

## **IMPROVING LIVES SELECT COMMISSION**

**Date and Time :-** Tuesday 7 March 2023 at 10.00 a.m.

**Venue:-** Town Hall, Moorgate Street, Rotherham.

**Membership:-** Councillors Pitchley (Chair), Cooksey (Vice Chair), Andrews, Atkin, Aveyard, Bacon, Bennett-Sylvester, Z Collingham, Elliott, Griffin, Haleem, Jones, Hughes, McNeely and Mills

This meeting will be webcast live and will be available to view [via the Council's website](#). The items which will be discussed are described on the agenda below and there are reports attached which give more details.

Rotherham Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair or Governance Advisor of their intentions prior to the meeting.

### **AGENDA**

#### **1. Apologies for Absence**

To receive the apologies of any Member who is unable to attend the meeting.

#### **2. Minutes of the previous meeting held on 31 January 2023 (Pages 3 - 7)**

To consider and approve the minutes of the previous meeting held on 31 January 2023 as a true and correct record of the proceedings.

#### **3. Declarations of Interest**

To receive declarations of interest from Members in respect of items listed on the agenda.

#### **4. Exclusion of the Press and Public**

To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.

#### **5. Questions from Members of the Public and the Press**

To receive questions relating to items of business on the agenda from members of the public or press who are present at the meeting.

#### **6. Communications**

To receive communications from the Chair in respect of matters within the Commission's remit and work programme.

**7. Corporate Parenting Panel - Update**

To consider any updates from the Corporate Parenting Panel.

**8. Family Hubs and Start for Life Programme Update (Pages 9 - 46)**

This report provides an update on the delivery associated with the recent Cabinet approval to spend the Family Hubs & Start for Life grant using the approach outlined.

**9. Outcomes from the review of the draft Child Exploitation Strategy (2023 - 2028). (Pages 47 - 52)**

This report summarises the key points arising from members of Improving Lives Select Commission's review of the draft Child Exploitation Strategy (2023-2028) in advance of its submission to Cabinet.

**10. Work Programme (Page 53)**

To consider and approve the Commission's Work Programme.

**11. Improving Lives Select Commission - Sub and Project Group Updates**

For the Chair/project group leads to provide an update on the activity regarding sub and project groups of the he Improving Lives Select Commission.

**12. Urgent Business**

To consider any item(s) the Chair is of the opinion should be considered as a matter of urgency.

**13. Date and time of the next meeting**

The next meeting of the Improving Lives Select Commission take place on 25 April 2023 commencing at 10.00am in Rotherham Town Hall.



Sharon Kemp,  
Chief Executive.

**IMPROVING LIVES SELECT COMMISSION  
Tuesday 31 January 2023**

Present:- Councillor Pitchley (in the Chair); Councillors Cooksey, Andrews, Atkin, Aveyard, Bacon, Bennett-Sylvester, Z. Collingham, Elliott, Griffin, Haleem, Hughes, Jones, McNeely and Mills.

Apologies for absence: There were none.

The webcast of the Council Meeting can be viewed at:-  
<https://rotherham.public-i.tv/core/portal/home>

**48. MINUTES OF THE PREVIOUS MEETING HELD ON 6 DECEMBER 2022**

**Resolved:** That the Minutes of the meeting of the Improving Lives Select Commission, held on 6 December 2022 be approved as a correct record of proceedings.

**49. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**50. EXCLUSION OF THE PRESS AND PUBLIC**

There were no items of business on the agenda that required the exclusion of the press and public from the meeting.

**51. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

There were no questions from members of the public or press.

**52. COMMUNICATIONS**

The Cabinet Member for Children and Young People confirmed that the Looked after Children had been receiving free swimming at leisure centres since 9 January 2023.

**53. CORPORATE PARENTING PANEL - UPDATE**

The Chair confirmed that leisure passes, and gym memberships were now available for the Council's Looked after Children.

**54. ONE ADOPTION SOUTH YORKSHIRE - ANNUAL REPORT 2021-2022**

The Chair welcomed Councillor Cusworth, Cabinet Member for Children and Young People, Stephanie Evans, Head of Service for One Adoption South Yorkshire, and Monica Green, Assistant Director, Children's Social Care to the meeting.

The Head of Service, One Adoption South Yorkshire introduced the report and presentation, making the following comments:

- It was the first full year annual report to be presented as the regional adoption agency was created in January 2021.
- The annual report had been written in May 2022.
- The focus for the first year had been to identify the available resources and capacity within the four teams who were coming together.
- It was now at the end of its second year with the service structures established and practitioners appointed to key posts.
- There were new agency advisers, new panels, new service managers covering the three key areas of an adoption service, ensuring more balanced teams.
- A task for the third year of operation was to establish a single set of practice standards and procedures across the service.
- In terms of performance and outcomes, the service had a target of recruiting ninety-two adopters each year to meet the needs of the children.
- The number of potential adopters had fallen due to financial pressures; however, South Yorkshire had more adopters than children to place.
- It was felt that the target for placement of children of 154 each year was not right although the four authorities were regularly placing around 130 children each year.
- There had been a drop in the number of children where adoption was the plan over the last two years.
- One of their aims was to place children within South Yorkshire where they were able to support new families most effectively.
- At least a third of their work was around adoption support with over one thousand adopters across South Yorkshire eligible for adoption support.
- Adoption support was a key area however tracking was challenging. A new case management system would assist enabling a better understanding where and what support was accessed and needed.
- There were over four hundred active individual cases across South Yorkshire.
- The figures specifically for Rotherham showed there had been a dip in the number of people approved to adopt in 2021/22. The represented people who had started the process but not completed it for several reasons, so of which were financial.
- Seventy-three percent of children from Rotherham were placed within South Yorkshire.
- The key aims for year three were to speed up the time taken to find suitable adopters for children who needed families.
- It was noted that sometimes delays in the process were due to court delays leading to lengthy waits to be placed and sometimes the plan changed away from adoption.
- The service collaborated with the fostering teams to develop

relationships with those who would like to foster or adopt.

In response to questions raised during discussions the Head of Service, One Adoption South Yorkshire, the Assistant Director, Children's Social Care, and the Cabinet Member for Children and Young People Services, made the following responses:

- There were more older children who required adoption than babies and boys were harder to place with families.
- There was a need to modernise the adoption process to show the children that they could gain an extended family through the process.
- The fostering and adoption services worked together to build good working relationships between the foster carers and adoptive parents, in terms of arranging visits etc, to enable the adoptive parents to get to know the child more.
- It was confirmed that One Adoption South Yorkshire worked closely with other voluntary adoption agencies focusing on what was right for the child and family.
- Information of the percentage of children from within Rotherham that were placed with adopters within Rotherham could be provided.
- Joining the four teams together had been positive and good practice was being shared across all areas.
- Thirty two percent of Special Guardianship Orders within Rotherham ended with a family placement.
- Some performance targets might be missed but this was to ensure that the right placement was found for that child.
- In terms of the performance targets, it was explained that these were small numbers, so one child could make a dramatic difference to the figures. The case management system would be able to monitor this once in place.
- Further engagement and discussions with local communities about adoption would help to cultivate a more diverse set of adopters and the knowledge of ward councillors could be used to help build on that engagement.
- It was clarified that in terms of the budget arrangements, each of the four areas had contributed what they were spending on adoption services at the time the joint service was created.
- When adopters came forward, they were assigned an assessor, who worked with that family until approval was granted and for the first year. After the year had concluded the family was eligible for adoption support but did not have a specific person supporting them.
- The first thing that was considered if an adoption broke down was the adoption support plan and work was undertaken with the families to attempt to rebuild relationships if possible.
- Practical advice and guidance were offered to adopters on how to support the child around connection with the birth parents as children had a natural curiosity to discover where they came from.

- If was confirmed there were safeguarding procedures that could be put in place if needed, in terms of protecting children.

The Chair thanked all for their attendance for this item.

**Resolved:**

That the Improving Lives Select Commission:

1. Noted the One Adoption South Yorkshire Annual Report for 2021-2022.
2. Agreed that information be provided on what percentage of children from within Rotherham were placed with adopters within Rotherham.
3. Agreed that information be provided on the number of adoption breakdowns that occur within Rotherham.

**55. UPDATE REPORT ON POST CSE SUPPORT SERVICES**

The Chair welcomed Helen Sweaton, Joint Assistant Director, CYPS and Anne Charlesworth, Head of Public Health Commissioning to the meeting, noting that Councillor Cusworth, Cabinet Member for Children and Young People had remained in attendance.

The Cabinet Member for Children and Young People explained that the review had been completed with eight recommendations, all of which had been completed.

The Joint Assistant Director, CYPS and the Head of Public Health Commissioning introduced the report and made the following points:

- Work was being conducted to understand the providers and explain how the pathway would work.
- Contracts with providers would be reviewed during the year.
- It was understood that the trauma and resilience pathway worked in a separate way to others therefore a roadmap had been created to ensure support could be accessed as and when needed.

In response to questions raised during discussions the Joint Assistant Director, CYPS and the Head of Public Health Commissioning, and the Cabinet Member for Children and Young People Services, made the following responses:

- Elective Home Education was monitored to ensure it was only selected when it was the right option to be used.
- It was confirmed that support was available for all genders.
- A lot of work was undertaken within the community and not all the information provided was Council branded however that did not prevent people from accessing services.
- In terms of understand those who had disengaged with the service, the trauma and resilience service would take ownership of this.

The Chair thanked those in attendance and praised the content of the report. She also clarified that this would remain on the Commissions work

programme.

**Resolved:**

That the Improving Lives Select Commission:

1. Noted the completed actions.
2. Agreed to add an update from the Trauma Resilience Service on Post-Abuse support to the forward plan, to be considered at the same time as the CCE Annual Update.

**56. WORK PROGRAMME**

The Committee considered its Work Programme. The Chair highlighted that the work programme was under review to ensure topics were being considered at the most suitable time.

**Resolved:** That the Work Programme for 2022/23 be approved.

**57. IMPROVING LIVES SELECT COMMISSION - SUB AND PROJECT GROUP UPDATES**

The Chair provided a progress report on sub and project group activity.

**Resolved:** That the update be noted.

**58. URGENT BUSINESS**

There was no urgent business.

**59. DATE AND TIME OF THE NEXT MEETING**

**Resolved:** That the next meeting of the Improving Lives Select Commission would take place on Tuesday, 7 March 2023, commencing at 10am at Rotherham Town Hall.

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**Committee Name and Date of Committee Meeting**

Improving Lives Select Commission – 07 March 2023

**Report Title**

Family Hubs and Start for Life Programme Update

**Is this a Key Decision and has it been included on the Forward Plan?**

No

**Strategic Director Approving Submission of the Report**

Suzanne Joyner, Strategic Director of Children and Young People's Services  
Ian Spicer, Strategic Director of Adult Care, Housing and Public Health

**Report Author(s)**

Susan Claydon Head of Service, Early Help & Family Engagement  
[susan.claydon@rotherham.gov.uk](mailto:susan.claydon@rotherham.gov.uk)

**Ward(s) Affected**

Borough-Wide

**Report Summary**

This report provides an update on the delivery associated with the recent Cabinet approval to spend the Family Hubs & Start for Life grant using the approach outlined.

The grant was made available to Rotherham from the Department for Education (DfE) and the Department for Health and Social Care (DHSC) as one of 75 Local Authorities that was pre-selected.

The grant provides an opportunity for additional investment, circa £3.4m over 3 years to RMBC.

The funding is predominantly for 'transformation,' (with 5% ring fenced for capital adjustments & upgrades to existing buildings).

Family Hubs are a way of joining up the planning and delivery of family help and support services to improve access, connections between families, professionals, services, and providers, and to put relationships at the heart of family support.

**Recommendations**

1. Members of the Improving Lives Select Committee note the intended use of the grant to 'transform' family help and support services.
2. Members of the Improving Lives Select Committee agree to receive a further update on progress of the Family Hubs transformation programme and the delivery of the Early Help Strategy.

## List of Appendices Included

- Appendix 1** Cabinet Report, Family Hubs and Start for Life Programme Update, 23 February 23
- Appendix 2** Family Hubs Governance Arrangements
- Appendix 3** Family Hub Satellite, Extra Plus Model
- Appendix 4** Glossary of evidence-based approaches
- Appendix 5** Equality Analysis
- Appendix 6** Part B – Equality Impact Analysis
- Appendix 7** Carbon Impact

## Background Papers

Family Hubs & Start for Life Programme Guide August 22

[Family Hubs and Start for Life Programme Guide \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Family Hubs & Start for Life Model Framework August 22

[Annex E - Family Hub Model Framework \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Family Hubs & Start for Life Service Expectations

[Family Hub Service Expectations \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Family Hubs & Start for Life Trailblazer Application

[Family Hubs and Start for Life Programme - Trailblazer Guide \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Working Together to Safeguard Children (2018)

[Working Together to Safeguard Children 2018 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

## Council Approval Required

No

## Exempt from the Press and Public

No

## Family Hubs and Start for Life Programme Update

<b>1.</b>	<b>Background</b>
1.1	In the Autumn Budget 2021, the Government committed £301.75m for Local Authorities to deliver a network of Family Hubs across the Country to make effective, integrated family help more easily accessible for families. The Department for Education (DfE) and the Department for Health and Social Care (DHSC) jointly oversee the Programme, linking with several other departments to explore how the Hubs can tackle issues that they are each responsible for and that are cross cutting. These include the Department for Levelling Up, Housing and Communities (DLUHC) through the Supporting Families Experiencing Multiple Disadvantages Programme, the Department for Work and Pensions (DWP) through the Reducing Parental Conflict Programme and the Department for Digital, Culture, Media, and Sport (DCMS) through investing in young people.
1.2	A key objective is to improve access to 'whole family' service delivery, including Start for Life services in areas with the highest levels of deprivation. The vision is to build the national evidence base and to assess impact across a range of contexts.
1.3	Rotherham is one of 75 Local Authorities that has been pre-selected and invited to sign up to the Family Hubs and Start for Life Programme without the need to complete a competitive bid. Rotherham was pre-selected using the Income Deprivation Affecting Children Indices (IDACI) Average Rank.
1.4	In October 2022 the Family Hub Sign-Up form was submitted by Rotherham, outlining commitment to deliver the programme. Sign-up to the Family Hubs and Start for Life programme was agreed on the understanding that Family Hubs in Rotherham will be developed where possible using existing premises, already occupied by services. Co-delivery, co-location and a digital offer are central to the programme to enable highly transformative ways of working and the funding will be used to drive this transformation, rather than securing additional front-line capacity that is unsustainable long term.
<b>2.</b>	<b>Key Issues</b>
2.1	The Cabinet Report, Family Hubs and Start for Life Programme Update, 23 February 23 highlighted what this will mean for Rotherham and provided a high level description of the activity required and desired impact. (Appendix 1.)
<b>3.</b>	<b>Options considered and recommended proposal</b>
3.1	Recommended proposal: <ol style="list-style-type: none"> <li>1. Members of the Improving Lives Select Committee note the intended use of the grant to 'transform' family help and support services.</li> <li>2. Members of the Improving Lives Select Committee agree to receive a further update on progress of the Family Hubs transformation programme and the delivery of the Early Help Strategy.</li> </ol>
<b>4.</b>	<b>Consultation on proposal</b>
4.1	The Strategic Director – Children and Young People's Services and the Strategic Director – Adult Social Care, Housing and Health have been consulted with regard to the Cabinet Report.

	The Cabinet Member for Children and Young People and Cabinet Member for Adult Social Care and Health have been consulted with regarding the report and its recommendations.
4.2	<p>Whilst development of the Family Hubs does not require a formal consultation, a key deliverable is to establish a whole family 'Parent Panel' by April 2023, to enable ongoing consultation and participation from families throughout the programme and to shape and influence the model and services within it.</p> <p>The Rotherham Parent Carer Forum (RPCF) is involved to support and shape the 'Parent Panel' due to their experience and expertise in developing a group of this kind. We are using the Four Cornerstones approach to coproduction for this element of the work.</p>
<b>5.</b>	<b>Timetable and Accountability for Implementing this Decision</b>
5.1	The timetable and accountability are detailed in Appendix 1.
<b>6.</b>	<b>Financial and Procurement Advice and Implications</b>
6.1	Financial and procurement implications are detailed in Appendix 1.
<b>7.</b>	<b>Legal Advice and Implications</b>
7.1	Legal implications are detailed in Appendix 1.
<b>8.</b>	<b>Human Resources Advice and Implications</b>
	HR implications are detailed in appendix 1.
<b>9.</b>	<b>Implications for Children and Young People and Vulnerable Adults</b>
9.1	The implications for Children, Young People and Vulnerable Adults are detailed in Appendix 1.
<b>10.</b>	<b>Equalities and Human Rights Advice and Implications</b>
10.1	An equality analysis screening is attached as Appendix 2
<b>11.</b>	<b>Implications for CO<sub>2</sub> Emissions and Climate Change</b>
	There are no direct implications arising from this report
<b>12.</b>	<b>Implications for Partners</b>
12.1	Implications for partners are detailed in appendix 1.
<b>13.</b>	<b>Risks and Mitigation</b>
13.1	Risks and mitigation are detailed in appendix 1.
	<b>Accountable Officer(s)</b>

	Nathan Heath, Acting Strategic Director of Children and Young People's Services
	Approvals obtained on behalf of:

	Name	Date
The Strategic Director with responsibility for this report	Suzanne Joyner, Strategic Director of Children and Young People's Services	27/02/23
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Children and Young People - Councillor Cusworth	27/02/23

*Report Author: Helen Sweaton, Assistant Director, Commissioning, Performance and Quality*

[Helen.sweaton@rotherham.gov.uk](mailto:Helen.sweaton@rotherham.gov.uk) or 07554436546

This report is published on the Council's [website](#).

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**Committee Name and Date of Committee Meeting**

Cabinet – 13 February 2023

**Report Title**

Family Hubs and Start for Life Programme Update

**Is this a Key Decision and has it been included on the Forward Plan?**

No, but it has been included on the Forward Plan

**Strategic Directors Approving Submission of the Report**

Suzanne Joyner, Strategic Director of Children and Young People's Services

Ian Spicer, Strategic Director of Adult Care, Housing & Public Health

**Report Author(s)**

Susan Claydon Head of Service, Early Help & Family Engagement

[susan.claydon@rotherham.gov.uk](mailto:susan.claydon@rotherham.gov.uk)

**Ward(s) Affected**

Borough-Wide

**Report Summary**

This report seeks approval to spend the Family Hubs & Start for Life grant using the approach outlined. The grant was made available to Rotherham from the Department for Education (DfE) and the Department for Health and Social Care (DHSC) as one of 75 Local Authorities that was pre-selected.

The grant provides an opportunity for additional investment, circa £3.4m over 3 years to RMBC.

The funding is predominantly for 'transformation,' (with 5% ring fenced for capital adjustments & upgrades to existing buildings).

Family Hubs are a way of joining up the planning and delivery of family help and support services to improve access, connections between families, professionals, services, and providers, and to put relationships at the heart of family support.

**Recommendations**

1. That Cabinet accepts the grant funding and approves the approach to the governance and management of the grant.

Appendix 1

## **List of Appendices Included**

**Appendix 1** Family Hubs Governance Arrangements

**Appendix 2** Family Hub Satellite, Extra Plus Model

**Appendix 3** Glossary of evidence-based approaches

**Appendix 4** Equality Analysis

**Appendix 5** Part B – Equality Impact Analysis

**Appendix 6** Carbon Impact

## **Background Papers**

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Working Together to Safeguard Children (2018)

[Working Together to Safeguard Children 2018 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

No

**Council Approval Required**

No

**Exempt from the Press and Public**

No



## Rotherham Family Hubs

### 1. Background

- 1.1 In the Autumn Budget 2021, the Government committed £301.75m for Local Authorities to deliver a network of Family Hubs across the Country to make effective, integrated family help more easily accessible for families. The Department for Education (DfE) and the Department for Health and Social Care (DHSC) jointly oversee the Programme, linking with several other departments to explore how the Hubs can tackle issues that they are each responsible for and that are cross cutting. These include the Department for Levelling Up, Housing and Communities (DLUHC) through the Supporting Families Experiencing Multiple Disadvantages Programme, the Department for Work and Pensions (DWP) through the Reducing Parental Conflict Programme and the Department for Digital, Culture, Media, and Sport (DCMS) through investing in young people.
- 1.2 A key objective is to improve access to 'whole family' service delivery, including Start for Life services in areas with the highest levels of deprivation. The vision is to build the national evidence base and to assess impact across a range of contexts.
- 1.3 Rotherham is one of 75 Local Authorities that has been pre-selected and invited to sign up to the Family Hubs and Start for Life Programme without the need to complete a competitive bid. Rotherham was pre-selected using the Income Deprivation Affecting Children Indices (IDACI) Average Rank.
- 1.4 In October 2022 the Family Hub Sign-Up form was submitted by Rotherham, outlining commitment to deliver the programme. Sign-up to the Family Hubs and Start for Life programme was agreed on the understanding that Family Hubs in Rotherham will be developed where possible using existing premises, already occupied by services. Co-delivery, co-location and a digital offer are central to the programme to enable highly transformative ways of working and the funding will be used to drive this transformation, rather than securing additional front-line capacity that is unsustainable long term.
- 1.5 **What will this mean for Rotherham?**
  - 1.5.1 It is proposed to have 3 main hubs, in existing sites, north, south, central; building on the colocation that is currently in place and incrementally building in additional services to be colocated, either full time, part time or through 'drop down desk space'.
  - 1.5.2 Further colocation to be explored across wider Local Authority services in CYPS and Adults, Early Help, Children's Social Care, Education, SEND, TRFT, RDASH, Housing, Adult Substance Misuse, Adult Mental Health, Domestic Abuse, Youth Justice, Maternal Mental Health, Maternity, Citizens Advice Bureau, Job Centre Plus etc.
  - 1.5.3 Joint, cross agency face to face delivery from each of the three sites.

## Appendix 1

- 1.5.4 Resource to develop a comprehensive new digital and online support offer for children and families. This will enable much easier access and address the problem of navigating the numerous online platforms that can be confusing. Partners are confident that this can be delivered using a phased approach and utilising existing expertise.
- 1.5.5 Incremental development of satellite hubs across the voluntary and community sector that will be linked digitally to main hubs, so that families can access support from a number of community buildings and not have to tell their story numerous times. This will also enable 'live time' booking onto main hub appointments direct from the Satellite Hub.
- 1.5.6 Resource to develop online intervention packages offer so that families can self-serve and get instant support with issues
- 1.5.7 Investment to introduce an online liquid logic portal for partners to complete Early Help Assessment digitally.
- 1.5.8 Investment in new evidence-based programmes bringing valuable training and expertise to the wider workforce, widening the repertoire of what we can currently offer. Examples of this include parenting programmes, Solution Focused Brief Intervention Therapy, Mentalisation Approaches, Attachment and Bonding, home learning programmes and Perinatal Mental Health. The product of this would be, for example, all pregnant couples having access to a preparing for parenthood course prior to birth of baby.
- 1.5.9 New intervention to address the gap for support to couples coping with early miscarriage loss under 20 weeks.
- 1.5.10 New support that changes the mainstream approach to parents who have had a child removed (complimentary to and informed by extensive learning from Pause). Pause is an important and valuable targeted intervention in Rotherham, and it is important that learning informs service approaches to complement their work.
- 1.5.11 Resource to better equip a much broader range of services with enhanced skills and knowledge, leading to improved shared delivery of intervention that will prevent problems from getting worse.
- 1.5.12 Resource to enable additional short-term capacity to test new approaches that will later inform mainstream delivery across different organisations. Examples include:
  - x 3 new nursery nurses based (one in each hub) to work alongside early help in direct support for families
  - Specialist breastfeeding lead, to build capacity in the peer support offer
  - Volunteer coordinators to develop and support new family hub volunteers to do direct work with children and families
  - Voluntary sector coordinator to enable a rigorous interface across the voluntary and public sector

Appendix 1

- 1.5.13 Resource to develop a Parent/ Carer Panel to shape delivery of the model and ensure that the child and family voice is central.
- 1.5.14 Due to delays in roll out of the national programme, the above is in development and detailed plans will be finalised in February.

**1.6 Needs Analysis**

- 1.6.1 All Local Authority areas are expected to carry out a local needs analysis to support delivery of the programme. Rotherham has commenced this work and is utilising the needs analysis to understand gaps and develop integrated pathways across a wide range of agencies.
- 1.6.2 The analysis will be utilised to equip the wider workforce in better identification of need and preventative/early help support for children and families across the Borough.

**1.7 Governance**

- 1.7.1 The national programme sets out the requirement for functional, multi-agency governance arrangements via a multi-agency board, and regular reports to scrutiny aligned with the national Supporting Families Programme.
- 1.7.2 In Rotherham the well-established, multi-agency Early Help Steering Group (EHSG) is proposed as the vehicle for delivery of the Family Hubs Programme. This group oversees the development and scrutiny of the shared responsibility for the early help offer in Rotherham.
- 1.7.3 The Early Help Steering Group reports to the Rotherham Safeguarding Children's Partnership Executive Board (RSCP)
- 1.7.4 The Best Start and Beyond Strategy and the Supporting Families elements of the Family Hubs programme will be aligned to the draft Early Help Strategy and delivery plan to ensure a system wide approach to delivery and reporting.
- 1.7.5 Work is progressing and links made with Public Health to align the Family Hubs and Start for Life Programme with the Integrated Care System, through the Health Inequalities Prevention Enabler Group.

**1.8 Partnership Engagement**

- 1.8.1 Work has been taking place since February 2022 with a wide range of multi-agency partners to explore how a Family Hubs approach for children and families in Rotherham could build on the existing Early Help Offer.
- 1.8.2 The use of the Early Help Assessment (the common assessment tool for families below statutory threshold) is one way to assess the efficacy and maturity of the early help system in Rotherham. 32.4% of all completed Early Help Assessments were carried out by partners at the end of Quarter 1 2022 compared to zero (0%) in 2016.

Appendix 1

- 1.8.3 Partners who attended workshops in February and August 2022 confirmed their strong commitment to develop a Family Hubs approach in Rotherham, and proposed the model of three main delivery points, located in the north, south and central areas of the Borough, with a range of Satellite Hubs that will be connected digitally as the digital aspect is developed. This will be utilising existing sites and locations already occupied by Services across Rotherham.
- 1.8.4 An initial headline draft delivery template was requested for submission on 30<sup>th</sup> December '22 (to release the first payment) and this will be developed in more detail in two partnership workshops to take place in January 2023.

## 2. Key Issues

- 2.1 **System coordination and commissioning:** Planned activity includes establishing a time limited transformational team to provide the capacity to drive innovative approaches, improve coordination and planning, to support joint working arrangements, a comprehensive assessment of need, digital development, programme delivery and management/ implementation of the grant. This is an expectation and funded element of the national programme and resource will come from existing staff and new recruitment which will be strictly time limited. To enable capacity, this has commenced and is utilising Council and Public Health officers to develop the programme, however some appointments will be needed.
- 2.2 **Expanding the competency of the workforce** to improve wider workforce skills, planning, delivery and outcomes for children and families. This will support better joint working arrangements and enhanced provision for children. Planned activities include the purchase of training in a range of evidence-based approaches across the partnership.

**To include the following** (see appendix 3):

- PEEP (Peers Early Education Programme) Home Learning Programme.
- Attachment & Bonding Programme
- Solution Focused Brief Intervention Therapy
- Perinatal Mental Health Programme
- Preparation for Parenthood Programme
- Solihull Approach

- 2.3 **Enable better and more integrated responses for children and families:** Planned activities include scoping existing sites to maximise space and equipment available to the multi-agency workforce. This also includes development of the digital offer across voluntary sector sites to align approaches and provide seamless access for children and families.
- 2.4 **Deliverables/ Expectations**

The family hub model framework includes criteria for two stages of transformation to be achieved across the life of the three-year programme. There are two stages as the government acknowledge that each LA has a

different starting point across different elements of the programme. See Background papers – *Programme Guide and Service Expectations*.

**Level 1:** is described as the ‘Basic model’ where a local authority partnership is at the early stages of development and outlines minimum expectations to be reached by the end of the three years funding window.

**Level 2:** is described by Government as a ‘developed model’, where a more mature family hub model, with ‘go further’ expectations for Local Authorities to work towards to by the end of the programme and beyond.

With the Programme there is an expectation of establishing a Parent/ Carer Panel to put the needs of local babies and families at the centre of service design and delivery. This will enable a better understanding of how to help families feel more confident in accessing services and to place the family voice central to continuous improvement of the service offer.

Key funded strands are listed below:

- Family hubs transformation
- Perinatal mental health and parent-infant relationships
- Parenting support
- Infant feeding support
- Home learning environment services
- Publishing start for life offers and establishing parent carer panels

It is these areas that the programme seeks to ensure that Local Authorities meet the minimum requirements as set out in the Service Expectation Guide and aim to develop ‘go further’ progress in areas that can be selected by the Local Authority.

The performance monitoring framework from the national programme is expected in late January- February 2023.

- 2.5 The expectation to meet minimum and go further expectations as outlined in the Service Expectation Guide should be fulfilled by the end of the three-year programme. The Early Help Steering Group has carried out a self-assessment exercise with partners and is in a strong position to meet the minimum requirements.

### **3. Options considered and recommended proposal**

#### **3.1 Recommendation**

That Cabinet accepts the grant funding and approves the approach to the governance and management of the grant.

- 3.2 The proposal outlined above is recommended to enable the initial phase of the programme to progress in line with government expectations and to ensure that the grant is maximised.

#### 4. Consultation on proposal

- 4.1 Whilst development of the Family Hubs does not require a formal consultation, a key deliverable is to establish a whole family 'Parent Panel' by April 2023, to enable ongoing consultation and participation from families throughout the programme and to shape and influence the model and services within it.
- 4.2 The Rotherham Parent Carer Forum (RPCF) is involved to support and shape the 'Parent Panel' due to their experience and expertise in developing a group of this kind. We are using the Four Cornerstones approach to coproduction for this element of the work.

#### 5. Timetable and Accountability for Implementing this Decision

- 5.1
- Sign up documentation submitted October 2022.
  - Delivery of two workshops to develop the required detail in the delivery plan, January 23.
  - Finalise delivery plan template to release first payment, January 2023.

#### 6. Financial and Procurement Advice and Implications

- 6.1 The government funding outline has highlighted lower and upper range indicative funding allocations in financial years 2023-24 and 2024-25:

2022/23	2023/24	2023/24	2024/25	2024/25	Total	Total
Total	Lower Range	Upper Range	Lower Range	Upper Range	Lower Range	Upper Range
£856,000	£1,391,000	£1,463,000	£1,164,000	£1,220,000	£3,411,000	£3,540,000

- 6.2
- 6.3 With the sign-up documentation submitted at the end of October 2022, it is important to move quickly to ensure that the initial tranche of funding for 22/23 is spent by March 2023.
- 6.4 It is important to note that the project funding across the three years and the added value derived from it, should not leave the Council with additional liabilities, for example in the form of contracts or staffing liabilities, to be funded from elsewhere beyond March 2025. The funding is to be utilised for adding value to integrated approaches within existing services and aim to ensure that additional commitments which cannot be funded in the longer term, are not created.
- 6.5 The project funding is prescriptive, breaking down the total funding across programme strands as set out below. This will require careful budget monitoring across these areas; however, the government has indicated that flexibility can be applied across the different strands (with the exception of capital) due to different financing needs dependent on the individual Local Authority starting point.

<b>Programme Strand</b>	<b>Fixed Amount Per LA (£) to 2024/25</b>
Family hubs transformation	500,000
Perinatal mental health and parent-infant relationships	655,000
Parenting support	250,000
Infant feeding support	435,000
Home learning environment services	108,000
Publishing start for life offers and establishing parent carer panels	115,000
<b>Total Fixed Element of Funding</b>	<b>2,063,000</b>

\* NB The balance of funding up to the allocated amount will be allocated across each strand to make up the total £3,411,000 - £3,540,000 above.

- 6.6 Where there is a need to engage third-party suppliers to support the delivery of the project, these must be procured in compliance with the Public Contracts Regulations 2015 (as amended), and the Council's own Financial and Procurement Procedure Rules.

## **7. Legal Advice and Implications**

- 7.1 The arrangements proposed are consistent with requirements of the relevant legislation in particular s10 of the Children Act 2004 which states that local authorities have a responsibility to promote inter-agency cooperation to improve the welfare of all children. Further the proposed arrangements are consistent with the Statutory Guidance, Working Together to Safeguard Children (2018).
- 7.2 The governance arrangements proposed are appropriate and as stated above any third-party suppliers must be procured in compliance with the Public Contracts Regulations 2015, and appropriate contracts put in place.

## **8. Human Resources Advice and Implications**

- 8.1 There are no additional resources or staffing required beyond the life of the programme. Any additional resources required will be time limited to assist with the transformation and will focus on upskilling the wider workforce. These skills can then be used in the future to provide effective and efficient services alongside partners and the community.

## **9. Implications for Children and Young People and Vulnerable Adults**

- 9.1 The Family Hubs and Start for Life Programme is intended to add value and to existing provision for children, young people, and families across the Borough. The programme has clear objectives related to improving integrated approaches between the public, voluntary, community and faith sectors to make accessing services easier and support a proactive, preventative system-

wide approach. This includes enabling collaborative pathways that span adults and children from across a range of services and organisations.

## **10. Equalities and Human Rights Advice and Implications**

- 10.1 An equality impact assessment checklist is attached. A full needs assessment is required as an objective of the programme and is a key priority.
- 10.2 Representatives on the Parent Carer Panel will be engaged from the diverse communities within Rotherham and represent families from a range of socio-economic backgrounds. The Family Hub Parent Carer Panel will be a catalyst for change and seek to utilise language support for those families that are currently underserved/represented. The model adopts principles for true co-production of services, meaning that access to the offer can be provided in the most family-friendly and effective ways.
- 10.3 Equality and Human Rights implications in relation to the programme are positive as the work will enhance cross agency pathways and bring about more colocation of practitioners, making access to support easier and less stigmatising for children and families.
- 10.4 The programme will focus on narrowing the gap of deprivation and reducing inequalities in health, education, pregnancy and birth, youth and children and families across Rotherham, by ensuring that intervention provided is delivered collaboratively, is evidence based and tackles inequalities to serve underrepresented groups. This will be informed by the comprehensive needs analysis that is required as part of the programme.

## **11. Implications for CO2 Emissions and Climate Change**

- 11.1 See attached screening document.

## **12. Implications for Partners**

- 12.1 The Multi-agency Early Help Steering Group will oversee the implementation of the delivery plan reporting to the Rotherham Safeguarding Children Partnership. Key partners that attend this forum include CYPS, Housing, Safeguarding, TRFT Health, Voluntary Sector, RDASH, Public Health, ICB. All partners are involved in the development of the model to ensure coproduction.
- 12.2 Partners are engaged and committed to developing Family Hubs. In relation to colocation aspects of the programme, partners are involved in planning and implementing this as the programme progresses and any colocation will be by negotiation with Service Level Agreements (SLAs) in place.

## **13. Risks and Mitigation**

Risk	Impact	Mitigation
Unable to meet expectations of the programme (minimum	1. Reputational risk to the Local Authority	A self-assessment exercise with partners has taken place and



and go further deliverables)	<ol style="list-style-type: none"> <li>2. Reduced funding/ clawback</li> <li>3. Reduced opportunities for children and families</li> </ol>	<p>Rotherham is already in a good position to meet most minimum expectations at commencement of the programme and a number of go further expectations will be prioritised.</p> <p>The Early Help partners have been developing a strong early help system in Rotherham since 2016, and this has enabled a strong foundation from which to progress family hubs and meet expectations.</p> <p>The Early Help Steering Group will enable rigorous oversight of the key deliverables and report regularly to the RSCP.</p>
As this grant requires a multi-agency approach it is imperative that all key stakeholders are involved and engaged in the process. A lack of engagement could result in not being able to deliver necessary colocation and collaborative approaches.	<ol style="list-style-type: none"> <li>1. Reputational risk to the Local Authority</li> <li>2. Reduced funding/ clawback</li> <li>3. Reduced opportunities for children and families</li> </ol>	<p>Developing clear terms of reference to the delivery group alongside the added capacity to support transformation aims to mitigate this.</p>
Financial risks of building a financial commitment beyond the life of the programme	<ol style="list-style-type: none"> <li>1. Budget pressures</li> </ol>	<p>Strict financial principles to be adhered to.</p> <p>Application of short term, transformational spend only; building expertise and capacity across the wider public and voluntary sector to ensure long term and sustainable integration.</p>

## Appendix 1

		Business case approval process in place outlining financial principles
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**14. Accountable Officers**

Susan Claydon Head of Early Help & Family Engagement

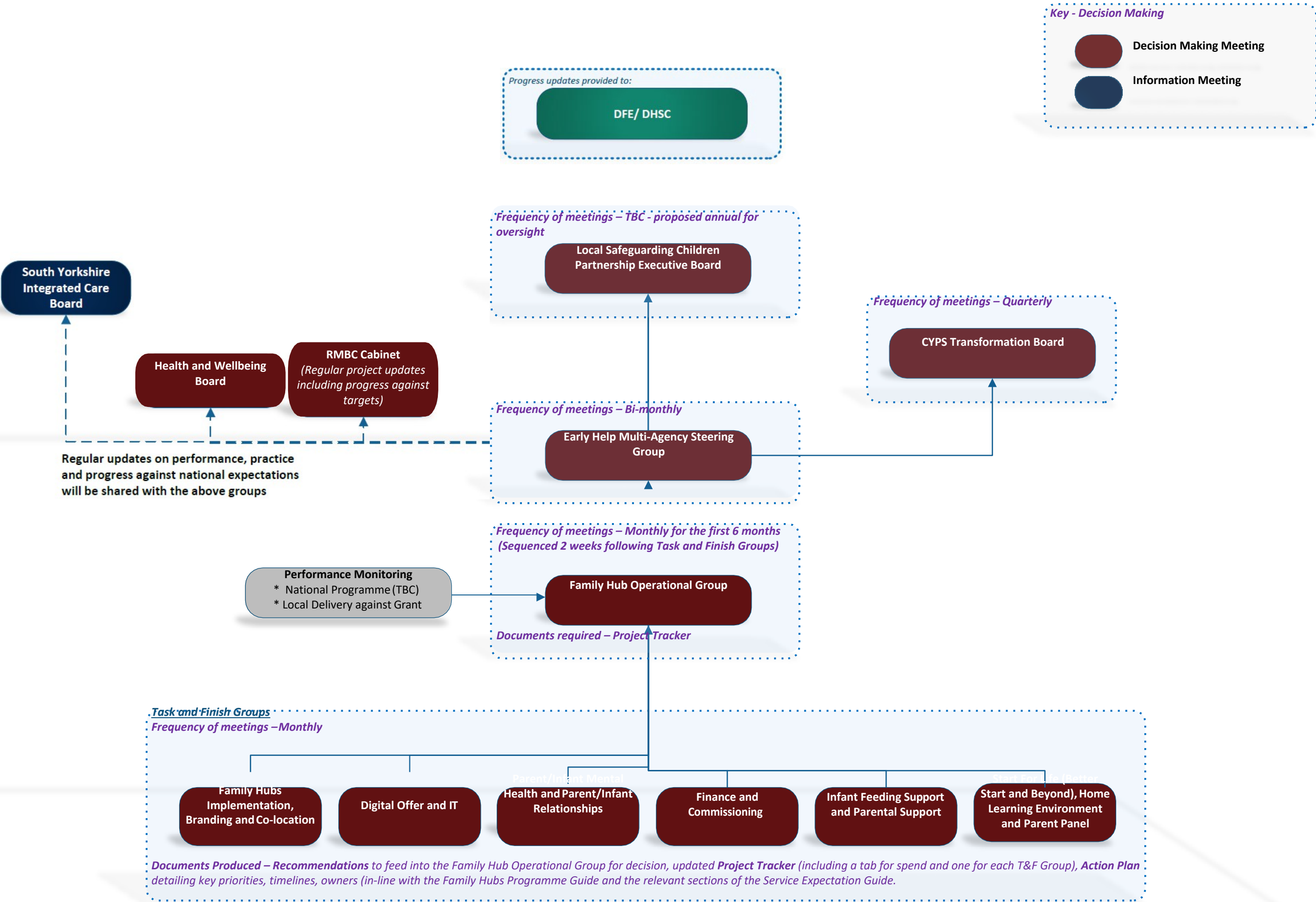
Approvals obtained on behalf of Statutory Officers: -

	<b>Named Officer</b>	<b>Date</b>
Chief Executive	Sharon Kemp	30/01/23
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	26/01/23
Assistant Director of Legal Services (Monitoring Officer)	Phillip Horsfield	26/01/23

Report Author:

Susan Claydon, Head of Early Help & Family Engagement. Susan Claydon  
Head of Service, Early Help & Family Engagement

This report is published on the Council's [website](#)



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## **Rotherham Family Hubs Development**

### **Model**

#### **Family Hub Satellite (FHS)**

Based around the borough in existing sites and accessible for children and families. Provision of information and/or advice is the key function. Same consistent Rotherham Family Hubs & Start for Life branding with a minimum core Family Hub offer and adherence to family hub standards and principles. Located in busy places that get a lot of footfall and linked to Family Hub Extra and Family Hub Plus digitally. Can be in deprived as well as more rural, affluent areas. Key colleagues in satellite hubs trained in understanding the family hub pathways and with a good level of awareness in relation to safeguarding. Signposting to a more intensive offer will be available here; good understanding of the offer across the Family Hubs with access to programme times/ dates/ availability and booking facility. Access to health literacy and wellbeing resources. Children and families with needs from universal to complex may initially access these sites and those requiring additional support can be linked through the Family Hubs Extra and Family Hubs Plus.

#### **Family Hub Extra**

Some direct provision (universal and targeted) is delivered from these sites with some colocation of staff. Same consistent branding with a minimum core Family Hub offer, and adherence to RFH standards and principles. Buildings will where space allows, be able to offer space for some universal and targeted groups. Linked to areas of deprivation. Schools are an example of an agency that could be potential sites for some of the Family Hubs Extra sites (as well as satellite sites dependent upon size/space.) Access to health literacy and wellbeing resources will be available. Children and families with needs from universal to complex may initially access these sites and those requiring additional support can be linked through the Family Hubs Plus as required.

#### **Family Hub Plus x 3**

Similar to Family Hubs Extra but with more space and multiple delivery availability. A wider range of provision and specialist intervention available at these sites. One in each area (north, south, central) multi-disciplinary teams located in these hubs, ranging from voluntary and community sector to public sector. Specialist provision and groups available here. Innovative pilots delivered from here. Same consistent branding with a minimum core Family Hub offer and adherence to RFH standards and principles.

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## Appendix 4

### Glossary of evidence-based approaches

- **PEEP (Peers Early Education Programme) Home Learning Programme.**  
A parenting programme that helps parents and carers to improve their children's life chances, by making the most of everyday learning opportunities - listening, talking, playing, singing, and sharing books and stories together.
- **Attachment & Bonding Programme**  
The attachment bond is the emotional connection formed by wordless communication between an infant and their parent or primary carer. A secure attachment bond ensures that a child will feel secure, understood, and calm enough to provide the best foundation for life. This programme helps parents and carers to develop a secure attachment bond with a child.
- **Solution Focused Brief Intervention Therapy**  
Solution Focused Brief Intervention Therapy is a short-term goal-focused evidence-based therapeutic approach, which incorporates positive psychology principles and practices, and which helps families change by constructing solutions rather than focusing on problems.
- **Perinatal Mental Health Programme**  
Perinatal mental health (PMH) problems are those which occur during pregnancy or in the first year following the birth of a child. Perinatal mental illness affects up to 27% of new and expectant mums and covers a wide range of conditions.  
If left untreated, mental health issues can have significant and long-lasting effects on the woman, the child, and the wider family. The Perinatal Mental Health Programme provides care and treatment for women with complex mental health needs and support the developing relationship between parent and baby. They also offer women with mental health needs advice for planning a pregnancy.
- **Preparation for Parenthood Programme**  
Preparation for Parenthood is an antenatal course developed by Kirklees Public Health Team in 2015, in partnership with Locala and local maternity services. This six-session course aims to prepare parents for both the birth of their baby and for parenthood. One of the key objectives is to provide a platform for peer support and social support.
- **Solihull Approach**  
The Solihull Approach supports mental health and wellbeing in parents, children, schools, older adults, and high stress workplaces through an evidence-based model. The Solihull Approach model combines three theoretical concepts, containment (psychoanalytic theory), reciprocity (child development) and behaviour management (behaviourism). It provides a framework for thinking for a wide range of professionals working with families with babies, children, and young people.

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## Appendix 5

### PART A - Initial Equality Screening Assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

A **screening** process can help judge relevance and provide a record of both the process and decision. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality and diversity
- whether or not equality and diversity is being/has already been considered, and
- whether or not it is necessary to carry out an Equality Analysis (Part B).

Further information is available in the Equality Screening and Analysis Guidance – see page 9.

1. Title	
<b>Title: Rotherham Family Hubs</b>	
<b>Directorate: Children and Young People's Services</b>	<b>Service area: Early Help</b>
<b>Lead person: Susan Claydon</b>	<b>Contact number: 07557312933</b>
Is this a:	
<input type="checkbox"/> <b>Strategy / Policy</b>	<input checked="" type="checkbox"/> <b>Function</b>
<input type="checkbox"/> <b>Other</b>	
<b>If other, please specify</b>	

2. Please provide a brief description of what you are screening
<p>The Government has set out plans for the investment to be used to assist selected Local Authorities in the process of moving to a Family Hub model (or to further develop existing family hub models) putting the baby, child and family at the centre. A key objective is to improve whole family service delivery, including Start for Life services in areas with the highest levels of deprivation and with disproportionately poor health and educational outcomes. The vision is to build the national evidence base and to assess impact across a range of contexts.</p>

The Multi-agency Early Help Steering Group will oversee the implementation of the delivery plan reporting to the Rotherham Safeguarding Children Partnership.

### 3. Relevance to equality and diversity

All the Council's strategies/policies, services/functions affect service users, employees or the wider community – borough wide or more local. These will also have a greater/lesser relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, disability, sex, gender reassignment, race, religion or belief, sexual orientation, civil partnerships and marriage, pregnancy and maternity and other socio-economic groups e.g. parents, single parents and guardians, carers, looked after children, unemployed and people on low incomes, ex-offenders, victims of domestic violence, homeless people etc.

Questions	Yes	No
Could the proposal have implications regarding the accessibility of services to the whole or wider community? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>	x	
Could the proposal affect service users? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>	x	
Has there been or is there likely to be an impact on an individual or group with protected characteristics? <i>(Consider potential discrimination, harassment or victimisation of individuals with protected characteristics)</i>	x	
Have there been or likely to be any public concerns regarding the proposal? <i>(It is important that the Council is transparent and consultation is carried out with members of the public to help mitigate future challenge)</i>		x
Could the proposal affect how the Council's services, commissioning or procurement activities are organised, provided, located and by whom? <i>(If the answer is yes you may wish to seek advice from commissioning or procurement)</i>	x	
Could the proposal affect the Council's workforce or employment practices? <i>(If the answer is yes you may wish to seek advice from your HR business partner)</i>	x	
If you have answered no to all the questions above, please explain the reason		

If you have answered **no** to **all** the questions above please complete **sections 5 and 6**.

If you have answered **yes** to any of the above please complete **section 4**.

#### 4. Considering the impact on equality and diversity

If you have not already done so, the impact on equality and diversity should be considered within your proposals before decisions are made.

Considering equality and diversity will help to eliminate unlawful discrimination, harassment and victimisation and take active steps to create a discrimination free society by meeting a group or individual's needs and encouraging participation.

Please provide specific details for all three areas below using the prompts for guidance and complete an Equality Analysis (Part B).

##### **How have you considered equality and diversity?**

An important element of Family Hubs is the national move from services organised for under-fives, to families with children of all ages, to reduce fragmentation, even though an emphasis on early years and the 'Start for Life' offer will remain. Rotherham has been working successfully in a whole family/ 0-19 capacity since 2019 and so this work is unlikely to impact negatively on families in the borough.

Local Authority areas are expected to carry out a local needs analysis to support delivery of the programme. We will utilise the needs analysis to understand gaps and develop integrated pathways across a broader remit of agencies, to ensure that there is an appropriate continuum of support available in Family Hubs for children and 'both' parents tailored to specific needs.

The change that is at the heart of the programme is through integration of pathways, scaling up a wider range of innovative interventions available to meet need early, and better equipping the wider workforce by introducing new evidence-based approaches, to meet needs at a universal and early help level. Co-delivery, co-location and a digital offer are central to the programme to enable highly transformative ways of working.

Representatives on a Parent Carer Panel will be engaged from the diverse communities within Rotherham and represent families from a range of socio-economic backgrounds. Our Family Hub Parent Carer Panel will be a catalyst for change and seek to utilise language support for those families that are currently underserved/represented. The model adopts principles for true co-production of services, meaning that access to the offer can be provided in the most family-friendly and effective way

The better integration sought from the programme will enable enhanced joint understanding of the needs of children and young people in Rotherham and use this to inform commissioning and service delivery.

Children, young people, families and carers will benefit from additional social value in Rotherham e.g. more employment opportunities.

More children, young people and families benefit from integrated support to improve outcomes.

<ul style="list-style-type: none"> <li><b>Key findings</b> Equality &amp; Human Rights implications in relation to the programme are positive as the work will enhance cross agency pathways and ring about more colocation of practitioners, making access to support easier and less stigmatising for children and families.</li> </ul>	
<ul style="list-style-type: none"> <li><b>Actions</b> Further Equality Impact Analysis will be completed as part of the local needs analysis work that is integral to the programme.</li> </ul>	
Date to scope and plan your Equality Analysis:	Completed
Date to complete your Equality Analysis:	April 23
Lead person for your Equality Analysis (Include name and job title):	Susan Claydon Head of Early Help & Family Engagement.

### 5. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening:

Name	Job title	Date
Suzy Joyner	Strategic Director Children & Young People's Services	

### 6. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given.

If this screening relates to a **Cabinet, key delegated officer decision, Council, other committee or a significant operational decision** a copy of the completed document should be attached as an appendix and published alongside the relevant report.

A copy of **all** screenings should also be sent to [equality@rotherham.gov.uk](mailto:equality@rotherham.gov.uk) For record keeping purposes it will be kept on file and also published on the Council's Equality and Diversity Internet page.

<b>Date screening completed</b>	11 <sup>th</sup> January 2023
<b>Report title and date</b>	<b>Rotherham Family Hubs Programme</b>
<b>If relates to a Cabinet, key delegated officer decision, Council, other committee or a significant operational decision – report date and date sent for publication</b>	
<b>Date screening sent to Performance, Intelligence and Improvement</b> <a href="mailto:equality@rotherham.gov.uk">equality@rotherham.gov.uk</a>	

## Appendix 6

### PART B – Equality Analysis Form

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

This form:

- Can be used to prompt discussions, ensure that due regard has been given and remove or minimise disadvantage for an individual or group with a protected characteristic
- Involves looking at what steps can be taken to advance and maximise equality as well as eliminate discrimination and negative consequences
- Should be completed before decisions are made, this will remove the need for remedial actions.

Note – An Initial Equality Screening Assessment (Part A) should be completed prior to this form.

When completing this form consider the Equality Act 2010 protected characteristics Age, Disability, Sex, Gender Reassignment, Race, Religion or Belief, Sexual Orientation, Civil Partnerships and Marriage, Pregnancy and Maternity and other socio-economic groups e.g. parents, single parents and guardians, carers, looked after children, unemployed and people on low incomes, ex-offenders, victims of domestic violence, homeless people etc. – see page 11 of Equality Screening and Analysis Guidance.

1. Title	
Equality Analysis title: Family Hubs & Start for Life	
Date of Equality Analysis (EA): 6 <sup>th</sup> November 22	
Directorate: CYPS	Service area: Early Help & Family Engagement
Lead Manager: Susan Claydon	Contact number: 07557312933
Is this a:	
<input type="checkbox"/> Strategy / Policy	<input checked="" type="checkbox"/> Function
<input type="checkbox"/> Other	
If other, please specify	

**2. Names of those involved in the Equality Analysis (Should include minimum of three people) - see page 7 of Equality Screening and Analysis Guidance**

Name	Organisation	Role (eg service user, managers, service specialist)
Alex Hawley	LA Public Health	Lead for Start for Life Publication
Kirsty Woodhead	LA CYPS	Locality Manager
Anne hawke	LA CYPS	Head of Service Data, Performance & Quality

**3. What is already known? - see page 10 of Equality Screening and Analysis Guidance**
**Aim/Scope (who the Policy/Service affects and intended outcomes if known)**

This may include a group/s identified by a protected characteristic, others groups or stakeholder/s e.g. service users, employees, partners, members, suppliers etc.)

Family hubs has recently been signed up to in Rotherham (31/10/22) and is a national grant funding stream that requires Local Authorities to work with existing services/ agencies to ensure closer collaborative working and develop a digital offer for children and families in the borough.

It is important to note that prior to sign-up, a national Equality Impact exercise has already taken place in a wholesale selection process to determine which areas were in need for the Family hubs grant. As a result, Rotherham was selected to receive the funding, based on the Indices of Multiple Deprivation and national data related to the under-5 population in Rotherham.

As part of developing initial Family Hub collaborative work, two large scale, interactive workshops have taken place to consult with a wide range of organisations from the public and voluntary/ community sectors (including the Rotherham Parent carer Forum) on how they would like to influence the development of Family Hubs in Rotherham.

**What equality information is available? (Include any engagement undertaken)**

There is quality information that is already used to shape priorities and deliver existing services across the Local Authority, health and education sectors.

The three-year Family Hubs & Start for Life Programme sets an expectation that a needs analysis will take part in the initial phase of the programme. In Rotherham this will provide a sophisticated , cross sector analysis to build on the strong foundation of data that is available and use this new needs analysis to shape delivery over the next three years. This has commenced and is required by April 2023.

Equality information is available through existing delivery in the following ways:

Parents/carers involved in Family Support  
Parents/carers involved in Outreach & Engagement

Parents / Carer Forum Regular community engagement School Attendance Matters Pathway Elected Members DfE Department for Health & Social Care Ofsted Staff Regular monitoring and oversight through the Early Help Steering Group Reporting to Rotherham Safeguarding Childrens Executive Board	
<b>Are there any gaps in the information that you are aware of?</b>  Not that we are currently aware of, we have rich cross organisational data and the new/ planned Family Hubs Needs Analysis will add value to existing data sets and analysis already held in Rotherham.	
<b>What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics?</b>  A multi – agency Strategic Board retains oversight of the programme implementation and impact.  Existing data and well-established methodology across the children's workforce will continue to be used to monitor impact on those groups with protected characteristics. This will not change, as this programme will not detract from existing provision and is not a new service, but is a way to join up different services in a more meaningful and accessible way for children and families.  The national programme has a rigorous performance monitoring and evaluation element to it and we will adhere to this.  The governance arrangements (the early help Steering Group) will monitor and oversee performance and impact on children and families.  As part of current practice, the voice of children and families is routinely sought through the assessment, planning and exit stages. We will continue to utilise these methods of monitoring delivery of the programme and we will also introduce training in the use of a range of evidence-based impact tools to be adopted by multi agency settings.	
<b>Engagement undertaken with customers. (date and group(s) consulted and key findings)</b>	February 22: Rotherham Parent Carer Forum attended a multi-agency workshop to ensure that service user voice and early consultation took place.  August 22: Rotherham Parent Carer Forum attended a multi agency workshop to ensure that service user voice and early consultation took place.  The national programme requires the setting up of a Parent Panel by April 2023 and we will work with this

	<p>group to ensure that front line service users shape and influence delivery at all stages. This will include enabling a diverse range of participants in that group to represent families from across different communities with diverse needs.</p> <p>Key findings enabled the development of a proposed model in Rotherham and shaped the sign up documentation that was submitted to Government on 31<sup>st</sup> October 22.</p> <p>Further engagement and consultation will take place with parents and carers now that we have been given corporate permission to sign up to and commit to the national programme. There will be a lead for the parent carer consultation process and setting up of the Parent Panel.</p>
<b>Engagement undertaken with staff (date and group(s) consulted and key findings)</b>	<p>February 22: Multi Agency Workshop with over 20 agencies involved. This included front line users of services via the Rotherham Parent carer Forum.</p> <p>August 22: Multi Agency Workshop with over 25 agencies involved. This included front line users of services via the Rotherham Parent carer Forum.</p> <p>DLT and SLT engagement between August and October 22</p> <p>Lead Elected member for Childrens Services and health &amp; Wellbeing Board engagement between August and October 22</p> <p>Forward Plan- Paper for cabinet in December 22 for information and scrutiny</p> <p>Key findings:</p> <ul style="list-style-type: none"> <li>• Strong consensus that Family Hub development would be a positive change in Rotherham</li> <li>• Development of a proposed model for Family Hubs in Rotherham</li> </ul>

#### 4. The Analysis - of the actual or likely effect of the Policy or Service (Identify by protected characteristics)

**How does the Policy/Service meet the needs of different communities and groups?** (Protected characteristics of Age, Disability, Sex, Gender Reassignment, Race, Religion or Belief, Sexual Orientation, Civil Partnerships and Marriage, Pregnancy and Maternity) - see glossary on page 14 of the Equality Screening and Analysis Guidance)



Service delivery is regulated by a range of legislation (the Children Act (1989, 2004) Working Together to Safeguard Children, Working Together to Improve School Attendance (2022). Services work in an inclusive way, utilising restorative practice and will continue to work within these parameters.

The following are key strands of the work that will be taking place:

Family hubs transformation- better integrated working across agencies
Perinatal mental health and parent-infant relationships- adding value to those children and families with mental and emotional difficulties
Parenting support- to bring additional support with parenting children of all ages, starting prenatally
Infant feeding support- to enhance uptake of the healthiest form of infant feeding across a range of communities
Home learning environment services- to bring support into family homes when communities are less likely to enrol their child in early years education
Publishing start for life offers and establishing parent carer panels- for all children under 5 in Rotherham with a focus on the first 1001 days

**Does your Policy/Service present any problems or barriers to communities or Groups?**

No barriers identified, the Family Hubs Programme will focus on better equipping the existing workforce to deliver additional evidence-based programmes that better meet the needs of children and families. It will also provide better digital access to support and will enable more colocation between agencies to enhance access for children and families across the range of communities in Rotherham.

**Does the Service/Policy provide any positive impact/s including improvements or remove barriers?**

Yes, a range of new evidence based programmes will be added to existing provision. There are no plans to reduce or scale down existing provision.

**What affect will the Policy/Service have on community relations?** (may also need to consider activity which may be perceived as benefiting one group at the expense of another)

The programme is for all residents with children and does not differentiate between different groups. We will utilise the diverse parents panel to ensure that all community groups are represented.

Please list any **actions and targets** that need to be taken as a consequence of this assessment on the action plan below and ensure that they are added into your service plan for monitoring purposes – see page 12 of the Equality Screening and Analysis Guidance.

## **5. Summary of findings and Equality Analysis Action Plan**

If the analysis is done at the right time, i.e. early before decisions are made, changes should be built in before the policy or change is signed off. This will remove the need for remedial actions. Where this is achieved, the only action required will be to monitor the impact of the policy/service/change on communities or groups according to their protected characteristic - See page 11 of the Equality Screening and Analysis guidance

<b>Title of analysis:</b>
<b>Directorate and service area:</b>
<b>Lead Manager:</b>
<b>Summary of findings:</b>
<p><b>The</b> Equality Impact Analysis reassures that there is no change to existing provision for children and families in Rotherham and rather, the programme will add value and bring new support mechanisms to families through a more integrated approach.</p> <p>The Family Hubs Needs Analysis will inform equality impact considerations throughout the delivery of the programme</p>

Action/Target	State Protected Characteristics as listed below	Target date (MM/YY)
Complete and submit a Family Hub Delivery Plan template	A, D, S, RE, RoB, PM C, O Youth	December 22
Cabinet Update Paper	As above	December 2022
Complete family Hubs Needs Analysis	As above	March 2023
Publish Start for Life Offer	As above	April 2023
Establish Family Hub Parent/Carer Panel	As above	April 2023

Launch digital Family Hub offer	As above	September 23
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\*A = Age, D= Disability, S = Sex, GR Gender Reassignment, RE= Race/ Ethnicity, RoB= Religion or Belief, SO= Sexual Orientation, PM= Pregnancy/Maternity, CPM = Civil Partnership or Marriage. C= Carers, O= other groups

## 6. Governance, ownership and approval

Please state those that have approved the Equality Analysis. Approval should be obtained by the Director and approval sought from DLT and the relevant Cabinet Member.

Name	Job title	Date
Susan Claydon	Head of Service Early help	November 6 <sup>th</sup> 2022
Suzanne Joyner	Director of Childrens Services	
Cllr Cusworth	Lead Member Children's Services	

## 7. Publishing

The Equality Analysis will act as evidence that due regard to equality and diversity has been given.

If this Equality Analysis relates to a **Cabinet, key delegated officer decision, Council, other committee or a significant operational decision** a copy of the completed document should be attached as an appendix and published alongside the relevant report.

A copy should also be sent to [equality@rotherham.gov.uk](mailto:equality@rotherham.gov.uk) For record keeping purposes it will be kept on file and also published on the Council's Equality and Diversity Internet page.

<b>Date Equality Analysis completed</b>	11 <sup>th</sup> January 2023
<b>Report title and date</b>	Rotherham Family Hubs
<b>Date report sent for publication</b>	
<b>Date Equality Analysis sent to Performance, Intelligence and Improvement</b> <a href="mailto:equality@rotherham.gov.uk">equality@rotherham.gov.uk</a>	

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## Appendix 7

Will the decision/proposal impact...	Impact	If an impact or potential impacts are identified			
		Describe impacts or potential impacts on emissions from the Council and its contractors.	Describe impact or potential impacts on emissions across Rotherham as a whole.	Describe any measures to mitigate emission impacts	Outline any monitoring of emission impacts that will be carried out
Emissions from non-domestic buildings?	N/A	No impact on emissions.			
Emissions from transport?	N/A	No impact on emissions.			
Emissions from waste, or the quantity of waste itself?	N/A	No impact on emissions.			
Emissions from housing and domestic buildings?	N/A	No impact on emissions.			
Emissions from construction and/or development?	N/A	No impact on emissions.			
Carbon capture (e.g. through trees)?	N/A	Not planned.			
Identify any emission impacts associated with this decision that have not been covered by the above fields: N/A					

Please provide a summary of all impacts and mitigation/monitoring measures:

The Family Hubs Cabinet paper describes the local authority's responsibility to deliver on the national Family Hubs Programme to transform inter agency working to enable better access to services for children and families and provision of a comprehensive digital offer, again to improve accessibility to support. This is likely to impact positively on carbon impact with more worker collocated and ultimately less buildings required long term

Working Together to Safeguard Children, (2018) provides the legislative framework for Early Help and describes how local organisations and agencies should have in place effective ways to identify emerging problems and potential unmet needs of individual children and families.

The Multi-agency Early Help Steering Group will oversee the implementation of the delivery plan reporting to the Rotherham Safeguarding Children Partnership.

Supporting information:	
Completed by: (Name, title, and service area/directorate).	Susan Claydon Head of Early Help & Family Engagement
Please outline any research, data, or information used to complete this [form].	N/A
If quantities of emissions are relevant to and have been used in this form please identify which conversion factors have been used to quantify impacts.	N/A
Tracking [to be completed by Policy Support / Climate Champions]	

Public Report  
Improving Lives Select Commission

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**Committee Name and Date of Committee Meeting**

Improving Lives Select Commission – 7 March 2023

**Report Title**

Outcomes from the review of the draft Child Exploitation Strategy (2023 – 2028).

**Is this a Key Decision and has it been included on the Forward Plan?**

No

**Strategic Director Approving Submission of the Report**

Jo Brown, Assistant Chief Executive

**Report Author(s)**

Caroline Webb, Senior Governance Advisor

[caroline.webb@rotherham.gov.uk](mailto:caroline.webb@rotherham.gov.uk)

**Ward(s) Affected**

Borough-Wide

**Report Summary**

Members of Improving Lives Select Committee (ILSC) met to review the draft Child Exploitation Strategy 2023-28 in advance of its submission to Cabinet. The aim of the ILSC meeting was to comment and influence the priorities, strategic direction and the, as well as identifying challenges and potential solutions.

This report summarises the key points that arose from the discussions and outlines how these will be incorporated into the Child Exploitation Strategy (2023 – 2028).

**Recommendations**

That Improving Lives Select Commission:

1. Notes the outcomes and recommendations of its review of the draft Child Exploitation Strategy as outlined.
2. Notes that the recommendations have been forwarded to the Cabinet Member for Children and Young People and will be incorporated in the final strategy.
3. Receives further updates on the progress and implementation of the Child Exploitation Strategy.

**List of Appendices Included**

N/A

**Background Papers**

None

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

None

**Council Approval Required.**

No

**Exempt from the Press and Public**

No



## **Outcomes from the review of the draft Child Exploitation Strategy (2023 – 2028).**

### **1. Background**

- 1.1 On 24 January 2023, ILSC Members attended a workshop to review the refreshed Child Exploitation Strategy (2023-28) in draft. The purpose of this was to provide ILSC Members with an opportunity to scrutinise and comment on the proposals in advance.
- 1.2 The previous strategy ran from 2019-2022 and was developed by the multi-agency partnership under the auspices of the Rotherham Safeguarding Children's Partnership (RSCP).
- 1.3 The draft Strategy also reflects the partnership arrangements in Rotherham and its development has involved collaborative working across Rotherham, including Child Exploitation Delivery Group (CEDG), Child Exploitation steering group, Rotherham Safeguarding Children Partnership.
- 1.4 The workshop was facilitated by the Assistant Director for Commissioning, Performance and Quality and Head of Safeguarding, Quality and Practice. The Cabinet Member for Children and Young People was also in attendance.
- 1.5 Following its meeting, Cllr Pitchley (Chair of ILSC) wrote to the Cabinet Member for Children and Young People outlining the comments and recommendations that had arisen from the discussions and asking the Cabinet Member to consider these prior to the final version being submitted to Cabinet for decision. These are detailed in section **2.2** with an outline of proposed actions referenced in section **2.3**.

### **2. Key Issues**

- 2.1 The session involved interactive discussions and presentations led by officers. An information pack containing a closure report on the previous strategy (2019-22) and the current draft strategy was circulated in advance of the meeting.
- 2.2 The following points were raised in the discussions:
  - Members recognised the work undertaken by the multi-agency partnership over recent years to address child criminal and child sexual exploitation. It was felt that the journey from where Rotherham started and where the Borough was currently should be acknowledged in the strategy.
  - It was suggested that explicit assurance should be given that the Council and its partners were committed to providing appropriate support to child and adult victims and survivors of child criminal and sexual exploitation.
  - The strategy was welcomed. However, it was felt that each of the priorities should be expanded upon to describe and contextualise the activities underpinning the "4Ps" (prepare, prevent, protect and

pursue) rather than using a simple one-word descriptor for these priority areas.

The comments relating to the strategy and delivery plan are detailed below:

1. That the strategy should:

- Articulate the difference between child criminal and child sexual exploitation.
- Provide clarity about how the partnership works together and the respective areas of responsibilities of each agency.
- Reflect partnership activity to 'promote' awareness of work to tackle and address exploitation and how to report concerns.
- Reference how the voice and lived experience of victims and survivors have been used to inform the strategy and delivery plan.
- Contain a glossary of terms and avoid acronyms which could be confused with other terminology.

2. That the delivery plan should:

- Reference and align actions from any relevant reviews, inspections and scrutiny activities (e.g. Myers Review, Operation Linden, Stovewood, Scrutiny Review of Post Abuse Support et al).
- Ensure that timescales for actions are articulated clearly in the plan (i.e. there is no implied end dates for ongoing activities).
- Ensure that there is clear differentiation between one-off and ongoing activities.
- Make available an accessible/'easy read' version with translation of key materials/publicity into community languages; use of QR codes; posters in venues etc.
- Reference any outstanding actions from the previous delivery plan, explaining why they were not completed.

3. That work is undertaken to share successes/ achievements demonstrating current practice and progress via the Safer Rotherham Partnership and Rotherham Safeguarding Children's Partnership websites.

2.3 The comments and recommendations made have been incorporated into the development of the Strategy and associated governance arrangements. This will be considered at the Cabinet meeting scheduled for 20 March 2023.

The Strategy has been further developed to reflect this feedback;

- Addition of 'Our Journey' section
- Addition of Organisational roles and responsibilities section and detailed Appendix

- Additional 'Promote' priority included under the 'Prepare' heading and 'Provide Support' priority included under the 'Protect' heading.
- Information regarding how voice and lived experience influence activity has been added throughout.
- Glossary updated.

### **3. Options considered and recommended proposal**

- 3.1 As an information report, there are no alternative options or proposals to consider.
- 3.2 It is recommended that Improving Lives Select Commission:
1. Notes the outcomes and recommendations of its review of the Child Exploitation Strategy (2023-28) as outlined in the report.
  2. Notes that the recommendations have been forwarded to Cabinet Member for Children and Young People and will be incorporated in the 2023-28 strategy.
  3. Receives further updates on the progress and implementation of the Child Exploitation Strategy.

### **4. Consultation on proposal**

- 4.1 Whilst there is no consultation required as a result of the scrutiny activity in respect of this item, the service will continue to undertake consultation on service developments as required.

### **5. Timetable and Accountability for Implementing this Decision**

- 5.1 The recommendations arising from this activity have been forwarded to the service for consideration as part of the final strategy. This will be considered by Cabinet in due course.

### **6. Financial and Procurement Advice and Implications**

- 6.1 There are no financial implications directly arising from this item. Any recommendations which may have financial or procurement implications will be considered as part of the Cabinet decision.

### **7. Legal Advice and Implications**

- 7.1 There are no legal implications directly arising from this item. Any recommendations which may have legal implications will be considered as part of the Cabinet decision.

**8. Human Resources Advice and Implications**

- 8.1 Any human resources implications arising from this item will be considered as part of the Cabinet decision.

**9. Implications for Children and Young People and Vulnerable Adults**

- 9.1 The final Child Exploitation Strategy will have a positive impact on children, young people across the Borough supporting early intervention, partnership working and best practice. The recommendations arising from ILSC's scrutiny activity will contribute to the overall content and direction of the strategy.

**10. Equalities and Human Rights Advice and Implications**

- 10.1 Any recommendations emerging from this item which have direct equalities and human rights implications will be considered as part of the Cabinet decision

**11. Implications for CO<sub>2</sub> Emissions and Climate Change**

- 11.1 There are no implications for CO<sub>2</sub> emissions or climate change.

**12. Implications for Partners**

- 12.1 Any recommendations emerging from this item which have implications for key partners will be forwarded to the relevant agency for consideration and response.

**13. Risks and Mitigation**

- 13.1 Risks and mitigations will be detailed in full as part of the Cabinet decision.

**Accountable Officer(s)**

Jo Brown, Assistant Chief Executive  
Emma Hill, Head of Democratic Services

*Report Author(s):*

*Caroline Webb, Senior Governance Advisor*  
*caroline.webb@rotherham.gov.uk*

This report is published on the Council's [website](#).

## Improving Lives Select Commission – Summary Work Programme 2022/23

Meeting Date	Agenda Item
14 June 2022	End of year performance report on Child Exploitation
26 July 2022	Adult Safeguarding CYPS Performance
28 July 2022	Carers Strategy/Support for Carers ( <b>Invitation to Health Select Commission</b> )
6 September 2022	Looked After Children's Care Leavers Sufficiency Strategy
	Special Educational Needs and Disability inspection Written Statement of Action
21 September 2022	Draft Early Help Strategy – workshop
25 October 2022	– LGA Workshop 2 in lieu of formal meeting
24 November 2022	Child and Adolescent Mental Health Services (CAMHS) ( <b>Invitation to Health Select Commission</b> )
6 December 2022	Rotherham Youth Justice Service Progress Report
	OFSTED – Draft Action Plan
24 January	Scrutiny of draft Child Exploitation Strategy – workshop
31 January 2023	One Adoption SY
	Update – Post Abuse Support
7 March 2023	Family Hubs
	Update from scrutiny of draft Child Exploitation Strategy
	Workshop with OSMB re. Children's Performance (informal)
9 March 2023	Intermediate Care and Reablement ( <b>invitation to Health Select Commission</b> )
25 April 2023	Special Educational Needs and Disability Sufficiency (Phase 4)

## To schedule:

- Rotherham Safeguarding Children's Partnership – Annual Report (September 2023)
- Adult Safeguarding
- Young Producers Spot Light Review – June 2023
- Place Partners - Adult Mental Health Services – Joint with Health Select Commission
- Review Scoping: Pandemic Related Risks to Children's Development
- Measures to tackle extremism in schools
- Year End performance (June/July)

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