

Children & Families Early Help Services Review

Date: 14 March 2024

Report of: Head of Early Help Services

Report to: Director of Children & Families

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report provides a summary of the work undertaken throughout the Early Help Review. It provides information regarding the rationale for the review, outlines the key proposals and the likely impact on the current Early Help workforce.

As a child-friendly city we have high ambitions for our children and young people; we want to create and support the right conditions for them to be happy, healthy, achieve and thrive throughout their lives. The overall aim of the Early Help Review was to improve early help services while delivering efficiencies of £750k as part of the Children and Families directorate review programme.

The Early Help review was established to achieve efficiencies by simplifying structures and processes. The revised structure and ways of working will improve the quality of practice and the experience of children and families as they receive early help. It will develop the availability of evidence-based support and increase the engagement with children and families.

The review has focused on the need to develop integrated multi-disciplinary Early Help services, recognising the benefits of the Leeds Practice Model and the positive outcomes that will be achieved for children and families as well as efficiencies that can be achieved through the integration of services.

The new Early Help structure builds on the successful cluster arrangements and the existing three early help hubs to develop family and community hubs that will ensure the delivery of effective localised multi-agency accessible support.

Recommendations

The Director of Children & Families is recommended to.

- a) Approve the new Early Help Services structure as detailed at appendix 1.
- b) The creation of 1FTE Education Safeguarding & Front Door Support Officer (PO4), along with a 1FTE EDT Family Help Worker (C1) to be established on the Front Door structure.
- c) The transfer of the MST and Futures services from the Early Help Structure to the Corporate parenting structure.

What is this report about?

- 1 The Early Help Review was established with the over-arching aim of improving early help services within a context of achieving efficiencies by simplifying structures and processes as the city, its children and families, and the directorate recover from the Covid-19 pandemic.
- 2 The review builds on the expertise the service has already developed and the solid infrastructure established through consistent and innovative investment in the early help offer.
- 3 The review supports the objectives articulated in the Leeds Early Help Strategy, including keeping families at the centre of our decision making, taking an evidence-based approach to developing and delivering services and continued investment in a skilled, flexible, and highly performing workforce.
- 4 The review is designed to address some of the current and more systemic challenges and operational drivers present in Leeds and nationally. These include:
 - High numbers of adolescents and babies entering care.
 - The importance of responding effectively to issues around contextual safeguarding such as exploitation and youth violence.
 - The need to align with the national Family Hub framework.
 - Addressing barriers families experience in accessing timely and appropriate services.
 - Supporting families experiencing poverty and inequality; and
 - Leeds' commitment to becoming a Trauma Informed city.
- 5 In addition to the above, there was a need to achieve £750,000 savings because of implementation of the review findings/proposal.
- 6 Underpinning the review has been an agreed set of key principles, under three themes, as below:

For Families

- To develop and deliver the best services possible for the children and families of Leeds.
- Getting the right service, at the right time.
- Focus on early and effective safeguarding and support.
- Families at the centre of all decision making.
- Accessible and identifiable services.

For Practitioners

- A skilled, flexible, and high performing workforce.
- Connectivity through multi-disciplinary and multi-agency working.
- Clearly defined roles and responsibilities and fit for purpose job descriptions.

Developing a high impact service

- Evidence based approach to developing and delivering services.
- Use of data and analytics to achieve improved outcomes.
- Ensuring the best outcomes for every pound spent.
- Achieving efficiencies / savings.

- 7 The Early Help services which were initially included within the scope of the review were:

- a) Restorative Early Support Teams
 - b) Early Help Hubs
 - c) Families First (LCC staff)
 - d) Multi Systemic Therapy
 - e) Therapeutic Social Work
 - f) Signpost
 - g) Re-Think
 - h) Futures
 - i) Caring Dads
- 8 There are several other Early Help Services that were not in scope of the review in terms of significant service re-design or budget reductions but have developed/evolved as the review has progressed.
- 9 **Youth Offer** – A significant review of Youth Work has already taken place and a city-wide vision has been established. Youth work services will continue to deliver the agreed core and targeted offer. The Youth Service (projects) including the Leeds Pathways team, the Return Interview Service and the Life Coaching team will sit within the Families First team structure with their work being aligned to the family and community hubs.
- 10 The existing Life Coaching team has already evidenced positive outcomes for adolescents on the edge of care and their families. Therefore, a second team has been established to increase this capacity.
- 11 In May 2023, the Youth Service (Localities) teams moved into the Safer and Stronger Communities Service. This decision supports the continued development of the Locality Working and the evolving whole city approach to locality working around the more targeted, seasonal, and responsive approach. The Localities teams continue to work closely with other Youth Offer services to ensure young people can access and benefit from the appropriate level of support they need.
- 12 **Family Group Conferencing and Kinship Services** – it is our ambition to grow these services so more families can benefit from Family Led Decision making strategies, including FGC at an earlier stage and our Kinship carers can benefit from an increased level of support in their community. A separate report is to be submitted to seek approval to create a small community-based FGC.
- 13 **Childrens Centres and Early Start** – A separate review of the Little Owls Day care provision is ongoing and there is work already taking place in partnership with our Health colleagues to identify opportunities for further co-location with the 0-19 teams. A further review of the Childrens Centres and commissioned Family Services is due to commence soon. Public Health invests heavily in our Early Start offer so we need to be mindful of the potential impact of significant workforce changes. However, it is vital that all the Early Help workforce have relevant and fit for purpose job descriptions that are aligned across the whole system so the role of the Family Outreach workers and Senior Family Outreach workers have been considered as part of this review.
- 14 **Health & Well-being Service** – this is a predominantly commissioned or traded service. At the start of the review the service sat within Learning Systems but has now moved across to the Early Help services structure. This change fully supports and strengthen links between schools, clusters, and our community-based services. The Youth Service (Activity Centres) have moved into this service to further compliment the Health & Well-being offer. The Support and Prevention team will soon be integrated into the Pathways Team to increase much needed

support capacity for young people at risk of becoming NEET. A separate report will address this structure alignment.

- 15 **Support for children and young people with SEND** and their families has been identified as significant gap in Early Help Services. To address this, 7FTE SEND Specialist Co-ordinator (SO2) posts are to be created. These practitioners will be part of the Family Hubs teams. Their role will be to provide specialist advice and guidance to the wider Early Help workforce, hold a small case load and deliver group work to support families with children that have additional needs. They will also play a vital part in ensuring that there are strong links between Early Help, specialist, and statutory services.
- 16 In addition to the review in Leeds, work on this agenda was taking place on a national basis. The government's manifesto committed to review the children's social care system to make sure children and young people get the support they need. An independent review, led by Josh MacAlister, was launched in March 2021 and at the end of May 2022 the final report was published. The timing of this report being published so close to the dates of the planned staff consultation sessions meant we were not able to fully understand and consider the recommendations alongside our proposals for Leeds. At the time, we considered delaying the staff consultation sessions but given the extended period of uncertainty colleagues had already experienced it was felt vital that these should go ahead as planned. The recommendations in the Care review, alongside the feedback submitted have shaped the revised proposals.
- 17 Following the initial consultation period on the proposed structure and consideration of the recommendations in the MacAlister review, a number of services were removed from scope.
- 18 The ambition of an integrated Therapeutic Support Service remains our ambition, but it is essential this should be established in a way that doesn't reduce the support available to our most vulnerable young people in the short term. Instead, we intend to move the MST Service and Futures across to the Corporate Parenting Service where the Therapeutic Social Work teams already sit.
- 19 A separate Trauma Informed Practice Integrated Resource team, funded by investment from Health is also being created. This multidisciplinary team will promote and further develop trauma informed practices across the whole system in Leeds by leading on three workstreams.
 - a. organisational and workforce development
 - b. supervision and consultation to key workforce areas
 - c. the development of effective intervention pathways
- 20 We believe this approach will protect current support capacity to our Child Looked After cohort while providing additional professional capacity to support children and young people on the edge of care &/or in need of therapeutic support at an earlier stage.
- 21 Caring Dads project is now out of scope for this review.

What impact will this proposal have?

- 22 As a child-friendly city we have high ambitions for our children and young people; we want to create and support the right conditions for them to be happy, healthy, achieve and thrive throughout their lives. The overall impact of the Early Help Review will be to improve early help services while delivering efficiencies of £750k as part of the Children and Families directorate review programme.

- 23 The revised structure and new ways of working will improve the quality of practice and the experience of children and families as they receive early help. It will develop the availability of evidence-based support and increase the engagement with children and families.
- 24 The revised structure of the Early Help Services will enable more effective leadership capacity and is intended to promote improved integration between community-based services, streamline referral pathways, increase specialist capacity, improve business intelligence and quality assurance support, and create better links between universal, early intervention and therapeutic services.
- 25 The proposed model will help to streamline referrals and access to support for families, with closer integration of services helping to strengthen existing partnership arrangements, both operationally and strategically.
- 26 The new Early Help structure builds on the successful cluster arrangements and the existing three early help hubs to develop family and community hubs that will ensure the delivery of effective localised multi-agency accessible support.
- 27 There is a commitment to establish seven Family Hubs that will each have a specific reach area covering the whole of the city. The Hubs will operate using an Asset Based Community Development (ABCD) approach, working with families and community members to build trusted relationships to ensure we reach all those that need support.
- 28 Early Help and Asset Management colleagues continue to work in partnership to identify suitable venues for the Hubs. It is anticipated that where it is possible and appropriate, they will be integrated into existing Community Hubs. This will ensure the full range of Family and Community Hub Services can be accessed by families via a single point of contact.
- 29 The proposed sites are Dewsbury Road Community Hub, Rothwell Community Hub, Armley Community Hub, Horsforth Community Hub & Brownlee Stone Centre, Chapeltown Children's Centre, Compton Community Hub and Seacroft Community Hub.
- 30 Key elements of Family Hubs in Leeds include.
- Accessible, local wide-ranging support to families with children 0-19 (25 for some groups)
 - Direct delivery of family support services and access to specialist advice and support in key areas including domestic violence, substance misuse, mental health and SEND.
 - Timely and proportionate assessment of needs with families being central of all decision making.
 - Training, development and consultation to Early help workforce, schools, clusters, and partner agencies.
 - Using Asset Based Community Development (ABCD) approach. Working with families and community members to build trusted relationships to ensure we reach all in need of support.
 - Supporting direct integration with front door.
- 31 The establishment of a team of Early Help Practitioners (SO2) and a dedicated Early Help Front Door Manager (PO6) will ensure that families in need of Early Help support, receive the right response in a timely manner without the need for unnecessary interventions.
- 32 It is also proposed that a new 1FTE Education Safeguarding & Front Door Support Officer (PO4), along with 1FTE EDT Family Help Worker (C1) be created at the Front Door to further strengthen safeguarding and partnership arrangements.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

33 By seeking to deliver services through new approaches the proposal will support and contribute towards the three pillars of the Best City Ambition.

Health and Wellbeing

34 When children and their families are provided with the right support, at the right time, opportunities are created for change and improved outcomes. The proposed changes to the Early Help structure and delivery model will create a framework for effective early intervention and prevention, the consequences of which will be that those children and their families will be supported to live happier and healthier lives, through being enabled to positively address challenges which may otherwise lead to negative impacts on their lives and future outcomes.

Inclusive Growth

35 Young people who benefit from early intervention and access to preventative services to address challenges in their lives are more likely to regularly attend school, attain and achieve throughout their learning journey, leading to better employment opportunities, and the benefits to all being an economically active member of society.

Zero Carbon

36 The creation of Family Hubs, in the heart of communities where Early Help services are most in demand, will improve local accessibility reducing the need for travel across the city.

What consultation and engagement has taken place?

Wards affected: All.

Have ward members been consulted? Yes No

37 The proposal of a service review was considered and approved at Executive Board in November 2020. Initially the review had a broader scope of Children Looked After and Early Help Services. However, since then a separate workstream has progressed around services for CLA and the C&F leadership team clarified that the scope of this review should be refined to just Early Help.

38 Following this decision, a Project Board and workstreams were established to consider the scope of the review and develop some options for the service re-design. To inform this work, the Commissioning and Marketing team led a number of engagement and focus groups involving the Early Help workforce.

39 The outcome of this phase of the review was the proposed structure that can be seen at point 53 of this report.

40 Staff have been engaged throughout the review process, including some directly working on development of the proposed new structure and service models. Others not directly involved in the review work have been kept informed via briefings, presentations, and updates, within which there has been the opportunity to provide feedback as the review progressed.

41 Throughout June and July 2022 around 300 practitioners and managers participated in a series of face-to-face and online sessions to learn about the proposals and how, if agreed and implemented, they would impact on them and their work.

42 In person consultation sessions took place for those teams directly impacted by the proposals; Signpost Managers, RES Team Managers, Signpost teams, RES Teams, Families First, MST, Re-Think & Futures, Therapeutic Social work, Targeted Services Leads. Trade Union representatives and HR were present at each session.

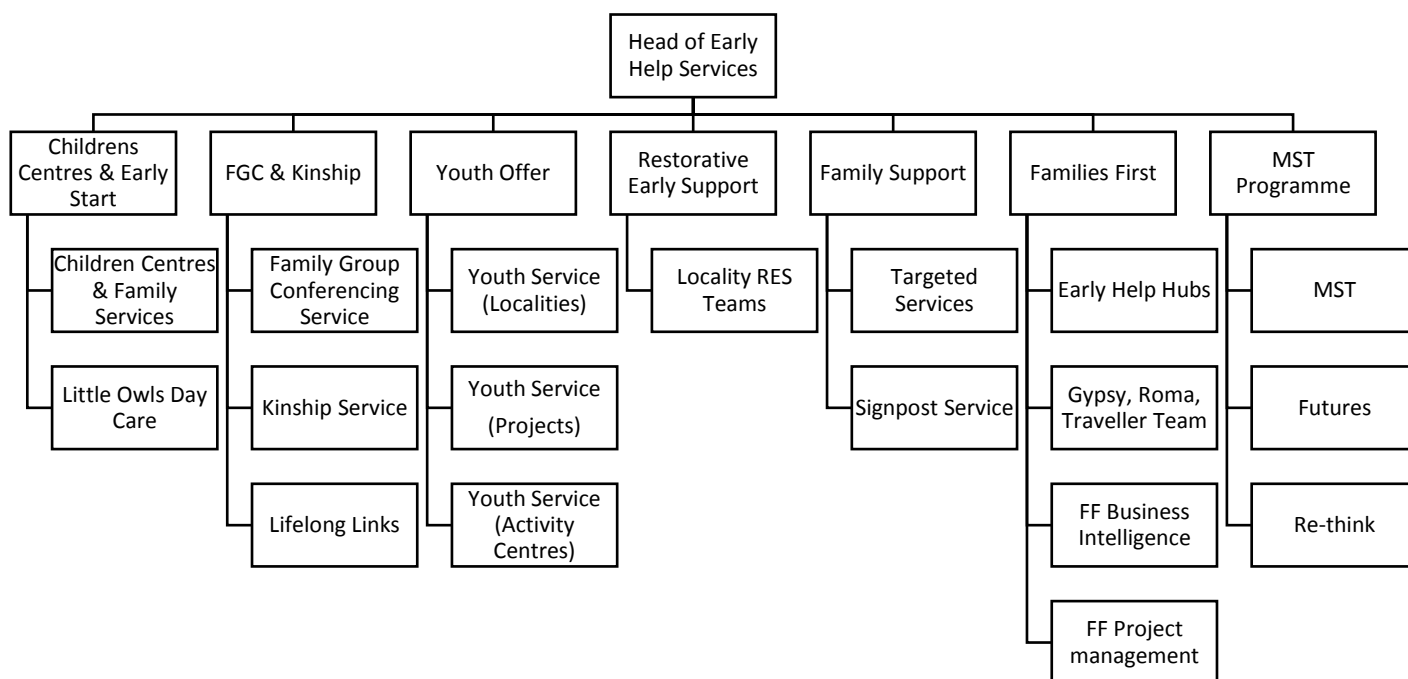
- 43 Online sessions were delivered for the wider Early Help Workforce including, FGC, Kinship, Youth Offer, Health & Well-being Service, Early Start & Children's Centres.
- 44 Following these sessions; a Share point site was created to ensure all affected colleagues had access to the information provided. This included the presentation used in the consultation sessions along with the proposed structure and proposed job descriptions. An online survey was established to allow colleagues to respond to the proposals and share their views. Colleagues were also encouraged to share their views via their Trade Union representatives, Service Managers, or the Children & Families Improvement Hub.
- 45 The response was overwhelming. The significant volume of feedback via the online survey and other methods, including numerous further face-to-face consultation meetings involving Trade Union colleagues, management and teams demonstrates the restorative culture we have developed in our directorate and reflects how passionate our workforce is about it getting it right for children and families.
- 46 At the same time, discussions were taking place within the Directorate to consider the recommendations of the Care Review and the implications for Children & Families Services in Leeds. The revised structure that addresses the key points and concerns raised can be seen at point 54 of this report.
- 47 Children & Families Senior Leadership team have been fully briefed throughout the review and their views have been considered as the proposals have developed.
- 48 The Executive Member, Children's Social Care and Health Partnerships has been consulted at various stages throughout the proposal's development and remains supportive.
- 49 There have been regular briefings with external partners including schools and 3rd Sector organisations to inform them of the proposals. Once the LCC structure has been approved and we move into the implementation phase; this communication will increase to ensure there is a joined-up, consistent approach to delivering Early Help Services to children, young people, and their families across the city.
- 50 Trade Unions representatives have been fully involved throughout the review process. The contribution they have made in terms of representing and supporting their members interests and views has been extremely important. Service Leads and HR colleagues value the time they have committed to the review discussions/negotiations and their involvement has undoubtedly has a positive influence in determining the final structure.
- 51 Trade Unions in general are supportive of the overall proposals and structure going forward and have been in informal consultation for the past 12 months working jointly on a number of job descriptions
- 52 Further consultation with Trade Union colleagues has taken place from December 2023 to March 2024. The main concerns raised have been in relation to operational practice around signposting, referral process and links with other teams, including area social work.
- 53 A number of workshops have taken place lead by relevant Service Delivery Managers, along with discussions through normal team meeting arrangements to discuss the operational practicalities and address any queries from colleagues. The service remains committed to continuing this engagement with colleagues across Children & Families on operational practise to address any questions / issues around the implementation and day to day working arrangements of this new model.

- 54 Although outside of the scope of this report the service has also committed to continuing to work with Trade Union colleagues to try and resolve the outstanding issues relating to the (Senior) Family Help Worker job description, within the Early Start and Children’s Centre Service.
- 55 Following the last consultation meeting on 13th March 2024, and subject to the commitments outlined in 53 -54 above, Trade Union colleagues have confirmed the closure of formal consultation on the proposals set out in this report.
- 56 Children & Families Management and Leadership believe that further delays in establishing the new Early Help structure would have a significant detrimental effect on both the wider Early Help workforce and the ability to deliver much needed Early Help support to children and families.

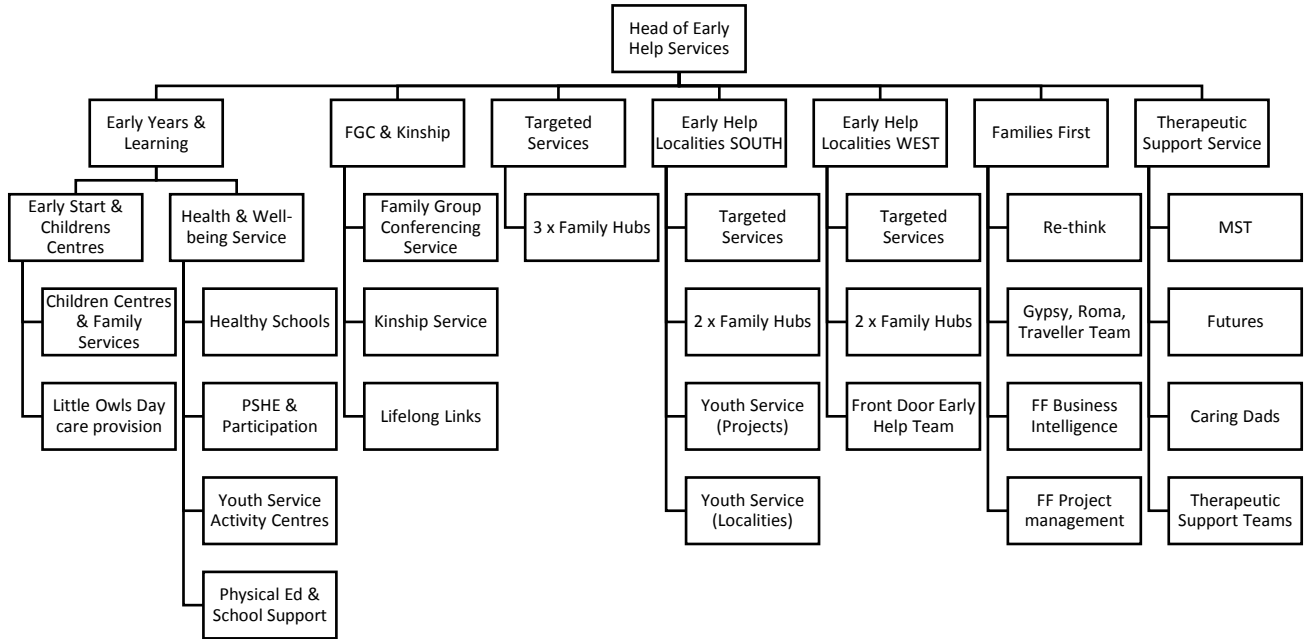
What are the resource implications?

Workforce

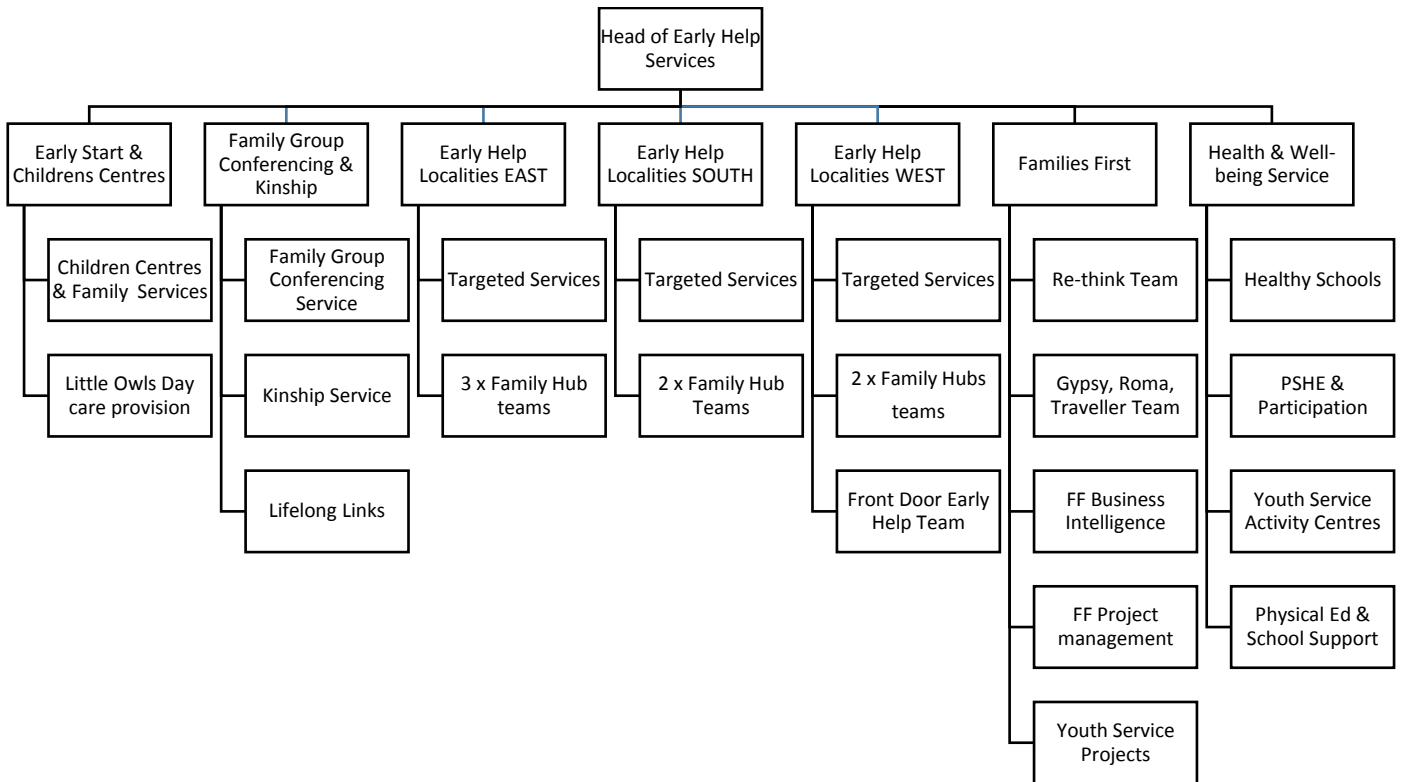
- 57 HR and Finance colleagues have been fully involved in the review process and provided support and guidance on staffing and financial issues and implications.
- 58 The existing Early Help structure at the start of the review.



59 The Early Help Structure initial proposal.



60 The Early Help structure final structure, which takes into consideration the workforce feedback and the Care review recommendations.



61 Summary of key changes from the initial structure proposal.

- No longer creating the Early Start & Learning lead (Dir 52.5) to reduce leadership costs.
- Youth Service (projects) have moved from Early Help Locality South to Families First
- No longer creating a Therapeutic Service within Early Help. Instead, Caring Dads and Therapeutic Social work teams are now out of scope.

- Re-think team is moving into Families First as per original proposal. MST and Futures are now being “lifted and dropped” into corporate parenting.
- Trauma Informed Practice resource team to be created via separate decision reports and funded entirely via ICB additional funding. This further reduces leadership costs by no longer requiring a Deputy head of Service for Therapeutic Services (Dir 45%).
- Social Work posts have been re-instated within the Family Hub teams.

62 The proposed new structure inevitably has implications across the Early Help workforce. For many, however this impact will be minimal with roles and job descriptions remaining the same or very similar. There will be some changes in terms of alignment of line management arrangements.

63 Based on the proposal outlined in this report implementation of the proposed new structure does not necessitate the need to consider the Council’s Managing Staff Reductions process.

- All post to be deleted are vacant except for one post of a Deputy Manager Family Intervention Service, grade S02 which will be assimilated on a preference basis to two available alternative posts graded at S02. This proposal mitigates any need for MSR for this postholder.
- It is expected that the majority of existing, substantive staff will be assimilated into the new structure.
- There are currently 3 fte Signpost Team Leader post, PO5. 1 fte is vacant and will be deleted. Going forward the remaining 2 fte posts are to be regraded to PO6 to reflect additional responsibilities. Of these 1 fte is currently seconded externally until 26 July 2024 and therefore no backfill is intended whilst the secondment is ongoing.

64 The intention is to fill the structure top down on a tier-by-tier basis. Where vacancies are subsequently created following assimilation the corporate recruitment process will be followed for staff in scope.

65 The table below provides a summary of the current fte posts on structure by grade, the existing head count of staff in post and the proposed fte. A more detailed breakdown of the posts in scope can be found in Appendix 4.

Grade	Current Posts FTE (on structure)	Proposed Posts FTE	Headcount in post	Variance FTE on structure	Additional Information
Dir 52.5%	1	0	0	-1	1fte vacant
Dir 45%	4	3	3	-1	1fte vacant staff in post, no change or redesignated/assimilated
PO6	14	13	10	-1	staff in post, no change or redesignated/assimilated. 1fte to be kept vacant for the staff seconded externally until 31/3/25.
PO5	3	0	2	-3	1fte vacant. 2fte affected. To be regraded to PO6 to reflect the level and scope of duties going forward.

PO4	4	4	3	0	1fte vacant - staff in post, no change or redesignated/assimilated
PO3	5	3	3	-2	2fte vacant - staff in post, no change or redesignated/assimilated
PO2 and SO1/PO2	21	18	11	-3	3fte vacant - staff in post, no change or redesignated/assimilated
SO2	10	17	8	7	1fte to be assimilated, will have post preference to 2 suitable alternative posts at SO2. All other staff in post either, no change or redesignated/assimilated
C3	17	14	14	-3	3fte vacant. Staff in post staff in post, no change or redesignated/assimilated
C1	10	23	9	13	
B3	0	7	0	7	
Totals	89	102	63	13	

66 The new and revised job descriptions have been through the necessary job evaluation process and graded as indicated. These can be found at Appendix 2. A detailed structure diagram, showing all affected teams/services can be found at Appendix 1.

Finance

67 The required savings of £750k from the Early Help Services budget were achieved in 2021/22 & 2022/23 through a number of measures including staffing (holding some vacant posts) and non-staffing costs. These savings can be sustained from 2023/24 due to the overall increase of the base budget for Early Help Services because of the additional investment from Central Government via the Earned Autonomy funding stream.

68 The savings target of £750k can be fully achieved by deleting 20 posts, further detail provided in the table above (see point 65).

69 Many of the Early Help services are funded through the DHLUC (DfE from April 2024) Supporting Families Programme. Due to previous achievements in this area of work, Leeds has gained the status of being an Earned Autonomy area. This status brings a substantial amount of additional funding into Leeds as well as the opportunity to be more innovative in the way we deliver our services. However, it also requires us to achieve a challenging high number of outcomes and as an EA area we are expected to exceed the outcome targets set by around 20-30%.

70 The Supporting Families Programme have provided an indicative funding statement for the next 3 years, which includes the target number of outcomes they want us to achieve. As Leeds is an Earned Autonomy area there is an expectation on exceeding these targets by at least 20% in order to retain the status.

Year	Target Outcomes	Earned Autonomy Status expectation +20%	Allocated Funding
2022-23	1,270	1,524	£3.5m
2023-24	2,054	2,465	£4.1m
2024-25	2,540	3,048	£4.5m

- 71 Given the significant budget challenge facing the Council consideration has been given to exploring ways in which some of this income could be used to offset budget pressures within the Directorate. However, to achieve/exceed the targets as set out above, services will need to have completed work with at least 14,073 families before October 2024. This is assuming a 50% success rate for achieving outcomes with families (each family must achieve all their outcomes claim it as a success). The last 6 months (Oct24-Mar25) will be the sustainment period for evidencing outcomes for those families worked with ending Sep24. This emphasises the need to invest in the LCC Early Help workforce; specifically, case holding roles.
- 72 As an Earned Autonomy area, Leeds receives all money upfront, but we are still required to evidence outcomes which will significantly increase year on year. This significant increase will require ongoing investment in the early help strategy and workforce to increase the amount of early help activity taking place.
- 73 Children & Families Directorate have provided assurance to the Chief Executive that the Earned Autonomy Funding is being used correctly and in accordance with the grant conditions.
- 74 The current income target for Earned Autonomy is £2,415,000 following the review this will increase to £4,186,000 this increase will fund the creation of 42 new posts, further detail provided in the table above (see point 59). Many of these new posts will be fixed term in the first instance.
- 75 The proposals outlined in this report are not subject to the Business as Usual or Service review savings proposals being considered by the Executive Board in December 2023.
- 76 The table below details the breakdown of the current and proposed budgets.
- 77 Following the Early Help Review the surplus budget is £100k, it is proposed to use this budget to fund an existing savings target (£107k) held against the Support and Prevention Team within the Early Help Service.

Budget Proposals	£'000
Current budget breakdown:	
Original Budget Estimate – Staffing Budgets	4,422
Adjustment for posts budgeted against wrong teams	114
Current staffing budgets in scope of review	4,536
Current running cost budgets	1,402
Current Earned Autonomy income target	-2,415
Current Public Health income target	-200
Total current budget	3,323

Proposed budget breakdown:	
Full Cost of EH Service following the proposed review – staffing element	5,372
Running cost budgets	1,487
Earned Autonomy income	-4,186
Public Health income	-200
Total proposed budget	2,473
Difference between proposed and current budget (saving)	-850
Savings target to be achieved	750
Overall budget remaining (to be used against other additional savings targets within Early Help service)	-100

What are the key risks and how are they being managed?

- 78 It has been important to invest adequate time and energy into the consultation phase of the review to ensure the workforce has had the opportunity to voice their views and help shape the future service structure and new ways of working. However, a key risk is that the uncertainty and instability a delay in agreeing and implementing the resulting recommendations brings will continue to have a significant negative impact on the health and well-being of the affected staff.
- 79 Recruitment to many of the many vacant posts on the existing Early Help structure has been paused, pending the outcome of the review. Whilst this strategy has enabled the service to achieve the required budgetary savings it has reduced the capacity in Early Help services. The risk of not approving the new structure and recruiting to the vacant posts is that children, young people, and families may not receive the Early Help support they need at the right time, and this will result in the need for statutory intervention later.
- 80 Many of the Early Help services are funded through the DfE Supporting Families Programme. Due to previous achievements in this area of work, Leeds has gained the status of being an Earned Autonomy area. This status brings a substantial amount of additional funding into Leeds as well as the opportunity to be more innovative in the way we deliver our services. However, it also requires us to achieve a challenging high number of outcomes and as an EA area we are expected to exceed the outcome targets set by around 20-30%. The proposed structure will increase our capacity to support many more families and the new ways of working will improve our ability to record and report on Early Help work. If the recommendations of the review are not implemented there is a real risk that we will not achieve the DfE targets and as a result, there is a strong likelihood we will lose the Earned Autonomy status and associated funding.
- 81 All the above risks can be managed and mitigated by implementing the proposals detailed in this report.

What are the legal implications?

82 There are no legal implications.

Options, timescales and measuring success.

What other options were considered?

83 One option would be to do nothing. This option has been dismissed as it would not enable Early Help services to respond to current system challenges, nor effectively implement the national agenda for Family and Community Hubs.

How will success be measured?

84 The first measure of success will be completion of assimilation and appointment of staff into the new service structure. This will enable the proposed new models of delivery and ways of working to be implemented, providing children and families across Leeds with relevant Early Help support they need.

85 The most significant measure of success will be the impact that the new models of delivery and approach to working with children and families has on outcomes. This will be measurable through the number of children and families worked with, as well as the impact of support and intervention in reducing the need for statutory interventions.

What is the timetable and who will be responsible for implementation?

86 The first stage of the implementation of the review recommendations is the assimilation and appointing of staff into the new structure. Once that has been completed the delivery of the Family Hubs can be progressed.

87 Assimilation of existing staff will commence April 2024. Where vacancies are subsequently created following assimilation, then the council's recruitment process will be followed. It is anticipated that completion will be by the end of June at the latest.

88 Head of Early Help Services is responsible for implementation of the decision.

Appendices

- Appendix 1 – Detailed proposed final structure of teams/services in scope
- Appendix 2 – EDCI Impact Assessment
- Appendix 3 - Table providing details of posts in scope and changes.

Background papers

- None