



CABINET

11 JUNE 2013

DIRECTOR OF CHILDREN, CUSTOMERS AND EDUCATION: ALEX HOPKINS

**CABINET MEMBER WITH RESPONSIBILITY FOR CHILDREN AND EDUCATION:
COUNCILLOR CATHERINE BOARDMAN; AND**

**DEPUTY LEADER AND CABINET MEMBER WITH RESPONSIBILITY FOR
CUSTOMERS AND COMMUNITIES: COUNCILLOR HEATHER SMITH**

Subject:	Helping You to Help Yourself: How we prevent and reduce unnecessary demand for specialist educational, social care and criminal justice services in Northamptonshire. CHILDREN AND FAMILIES
Recommendations:	The Cabinet is asked to: <ol style="list-style-type: none">1. Receive an update on progress to date and consultation (Appendix 1) for the Prevention and Demand Management Strategy in relation to Children and Families.2. To agree the amended Strategy in light of consultation. (Appendix 2)3. To agree the Early Help and Prevention Commissioning Strategy (Appendix 2a) that has been developed in response to all the consultation that has been undertaken, and incorporates the finding from the Early Help Needs Analysis (Appendix 3).4. To receive an update on the use of the fair and equitable funding methodology for Children and Families commissioning. (Appendix 4)5. To agree the disaggregation of Prevention and Demand Management budgets following the council's re-organisation.6. To delegate authority to the Director for Children, Customers and Education, in consultation with the Cabinet member for Children and Education to proceed with the procurement process for provision from April 2014 for a period of three years and to extend, vary or terminate contracts associated with Children and Families Prevention, as local arrangements develop or circumstances dictate.7. To agree delegated authority to the Director for Children, Customers and Education, in consultation with the Deputy Leader, who has responsibility in relation to contracts and service areas as identified within the Communities Budget to extend, vary or terminate contracts as local arrangements develop or circumstances dictate.

1. Purpose of Report

- 1.1 The Prevention and Demand Management Strategy has been developed to focus resources where the most need is, in order that families are supported as soon as the need or risk is identified so that they do not escalate into specialist services. It is recognised, both nationally and locally, that if we can deal with issues sooner rather than later the interventions are generally lower cost and the outcome is positive.
- 1.2 We want to develop services on a locality basis, where people know where to go to get help. We want to reduce the number of services that people get 'referred' on to. Through consultation it was clear that people didn't want to tell their stories over and over again, where possible people want to work with a single point of contact. We want to ensure that services that are in place are commissioned to work with children and their families, and that they understand safeguarding issues and that they can work within the Northamptonshire Thresholds and Pathways document.
- 1.3 This is the fourth Cabinet report in relation to the Councils approach to the Prevention and Demand Management Strategy. The report::
 - 1.3.1 Provides Cabinet with an update of the progress to date and on the development of the Prevention and Demand Management strategy. Provide an overview of changes to the approach following extensive consultation.
 - 1.3.2 Seeks Cabinet approval for the Prevention and Demand Management Commissioning Strategy for Children and Families.
 - 1.3.3 Provides an update and overview of the revisions to the Fair and Equitable Funding methodology
 - 1.3.4 Seeks approval of the disaggregation of Prevention and Demand Management budgets following the council's re-organisation and put in place appropriate delegated authority to the Director for Children, Customers and Education, and relevant Cabinet members to proceed with the procurement process for provision from April 2014.
- 1.4 This Cabinet report should be read in conjunction with the paper on Prevention and Demand Management for Adults.

2. Relevant Priority Outcomes

As an organisation we have developed a set of principles which define what we are here for – our core purpose:

- We are here to help you to help yourself
- We are here to help you when you can't help yourself
- We want you to see us as a trusted advocate

Our perspectives and priority outcomes show how we will go about achieving our vision: "Proud to make Northamptonshire a great place to live and work". The content of this report supports the delivery of the following corporate outcomes:

Perspective	Outcome
Customers & Community - to achieve our vision, what will our customers see?	<ul style="list-style-type: none"> • Active, safe and sustainable communities • Ambitious Young People • Service users and carers feel in charge of their lives
Process - to satisfy our customers, what processes must we excel at?	<ul style="list-style-type: none"> • Contract & performance management • Developing local markets • Commissioning outcomes • Building social capital & community wellbeing • Using business intelligence to segment customers and predict demand
Learning and Growth - to achieve our vision what must we learn, develop and improve?	<ul style="list-style-type: none"> • Innovative, empowered and accountable staff
Finance – to finance our vision, what must we do efficiently, effectively and economically?	<ul style="list-style-type: none"> • Targeted spend and investments

3. Background

3.1 In June 2011 numerous budgets and funding streams were brought together to form a single Prevention budget. The largest budgets were for children's centre services (for which the Council still has specific statutory responsibilities) and Supporting People (which funds housing related support such as sheltered housing). Other budgets included drug and alcohol, interpersonal violence and carers services as well as general support to the voluntary sector.

3.2 For the past 22 months the council has developed and established a strategy for Prevention and Demand Management which will respond to the demands of the county's changing demography, reduce high cost placements and contribute to reducing Northamptonshire County Council's financial Pressures.

3.3 Following extensive consultation, on 9th October 2012 Cabinet agreed that officers develop the prevention and demand management work under three headings

- Children and Families
- Vulnerable Adults
- Frail Elderly

3.4 Since the October Cabinet paper the Council has reorganised its services for Adults and Children, with all children's services now sitting in the Children, Customer and Education Directorate. Following this restructure a full budget review has been completed and section 11 of this report outlines proposed changes to budget disaggregation that reflects the change. The Council also underwent a Safeguarding Children's inspection and received an Inadequate Judgement. Due to these changes a great deal of emphasis has been placed on developing Early Help and Prevention Services for Children and Families. This paper is concerned only with this strand of work, and a related paper is also being presented to Cabinet concerning Vulnerable Adults and Frail Elderly services development.

- 3.5 Recent consultation and engagement has taken place between December 2012 and March 2013 (the executive summary of the findings are shown in Appendix 1 and the Strategy has been revised accordingly. Further information is available in section 8.
- 3.6 The new overarching Prevention and Demand Management Introduction and Framework document has been developed and is shown at Appendix 2. A supplementary document has also been developed that solely applies to Children and Families Early Help and Prevention and this is shown at Appendix 2a. Cabinet are asked to adopt the 'Prevention and Demand Management in Northamptonshire - Introduction & Framework Document' and the Children and Families Early Help and Prevention Commissioning Strategy. Further information can be found in section 4 on these developments for children and families.
- 3.7 In order to inform where we focus our resources an Early Help Needs Analysis (Appendix 3) has been developed and is presented to Cabinet as background information. The analysis collates all information that we have about what issues bring families into contact with social care and also the prevalence of those issues geographically. The analysis also takes into account what practitioners who work with families tell us are the issues and what services need to be in place to help families deal with them. Section 5 provides more detail on the content of the needs analysis.
- 3.8 The fair and equitable funding methodology has been updated to reflect its application in relation to children and families early help and prevention services. Cabinet are asked to agree the amended methodology (background document attached at Appendix 4). Further information is available in section 7 of this report.

4. Children and Families

- 4.1 Northamptonshire County Council is committed to protecting and supporting the well being and achievement of the young people in the county. However it is acknowledged that children and young people are often the most vulnerable members of our communities.
- 4.2 The Council continues to provide social care support to children and young people experiencing the highest levels of need and vulnerability.
- 4.3 The Council also wants to work with its partners and communities to provide effective and co-ordinated help and support to children and their families at the earliest opportunity, to prevent them from having to experience such difficulties and the related distress in the first place.
- 4.4 The overall principle is to provide early and effective help and support to children and families when they need it, with the long term aim of 'helping more families in Northamptonshire to be able to help themselves' and thus improving their overall well being and quality of life. Through consultation these overall outcomes have been developed:
- Physical Living Environment: All families maintain healthy and stable living conditions
- Economic Wellbeing: All families are strong enough to manage stress over money, poverty and unemployment

Social Interaction: All families can give and receive support from friends, neighbours and the wider community

Education and Skills: All children and young people do well in education and this gives them the skills they need to find work

Physical and mental health and healthy living: All families maintain good health and wellbeing for happy, healthier, longer lives.

All parent(s) or caregiver(s) support their children's healthy physical, emotional, learning and social development

Family Relationships: All families maintain stable and good quality family relationships

4.5 These Outcomes have been developed through consultation with parents, young people, carers and providers and have received positive support.

4.6 Currently a wide range of services that contribute to addressing needs and risks within families are contracted and commissioned from a wide variety of service providers. Some of the services were not commissioned specifically to deal with specified levels of risk and need or with enough focus on the safety and support required for Children. The majority of the contracts for these services, including Children's Centres Services, are due to expire on 31st March 2014. See Appendix 5 for the full list.

4.7 The work to develop a Prevention and Demand Management Strategy and related approach to early help and prevention provides the platform from which to re-commission services. Planning is underway to procure services that will be in place starting from April 2014. In order to procure new services, those with existing contracts will be given notice and will be kept up to date with the process for new commissioning arrangements.

5. Early Help Needs Analysis

5.1 Attached at Appendix 3 is Stage One of our Early Help Needs Analysis.

5.2 The Early Help Needs Analysis is divided into understanding two aspects of work. Firstly the specific aspects and issues that are present within cases that children's social care deal with. This analysis informs our immediate commissioning priorities and will be Phase One of Commissioning for Children and Families. This focussed commissioning will procure services that are directly related to stopping children and families escalating into high costs services. Key priorities are:-

- Reducing incidence of domestic violence ;
- Reducing incidence of abuse and neglect ;
- Reducing the number of adolescents with challenging behaviour ;
- Reducing impact of drug and alcohol use on children and their families;
- Services that support improved Mental Health / wellbeing ;
- Support for Parenting.

5.3 It is recognised in the Early Help and Prevention Commissioning Strategy, Appendix 2a, that support to improve mental health/wellbeing and reducing the impact of drugs and

alcohol use will be addressed through other funding streams e.g. the Drug and Alcohol budget.

5.4 It should be noted that Abuse and Neglect is one of the key issues identified within the analysis, the Council's Targeted Prevention team and the Targeted Prevention workers within Children's Centres Services are designed to work with families regarding these issues. This provision is relatively new and is still being established, that is why, at this stage, there isn't further work being commissioned to specifically deal with Abuse and Neglect.

5.5 Further in depth work is planned to understand more specific needs in relation to particular age groups of children, and the correlation between the wider determinants of poorer outcomes and the prevalence of needing extra support. This work will influence a further Phase of Commissioning that will be presented to Cabinet in the autumn.

5.6 This analysis has identified the following services as statutory and priority services for the Council to provide in order to support Early Help and Prevention.

- Children's Centre Services
- Interpersonal Violence Services
- Youth Provision
- Services for young people with challenging behaviours

5.7 The services will be commissioned in ten lots to reflect the Early Help Forums (see Appendix 6 for Terms of Reference for Early Help Forums). These Fora have been established to help identify and manage risk and provide early help and support to children and families where issues have been identified.

5.8 The services to be commissioned will be based on the outcomes identified for children and families as outlined in section 4 above. Most services will be focussed on families that have identified risks and issues that have been identified through an assessment of need. In relation to the provision of Children's Centre Services, which also have a universal element to them, it is proposed that the Council explore the potential to develop the universal offer through existing NCC assets such as Libraries, which deliver many similar universal services to the current Children's Centres. Using Libraries in this way will ensure that the resource that is identified for Children's Centre services will be focussed on those families that need the services the most. The focussing of resources in this way is in line with the new Children's Centre Statutory Guidance <http://media.education.gov.uk/assets/files/pdf/s/childrens%20centre%20stat%20guidance%20april%202013.pdf>. It is recognised that if a significant change to Children's Centre service provision takes place the Council is obliged to consult. Undertaking this consultation will have an impact on the timescale for procurement of future Children Centres Services. Once the model has been determined and the results of the consultation are understood, these will be presented to Cabinet in October. An indicative timescale for the procurement of Children's Centre Services is attached at Appendix 7. All other services will be procured in line with timescales shown at Appendix 8.

6. Making Information about Services Accessible

6.1 It is planned to develop a directory of Early Help and Prevention services. These services will initially be those that are commissioned by the council. However it is intended that this directory could grow and be a place where services offered through other partners, such as health could also be located.

6.2 The directory would be a source of information where a range of people, including parents, schools, health visitors, school nurses and the Council's own staff, etc. could find appropriate interventions for children and families they are working with.

6.3 The directory would also be underpinned through an element of quality assurance, enabling parents and practitioners to access effective services which they can have confidence in.

7. Fair and Equitable Funding Methodology

7.1 In their strategy, Social Justice: transforming lives, the Government has identified clearly that the level of disadvantage faced by people is a significant causal factor of the difficulties they face and the poorer outcomes they achieve in life. The strategy outlines five principles which Government have used to inform their approach to Social Justice which they define as '....about making society function better – providing the support and tools to help turn lives around':

- A focus on prevention and early intervention
- Where problems arise, concentrating interventions on recovery and independence
- Promoting work for those who can as the most sustainable route out of poverty, while offer unconditional support to those who are severely disabled and cannot work
- Recognising that the most effective solutions will often be designed and delivered at a local level
- Ensuring that interventions provide a fair deal for the taxpayer

7.2 The Fair and Equitable Funding Methodology (FEFM) was developed using the principles of the Indices of Multiple deprivation. The model can be used to analyse patterns of deprivation and identify those living in areas with higher levels of need and greater levels of disadvantage. Cabinet approved the original model in May 2012.

7.3 Following the decision of the Council to move toward three strands of delivery of the prevention and demand management strategy the FEFM has been reviewed and updated to reflect the focus on children and families. The model has been further developed to recognise the importance placed by national government on the impact of disadvantage and deprivation, including an approach of scaled weighting within the model calculation that apportions more funding to those areas ranking in the 1st, 2nd, and 3rd deciles of the deprivation domain. The model applies a formula approach to apportioning funding based on the levels of identified need in an area.

7.4 The Cabinet are asked to endorse the amended methodology (as per Appendix 4) and agree the approach of Early Help and Prevention funding being allocated on an area basis through the model.

8. Consultation and Scrutiny

8.1 Attached at appendix 1 is an executive summary of the responses that were received in relation to the consultation undertaken during February and March 2013. The work that has influenced the Strategy and the suggested commissioning of services and the Fair and equitable Funding model have been consulted upon during the development of the Prevention and Demand Management Strategy. There are a number of

background consultation reports that can be accessed here <http://www.northamptonshire.gov.uk/en/councilservices/social-care/plans/prevent/Pages/Prevention-Consultation-2011-12.aspx> that give more detail.

8.2 The latest consultation builds on the work that took place previously and was primarily concerned with ensuring that the Council had interpreted previous consultation responses correctly. There was good support for the outcomes identified at paragraph 4 as well as for developing Skilled Generalists in the County. These are practitioners that can work with families on a range of issues and reduce the need for referrals to lots of different agencies.

9. Scrutiny Consultation

9.1 The latest stage of development of the Prevention & Demand Management Strategy was scrutinised at a working group style meeting open to all non-executive councillors held on 29 May 2013, scheduled to enable pre-decision scrutiny before proposals were presented to the Cabinet on 11 June 2013. The workshop was attended by 18 scrutiny councillors. 4 Cabinet Members were also present.

9.1 Scrutiny councillors considered an overview of changes to the model for delivering the overall Strategy in relation to children and families and adults and older people developed since October 2012. The latest proposed model was intended to take account of factors including changes to the Council's priorities, responsibilities and organisational structure; risks associated with the current financial climate for the public sector; as well as responses to further consultation carried out in Spring 2013.

9.2 Scrutiny councillors highlighted the following points for consideration by the Cabinet when taking its decision:

- The proposed children and families outcome concerning educational attainment should use a broad definition of attainment that includes both academic and vocational activities. Attainment should not just be defined in academic terms.
- The proposed children and families outcome concerning social interaction should take account of whether there was currently sufficient capacity in communities to enable all families to give and receive support from friends, neighbours and the wider community. Community capacity-building could be required for this outcome to be achievable.
- It was important that families saw the potential benefit to them of the proposed Skilled Generalist role. Councillors were advised that this role had been developed following feedback regarding the service-users' positive perceptions of existing community-based support services.
- Councillors hoped that the process for commissioning service-providers could aim to produce a local benefit as far as this was possible to do within the Council's procurement procedures.
- The contracts to be awarded to service-providers should include a requirement for flexibility to cater for changes in the level of demand that might occur in future.

- The Fair & Equitable Funding Model should include arrangements to moderate the data it was based on, to ensure as far as possible that it was robust and representative of the actual situation in the county. It was necessary to mitigate the risks that could arise if the Model was based solely on (increasingly) historic data, or if a sudden change in a particular area could have an unrepresentative effect if the resulting data was considered in isolation. Clear measures for judging the effectiveness of Prevention & Demand Management activity- what difference it was making- needed to be identified.
- Councillors recognised that there would be risks associated with the transition process involved in establishing the new proposed model.
- Councillors expected that a robust Equality Impact assessment of the proposals to be presented to the Cabinet will have been carried out.

10. Alternative Options Considered

10.1 A number of options have been considered as part of the process of developing the Prevention & Demand Management Strategy and related approach to early help and prevention for children and families. The original decision to deliver Prevention and Demand Management through a Locality Lead Provider was overturned at Cabinet in October 2012 due to budget constraints and the risks associated with the model.

10.2 The option to outsource all early help and prevention services has been considered. However it is recognised that processes and systems for early help are developing and are currently being embedded. The Council's Targeted Prevention Team has not yet been operational for a year. It is planned to undertake a full review after the first year of operation. The option to outsource all services in a developing stage could cause unnecessary risks for children and families, especially in regard to safeguarding process.

10.3 The option of NCC directly delivering all services has also been considered. Whilst the opportunity to align with other existing directly delivered services was recognised as a possible strength, it was also accepted that this would not be in line with the corporate approach of being a commissioning council. In terms of ability to deliver specialist services such as support for domestic abuse it was recognised that these services had primarily been developed within the third sector so providing the opportunity to the market would be most appropriate.

10.4 The model that is being adopted has a mixture of in-house provision and a commissioning approach for more established services.

11. Financial Position

11.1 This section summarises the financial position of the Prevention and Demand Management budgets and how they are proposed to be disaggregated in line with the revised organisational structure. Table 1 shows the Prevention and Demand Management collective budget, and the savings that were identified for each financial year in the current MTFP. Agreement has been reached regarding Adult Services delivering the savings for 2014/15. This report, if cross referenced with the Vulnerable Adults and Frail Elderly Cabinet Paper gives the overall picture on the Prevention and Demand

Management budget. Cabinet are asked to approve the disaggregation of budgets between the Children, Customers and Education and the Adults Social Care Directorates

Table 1 – Collective Prevention and Demand Management Budget

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Starting Budget	£47.4	£43.3	*£40.6	£38.1
MTFP Proposal Reduction	(£4.1)	(£4.0)	(£2.5)	(£4.5)
Revised Total	£43.3	£39.3	£38.1	£33.6

*Budget increase between 2012/13 and 2013/14 is due to the identification and inclusion of further prevention budgets funding specific arrangements including Homestart, FIP.LINK and the DAAT.

11.2 Table 2 sets out how the budgets have been divided between Adult Services and Children, Customers and Education (CCE). The disaggregation of the budget is presented below for Cabinet approval.

11.3 The reduction in the MTFP of £4.5m in 2014/15 will be met within the adults services element of the prevention approach.

Table 2 – Disaggregation of the Prevention and Demand Management Budget

2013/14 Budget £m	Children and Families £m	Adults £m	Public Health and Wellbeing £m	Customers and Communities £m
£38.1	£16.9	£12.7	£7.4	£1.1

11.4 The budget available to Children and Families within CCE is £16.9m, the detail of which is provided in Appendix 5 Section A. In summary the main areas of expenditure for this £16.9m are:

- £3.19m - contracts already commissioned (Connexions and NAYC Youth Club Support);
- £10.40m – children’s centre services; and
- £3.27m – funding available for commissioning through the FEFM.

11.5 The budget that has been moved to Customer and Communities within CCE is related to Third Sector contracts and the Developing Local Communities Fund as identified in Section B of Appendix 5. These contracts are currently being reviewed and will be the subject of a further paper to cabinet in the Autumn. In order to ensure continuity of service, Cabinet are asked to approve delegated authority to the Director for Children,

Customers and Education, in consultation with the Deputy Leader, who has responsibility in relation to contracts and service areas as identified within the Communities Budget to extend, vary or terminate contracts as local arrangements develop or circumstances dictate.

<p>What benefits will the proposal deliver?</p>	<p>The investment being made is in services that will prevent children and families escalating into high costs social care or criminal justice services, and that seek to support keeping children in education.</p> <p>Apart from statutory universal services the services will be accessed through an assessment of need, which hasn't previously been the case. Therefore the service provided will be aimed directly at those people where a risk has been identified.</p> <p>Commissioning these services will enable the Council to ask potential providers what added value they can bring to the delivery of services. It is envisaged in many cases that third sector providers may respond to these opportunities and they will identify what other funding or resources they will bring to these services within their bids.</p>
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12. Risk and Business Continuity Management

a) Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
Cessation of services that do not deliver early help and prevention	Ensure that those services that can evidence outcomes of demand management are funded in the future	Amber
Legal challenge on consultation	Extensive consultation with service users where required and legal advice	Amber
Limited funding to cope with identified needs	Cluster models, utilising library services, in early help forum areas to avoid duplication and minimise management and administration costs	Amber
Specific types of services may not be delivered in the same way as they are presently, which could impact on voluntary organisations and potentially lead to closure	The Council must consider providing services for the most vulnerable families in the most cost effective way. The intention is to focus on the service provided, rather than ensuring the sustainability of any specific organisation.	Amber
Lack of appropriate providers due to organisations unwilling to work across early help forum cluster	Effective communication plan that ensure engagement and consultation.	Amber

areas		
Introducing a cluster model may pose challenges for existing providers as they may need to form legal arrangements with other providers.	Offer support and training to providers re commissioning processes.	
Performance and / or Guarantee Bond issue associated with the award of contracts linked to the ten children's centre lots	Section 151 Officer engaged and an alternative solution sought. If such a solution can not be identified, then a request to "waive" this requirement will be brought back to cabinet within the coming months.	Amber

b) Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
Services will not address areas of duplication for customers or demand management for higher cost services	Red
Early help and prevention offer could be compromised and not effective due to inconsistent approach	Red
Some of the current services were not specifically commissioned to respond to the current approach outlined in the Northamptonshire Thresholds and Pathways documents, and so are not sufficiently focussed on the needs of Children and Families in the County.	Red

13. List of Appendices

- Appendix 1 Executive summary consultation and engagement
- Appendix 2 Framework for Prevention and Demand Management
- Appendix 2a Children and Families, Early Help and Prevention Strategy
- Appendix 3 Early Help Needs Analysis
- Appendix 4 Fair and Equitable Funding Methodology
- Appendix 5 List of current contracts
- Appendix 6 Terms of Reference for Early Help Forums
- Appendix 7 Indicative Timescale for Procurement of Children's Centre Services
- Appendix 8 Indicative Timescale for Procurement of Other Services

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Background Papers:	
Does the report propose a key decision is taken?	YES
If yes, is the decision in the Forward Plan?	YES
Will further decisions be required? If so, please outline the timetable here	Further cabinet papers outlining Phase Two commissioning requirements will be required. It is envisaged that a further paper will be

	presented to Cabinet in Autumn 2013.
Is this report proposing an amendment to the budget and/or policy framework?	YES
Have the financial implications been cleared by the Strategic Finance Manager (SFM)? Have any capital spend implications been cleared by the Capital Investment Board (CIB)	YES Name of SFM: Jon Lee N/A
Has the report been cleared by the relevant Director?	YES Name of Director: Alex Hopkins
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: Catherine Boardman
Has the relevant scrutiny committee been consulted?	YES Scrutiny Committee:
Has the report been cleared by Legal Services?	YES Name of solicitor: Laurie Gould Solicitor's comments:
Have any communications issues been cleared by Communications and Marketing?	YES Name of officer: Eva Duffy
Have any property issues been cleared by Property and Asset Management?	YES Name of officer: James Ellis
Has an Equalities Impact Assessment been carried out in relation to this report?	http://www.northamptonshire.gov.uk/en/councilservices/Council/equalities/Pages/CYP-EIA.aspx
Are there any community safety implications?	The proposed approach to Early Help and Prevention has direct implications for community safety within the county. The needs analysis specifically identifies domestic abuse, adolescents with challenging behaviour (including anti-social and offending behaviour), and reducing the impact of alcohol and drug-use on children and their families as key priorities within the overall strategy. It is anticipated that the commissioning of services to meet these needs will have a positive impact on the support available for children and families in the key priority areas as they will provide quality assured and evidence based interventions. As these incorporate a number of the county community safety priorities this should also be viewed as a positive impact in relation to NCC's responsibility in relation to community safety partnership working. It is unknown at the current time what the results of any decommissioning will be and therefore analysis will need to be undertaken to

	look at the implications when more specific information is available.
Are there any environmental implications:	None known
Are there any Health & Safety Implications:	NO
Are there any Human Resources Implications:	There may be Human Resources implications in relation to the Commissioning of Children's Centre services. These will need to be identified and worked on the Procurement process has been undertaken.
Are there any human rights implications:	NO
Constituency Interest:	Countywide