

SERVICE DIRECTOR'S REPORT: CHILDREN AND SAFEGUARDING

To: **Children and Young People**

Meeting Date: **12th November 2019**

From: **Executive Director People and Communities.**

Electoral division(s): **All**

Forward Plan ref: **n/a** *Key decision:* **No**

Purpose: **This report provides Members with an update on key areas of performance within children's services. The report also provides Members with an update on the progress being made on implementation of the Family Safeguarding model in Cambridgeshire.**

Recommendation: **Committee are asked to:**

- a) Note the information within the report relating to the performance of children's services;**
- b) Note the progress on implementation of the Family Safeguarding model;**
- c) Note the continuing actions to secure improvements to service delivery and ensure that our response to meeting the needs of children and young people is proportionate and consistent.**

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1. BACKGROUND

- 1.1. This report focuses on a number of areas of relevance to the performance of children's services in Cambridgeshire. This includes some key information about performance across the service, the implementation of LiquidLogic across the service, and information about the progress being made in relation to the delivery of the Family Safeguarding approach in Cambridgeshire. The report also summarises continuing actions to ensure that our response to vulnerable children is proportionate and consistent.

2. MAIN ISSUES

Key Performance Information and summary of progress

- 2.1. The new senior leadership arrangements are now in place across the service. This means that Nicola Curley is the Assistant Director for Early Help, Assessments and Family Safeguarding, Sarah-Jane Smedmor is the Assistant Director for Corporate Parenting and specialist services, and Alison Bennett is the Assistant Director for Safeguarding and Quality Assurance. All three Assistant Director roles are now shared across Cambridgeshire County Council and Peterborough City Council.
- 2.2. Members will recall that two of the issues identified by Ofsted in the inspection in January 2019 were relatively high levels of staff turnover [including agency social workers] and caseloads that were too high, particularly in some areas of the service. In my last service director report to Committee in July 2019, I was able to report that the position in respect of caseloads had improved compared with that of January 2019 and I am happy to report that this improvement has for the most part been sustained.
- 2.3. I am also pleased to be able to report that a new recruitment campaign, based on the successful 'We Love Social Workers' campaign in adult services, is beginning to have an impact on vacancy levels.
- 2.4. The new structure based on specialist teams is becoming well established and, while there remain issues to address, we are now really beginning to see the benefits of the move away from the unit model to specialist teams as supported by this committee.
- 2.5. Lower caseloads and teams managed by dedicated and non-caseholding team managers, supported by oversight and challenge from our quality assurance service, is improving the consistency of practice. That said, the team managers are mostly new into these roles, and we are therefore committed to continuing to offer support and development. The role of team manager is one of the most challenging in children's social care, and this still relatively new tier of management continues to be in need of support and on-going development.
- 2.6. Our target is to ensure that average caseloads for social workers are at or below 20 in all teams apart from assessment and care leaver teams, where up to 25 is acceptable. The table below shows the position as of 17th September 2019:

Team	Average caseload
Cambridge Assessment	14
Cambridge Children's 1	17
Cambridge Children's 2	18
East Cambs Assessment	22
East Cambs Children's 1	13
Fenland Assessment	12
Fenland Children's 1	12
Fenland Children's 2	21
Hunts Assessment	14
Hunts Children's 1	19
Hunts Children's 2	15
North Adolescent	9
South Adolescent	13
South Cambs Assessment	13
South Cambs Children's 1	12
South Cambs Children's 2	13
North Children in Care 1	17
North Children in Care 2	18
South Children in Care 1	15
South Children in Care 2	21
North Care Leaving	24
South Care Leaving	25
Unaccompanied Care	29
Disability Social Work Team Fenland	13
Disability Social Work Team Cambridge	20
Disability Social Work Huntingdon	15.5
Disabled Children Referral & Access Team	11.5

- 2.7. The above table shows that for the most part, average caseloads have remained much improved. That said, at the time of writing this report, there continued to be a few individual practitioners with caseloads at or around 30. Plans were in place for these to be addressed, with a common reason being that children had been identified for closure, but closure processes had not yet been completed.

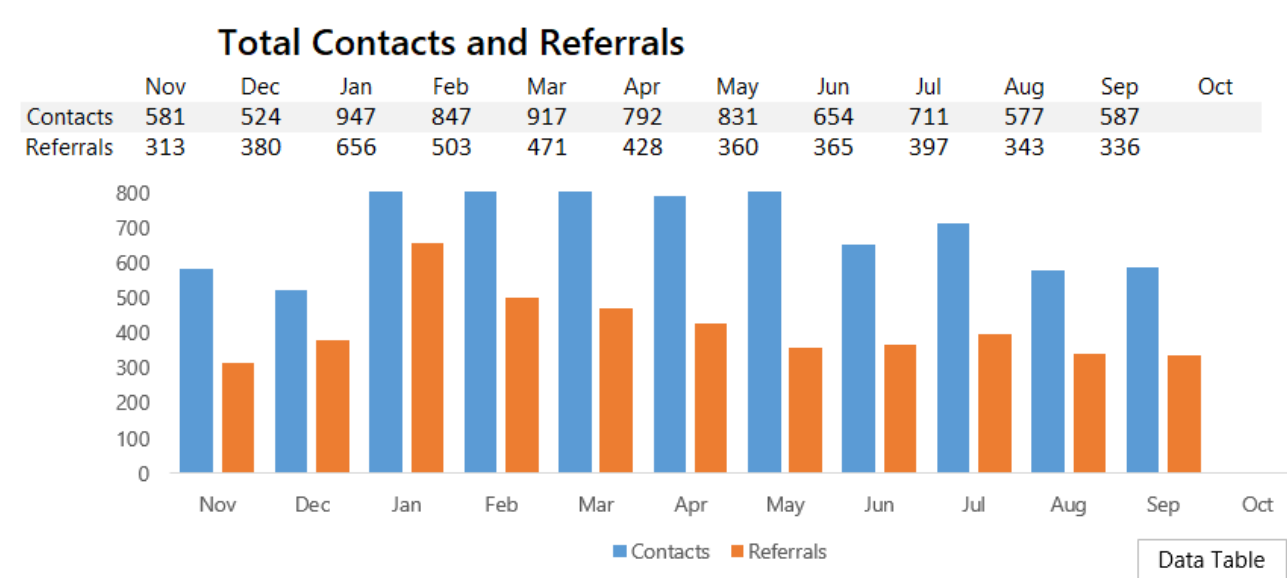
- 2.8. The higher caseloads in the unaccompanied team, supporting unaccompanied asylum seeking young people, is the result of a vacancy which is being recruited to. Caseloads for the other two care leaver teams are under continuous review and we expect these to reduce over the coming months. A caseload of 25 within a leaving care team is not generally considered to be excessive, however.
- 2.9. Managing caseloads remains an area where continued scrutiny is required. Staff turnover and sickness can have a significant impact, and often quite quickly. This is particularly the case in the current environment where recruiting agency social workers remains very challenging. The caseloads in the two children in care teams in the south have been impacted by challenges such as these, and as of mid-October, average caseloads in Children in Care 2 in the South were 26. Pipeline starters are expected for this team, which will bring caseloads down again, but this is an illustration of how quickly things can change.
- 2.10. The picture in respect of recruitment of permanent social workers does appear to be improving. As noted above, we have launched a new recruitment campaign, and indications are that we are seeing an improved flow of 'pipeline starters' – that is, people to whom we have offered roles and who have accepted but are yet to join us. As of mid-October, we had almost 30 pipeline starters, with around ten further candidates to interview. This is encouraging, but because the agency market remains challenging, it is more difficult to plug gaps in the structure using locum staff.
- 2.11. As we prepare the service for the implementation of Family Safeguarding, we are reviewing all children open to the children's and the adolescent teams – the teams that work with children and young people in need, in need of protection and who are subject to legal and court proceedings.
- 2.12. This activity is identifying that there continue to be some children and young people who are being supported in different ways in different parts of the county. This work will be likely to mean that we will need to review the size and make up of some of our teams, as we gain a more accurate and longer term understanding of capacity needed to reach demand in the districts.
- 2.13. Similarly, while the Integrated Front Door [which includes the contact centre at St Ives, and the Multi-Agency Missing, Exploited and Trafficked and Early Help Hubs] is generally operating well, there continue to be some challenges in the broader system. We continue to receive very high numbers of contacts or enquiries about children from some agencies, for example, which means that we spend a considerable time deciding that they do not meet thresholds for intervention.
- 2.14. We are therefore planning a multi-agency workshop and piece of diagnostic work to explore how best to address this. I hope to be able to provide further feedback on the outcomes of this work in early 2020.
- 2.15. Managers in our still relatively new assessment teams are not yet providing a consistent response to managing referrals. This means that some children progress to assessment by children's social care while others with similar presenting needs in other teams might be stepped down to early help. Caseloads in some assessment teams generally may now be considered too low [as opposed to some months back when they were much too high].

This may indicate that some children are being stepped down to early help when a child and family assessment is the more appropriate action to take, and this is an area where heads of service are focussing support to managers in these teams in order to ensure that threshold decisions are consistent and proportionate. Making decisions about children in this area is very often not cut and dried, however, meaning that there will always be a need for close scrutiny and support.

- 2.16. Many of these challenges were anticipated. As noted above, the post-holders are mostly new into role and the team manager job is one of the most challenging of all within children's social care. There is an on-going programme of training, support and development together with guidance from more senior managers, all of which are already making a difference.
- 2.17. More generally, improvement journeys within children's services always focus initially on ensuring that compliance improves before a focus on improving practice will have full impact. Children's services in Cambridgeshire are making good progress in terms of compliance, but quality of practice and consistency of management oversight continue to need support and development.

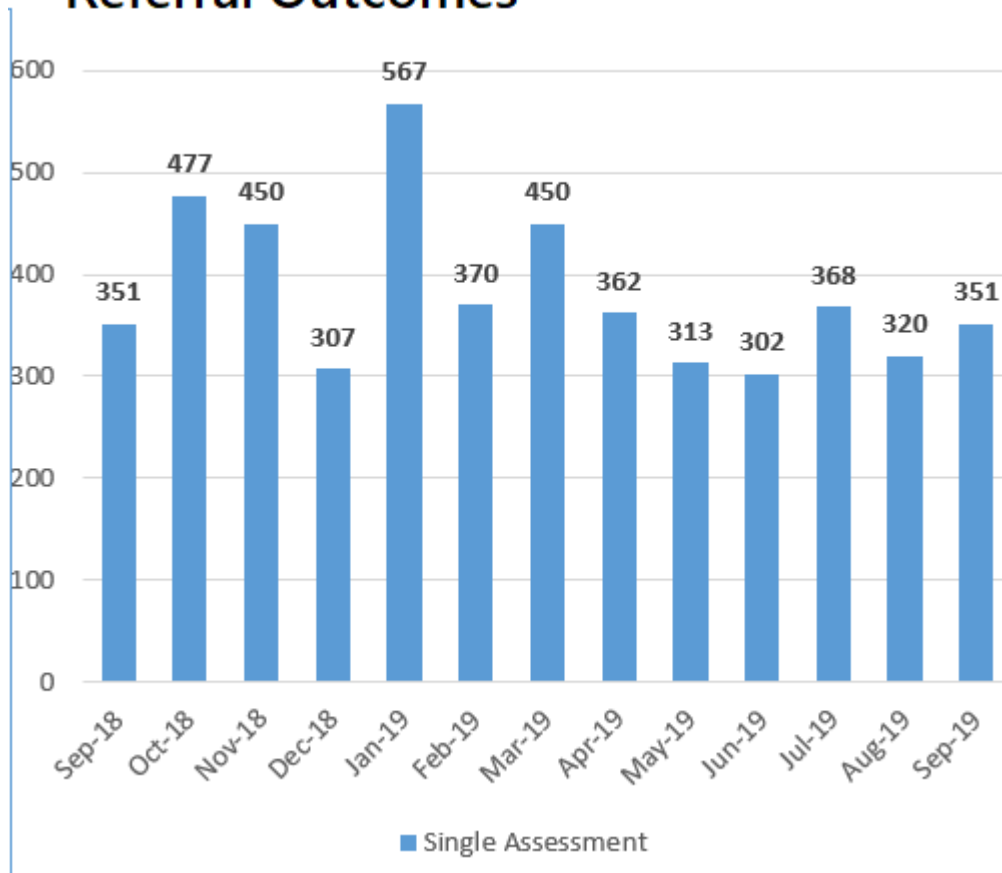
Contacts, referrals and assessment

- 2.18. The table below shows the trend in relation to contacts and referrals into the children's social care service:

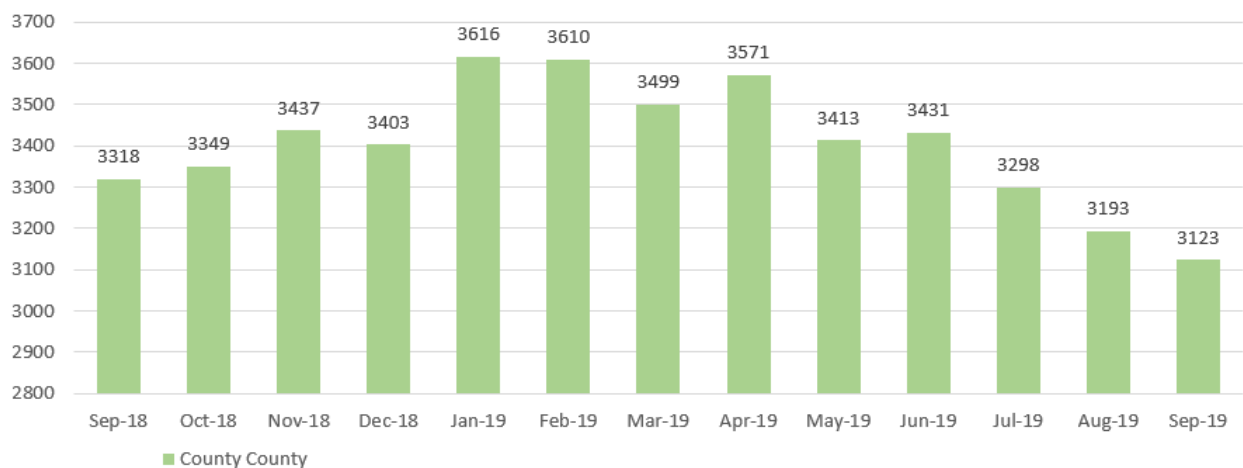


- 2.19. The number of enquiries will usually reduce in August because of school holidays. It is, however, encouraging that the number accepted as referrals has remained at lower rates than was the case in January and February of this year, when the system was still at its newest, and that this has continued into September.
- 2.20. The number of referrals resulting in a single assessment has also fallen from the very peaks earlier in the year:

Referral Outcomes



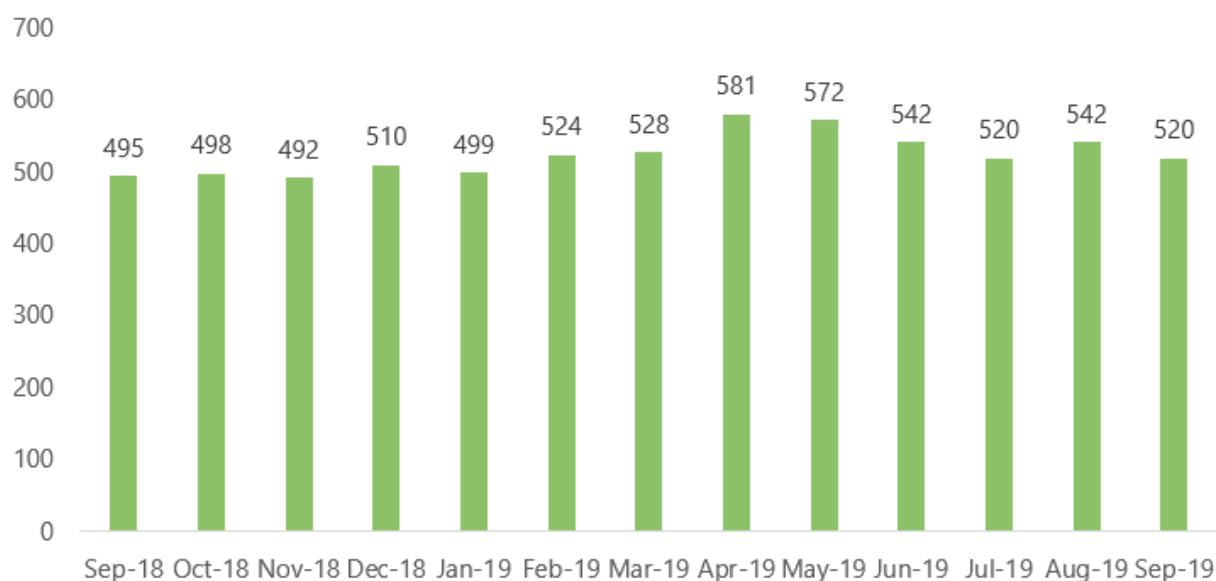
- 2.21. This is important since this indicator translates directly into higher caseloads in assessment teams, which can result in poorer outcomes for children and young people as workers become over stretched, meaning that assessments can take more time to complete and be less thorough. There was an increase in September, which is expected as many of the concerns raised about children come from schools.
- 2.22. A significant factor behind caseloads being too high early in the year was the volume of work in the system. As measured by number of children open to the service, this has been declining since April 2019, in line with expectations. This is illustrated by the chart below, showing the change in the number of children and young people open to the service:



- 2.23. We expect the number of open cases to continue to reduce across the service. As will be seen later, numbers in care are now reducing, as are numbers on a child protection plan. We are also now holding child in need panels in order to support practitioners and managers to step down child in need work to early help where this is appropriate.
- 2.24. As noted above, contacts, referrals, assessments and outcomes are all within scope in the externally commissioned review. The large majority of contacts come from the police, and are mostly domestic abuse notifications. The majority of these are for information only, but passing us information in this way means that we have to spend time sifting through it, to make sure there are no safeguarding concerns. A high proportion of our assessments are completed with an outcome of No Further Action.
- 2.25. It is inevitable that this will be the outcome for some assessments, but more than 50% of assessments in Cambridgeshire result in no further action. Assessments are often experienced as a stressful intrusion by families and where significant numbers are being undertaken with an outcome of no further action, resources are not being used to their greatest effect.

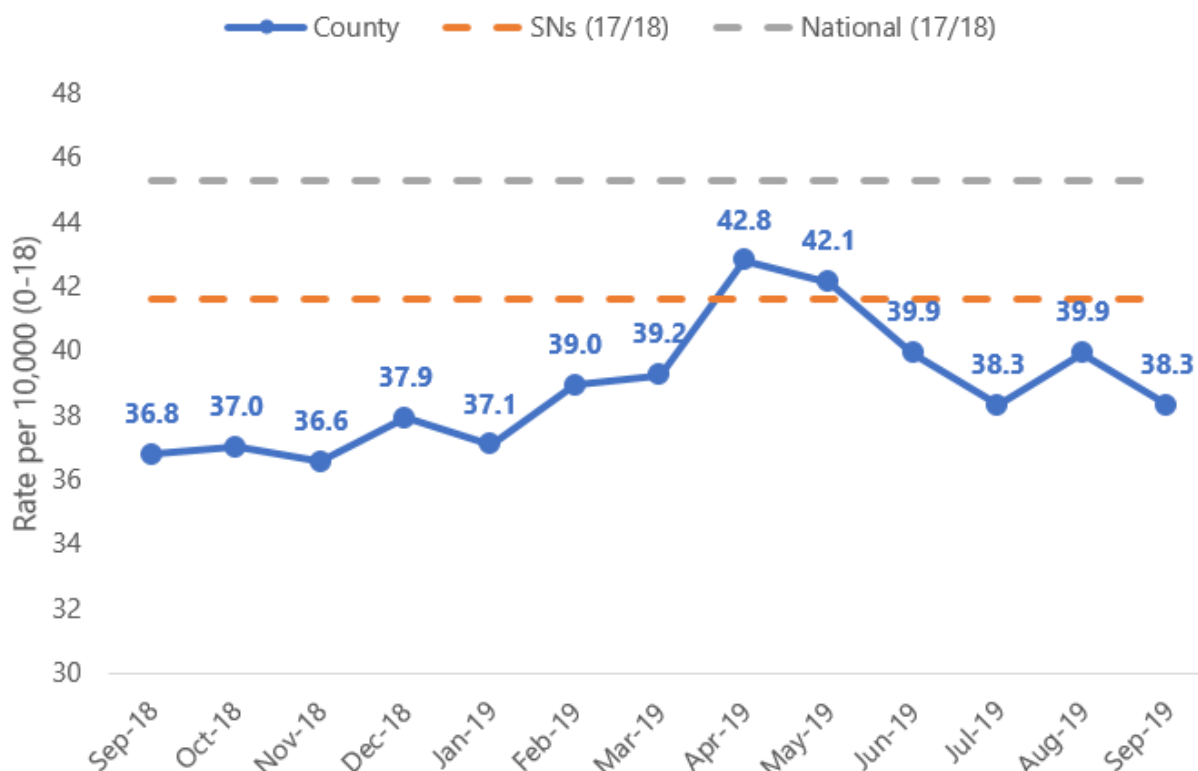
Child Protection

- 2.26. Numbers of children subject to child protection plans have generally been falling from a peak of 581 in April 2019, as shown in the following chart:

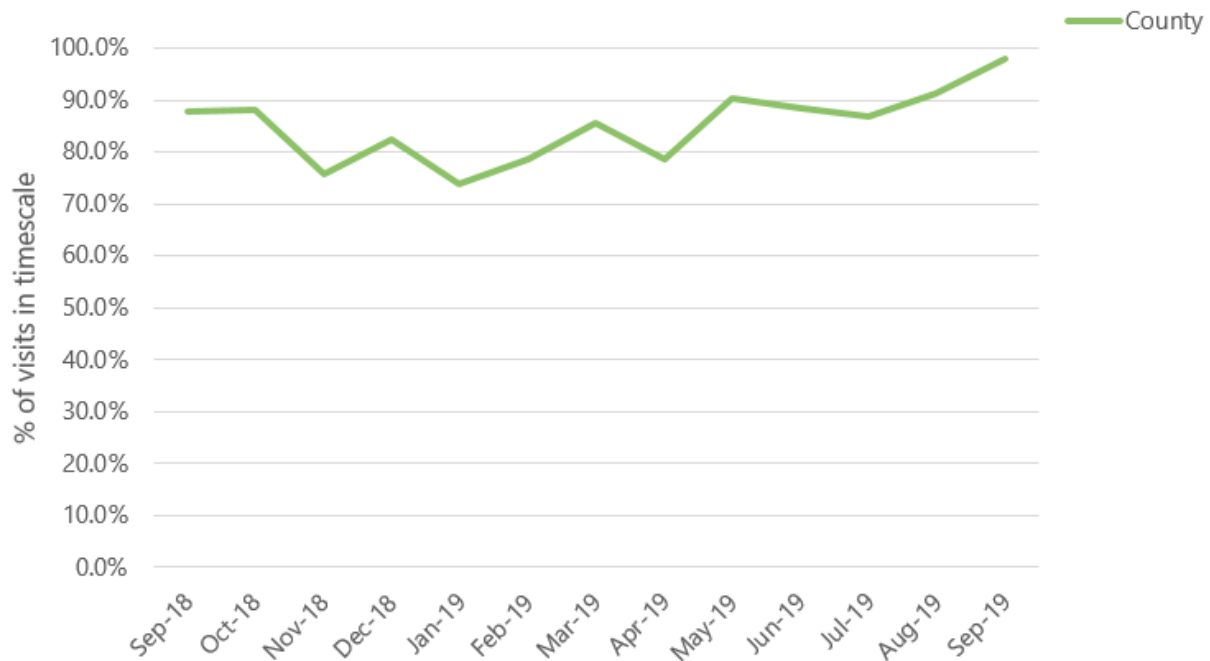


- 2.27. The chart below shows the rate of children subject to child protection plans compared with the England and Statistical Neighbour averages:

Rate of CP per 10,000 children



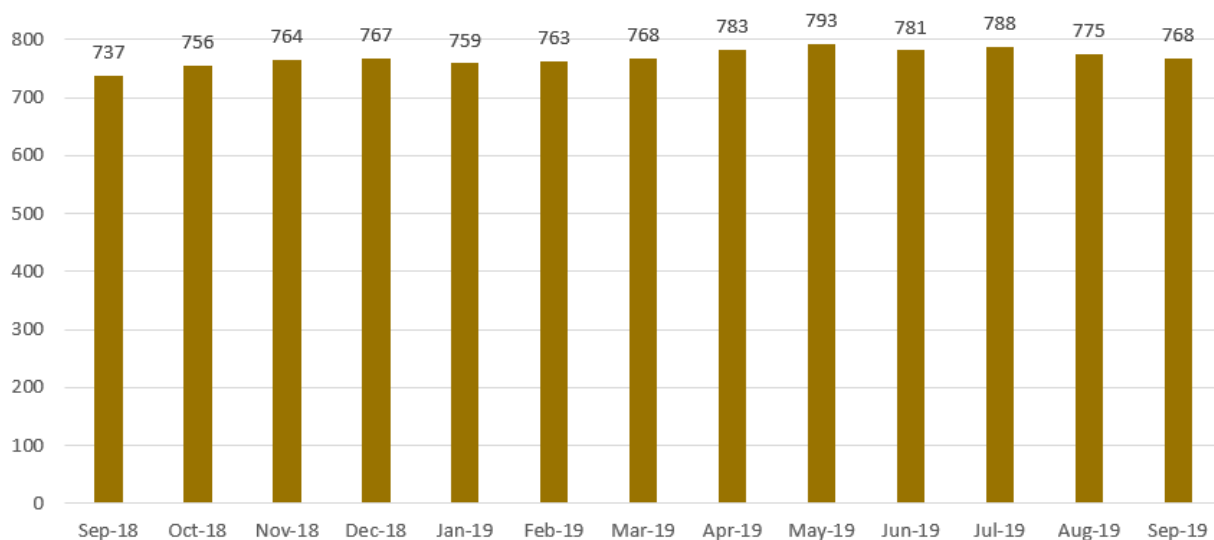
- 2.28. The statistical neighbour average in 2017/18 [represented by the orange dotted line in the chart above] was noticeably higher than in previous years when the average was closer to 38 per 10,000. This increase in 2017/18 was due to steep increases among two of our larger statistical neighbours. We should expect to see a rate of less than 38 per 10,000 in Cambridgeshire and we expect this headline rate to continue to reduce over coming months, albeit gradually.
- 2.29. There are some continuing issues around compliance with child protection conferences, including the timely preparation of reports to conference. Parents of children subject to child protection plans should have access to social work and other reports prior to the conference, so they can be prepared. This has not been happening often enough, resulting in the decision being taken that conferences will do not go ahead without the necessary paperwork being completed within the required timescales. This is having an impact on the proportion of conferences held within timescales, but will result in improved compliance and a better service to families over time.
- 2.30. The chart below shows the timeliness of visiting to children who are subject to child protection plans, which is indicating steadily improving performance:



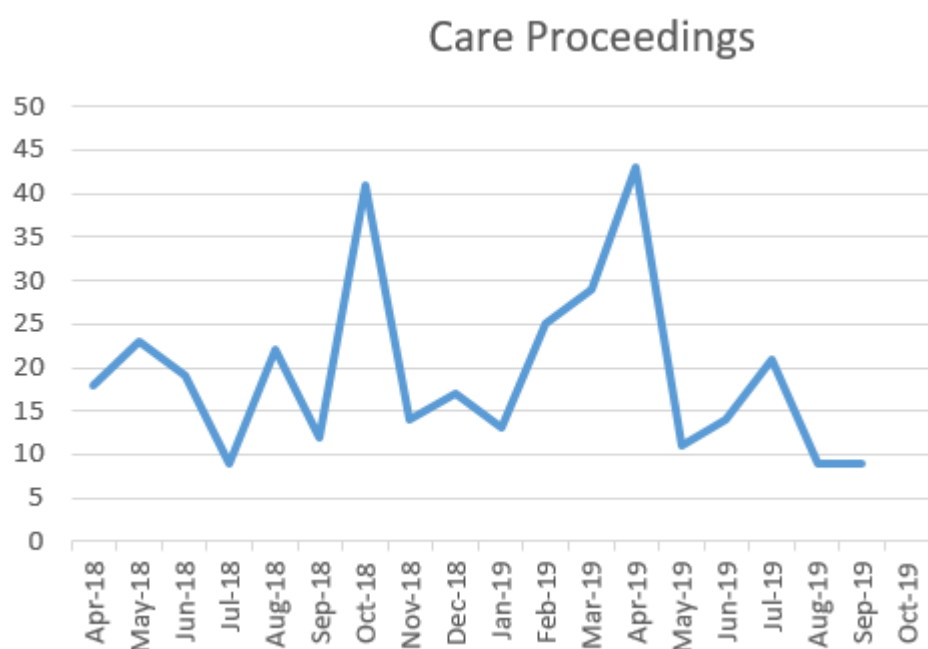
2.31. We have recently moved to a minimum expectation that children subject to child protection plans are to be visited at least once every two weeks. Statutory Guidance, and historical practice in Cambridgeshire, is that the minimum visiting frequency is once every four weeks, although in reality actual visiting frequency for most children has always been more regular than this. By adopting the two week minimum frequency, however, we are signalling a clear expectation in terms of practice standards.

Children in Care

2.32. While it is very early days, numbers in care have now been reducing for the last three months, and while it is too soon to be able to say confidently that this represents the beginning of a trend, it is encouraging. The graph below shows the position up to the end of September and the actual number in care as of 21st October, when this report was drafted, had reduced further to 760:



- 2.33. The above numbers include unaccompanied asylum seeking young people, of whom 16 came into care between June and August, the time of the year when spontaneous arrivals are often at their highest.
- 2.34. Managing overall numbers of children in care and related issues is an area where there has been considerable work over recent months. The corporate parenting service has, for example, identified young people for whom return home is feasible. These young people have all been in care for an extended period, and the reunification process therefore needs to be handled carefully in order to ensure that it will be successful. This is a gradual process, but already three young people who were placed in residential placements have returned home. This is likely to be more positive for them in terms of long term outcomes and is important for the local authority given that residential care is very high cost at typically between £4,000 and £5,000 per week and often more.
- 2.35. At the other end of the system, work is taking place to continue to increase use of the Public Law Outline and to reduce the numbers of children who are part of care proceedings. The chart below identifies a very significant increase in the number of care proceedings initiated around the beginning of the current financial year, but a steep reduction since then:



- 2.36. One of the weaknesses of the previous Unit Model in Cambridgeshire was a lack of consistency in management oversight. The move to specialist teams, with dedicated team managers has resulted in greater oversight and it was always likely that this would result in some increased periods of activity in some areas as the progress or otherwise of children was placed under more consistent scrutiny.
- 2.37. This increase in the initiation of proceedings has not continued now that the new model is becoming established, suggesting that this was a one-off effect of the move to the new model. Assuming the current lower numbers of care proceedings continues, it will follow that numbers in care will continue to reduce.

- 2.38. The Family Safeguarding model, which is due to launch in Cambridgeshire by March 2020, is also expected to deliver long term reductions in numbers of children in care. It is possible, however, that there will again be a short term increase or at least some increased volatility in numbers as the new approach becomes embedded. This is because the new multi-disciplinary teams are better at assessing risk as well as in providing effective support. While this improved support will have the longer term impact of making it possible for more families to make the changes needed in order to provide safe care for their children, in the short term, better risk assessment may identify children who are at more significant long term risk than had been identified previously.
- 2.39. Our child in care population has changed significantly over the last three to four years. Given the importance attached to reducing numbers to at least the equivalent of the average of our statistical neighbours over the next two years, we have agreed to explore working with an external provider who has undertaken extensive population modelling and forecasting for child in care populations. It is likely that majority of the associated costs of this analysis will be met through a grant from the Ministry of Housing, Communities and Local Government [MHCLG], for which a consortium of authorities in the Eastern Region including Cambridgeshire has successfully applied.

Implementation of Family Safeguarding

- 2.40. The Department for Education (DfE) has confirmed that Cambridgeshire County Council will receive up to £2.49M in 2019/20 and given in principle agreement to fund £1.6M for 2020/21, subject to us providing evidence of onward sustainability and spend in line with original estimates. The DfE reserves the right to reclaim funds that have not been used, but has confirmed that they consider that the funding 'year' began in August 2019, when confirmation of funding was provided, as opposed to the beginning of the 2019 financial year, which is helpful.
- 2.41. The amount is higher in the first year as this allows for set up costs including project management, costs of training and similar. The remainder of the funding is to enable is to bring caseloads down to around 15 in the Family Safeguarding teams, and to meet the cost of the adult facing practitioners – those supporting mental and emotional health issues, problematic alcohol and/or substance misuse and addressing domestic abuse.
- 2.42. The project is progressing well. Demand management modelling [to inform the number of adult and other practitioners required] has been completed and we expect to begin recruitment activities in relation to the required adult practitioners before the end of the calendar year.
- 2.43. Training programmes relating to Motivational Interviewing, use of the new LiquidLogic recording system and on various areas where the quality of practice needs to improve are now in place, with training beginning in November 2019.
- 2.44. Alongside this activity, we need to review the 'clinical offer' within children's services. A team of clinicians, some of whom are employed by Cambridgeshire and Peterborough Foundation Trust [CPFT], although funded by Cambridgeshire County Council, provides clinical support to work with vulnerable children and families. In part, this offer was associated with the previous Unit model.

- 2.45. The move to specialist teams and now the development of Family Safeguarding means that we need to consider how this clinical resource can best be deployed across all parts of children's services, from early help through to children in care and young people leaving care as well as the support we provide to foster carers. This review will be completed in the coming months, and in consultation with the staff as well as with CPFT.
- 2.46. The aim is to launch Family Safeguarding between February and March 2020, but it will take some time for the new model to become established. New working relationships will need to become established, and confidence in the new approaches will need to build across the system.
- 2.47. This is, however, a very exciting time for Cambridgeshire, and the new approach will deliver significantly improved outcomes for our most vulnerable children and young people.

Corporate Parenting and Fostering Services

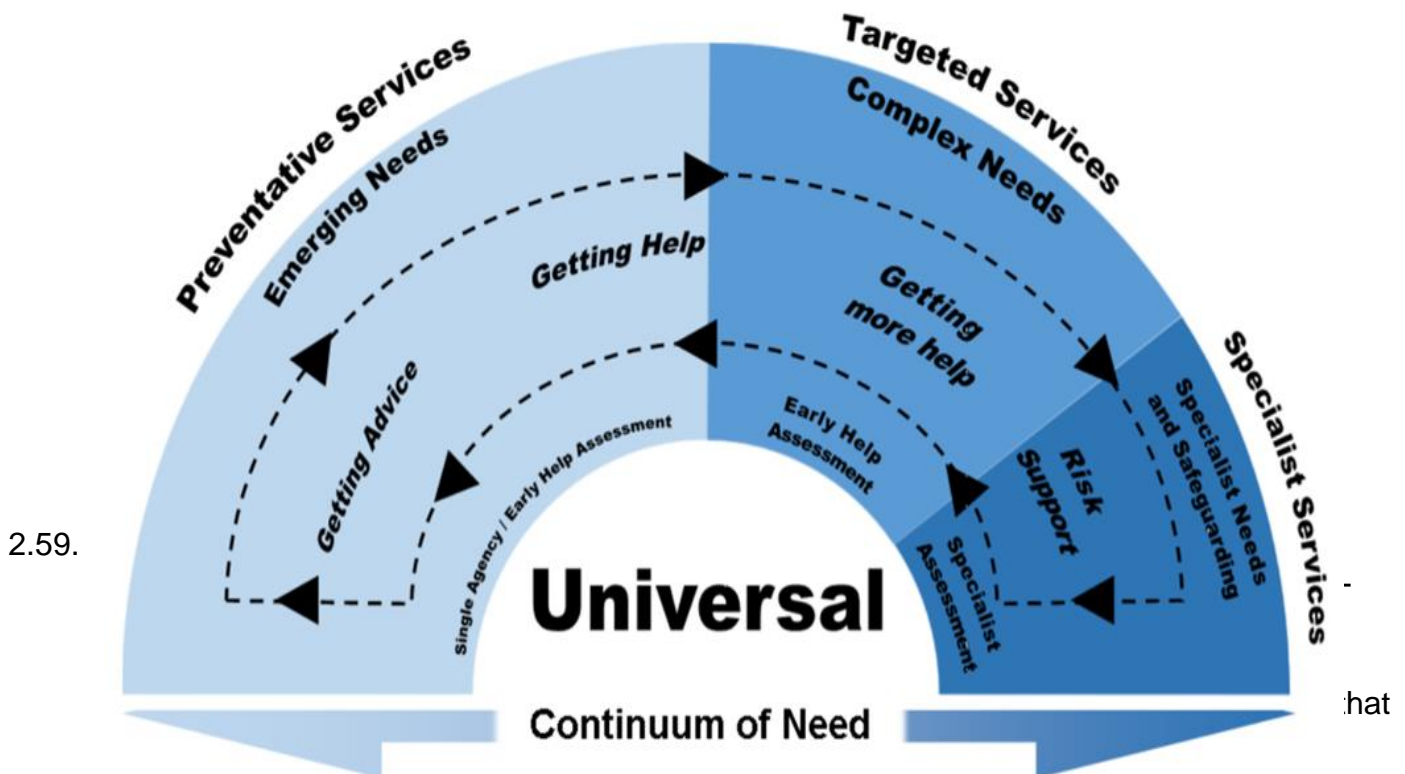
- 2.48. The new corporate parenting service was established as part of the Change for Children programme in 2018/19, and is now becoming established.
- 2.49. As noted above, the service has been focusing on improving quality of permanency planning for children in care, including identifying children and young people who have been in care for an extended period, but for whom a return home is likely to be appropriate.
- 2.50. In addition, the service has been focusing on our response to young adults who were previously looked after as unaccompanied asylum seeking young people. One area has been to ensure that this group of young people moves to benefit sustainable accommodation at age 18. Another is to review our process when young adults have been determined by immigration authorities to have no right to remain and to have exhausted all their rights.
- 2.51. A peer review of corporate parenting services took place in early October 2019. This was undertaken through the Eastern Region of the Association of Directors of Children's Services. The peer review was modelled on an Ofsted-style Focussed Visit, which is likely to be the next form of Ofsted activity in relation to children's services in Cambridgeshire. The peer reviewers, all senior officers from other authorities in the region, spent two days case sampling, talking to practitioners and meeting with children and young people.
- 2.52. They reported back that the benefits of the large scale restructure that took place in 2018/19 were evident: they could see evidence of better management grip, and while there was still some evidence of historical drift in the management of children's cases, this was now being addressed.
- 2.53. The peer reviewers said that our social workers and personal advisers knew their children and young people well, and that managers and leaders had a good understanding of the development needs of the service overall. Their assessment was that the service had made good progress since the 2019 Ofsted inspection. There is still much to do, and often this is about ensuring that the improving picture in relation to management oversight, progression of plans and similar is consistent across the service.
- 2.54. Significant activity has been taking place within the fostering service. A rolling fostering campaign has been successful in generating a significant number of enquiries, many of

which have been converted into applications to become Cambridgeshire foster carers. There were [as of 20th September] 21 households under assessment, all expected to have completed the process by the end of the current financial year.

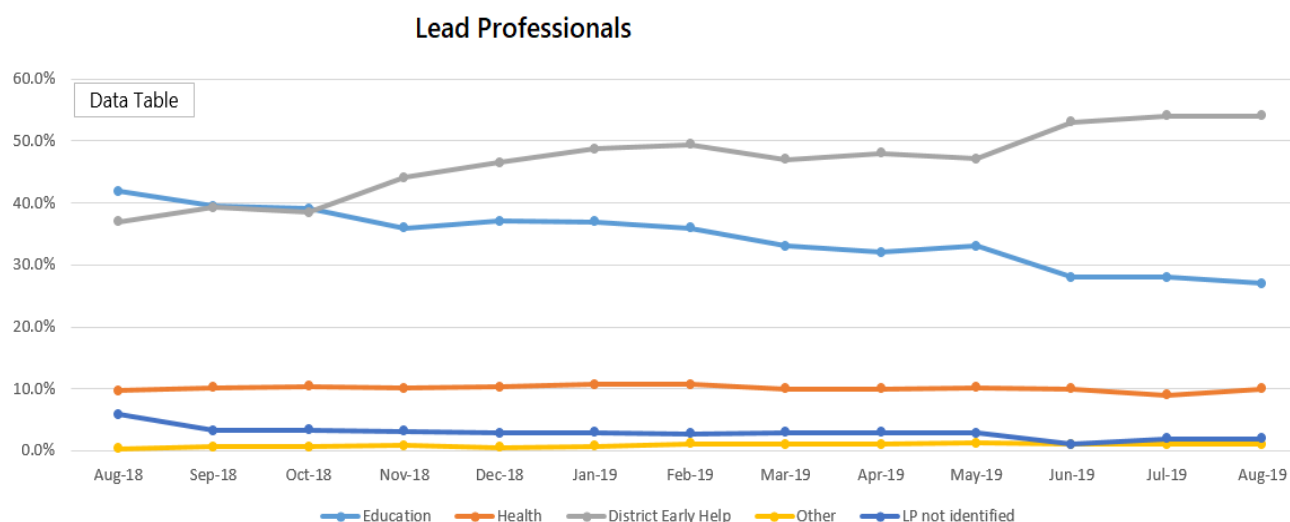
- 2.55. Recruiting and retaining in-house fostering households is an important element of our strategy for our children in care services. The cost of placements with in-house foster carers are much lower than those with Independent Fostering Agencies, even when the cost of operating the service is included. This is not just about money, however. We need more in-house foster carers because they are local to Cambridgeshire and mean that more of our children can be placed close to their home communities, schools, family and peer groups. Maintaining these areas of continuity is very important to children, and helps to explain why there are fewer unplanned endings of placements when children are placed with our own carers. We also know our carers better, meaning we can better match children needing placements with our foster families. This also helps to avoid unplanned placement endings.
- 2.56. Other areas of work that are currently taking place or that are planned for the future include:
- **Consideration of a review of allowances:** Fostering allowances in Cambridgeshire have developed in a piecemeal way over recent years. This has resulted in a structure of allowances that is quite complex. A review is needed to look at how this can be simplified and to ensure that all allowances are in line with regulations. This review will include ensuring that there are clearer policies in place in relation to pocket monies and savings accounts for children in care and similar matters. Any changes will be developed in consultation with foster carers and the fostering committee;
 - **A review of legal order allowances:** Cambridgeshire currently pays allowances to carers of children under Special Guardianship Orders until the child reaches 18 years of age in all circumstances. This was appropriate when these orders were first introduced, when they were envisaged to be used by older children and young people who were no longer able to live with their own families. Over recent years these orders have been increasingly used to secure legal permanency for much younger children who would previously have been placed for adoption. While it is reasonable for the local authority to provide time-limited financial support to enable the new permanent carer to make transitional arrangements, in any other situation, the on-going financial responsibility for providing a permanent home for children rests with the parent or person with parental responsibility. In conducting the review of legal order payments, we will ensure that we honour clear previous commitments, and there will always be flexibility to ensure that we are able to provide financial support in exceptional circumstances;
 - **Consideration to the development a parental contributions policy:** Under the Children Act 1989, councils are able to seek a contribution to the cost of providing care to a child aged under 16 from their parents in certain circumstances. Contributions cannot be sought from parents who are in receipt of Universal Credit, Income Support or similar, for example. The vast majority of children and young people in care would fall into the category, but not all. Where parents have the means to make a contribution, it is reasonable for them to do so, as opposed to expecting the community of council tax payers to meet the full costs of looking after their child.

Early Help Services

- 2.57. Our early help services play a very important role in supporting children and their families who would be vulnerable to poor outcomes without additional support. Our services need to be considered within a much broader system of support for children and their families, where our partners – statutory and voluntary – play an important part in providing support to children and young people of all ages and at every level in the system.
- 2.58. The system of support to children and young people is often referred to as a continuum, and represented as a window, as below:



- 2.60. Local authority early help services should focus on working with those children and young people with the most significant vulnerabilities – those in the middle blue section of the 'windscreen' above. Children with lower level needs are usually best supported by additional support being provided by universal or community services, sometimes working together under a lead practitioner model. This is often the best form of support since it can often be provided without onward referral, meaning that families find usually it easier to access and experience the support as being less stigmatising.
- 2.61. The chart below provides information about the proportion of children being supported at an early help level who have a lead practitioner from particular agencies:



- 2.62. While partner agencies will also be doing a significant amount of work with children and families that would qualify as early help in addition to holding lead practitioner responsibilities, the above chart is indicating that it is increasingly the local authority's early help services that are taking on the lead practitioner role.
- 2.63. Alongside aligning our early help services with the think communities' agenda, we will also be reviewing our early help offer and approach with an aim of reversing this trend. This may mean that we will need to look again at how we support key partners including schools to meet a greater proportion of needs at an early help level and avoid making onward referrals to other services.
- 2.64. This work has commenced and will take place in partnership with key stakeholders.

Implementation of LiquidLogic

- 2.65. The project to implement the most recent version of LiquidLogic continues to make generally good progress, although the date for implementation has slipped from the end of October 2019 to mid-January 2020. This is essentially because of data migration issues, and additional data migration dates have become necessary. This would ordinarily have led to a 4-6 week delay but there is a lot of work that is required at the time of actual 'go-live' and so we have had to move back to January as managing this with reduced staffing over the Christmas break would not have been wise.
- 2.66. As noted in previous reports, LiquidLogic will make a real difference to the workloads of our staff in children's social care as well as in early help. It will also enable the development of improved performance reporting, which continues to be an area of difficulty because of the reliance on the now very old children's information system in use at present.

Concluding Remarks

- 2.67. The service is now seeing the benefits of the restructure under the Change for Children transformation that was completed during 2018/19, with the backing and support of this Committee.

- 2.68. Compliance issues are continuing to improve and there is more evidence of management oversight and case direction. That said, there remains much to do to ensure consistency of quality, applications of thresholds, thoroughness and timeliness of assessments and ensuring that planning for children is SMART.
- 2.69. The implementation of Family Safeguarding is developing well, and will bring further benefits in terms of supporting improved outcomes for our most vulnerable children and young people.
- 2.70. Reviews that are continuing to take place across the service are resulting in reducing volumes of work in the system, with a clear pattern of reducing numbers of children subject to child protection plans, and an emerging trend suggesting reducing numbers of children in care, although in relation to the latter indicator, it is still early days.
- 2.71. Fostering recruitment is progressing well, and the new dedicated service for children and young people in care is making progress in reviewing care plans and supporting return home and on to other permanent arrangements as appropriate.
- 2.72. The reconfiguration of services to children and young people with disabilities has been implemented successfully, bringing this part of the service into line with the team structure in place following the Change for Children programme.
- 2.73. Overall, despite the need to continue to improve consistency of practice and management oversight, the service is now in a much stronger position to be able to deliver consistently good outcomes for children and young people in due course.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

The following bullet points set out details of implications identified by officers:

- Supporting vulnerable children and young people to achieve the best possible outcomes has longer term benefits for them as well as to the wider population. Where children are enabled to remain safely with their families or provided with good quality care, they are most likely to develop resilience and be more likely to remain in good physical, mental and emotional health, make better quality relationships and contribute more to the community.

3.2 Thriving places to live

The following bullet points set out details of implications identified by officers:

- Promoting the best outcomes for children and young people means that they are most likely to make a positive economic and social contribution into adulthood.

3.3 The best start in life for Cambridgeshire's children

The following bullet points set out details of implications identified by officers:

- A children's services that is effective overall will ensure that vulnerable children and young people are supported to achieve good outcomes, including by

enabling families to provide permanent, safe and loving homes to their children wherever possible;

- Where children and young people are identified as being at risk of harm, children's services take action in order to ensure that these risks are minimised;
- As corporate parents, we share responsibility for ensuring that our children and young people in care and young people leaving care are able to access the best possible support in order to achieve good long term outcomes.

4. **SIGNIFICANT IMPLICATIONS**

4.1 **Resource Implications**

There are no significant implications within this category.

4.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

4.3 **Statutory, Legal and Risk Implications**

There are no significant implications within this category.

4.4 **Equality and Diversity Implications**

There are no significant implications within this category

4.5 **Engagement and Communications Implications**

There are no significant implications within this category

4.6 **Localism and Local Member Involvement**

There are no significant implications within this category.

4.7 **Public Health Implications**

The Early Help teams are involved in implementing the Best Start in Life strategy and developing the new service model along with public health commissioned health visiting and school nursing service.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Martin Wade
Have the procurement/contractual/Council Contract Procedure Rules implications been cleared by Finance?	Yes or No Name of Financial Officer: N/A

Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillian
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Lou Williams
Have any engagement and communication implications been cleared by Communications?	Yes or No Name of Officer:
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Lou Williams
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

SOURCE DOCUMENTS

Source Documents	Location
None	