effective outreach services, based on the analysis of local need*

49. The new service will target those children and families in greatest need and prioritise the available resources for them. Services will be provided from the Children and Family Centres, whose location in the most deprived areas of the County was determined through a needs analysis, and by outreach services that will offer both 1:1 and group support at venues across the Oxfordshire.
- *ensure that opening times and availability of services meet the needs of families in their area*
50. Staff within the new service will operate extended hours to ensure support is available to children and families when they most need it. In addition, the new service will have strong links with the Emergency Duty Team and other county council teams to ensure appropriate support is available across the week.
- *not close an existing Children's Centre site in any reorganisation of provision unless they can demonstrate that, where they decide to close a children's centre site, the outcomes for children, particularly the most disadvantaged, would not be adversely affected and will not compromise the duty to have sufficient Children's Centres to meet local need. The starting point should therefore be a presumption against the closure of Children's Centres;*
51. Children's physical and mental health and emotional well-being will continue to be supported by universal services provided by health, education and other professionals. The Locality and Community Support Service will develop strong links with universal providers within the local area, enabling vulnerable children to be identified and, where necessary, targeted services put in place to support them.
52. Services provided by Children's Social Care will remain available to protect children from harm and neglect. There will continue to be a clear referral process into safeguarding services to ensure children are protected.
53. Ensuring that children are ready for school is a key function of Children's Centres and this will remain a priority in the proposed new model of service. Through the targeting of services to those most in need, support will continue to be available to children to prepare them for starting school. Through the continued provision of support throughout childhood, the service will prepare vulnerable children to take advantage of the opportunities offered by education, training and recreation.
- *take into account the views of local families and communities in deciding what is sufficient Children's Centre provision*
54. Local families and communities have been invited to give their views through the public consultation process. These have been taken into account in shaping the new service, and where concerns have been raised, we have adapted features of the new model to mitigate these.

- *take account of families crossing local authority borders to use Children's Centres in their authority. Families and carers are free to access early childhood services where it suits them best*

55. Due to financial and service pressures within the county, the Children and Family Centres will provide targeted and statutory services to children and families living within Oxfordshire. Where universal providers such as health are delivering services from the new Centres, some of these services may remain accessible to families living within other local authorities where it is appropriate for them to do so.

- *take into account wider duties under section 17 of the Children Act 1989 and under the Child Poverty Act 2010*

These duties will be met by targeting services to children and families the local authority has a statutory duty to support. Local authorities' duties under Part 2 of the Child Poverty Act 2010 are repealed with effect from 16 May 2016. However, it is believed that the services proposed in this report will play a role in attempting to reduce child poverty

## Implementation

56. Following the decision by Council and the need to seek agreement for proposals for the retained £2 million, the timetable for implementation has been revised. The current timetable for implementation is as follows:

24 May 2016	Report to Cabinet
On-going	Work with child care settings around sustainability
June - mid July 2016	Staff consultation on the staffing structure for the new service
Mid-August 2016	Staff recruitment process begins
November 2016	Confirmation of posts within new structure
By March 2017	Integrated service commences within new Children and Family Centres, shared bases and child care settings
On-going	Work with interested groups regarding continued use of buildings not funded by the Service

## RECOMMENDATIONS

57. **Cabinet is RECOMMENDED to:**
- develop eight outreach centres and two shared locality bases, in addition to eight Children and Family Centres;**
  - agree that the Locality and Community Support Service is expanded to enhance its preventative elements and enable it to**

- support universal provision within the eight outreach centres, and other centres that remain open through community support;
- (c) agree that the Family Support Service is enhanced, enabling the delivery of casework and evidence based group programmes from the eight outreach centres; and
  - (d) ask officers to commence a staff consultation on the staffing structure for the new Service.

**JIM LEIVERS**

Director of Children's Services

Background Papers

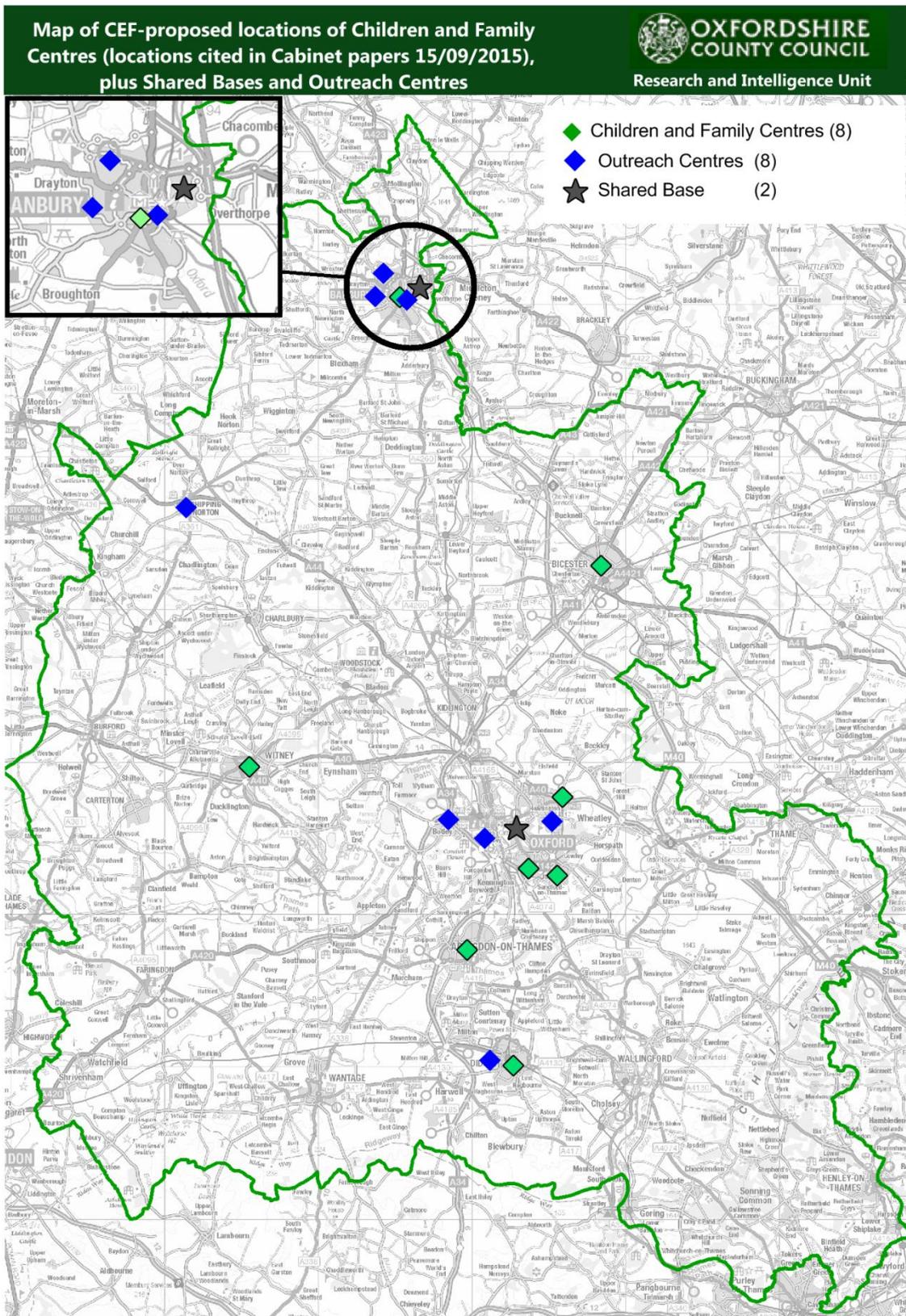
Report to Cabinet on 15 September 2015, Future arrangements in Children's Social Care

Report to Cabinet on 23 February 2016, Proposed future arrangements for Children, Education and Family Services

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May 2016

# ANNEX 1: MAP SHOWING LOCATIONS FOR DELIVERING SERVICES FOR VULNERABLE CHILDREN AND FAMILIES



**ANNEX 2 - SERVICE AND COMMUNITY IMPACT ASSESSMENT**  
**(Please note this is attached as a separate document)**