

Children's Services Scrutiny Committee
Meeting to be held on Wednesday, 26 July 2017

Electoral Division affected:
(All Divisions);

Lancashire's Wellbeing, Prevention and Early Help Offer
(Appendices A – M refer)

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Executive Summary

The case for effective Wellbeing, Prevention and Early Help is well documented and understood and has been robustly made in a number of key national reports. This is that Early Help for children, young people and their families does more to reduce the prevalence of abuse and neglect than reactive (costly) specialist statutory services. That it focuses on impacting the wider determinants for health, including economic, social and environmental improvement in both local and national context. This paper provides an update on Lancashire's Wellbeing, Prevention & Early Help offer.

Recommendation

The Committee are requested to note and comment on the contents of this paper.

Background and Advice

The importance of Early Help in enabling children and families to reach their full potential has been set out in a number of Government reports published nationally to improve our understanding and inform service developments when working with children and their families.

- Fair Society, Healthy Lives (The Marmot Review (2010))
- The Foundation Years: Preventing poor children becoming poor adults (Frank Fields (2010))
- Early intervention: The Next Steps (Graham Allen MP (2011))
- The Munro Review of Child Protection: A Child Centred System (Professor Eileen Munro (May 2011))
- The Early Years: Foundations for life, health and learning (Tickell Review (2011))

These published reports promote Early Help as a way of working with children, young people and families, offering them support at the earliest opportunity to build their resilience and increase their ability to manage challenging circumstances before they become a problem which requires more intensive specialist support.

There is also a strong economic imperative for Prevention and Early Help. Social problems and intergenerational disadvantage place a significant financial burden on society. Youth unemployment alone is estimated to cost the economy in excess of £10million a day. Tackling the underlying causes of social problems, through prevention and early help, could realise significant saving for the public purse. Studies have shown that every £1 spent on prevention and early help can realise savings of up to £10+. Investing resources in this approach has the potential to combine improved outcomes with greater efficiency.

A collaborative approach is essential for delivering services focused on Prevention and Early Help. Not just because integrated services are better able to change lives and realise greater efficiencies, but because the benefits may not necessarily accrue to organisations who operate in isolation. A shared strategic approach will ensure partners remain focussed on the potential for Prevention and Early Help to improve outcomes for all parties in the long term.

Why do we need an Early Help Offer?

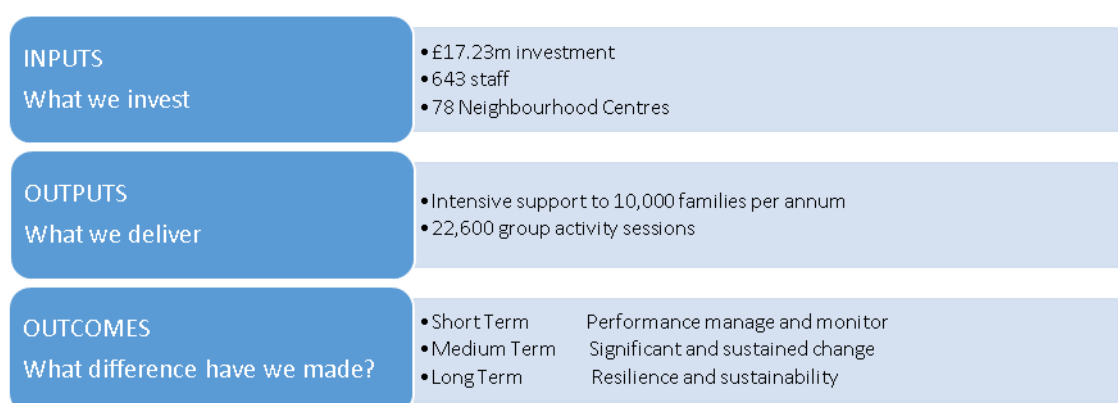
The majority of children and young people in Lancashire achieve good outcomes - enjoying good health, feeling safe, achieving well at school, engaging in purposeful and positive activities and having good prospects for future education and employment. However, there is a significant minority of children and young people for whom the predicted outcomes remain poor:

- 18% of children living in deprived households
 - 39 wards in top 10% most deprived nationally – affecting 10 out of 12 Lancashire districts (except for Fylde and Ribble Valley). (DCLG, 2015)
- 47,155 children in families in receipt of Child Tax Credits (<60% median income) or IS/JSA. (HM Revenue and Customs, 2014)
- 1 in 7 pregnant mothers smoke during pregnancy – it is just over 1 in 10 nationally. (HSCIC, 2016)
- Just under 70% of mothers initiate breastfeeding after birth. (NHS England, 2014/15)
- During 2015/16, there were 2,179 MARAC (Multi-Agency Risk Assessment Conference) cases; this was an increase of 4.8% on the previous year (or 2,079 cases during 2014/15). Children are exposed to abuse in the home and there were 2,519 CYP included in these MARAC cases. More recent data

suggests the first three quarters of 2016/17 there have been 1,563 reported MARAC cases. (Lancashire County Council, 2017)

- There are 1,864 children looked after in Lancashire as of March 2017. 63% of children were looked after as a result of abuse or neglect and 23% were a result of family stress or dysfunction. (Lancashire County Council, 2017)
- Infant mortality is still higher than the national average with rates in Pendle, Chorley and Burnley amongst the highest in the country. (PHE, 2013-2015)
- The oral health of children and young people under the ages of 5 and 12 are poor in many areas of Lancashire.

Wellbeing, Prevention and Early Help Service Vision and Purpose



The Wellbeing, Prevention and Early Help Service (WPEHS) brings together a range of former services that work with children, young people and families, including Children's Centres, Young People's Service, Prevention and Early Help and Lancashire's response to the national Troubled Families Unit programme. By doing this, the service is able to offer a wide range of support across the 0 - 19yrs+ age range (25 years for Special Educational Needs and Disabilities) with a whole family approach, and ensure that the needs of children, young people and families who are vulnerable to poor outcomes are identified early and that those needs are met by agencies working together effectively and in ways that are shaped by the views and experiences of the children, young people and families themselves.

Strong universal services help our children, young people and families to help themselves to find solutions to problems or prevent problems developing, through building resilience. Universal services are those that are routinely available to all children, young people and families, which can provide support and are often the places where emerging issues/difficulties are first identified, or where families may first ask for help and we will continue to work in partnership with providers delivering universal services, such as Midwives, Health Visitors, School Nurses, Schools, Early Years settings, Police, Lancashire Fire & Rescue Service and the Voluntary Community Faith sector.

The vision for Lancashire's Early Help offer is therefore to secure a county-wide approach within which all partners coordinate, prioritise and maximise their collective efforts to enable children, young people and families to achieve success, resist stress, manage change and uncertainty, and make safe decisions about their future. It provides a framework to support partners in re-shaping existing services, to work together more effectively, utilising existing resources in a more integrated way in order to secure better outcomes for families.

At the heart of this approach is a commitment to actively involve children, young people and families in the assessment of need and action planning to meet those needs – to put children, young people and families at the centre of our planning. Effective Early Help can only be achieved if we work together to ensure services are co-ordinated, integrated, accessible and personalised to the needs and strengths of individual children, young people and their families. This involves changing the way we deliver services by working in an integrated way, breaking down professional barriers that may get in the way of delivering the best possible services and by adopting a 'family centred' approach to all that we do.

Statutory Remit of the Wellbeing, Prevention and Early Help Service for Children, Young People and Families

The County Council's statutory duties relevant to this service include:

- Delivering a 'sufficient' children's centre offer to meet local need so far as this is reasonably practicable (Childcare Act 2006). This is based on population and defined reach areas, with a consideration to retain universal services, whilst concentrating and targeting those children and families who are the most disadvantaged.
- Securing young people's access to 'sufficient' educational and recreational leisure time activities and facilities for the improvement of young people's wellbeing through the delivery of a 'Youth Offer' (Section 507b of the Education and Inspection Act 2006). This includes the duty on the local authority to consult young people about positive activities and other decisions affecting their lives and to publicise information on what positive activities are available in the county/local areas.
- Making available to young people below the age of 19 and relevant young adults (i.e. those aged 20 and over but under 25 with learning difficulties) support that will encourage, enable or assist them to participate in education and training (Section 68 of the Education and Skills Act 2008) and ensure that they promote the effective participation in education or training of young person's 16-17yrs and make arrangements to establish (so far as it is possible to do so) the identities of those young people who are failing to fulfil the duty to participate in education or training – thereby reducing the numbers of NEET (Not in Employment, Education or Training) young people (Raising the Participation Age).

Troubled Families Programme

The Wellbeing, Prevention and Early Help Service (WPEHS) is responsible for delivering Lancashire's response to the national Troubled Families Programme. This programme aims to improve the life chances of 400,000 families nationally who are experiencing multiple issues in the family unit. Families are deemed to be eligible for 'attachment' to the programme if they have two or more identified issues from the six criteria below:

1. parents or children involved in crime / anti-social behaviour;
2. children who have not been attending school regularly;
3. children who need help, identified as in need or subject to a child protection plan;
4. adults out of work or at risk of financial exclusion or young people at risk of worklessness;
5. families affected by domestic violence and abuse;
6. parents or children with a range of health problems

The WPEHS has embedded the principles of the national programme into service delivery. This means that all families attached to the programme receive coordinated support delivered by a Lead Professional (LP) who is the main point of contact for the family. Lancashire has been set a target of attaching 8,620 families to the programme by March 2020. Local authorities receive £1,000 for each family attached to the programme with £800 paid on a payment-by-results basis (for a maximum of 8,620) where there is clear evidence that all identified issues have been resolved and the change has been sustained.

Wellbeing, Prevention & Early Help in the Multi Agency Safeguarding Hub (MASH)

There are three Early Help officers who support decision making on "Contacts" made to MASH that do not meet the Children's Social Care (CSC) thresholds.

Data shows that only approximately 30% of Contacts made to MASH meet a threshold at level 3 or 4 on the Lancashire Continuum of Need (CoN); i.e. progress to CSC, with a significant proportion requiring an Early Help assessment (CAF) or further Early Help support.

The role of the Early Help Officers within MASH is as follows: -

- To form part of the locality MASH teams - Central, North and East, and ensure swift step-down to the 12 WPEHS District Teams across Lancashire to ensure that children, young people, their families and carers receive the offer of support that is right for them, in the right place and the right time.
- Act as a conduit between the WPEHS District Teams offering support, guidance and information where necessary.
- Support the multi-agency professionals within MASH by providing information regarding the Early Help offer, including access to commissioned services. They will contribute to the decision making process and offer professional challenge when appropriate.

- Advocate the use of the CAF as a holistic assessment with all multi agencies within and external to MASH.
- Embed the Risk Sensible model within their practice to ensure consistency of language and thresholds.
- Provide multi- agencies in MASH with the information regarding support available within Districts
- Seek consent from parents and young people, where other agencies within MASH have been unable to gain consent, they will interface with the parents and young people to establish as early as possible the needs of the family.
- Maintain accurate records of all cases.
- Work with the MASH Board to produce multi-agency performance indicators to demonstrate the effectiveness of Early Help within the MASH.

Wellbeing, Prevention and Early Help Service Delivery Model

The WPEHS delivery model was presented to Cabinet in February 2015 and it was agreed that the revised service model would be implemented within a financial envelope of £17.23m. The financial envelope has since been revised to £16.85m (excluding Troubled Families Unit income) due to changes in staffing NI and superannuation rates and the centralisation of property budgets. This revised financial envelope still achieves the planned budget savings.

For organisation and management purposes, front facing service delivery is structured around five areas which forms the service delivery footprints for the Wellbeing, Prevention and Early Help Service. The service delivery footprints are;

- Lancaster, Fylde and Wyre
- Preston
- Chorley, South Ribble, and West Lancashire
- Hyndburn, Ribble Valley and Rossendale
- Burnley and Pendle

Staffing resources have been allocated across Neighbourhood Centres in the heart of the community where a range of Early Help services can be accessed, such as Police, Lancashire Fire and Rescue and Health as we embed integrated working. See Appendix A for a full list of all the WPEHS delivery sites and Appendix B for the allocation of staffing resources.

The service operates a flexible programme, largely targeted in response to need, but also including some universal drop-in services and groups. The service has developed a core curriculum offer of evidence based interventions based on the provision of 20% universal support and 80% targeted early help for children, young people and families at level 2 on the Lancashire Continuum of Need. Further details of the service methodology can be found at Appendix C and the curriculum offer can be found at D.

The service will be offered in the main to groups and individuals whose needs are our priority and use four principle methods for service delivery;

- One to one key worker support
- Group based programmes operating from neighbourhood centres
- One to one and group based outreach and detached support
- Virtual and digital support, which is accessed for example via telephone, internet, mobile phone and social media

Using outreach and detached delivery is critical and means that there is a wide reach of our services across communities and where appropriate, this can be delivered within families' homes, or from other appropriate settings.

When considering targeting services, Wellbeing, Prevention and Early Help Service will prioritise the following groups/ individual children, young people or families;

- With Special Educational Needs and/or Disabilities or with behaviour difficulties
- Experiencing Neglect
- Workless or at risk of financial exclusion
- With a range of health problems
- Affected by domestic abuse
- Affected by emotional and mental health issues
- Young Parents/ new parents
- Parents who are unlikely to take advantage of universal early childhood services
- Young Carers
- Homeless
- Asylum seekers and refugees
- At risk of and/or having experienced child sexual exploitation
- Who are transient including asylum seekers, economic migrants and traveller communities
- Involved in crime or anti-social behaviour
- Not attending school regularly and at risk of exclusion
- Engaging in / affected by risk taking behaviours
- With protected characteristics as defined by the Equality Act

(WPEHS will support Children's Social Care cases (including Children in Need (CiN) and those stepping down from social care), where in the best interest of the child/young person, and as part of plans for children and young people looked after by the local authority and those subject to a child protection plan)

Integrated Working Principles

Making improvements in the integrated delivery of universal and targeted services is critical in ensuring that it is easier for children, young people and families to access the support they need, and where appropriate we will integrate our collective resources within our Neighbourhood Centres. This will require new and innovative

ways of working, making the effective use of our shared resources and improving information sharing.

An Early Action Integrated Team operates in Preston in response to increasing demand on emergency services, statutory services and partner agencies from vulnerable children, families and adults, whose needs require a non-statutory response.

Membership of the team includes WPEHS, Police, Fire, Health, District Councils, Social Care, commissioned services and appropriate Voluntary, Community and Faith Sector (VCFS) organisations. The team operate from one of the WPEHS centres, sharing data systems, intelligence and resources to provide a holistic multi-agency response to requests for support from vulnerable adults and families. Integrated Teams are currently in development across the remaining districts in Lancashire.

The WPEHS works in partnership with providers delivering universal services, such as Midwives, Health Visitors and School Nurses. The WPEHS supports Health Visitors with baby weigh in clinics at WPEHS delivery sites, and with the delivery of health and development checks for 2 year olds.

WPEHS hold joint visits to local nurseries where parents could benefit from accessing free 2 and 3 year old nursery places and offers joint support to new parents with feeding, safer sleeping and play and stimulation for early development.

The WPEHS operates a data sharing agreement with local midwives which facilitate the sharing of information regarding new births which enables the WPEHS to target new families who may need additional support. Links are developing with local GP practices with the WPEHS providing a named contact for each GP surgery. The named contact provides information regarding services available for families and provides a contact point for GP's to discuss potential referrals into the services (see Appendix E).

The WPEHS service also provides a local named contact to Lancashire schools. The named contact supports the school by providing information and advice on services available and how to access these and be a contact point for the school to discuss any emerging issues about any of their pupils. Building these partnerships will ensure that it is easier for children, young people and their families to receive the support that they need as early problems/difficulties arise (see Appendix F).

A key priority for WPEHS is to ensure that children, young people and their families are resilient, aspirational and have the knowledge, capability and capacity to deal with wider factors which affect their health and wellbeing, life chances and economic wellbeing.

To support this priority WPEHS have engaged with Lancashire Adult Learning (LAL) to explore ways in which they are able to enhance the WPEHS offer delivered from Neighbourhood Centres. Additionally, a key focus of the national Troubled Families Programme relates to moving families identified as worklessness towards and into employment.

LAL have developed a "Curriculum Offer" with the Wellbeing Prevention and Early Help Service which provides a range of courses including evidence based family learning programmes and support for families moving towards employment.

The WPEHS actively engages with the VCFS to ensure the best use of resources, to eradicate duplication and ensure local provision is complementary. The WPEHS will pool resources with the VCFS to jointly deliver programmes from WPEHS delivery sites for example the Big Cook Little Cook programme in Hyndburn which focuses on healthy eating and cooking and upskills parents to provide nutritious food on a budget.

The WPEHS also contributes to the support provided for vulnerable target groups and has developed specific targeted service offers for;

- children looked after (CLA)
- children and young people with special educational needs and disabilities (SEND)

See Appendix G for details of the WPEHS offer for Children Looked After (CLA) and Appendix H for details of the WPEHS offer for children and young people with SEND.

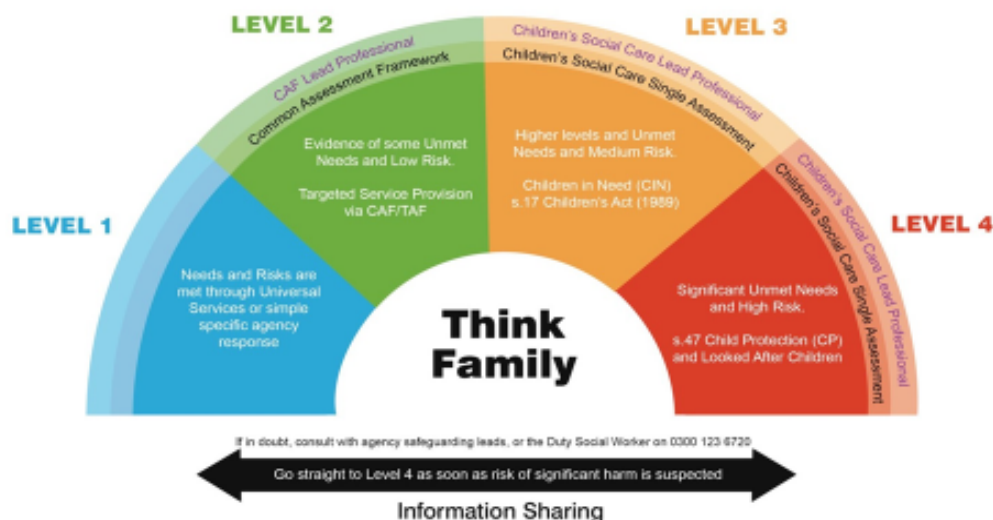
Lancashire's Continuum of Need (CoN) and Thresholds Guidance

The CoN and Thresholds Guidance sets out the levels of need and risk experienced by children, young people and families in Lancashire

It highlights and supports the emphasis on both assessment and planning when working with a family to ensure there is a clear understand of levels of need and risk in order to offer the most appropriate level of support to a family.

Lancashire Continuum of Need

The complete Lancashire 'Continuum of Need'



The CoN and Thresholds Guidance offers multi-agency practitioners a common language and understanding to identify and describe levels of need and risk.

Level 1	Needs met by universal services i.e. Schools, Health Visitors and School Nurses
Level 2	CAF assessment, Lead Professional from appropriate agency, targeted support at an Early Help Level
Level 3	Section 17- Child In Need. Single Assessment. Lead Professional is a Social Care Professional
Level 4	Section 47- Child Protection or Looked After Children. Single Assessment. Lead Professional is Social Care Professional

Common Assessment Framework (CAF)

The CAF is a multi-agency assessment and planning tool, designed for use with Children, Young People and their families, including unborn babies, by any practitioner working with a family. In Lancashire the CAF is a Family CAF which is undertaken, with consent, when unmet needs and risk are identified at Level 2 on the Continuum of Need (CoN). The CAF assessment is undertaken utilising the Lancashire Thresholds Guidance and CoN.

The CAF looks at the family's strengths, needs and risk and focuses on empowering families by working alongside them to build resilience and reduce dependency. It enables agencies to follow the Child's journey and enhances ongoing and effective communication between agencies and the family. It facilitates partners to work together in a Team around the Family (TAF) and identifies a Lead Professional (LP)

to ensure a coordinated and joined up approach. It enables practitioners to work alongside families, by 'working with' and not 'doing to'.

The WPEHS work with families is underpinned by the CAF which follows the principles of one family, one worker, and one plan, to achieve the best outcomes for Children, Young People and their Families.

The current number of open CAF's across Lancashire by multi-agency partners is illustrated below;

Agency completing CAF	Number of Open CAFs
Education (incl. Early Years)	6,541
Health	1,127
Housing	5
Other (non LCC)	42
Other LCC Service	272
Police	16
VCFS	368
WPEHS	847
Youth Offending Team	25
Grand Total	9243

The WPEHS delivery adopts the Risk Sensible methodology. Risk sensible sets out a way in which practitioners work with families to identify and manage need and risk at an appropriate level and ensure children and young people are safeguarded against significant harm. It challenges the culture of working in a risk averse way and provides a framework to address this that supports assessment, analysis and management of risk. See Appendix I for full details of the Risk Sensible method.

Referral Pathways

Requests for support come from a number of sources, from other professionals or services, from families or young people themselves.

The Wellbeing, Prevention and Early Help Service operate a one single 'front door' to the service and all requests for support are sent to a central mailbox preventionearlyhelp@lancashire.gov.uk. All requests for support received are sent to District teams.

Agreed processes are in place for families that require escalation, 'step up', to children's social care and those that need to de-escalate, 'step down', to early help. See Appendix J for details of the 'step up' process and Appendix K for details of the 'step down' process. Full details of the service pathway can be found at Appendix L.

Commissioned Services

0-19 Healthy Child Programme (Health Visitors and School Nursing)

Lancashire County Council is currently undertaking a procurement exercise for the delivery of its 0-19 (25) years Healthy Child Programme from April 2018. The awarded provider will work collaboratively with the Well-Being, Prevention and Early Help service (WPEHS) delivering services for children, young people and families. Elements of the programme include:

- Public health nursing - including the 4-5-6 service model from the antenatal period up to 19 years for children, young people and families (up to 25 years with SEND).
- Support for all children, young people and families at the four service levels (community, universal, universal plus and universal partnership plus).
- Early identification of need; screening, developmental health reviews, focus on high impact areas, and the provision of the National Child Measurement Programme (NCMP)
- Health improvement with a focus on prevention.

The successful provider, in partnership with WPEHS colleagues, will develop, deliver and lead others in collaborative innovative solutions to meet local need and provide an increased emphasis on prevention at all service levels. Service users will receive a seamless delivery of care, delivered on a population and community based level, which are family centred and delivered by the right person, at the right time and in the right place, to meet individual child and family needs.

The service will deliver an integrated 0-19 (25) Healthy Child Programme as part of a multi-agency team within Lancashire's Neighbourhood Centres with LCC's Wellbeing and Early Help service, making effective use of shared resources, i.e. workforce and training, commissioning, estates, improving information sharing with an ultimate aim of improving outcomes for children, young people and families. The need for early specialist emotional health and wellbeing provision for children and young people together with support for children and young people who have been affected by domestic abuse were identified following completion of a comprehensive needs assessment.

Emotional Health and Wellbeing Commissioned Service

During 2017/18 £1.15m funding has been set aside, £650k from Schools Forum together with £500k redirected from Tier 2/3 mental health services to support children, young people and families with low level emotional health and wellbeing needs at level 2, 3 and 4 of the Lancashire Continuum of Need.

The contract is monitored on a quarterly basis by the Wellbeing, Prevention and Early Help service. Systems and processes are in place providing robust reporting, at family level, service level, district level and county level. Quarterly performance reports are produced and shared through established governance arrangements.

Support for Children and Young People affected by Domestic Abuse commissioned service

The Police & Crime Commissioner (OPCC) is the lead commissioner on behalf of partners for Domestic Abuse services as part of a wider contract titled 'Lancashire Victims Services' which includes services specifically for victims of domestic abuse, rape, Child Sexual Exploitation, forced marriage, honour based violence, Female Genitalia Mutilation, hate crime, young victims of crime and road traffic crime.

The Schools Forum provide funding into the pooled budget to support to children and young people who have either been victims of, or witnessed domestic abuse. The WPEH service can access this support where appropriate. The contract was awarded to Victim Support and is delivered across Lancashire as part of the NEST service.

Full details of the current providers, including details of the delivery model are attached as Appendix M.

Outcomes Framework

We are continuing to prioritise our focus on a shift within the public service workforce towards delivering long-term sustainable outcomes from a short term response culture by developing and nurturing qualities in our staff such as perseverance, resilience, innovation, to enable them to focus on strengthening the capacity and capability of our most vulnerable families.

This enables us to identify as early as possible when vulnerable children, young people or families would benefit from targeted support, long before issues become a problem, working with them to ensure that support offered is;

- Right for them
- Offered in the right place
- Delivered at the right time

It also demonstrates Lancashire's commitment to develop sustainable provision that can build flexibility and resilience across our workforce which is well evidenced and evaluated (including cost benefits) and is able to stand up to scrutiny.

A multi-agency Outcomes Framework has been developed which provides robust measurements to monitor and evaluate the support we offer to families. This also enables us to identify a strategic and management understanding of what interventions work to achieve a positive impact in a sustainable way.

Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Children and young people are safe and protected from harm. (<i>Children and Young People's Plan Objective 1</i>)	Children, young people and families are resilient, aspirational and have the knowledge, capability and capacity to deal with wider factors which affect their health and wellbeing, life chances and economic wellbeing (<i>Children & Young People's Plan Objective 2, 3</i>)	Children, young people and their families are helped to live healthy lifestyles, engage in positive social activities and make healthy choices (<i>Children & Young People's Plan Objectives 2, 4, 5</i>)	Children, young people and families health is protected from major incidents and other threats whilst reducing health inequalities (<i>Children & Young People's Plan Objective 1, 4</i>)	Targeting those in more disadvantaged communities, the number of children, young people and families living with preventable ill health and dying prematurely is reduced (<i>Children & Young People's Plan Objective 1, 3, 4</i>)

Marmot Objectives

A. Best start in life for children. B. Maximise your capabilities and have control over your life. C. Fair employment and good work for all. D. Healthy standard of living. E. Healthy and sustainable places and communities. F. Ill health prevention

Troubled Families Unit Criteria

1. Parents or children involved in crime or anti-social behaviour
2. Children who have not been attending school regularly
3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a child protection plan
4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness
5. Families affected by domestic violence and abuse
6. Parents or children with a range of health problems

Performance Framework

Performance monitoring is a key element of our approach and we continue to use outcomes based performance management information to evaluate and inform the design and delivery of our Early Help offer.

Lancashire's Continuum of Need thresholds are embedded within the Performance Framework and support is delivered appropriate to the assessed levels of need and risk for children, young people and families. The overarching outcome for all Early Help interventions is that children, young people and their families are equipped to develop protective factors which enable them to strengthen their resilience and build their capacity and capability to manage risks appropriately.

Performance is monitored and measured in a clear and effective way, through clear accountabilities within services and strong supervision arrangements. Evidence of findings will be regularly reported through the governance arrangements and will also be collated to meet the requirements of any national and local inspections.

Lancashire's Wellbeing, Prevention & Early Help service reports on its outcomes and performance to the Children and Young People's 0 – 25yrs Programme Board and through a multi-agency governance structure, as well as reporting to Lancashire Safeguarding Children's Board. This aligns with service delivery footprints at a county and local level. The governance role also responds to the national Troubled Families Unit programme for Lancashire.

The Children Centre 'Advisory Board' function, in line with statutory expectations, is aligned at a local level (districts) to ensure local accountability with the inclusion of local stakeholders including service users. The voice and influence of children, young people and parents is embedded within governance arrangements and strong links are maintained with appropriate networks and forums. This includes Lancashire Youth Council, Parent Forums etc.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

Financial

The Department for Education (DfE) may not approve the re-designation of children centres which would lead to a review of delivery sites or claw back for any centres not retained. Under the DfE contractual 'clawback' system, local authorities that dispose of or change the use of buildings or assets funded wholly or partly through Sure Start capital grants may have to pay back some or all of the money where the continuing early years services are deemed insufficient.

Delivery of the requirements of the Troubled Families programme is set to achieve £1.5m payment by results income in 2017/18. Failure to deliver appropriate outcomes for families who require early help will impact on the number of payment by results claims that can be made.

The timescale for adaptations to WPEHS delivery sites to make settings fit for purpose impacts on service delivery and the achievement of outcomes. The service is currently carrying a large number of vacancies affecting service delivery of the WPEHS group based programmes.

There are a range of statutory duties outlined in this paper which are delivered by the WPEHS which would be at risk in the absence of this service.

Local Government (Access to Information) Act 1985
List of Background Papers

Paper	Date	Contact/Tel
NA	NA	NA
Reason for inclusion in Part II, if appropriate		
N/A		