

Name of meeting: Children's Scrutiny Panel

Date: 1st October 2020

Title of report: Early Years and Beyond

Purpose of report: To update Scrutiny on the Early Years and Beyond Summit that was held on 29th January 2020 and the next steps which include proposals to develop and implement an integrated 0-19 (25) Early Support offer (Family Hubs)

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ?	Key Decision – N/A Private Report/Private Appendix – Yes/No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	Give name and date for Cabinet / Scrutiny reports Jo-Anne Sanders for Mel Meggs 22/09/20
Cabinet member <u>portfolio</u>	Councillor Viv Kendrick Councillor Carole Pattison

Electoral wards affected: All

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered? Yes

1. Summary

The Early Years and Beyond summit was held on 29th January 2020 and had around 100 attendees including internal and external stakeholders. The aim of the event was to engage with partners to contribute to shaping the vision and development of a 0-19 (25) integrated Early Support Offer for children and families of Kirklees.

The event was opened by Mel Meggs, Director of Children's Services, who talked about why Early Years Matters and what good Early Years looks like along with the importance of investment to impact on society.

There were a number of speakers throughout the event which included a keynote presentation from Professor Brid Featherstone (Huddersfield University) titled 'How we can work together to ensure Early Support Services are invested in and valued by Families in Kirklees'. Presentations were also heard from Andy Petrie, Local Services to you, about joining local community work to wider systems and Allison Simpson from BBEST Community Hub presented their School Readiness Project.

In the afternoon, a draft vision was presented for a hub to hub model (Appendix 1) which was followed by circle discussions to engage partners in conversations on opportunities, risks and next steps.

The event ended with partners and individuals committing pledges to support the integrated model going forward.

Kirklees commissioned a review of the Early Support Services in 2019. This review was undertaken by a company, Peopletoo, who have extensive experience in supporting transformation projects in children's services. The recommendations from the Peopletoo work, that were outlined in the report to Scrutiny in November 2019 have been actioned, these included the development of an Early Support Task and Finish Group chaired by the Kirklees Safeguarding Children's Partnership (KSCP) which is still meeting and is supporting the developments of the service. It also included a recommendation to increase management capacity within the Early Support Service, three Service Managers were recruited into the service, which are a lead for Youth, Family Support and the Children Centre/Community Hub Offer and were all in post by 23rd March 2020. Early Support

service are also in the process of recruiting and Outcomes, Data and Performance Manager to complete the management team supporting the Head of Service.

This has added capacity into the service which has enabled the Early Support Service to develop with some pace including the proposal for an Integrated 0-19 (25) Early Support Offer, which we are proposing will be called Family Hubs.

1.1 Family Hubs

Building on the principles of the Kirklees Community Hubs, and the direction of travel for the children's centre core offer, it is proposed moving forward that a Family Hub model is developed.

The Family Hub model and the success of achieving improved longer term outcomes for Children Young people and Families, is reliant on a strong partnership approach with partner across the Kirklees district including communities. It builds on the progress already made in the community hub work with alignment to avoid duplication.

The proposal for the Family Hub model recognises the need for a whole Early Support System and is based around place and 4 areas that have 4 designated children's centre buildings Birstall, Dewsbury Moor, Slaithwaite Town Hall and Chestnut in Ashbrow

The model offers the opportunity for the Council's Early Support service to align teams and reshape its structure to enable the place based Family Hub model to consolidate and evolve in locality areas, building on community assets, delivering services locally where and when families need them.

It is anticipated that this will reduce the need to invest into higher end social care services and reduce inequalities.

The Council's Early Support offer is expanding with growth in detached youth work and play and Duke of Edinburgh moving into the Early Support service.

There are opportunities within the proposed model and lessons to be learnt from the work Early Support has done around Covid- 19.

Local inequalities have been highlighted, the Family Hub model aims to address some of the inequalities highlighted in the inequalities action plan (see diagram)in particular tackling poverty, health and wellbeing as well as 'The Best Start in Life' priorities.



The proposed Family Hub model aims to build on the community assets that already exist and brings individuals, organisations, and places, together to realise and develop their strengths. The model aims to use what is already in the community and to work together to build on the identified assets.

- What is already in the community, how do people already support each other, who is already delivering services in communities that contribute the Family Hub Offer.
- It focuses on local residents, associations, what it like is to live in the area, what is important to the people that live in the area, what are the best ways to deliver what is needed in the area.
- Builds on relationships, who can help us to work on the issue, what networks are already in place.

1.2 Invest to save

Research suggests that early help can protect children from harm, reduce the need for a referral to child protection services and improve children's long-term outcomes.

The outcomes when achieved will all realise a cost saving, to demonstrate this and build a rationale for the additional investment to provide longer term savings we have utilised the Unit Cost Data Base (V20). The development of this database was funded by the Department for Communities and Local Government's (DCLG) Troubled Families Unit and delivered by Greater Manchester and Birmingham City Council. In identifying savings, we are clear these are savings to the partnership, in effect saving the 'Kirklees Pound' rather than the funding in a particular department of the Council or partner agency.

From the table below we have used the savings based on the reduction in children becoming looked after by the Local Authority. The average cost saving across all types of settings brings the highest reward and a reduction of 20 children would realise over £1,000,000 by the second year of operation, whereas if the savings are based on a reduction of children who are with in-house foster carers the numbers to reach over the £1,000,000 saving would be nearer to 30 children and realistically would take longer to realise. Where we have a reduction in spend this would then be able to be reinvested in Early Support Services to ensure we maintain the best possible support for the people of Kirklees provided at the earliest opportunity and in turn further reduce the spend on higher tier services.

Outcome Detail	Cost/Saving Detail	Estimated cost saving annually / Child	Numbers anticipated in the first year.	Numbers anticipated in subsequent years	Where saving realised	Potential savings annually
Children looked after	Child taken into care - average fiscal cost across different types of care setting, England, per year	£58,664	10	10 + 10	Children's Services	£586,640 Yr1 then £1,173,280 thereafter
Children looked after	Child into local authority foster care: overall cost (cost per week)	£38,974	10	10 + 10 + 10	Children's Services	£1,169,220

This is just one example of cost re-alignment that can be realised by the development of this model of working, there are other opportunities that can be modelled which would enable better value for money across the whole of the children's partnership. Once this model is in full operation it is intended that alongside the performance indicators would be developed alongside the related cost benefits.

2 Information required to take a decision

No decision required, purpose of the paper is to provide an update for Scrutiny Panel, and encourage participation in the engagement planned for later in the year.

3 Implications for the Council

3.1 Working with People

With a focus on prevention and early intervention the development of Family Hubs will enable families needing help to be identified earlier and offered the right help at the right time reducing the need for higher end social care intervention. By identifying need earlier and intervening more effectively to build family resilience, we will support children to have a better start to life and to be 'school ready'.

The provision of Family Hubs will ensure that there is a network of 'go to' places, building on the work of the Community Hubs and children's centre core offer.

Assessing the need and assets in localities will help us to determine where resources need to be focused in order to address inequalities.

Family Hubs will be communicated as available for all families with children and young people aged 0-19 (25). We will ensure that any branding associated with the Family Hubs encourages families to feel welcome, whether they are experiencing difficulties or not.

3.2 Working with Partners

The Family Hub model and the success of achieving improved longer term outcomes for Children, Young People and their families, is reliant on a strong partnership approach with Kirklees internal and external partners including communities. It builds on the progress already made in the community hub work with alignment to avoid duplication. The opportunity for the approach to be further shaped by partners will be crucial to ensure that services are joined up and well understood.

3.3 Place Based Working

In moving staff closer to area based working provides an opportunity to work with communities to gain greater insight into the issues that need to be addressed to help children, young people, and their families to thrive.

3.4 Improving outcomes for children

The outcomes will become a focus for close collaboration between all the stakeholders in an area and create a sense of common purpose. The Outcomes Framework will be based on a broad core offer with asset mapping and planning in communities.

In addition to Kirklees ambitions, the Family Hub model will contribute to improved Troubled Families, wider Public Health outcomes and supports outcomes around 'The Best Start in Life'.

The model will contribute to improving outcomes around child poverty, youth outcomes and LGBT and inclusion as set out in the CYPP 3 priorities by promoting preventative strategies and approaches that reduce escalation of problems.

4 Consultees and their opinions

The Early Years and Beyond summit has shaped the direction of travel and the proposal for the Family Hub model. There is an intention for wider engagement to ensure the approach is shaped by partners to inform design of services focused on the development of four Family Hubs.

5 Next steps and timelines

The Early Years and Beyond summit has shaped the direction of travel and the proposal for Family Hubs. There is an intention for a wider engagement opportunity to ensure the approach is shaped by partners and communities to inform design of services focusing on the development of four Family Hub areas.

6 Officer recommendations and reasons

We would like to engage with Scrutiny members as part of this process, to gather views on the proposal to create Family Hubs, provide the opportunity to ask questions and seek further information. The feedback from Scrutiny members will be taken into account along with all other views received during the engagement process, and will inform the proposals which will be considered by Cabinet in November 2020.

7 Cabinet Portfolio Holder's recommendations

N/A

8 Contact officer

Michelle Wheatcroft, Head of Service Early Support. michelle.wheatcroft@kirklees.gov.uk
Jackie Beever, Early Support Service Manager. jackie.beever@kirklee.gov.uk

9 Background Papers and History of Decisions

'Proposal for Early Help Offer for Children, Young People & Families', cabinet paper January 2017

<http://democracy.kirklees.gov.uk/documents/s16488/e%20FINAL%20-%20Early%20Help.pdf>

10 Service Director responsible

Jo-Anne Sanders – Service Director Learning and Early Support.