

Committee Name and Date of Committee Meeting

Cabinet – 16 October 2023

Report Title

Family Hubs 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 Director Approving Submission of the Report

Nicola Curley, Strategic Director of Children and Young People's Services

Report Author

David McWilliams

Assistant Director, Early Help

Susan Claydon

Head of Service Early Help

Ward(s) Affected.

Borough-Wide

Report Summary

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. For families this means that they can access support digitally through a self-serve option, by visiting their local Family Hub or a Family Hub Satellite site.

This report provides a progress update on the implementation and the spend associated with the Family Hubs & Start for Life grant since the previous update provided in February 2023. 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 pre-selected Local Authorities. It provides additional investment circa £3.4m over 3 years to RMBC (to March 2025).

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

Recommendations

That Cabinet:

1. Note the update and progress made in delivery of the Family Hubs programme.
2. Agree the approach in relation to utilising existing Early Help sites for continued delivery of Family Hubs.
3. Agree to hold a formal launch in the autumn of 2023.
4. Agrees that the next update report should be submitted for consideration in October 2024, with an update to Improving Lives Select Commission in March 2024.

List of Appendices Included

- Appendix 1 Amended Governance Structure
- Appendix 2 Family Hub Locations
- Appendix 3 Equality Analysis Form
- Appendix 4 Carbon Impact Assessment

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Improving Lives Select Commission – 01 March 2024

Council Approval Required

No

Exempt from the Press and Public

No

Family Hubs Update

1. Background

1.1 The Government has funded the delivery of a network of Family Hubs across the Country to make effective, integrated early help more easily accessible and impactful for families. Whole family working is at the heart of the programme; children aged 0-19 or 25 with Special Educational Needs and/or Disabilities (SEND) and there is a particular focus on the first 1001 days of a child's life.

1.1.1 Rotherham is one of 75 Local Authorities that received funding to support this national priority. Rotherham was pre-selected using the Income Deprivation Affecting Children Indices (IDACI) average rank and received funding based on submission and approval of a completed Family Hubs Delivery Plan.

1.2 A key objective of Family Hubs is to improve access to 'whole family' service delivery, including Start for Life services in areas with the highest levels of deprivation with an expectation of much broader colocation of services and agencies to facilitate better multi-disciplinary working.

1.3 The key funded strands are listed below:

- Family hubs transformation/ digital offer
- Perinatal mental health and parent-infant relationships
- Parenting support
- Infant feeding support
- Home learning environment support
- Publishing a start for life offer
- Establishing a parent carer panel

1.4 What families can expect:

1.4.1 A family can typically expect a range of support, from learning parenting strategies to supporting family life, to information on infant feeding through the digital offer, through self-referral or self-serve. Families can also attend group provision through the Hubs, such as a 12-week parenting programme or a Baby Massage group. These programmes will be available on a regular basis in the hubs and other community venues across Rotherham.

1.4.2 All parents of babies aged 3-4 months old will receive a visit from a Health Visitor in addition to the two other visits currently in place. This was only previously available to those with complex needs and offers additional support to all new parents.

1.4.3 Families with more complex needs can expect to have family support offered from a range of practitioners through an Early Help Assessment (EHA) and Plan to help improve issues that are affecting the family.

1.4.4 Families with more complex needs can expect visits from trained practitioners to understand their needs and offer appropriate support.

- 1.4.5 Parents registered with the Job Centre can expect to attend their appointments in a Family Hub, rather than the Job Centre, making this more convenient and user friendly for families with children.
- 1.5 In February 2023, Cabinet accepted the grant funding and approved the approach to the governance and delegated management of the grant. As the programme has progressed, the standalone Task & Finish Groups across the various practice elements have merged to enable more efficient use of time, as many of the strands overlap. The overarching governance arrangements for Family Hubs remain unchanged. See governance diagram (**Appendix 1**).

2. Key Issues

2.1 Rotherham's Model

- 2.1.1 Family Hubs are designed to transition from the existing Children's Centre and Early Help services, by moving to a 0-19/25 with SEND (Special Educational Needs and Disability), whole family approach, bringing together multiple organisations in a 'one stop shop' to make it easier for families to get the help that they need. This is being delivered through a digital offer as well as face to face.
- 2.1.2 Rotherham has worked with partners and service users to coproduce the Family Hubs model and is transitioning all existing early help sites across the Borough to the new model. Rotherham is in a good position to implement Family Hubs, as whole family working has been in place since 2016.
- 2.1.3 All existing and new sites will adopt the Rotherham Family Hubs title and deliver consistently to the family hubs model. Three of the existing sites in north, south and central areas of the Borough have capacity and space for additional agency collocation, face to face group and 1-2-1 delivery and to offer drop-in facilities. The existing offer will continue and be enhanced by the new model. An overview of existing sites is outlined in Appendix 2.

2.2 Satellite Hubs - The Voluntary & Community Sector (VCS)

- 2.2.1 Satellite Hubs across the VCS will be linked digitally to the main Hubs, so that families can access support from a wide number of community buildings and not have to tell their story numerous times. This will also enable 'live time' booking from the Satellite Hubs directly onto available Family Hub appointments and programmes.
- 2.2.2 This development will also support work taking place via the Integrated Care System (ICS) to align their priorities with Family Hubs.

2.3 Transformation/ Colocation

- 2.3.1 An agreement with sexual health services has been achieved to collocate and offer sexual health drop-in and 1-2-1 support for families across the cohort. The drop-in sessions began in June 2023.

- 2.3.2 Purchase of the case management Liquid Logic Portal for partners is now complete and work is underway to organise implementation. This will enable partners to complete Early Help Assessments directly into the system and has the potential to support further transformation in relation to case management.
- 2.3.3 Agreement for Child Adolescent Mental Health Services (CAMHS) to collocate practitioners in Family Hubs was secured in June 2023 and detail is being discussed to progress this to mobilisation.
- 2.3.4 In June 2023 agreement was achieved with the Department for Work & Pensions (DWP) to collocate the Job Centre Plus (JCP) Work Coaches in Family Hub sites. This will enhance engagement with parents attending JCP appointments and complement existing arrangements such as appointments in libraries. This will be a particular benefit to those families and parents with children. The DWP have indicated that they are recruiting additional staff to scale up improved community involvement and access. Cohort and volume assessment is taking place to enable discussions with Asset Management to progress mobilisation.

2.4 Workforce

- 2.4.1 Increasing the competency of the workforce to improve skills, planning, delivery and outcomes for children and families has been a key priority and the investment in new evidence-based programmes has led to:
- 214 practitioners and managers attending Family Hubs half-day induction events. This included practitioners from across Early Help, Midwifery, 0-19 Public Health Nursing, Childrens Social Care, Local Authority Education and Data & Performance.
 - 50 multi-disciplinary practitioners have been trained in cultural competency in infant feeding.
 - 180 practitioners have undertaken training in recognising red flags in maternity, delivered by the Perinatal Mental Health Service.
 - The Solihull Approach (a well-established, validated, evidence-based parenting programme). To date three of the 16 training programmes have been delivered.
 - Solution Focused Brief Intervention Approach. Two of four training programmes have been completed.

2.5 Digital

- 2.5.1 The procurement of support to assist in development of the Digital and Communication element of Family Hubs has progressed.
- 2.5.2 After a consultation exercise, children and families have selected their preferred logo through a voting system. The new branding and logo will feature on building signage, online, in promotional materials, letter headers etc. to enable a clear identity for Rotherham's Family Hubs.

- 2.5.3 The digital and communication element of Family Hubs has progressed with a key representative from the Communications Team supporting alongside the commissioned partner, to deliver key activities, including supporting a launch event, developing the website, and raising the profile of the programme in Rotherham.
- 2.5.4 The Rotherham Family Hub website is live (phase one), giving an overview of the services and information available to families in supporting a child make the best start in life.
- 2.5.5 The current website is in an early development phase acting as a holding platform whilst a new web function is in development.
- 2.5.6 The launch of an online suite of parenting programmes took place in August 2023. The commissioned parenting support will be part of a toolkit available to families to receive supportive information about parenting and provide practical help and advice. It is anticipated that there will be a comprehensive reporting facility to help officers across the Rotherham Family Hubs partnership understand take-up and direct resource to areas where there may be greater positive impact.
- 2.5.7 A Task and Finish group is in place and incorporates key leads from across the Rotherham Family Hubs partnership, to ensure the digital offer for families makes best use of technology available, is accessible and does not exacerbate any existing digital exclusion. This project group reports progress to the Rotherham Family Hub Operational Group with attendance from Customer Services and Information Technology departments of the Council.
- 2.5.8 Work has commenced on developing a simple and effective registration process, making it easier for families to register and thereafter receive key information about Family Hubs, including events and available support.
- 2.5.9 Family Hubs' soft launch events have taken place throughout August in the north, south and central localities of the borough to socialise the offer with families. A formal launch of Rotherham's Family Hubs is being planned for the Autumn.

2.6 Recruitment

- 2.6.1 Short-term capacity has been developed to test new approaches and build positive aspects into mainstream delivery when the programme funding comes to an end. The capacity includes a core delivery team from the existing workforce as well as:
- Voluntary Action Rotherham (VAR) were commissioned to provide pivotal support mechanisms to Rotherham's Family Hub development work. VAR has recruited to key posts to enable this; a VAR Volunteer coordinator to develop and support new family hub volunteers and a VAR Voluntary sector coordinator to enable a rigorous interface and development of Satellite Hubs.

- Recruited to three Nursery Nurses to work alongside early help in direct support for families.
- Recruited to a specialist breastfeeding lead, to build capacity in the peer support offer.
- Recruited one Data Officer.
- Recruited two Home-learning Officers.
- Recruitment agreed and underway for one Advanced Practitioner.

2.7 Perinatal mental health and parent-infant relationships (PNMH)

- 2.7.1 The predominant investment in PNMH so far has been in training, to better equip the workforce and enable delivery of new high-quality evidence-based approaches that can be delivered digitally or via family support work and group programmes for families.
- 2.7.2 Rotherham is proposing to invest in additional Video Interaction Guidance (VIG) training places to add value to the national training offer which only allows 3 places on the training programme. This programme has been recognised as effective by the national programme team. It is a strengths-based intervention that uses short videos to help the parent/child relationship and covers important elements such as attachment and bonding. A worker will use video clips of real situations taken with the parent and infant to enhance communication within the relationship and help parents to recognise positive cues from their child.
- 2.7.3 Identification of gaps in the lower-tier PNMH pathway (i.e. mild to moderate perinatal mental health issues) has highlighted the need to explore additional support with the Childrens Development Team and this work is underway.
- 2.7.4 Rotherham has secured new interventions to support PNMH, such as the Family Foundations 'Journey to Parenthood' offer which helps to equip prospective parents to offer safe and nurturing parenting to their baby.
- 2.7.5 New expectations were received from the DfE in late June 2023 that outlined the need for the use of impact tools. Two of these tools are already in use by health colleagues; however, the expectation is for wider uptake from a range of Family Hubs practitioners to inform the impact and evaluation work on the programme. Development of this will be incorporated into the Early Help Steering Group priority of agreeing the Shared Evidence Based Impact Toolkit to ensure consistency.

2.8 Parent Support

- 2.8.1 Practitioners have undertaken a range of new training opportunities to enable upscaled delivery of evidence-based approaches in their direct work with families and through group delivery.
- 2.8.2 A targeted pilot programme has been delivered during the school summer holidays to support school readiness and this aligns with the Place Plan priority, 'Ready to Learn'. Parents of children due to start nursery or school are being offered support in partnership with school that covers issues such as children starting school ready to learn and achieve. Increased access to support for infant

mental health and/ or children with complex needs is a focus of this work, for example, through an improved pathway for referrals to the Child Development Centre (CDC) reducing and mitigating the impact of waiting times. The learning from this approach will be disseminated across schools and via the Parent Carer Panel as the programme progresses.

2.8.3 All Rotherham parents-to-be will have access to an online digital “Journey to Parenthood” programme, providing a true preventative approach to helping families parent their children in a nurturing and positive environment. The plan is to promote this through a ‘free voucher’ scheme, which enables parents to ‘cash in’ their voucher to access a programme. This will support the normalisation of accessing parenting programmes and is part of our plan to reduce the stigma that can be associated with accessing support.

2.8.4 The suite of parenting programmes will enhance our offer to parents across a wide range of subjects and covers parenting, child development, relationships, emotional wellbeing health etc:

- Journey to Parenthood
- Understanding Pregnancy
- Labour, birth, and your baby
- First Five Years

2.8.5 Rotherham has a well-established evidence-based parenting programme offer and this has been strengthened by investing in new programmes. The Evidence Based Hub (a small coordination function in Early Help), is being expanded across Family Hubs with the development of a multi-disciplinary training pool of staff to enable better co-facilitation of group programmes and to share responsibility more evenly across the sector.

2.8.6 At present, data on registration with Family Hubs is reliant on existing Childrens Centre registration data. Work is in development to formalise online registration within the Family Hub digital offer, which will enable organisations outside of the council to capture Family Hub registrations.

2.8.7 DadPad will be included in the digital offer to engage fathers in more sessional activity.

2.9 Infant feeding:

2.9.1 UNICEF Baby Friendly accreditation is being explored across Family Hubs. This is an external accreditation scheme that sets best practice standards in infant feeding and the parent-baby relationship. A business case will progress internally in September 2023.

2.9.2 The recruitment of an Infant Feeding Co-ordinator and the partnership working agreed with Voluntary Action Rotherham is enabling Family Hubs to transform the Infant feeding Peer Support offer. The recruitment, training and support of Infant Feeding Peer Support volunteers will be increased through working together to offer increased access to support improving breastfeeding rates in Rotherham.

2.10 Home Learning Environment

- 2.10.1 Investment is being made in the Peer Early Education Programme (PEEP) programme as the evidence-based intervention to support home learning and improve outcomes for 3 and 4 year olds.
- 2.10.2 Two Home Learning practitioners will deliver the PEEP programme direct to families through group activity and home visits. These posts will also enable the training/upskilling of wider practitioners across Family Hubs.
- 2.10.3 All parents will be able to access information on how to support their child's learning and development. This offer will expand on the existing Tiny Talkers speech and learning support that is current available in the borough.
- 2.10.4 The three Family Hubs Nursery Nurses are in post and supporting the 0-19 service to deliver a universal review to every baby at 3–4-months old in Rotherham. At present, there is a review at eight weeks and then at one year. Previously, the 3–4-month review is only offered to families who are identified for targeted or specialist support, which is less than 5% of the population. This additional review for all children will inform best practice standards for all children and will include:
- Getting ready to start solid food at 6 months.
 - Ages and Stages Questionnaire (ASQ-3) and information on growth and development.
 - Discuss how to encourage future communication, speech, and language development.
 - Provide advice on home safety and safer sleep advice.
 - Managing minor illnesses and when to call the doctor including immunisation stages.
 - Assess emotional wellbeing of mother and father/ partner.
 - Promotion of Family Hubs information about groups and activities.

2.11 Start for Life

- 2.11.1 Work to date has achieved Phase One of publishing the Start for Life Offer and the wider digital offer for Family Hubs. A Family Hubs page is now live, with a Best Start in Life section, which outlines key information for parents on the early years, what Family Hubs in Rotherham are and how they will help every child in Rotherham have the best start in life.
- 2.11.2 The completion of Phase One of the Start for Life offer work has created for the first time, a single digital access point that brings together key links from partners

websites into one place, and other useful additional information, specifically to support and inform parents on the journey through the first 1001 days. The new page is still at a rudimentary stage and is the beginning of an ongoing development process. A workshop took place with stakeholder professionals in July 2023 to inform Phase Two development. This will inform an iterative process of improvements and refinement. Key to the success of this will be the involvement of parents and carers at key points, to ensure the resource is coproduced to optimise its look, feel, content and usability and best meet the needs of our families.

- 2.11.3 Discussions have now commenced about how best to do this, through the development of an engagement plan. This will maximise input from the Family Hubs Parent/Carer Panel and other key groups, such as the Maternity Voices Partnership and the Rotherham Parent Carer Forum.
- 2.11.4 This engagement exercise will be of greatest value in the creation of a printed version of the Start for Life Offer, which needs to be developed in a way that is future proofed, to avoid this resource becoming out of date soon after publication. The digital offer will be highlighted within the printed resource as a place to go for additional information and advice. The physical version of the Start for Life Offer is therefore envisaged as an outcome in year 3 of programme delivery.

3. Options considered and recommended proposal

- 3.1 It is recommended that Cabinet note the update and progress made in delivery of the Family Hubs programme and agree the approach in relation to utilising existing Early Help sites for continued delivery of Family Hubs.
- 3.2 The alternative is not to accept the formal plan around Family Hubs and take an alternative approach to delivering early help 0-19 services. This is possible and may offer more flexibility but would carry the risk of not meeting the conditions of the grant and potentially triggering a request for return of funds. Partners are already committed to the current approach and may find a change of direction difficult to manage. An alternative approach could deliver some of the benefits outlined in this report, but not to the same extent or degree. For all these reasons, this is therefore not recommended.

4. Consultation on proposal

- 4.1 Consultation, A key deliverable of the Family Hubs model is to establish a whole family 'Parent/Carer Panel' and ensure that user voice is central to ongoing development.
- 4.2 Recruitment to the Rotherham Family Hub Parent Carer Panel has taken place with membership being drawn from across the Borough. Parents and carers are beginning to shape service delivery and have taken part in a 'check and challenge' session on the following: *'Babies Health Stories; do families have to tell their babies health story more than once?'*

- 4.3 Rotherham Maternity and Neonatal Voices Partnership has agreed to focus on this subject, to ensure the capturing the voices of Rotherham parents and carers in the first 1001 days.
- 4.4 To explore male parents/carers experience of pregnancy, birth and beyond, local fathers have shared their personal experience of antenatal appointments through to the birth and the first few weeks of their baby's life which is influencing thinking about engaging with fathers.
- 4.5 The next stage in the development of the Rotherham Family Hub Parent Carer Panel is to bring together parent and carer volunteer panels from across various partnership groups to share good practice, expertise and to develop a collaborative approach using the Four Corners Stones framework.
- 4.6 A public poll has taken place to establish the preferred branding for Rotherham Family Hubs with just under 500 votes recorded.

4.7 Monitoring

- 4.7.1 The national programme monitors progress through the Family Hubs Delivery Plan and regular progress meetings with the designated lead.
- 4.7.2 In April 2023, Management Information and a Maturity Self-Assessment was submitted to DfE, and in July 2023, a progress interview took place. This was requested by DfE to capture baseline information and understand progress made from submission of initial delivery plan in December 2022. Both were received positively.
- 4.7.3 An internal Performance Management Scorecard has been developed as this enables a central capture of all relevant data required by DfE along with clear and robust performance monitoring and reporting. Outcomes will be measured using data from the scorecard, through impact evaluation tools which reflect family level distance travelled and through capturing the child and family voice.
- 4.7.4 To-date, all performance scorecard objectives that were required to commence have started and progressed.
- 4.7.5 Future submissions will include an update of the delivery plan (August 23), the Management Information and the Maturity Assessment data is due in October 2023, covering Q4 22/23 and Q1 23/24.
- 4.7.6 Reporting is focused around seven areas:
- Access – this covers the establishment and locations, increasing the number of families registered and engaging with a family hub.
 - Connection - is focussed on multi-disciplinary partnership working, use of the family hubs website, use of the evidence-based toolkit, and the forums and operational groups that take place.

- Relationships – this covers satisfaction rates and the extent to which partnership working has been enhanced by family hubs.
- Wider services – encompasses integrated pathways and approaches.
- Funded strands - Covers parenting support, parent-infant relationships, early language and the home learning environment, and infant-feeding support and include practitioner training, parents accessing evidence-based programmes, breastfeeding initiation, impact of the 3 to 4 months check and preparation for parenthood programmes etc.
- Parent/ Carer Panel- the establishment and use/ impact of the family voice in service delivery.
- Start for life offer - Proportion of the family hubs cohort that access the start for life offer, and antenatal and health visiting contacts.

5. Timetable and Accountability for Implementing this Decision

5.1 Following Cabinet in February 2023, delivery of the Family Hubs Programme has commenced. Approval to continue delivery as outlined will enable borough wide communication to be developed to promote the offer widely to families in the autumn 2023.

6. Financial and Procurement Advice and Implications

6.1

<u>Funding Allocation</u>	<u>Total</u>	<u>Family Hubs</u>	<u>Family Hubs</u>
		<u>Transformation</u>	<u>Transformation</u>
		<u>Funding -</u>	<u>Funding -</u>
		<u>Capital</u>	<u>Revenue</u>
Allocation 31/3/2023	856,000	42,800	813,200
Allocation 31/3/2024	1,463,100	62,600	1,400,500
Allocation 31/3/2025	1,220,400	80,500	1,139,900
Total Original Allocation	3,539,500	185,900	3,353,600
Actual Spend Reported to 31/3/2023	864,033	45,000	819,033
Cumulative Available to 31/3/2024	2,319,100	105,400	2,213,700
Available in year to 31/3/2024	1,455,067	60,400	1,394,667

6.2 The table sets out the total funding allocation with funding confirmed until March 2025. Capital spend is limited relative to the overall funding available and this restricts the impact which can be made in terms of asset improvement.

6.3 Spend to March 2023 was in line with allocation and reported to DfE in April 2023. The funding requires two reports per annum, in addition to other data monitoring, one interim in October and one final report in April of each year covered by funding.

6.4 There is a requirement to spend the allocation in line with the yearly profiled spend set out above. In addition, the funding is further broken down across

funded strands with a clear directive to spend in line with the strand allocations by March 2025. The allocations across strands are dictated by DfE. Spend within each strand includes an allocation for the Transformational Delivery Team.

6.5 The spend for 2023/24 and 2024/25 is being finalised for approval through the relevant internal processes.

6.6 As the funding ends in March 2025, none of the spend incurred or activity undertaken, should result in the council being obligated to liabilities beyond that date and this key requirement is being managed by the Family Hubs delivery team in conjunction with the Finance and Commissioning Task and Finish Group.

6.7 Staffing appointed to roles to deliver Family Hubs have been appointed on fixed term contracts with any back fill subject to the same requirement to ensure that there is no staffing liability beyond March 2025.

6.8 **Procurement**

The procurement activity arising from the expenditure with 3rd party providers and referenced within the body of this report has been completed in line with the Councils Financial and Procurement Procedure Rules and Public Contract Regulations 2015 (as amended).

7. **Legal Advice and Implications**

7.1 The proposed arrangements are in accordance with the following statutory duties under the Children Act 1989, specifically under section 17, where there is a duty to provide services for children in its area. When assessing a child in need, a local authority is required to assess and identify a child's needs and try to minimise any parenting deficits through the provision of services before it gets to the point that a child is likely to suffer significant harm. Furthermore, under Section 10 Children Act 2004 there is a duty to promote co-operation between the local authority and other organisations/agencies to improve the wellbeing of children in its area. Section 16 of the Children Act 2004 as amended by Children and Social Work Act 2017 imposes duties on key agencies in the locality including police, NHS clinical commissioning groups and the local authority to make arrangements to work together to achieve this.

7.2 The proposed arrangements are also in accordance with Statutory Guidance, Working Together to Safeguard Children 2018, regarding early help, assessing need and providing help which also includes transition proposals detailing the whole family approach including arrangements for SEN/SEND children. The statutory guidance also sets out the organisational responsibilities which has been addressed in the Family Hubs Reporting and Governance Arrangements flow chart.

7.3 In accordance with Children Act 1989, Schedule 2 para 2 which refers to the support for children and families provided, the LA must take steps to ensure that details of services to be provided are published and that those who may benefit from its services receive the information that may assist them. However, given the current progress, consultation with parents and work with other organisations described at paragraph 4 of this paper, this serves to identify needs and raise

awareness of services to be provided. Therefore, there are no legal implications that arise from the progress noted in this paper.

8. Human Resources Advice and Implications

- 8.1 Appointments to the posts, on fixed term contracts (not beyond March 2025), have already been made in order to deliver Family Hubs. There are no additional resources or staffing required beyond the life of the programme.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 The Family Hubs and Start for Life Programme adds value to existing provision for children, young people, and families across the Borough.
- 9.2 To date the programme has created new integrated approaches between the public, voluntary, community and faith sectors and new evidence-based programmes.

10. Equalities and Human Rights Advice and Implications

- 10.1 Representatives on the Family Hubs Parent Carer Panel have been engaged from the diverse communities within Rotherham and represent families from a range of socio-economic backgrounds.
- 10.2 Family Hubs are available to all, universal through to complex needs, reducing stigma in accessing early help support in the Borough. Support is offered through a scale and can span a parent needing information and advice about feeding to a family requiring intensive family support. Resources are allocated according to need, with the self-serve digital option being available to all, and more intensive support available for those with additional and complex needs.
- 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 collocation of practitioners, making access to support easier and less stigmatising for children and families.
- 10.4 The programme is focused 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.
- 10.5 Whilst there is a spotlight on the first 1001 days through the funded strands of the programme, this is a programme that supports children and young people of all ages. Adolescent support, for example, is available through the Family Support Offer and through the Outreach and Engagement elements of the programme, which offers youth activity and support for young people to successfully access training, further education and/or employment after leaving school. The investment in evidence-based programmes supports parents with children of all ages and is available digitally in a wide range of languages.

11. Implications for CO2 Emissions and Climate Change

11.1 See attached updated screening document.

12. Implications for Partners

12.1 As the programme develops, partners are benefitting from access to enhanced training, expanded, cohesive pathways, joint approaches, and better understanding of the shared impact on children and families.

13 Risks and Mitigation

13.1

Risk	Impact	Mitigation
Unable to meet expectations of the programme (minimum and go further deliverables)	<ol style="list-style-type: none"> 1. Reputational risk to the Local Authority 2. Reduced funding/ clawback. 3. Reduced opportunities for children and families. 	<p>A self-assessment exercise with partners has taken place and Rotherham is in a good position to meet minimum expectations 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 annually to the RSCP and Cabinet.</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	<ol style="list-style-type: none"> 1. Reputational risk to the Local Authority 2. Reduced funding/ clawback. 3. Reduced opportunities for children and families. 	Developing clear terms of reference to the delivery group alongside the added capacity to support transformation mitigates this.

collaborative approaches.		
Financial risks of building a financial commitment beyond the life of the programme	1. Budget pressures	<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> <p>Business case approval process from DLT in place outlining financial principles.</p>
Unable to meet expectations of the programme (minimum and go further deliverables)	<ol style="list-style-type: none"> 1. Reputational risk to the Local Authority 2. Reduced funding/ clawback. 3. Reduced opportunities for children and families. 	<p>A self-assessment exercise with partners has taken place and Rotherham is already in a good position to meet minimum expectations 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	<ol style="list-style-type: none"> 1. Reputational risk to the Local Authority 2. Reduced funding/ clawback 	Developing clear terms of reference to the delivery group alongside the added capacity to support transformation aims to mitigate this.

engagement could result in not being able to deliver necessary colocation and collaborative approaches.	3. Reduced opportunities for children and families	
Financial risks of building a financial commitment beyond the life of the programme	1. Budget pressures	<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> <p>Business case approval process in place outlining financial principles</p>
Achieving value for money on spend	1. Funding opportunity does not deliver sufficient benefits in targeted areas	<p>Spend planned across the funding period to ensure benefits identified are delivered</p> <p>Review of spend within delivery team and Operational Group and through internal audit to establish reassurance as to value for money</p>
Limited amount of capital spend available	1. Minor capital spend will not enable significant asset improvements	<p>Identify specific key elements of capital spend which though of low value, will make noticeable difference in service delivery</p> <p>Focussed delivery from sites which are already fit for purpose.</p>

14. Accountable Officers

David McWilliams, Assistant Director, Early Help, Youth Justice, Family Engagement & Business Support, Children & Young Peoples Services

Approvals obtained on behalf of Statutory Officers: -

	Named Officer	Date
Chief Executive	Sharon Kemp	02/10/23
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	28/09/23
Assistant Director, Legal Services (Monitoring Officer)	Phil Horsfield	28/09/23

Report Author:

David McWilliams
Assistant Director, Early Help

Susan Claydon
Head of Service Early Help

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