

**Name of meeting:** Cabinet

**Date:** 13.4.21

**Title of report:** Proposal for a place based integrated Early Support offer for Children Young People and Families, 'Family Hubs'

**Purpose of report:**

This report puts forward the findings of the 'Family Hub' engagement activity, highlights key themes and suggests recommendations for the final proposals for an integrated 0 – 19 (25) model of delivery for Early Support across Kirklees (Family Hubs) and will request Cabinet approval on the final proposals and permission to proceed to implementation.

<b>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?</b>	Yes – All wards
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	Yes - Key Decision registered 11/03/21  Private Report/Private Appendix – No
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	Yes
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>Give name and date for Cabinet / Scrutiny reports</b> Mel Meggs – Strategic Director – Children's Services 16/03/21
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Give name and date for Cabinet reports</b> Eamonn Croston – 29/03/21
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Give name and date for Cabinet reports</b> Julie Muscroft – 30/03/21
<b>Cabinet member <u>portfolio</u></b>	Cllr Viv Kendrick – Cabinet member for Children Cllr Carole Pattison – Cabinet member for Learning, Aspiration and Communities

**Electoral wards affected:** All wards are affected

**Ward councillors consulted:** Yes

**Public or private:** Public

**Has GDPR been considered?** Yes

## Summary

On the 15<sup>th</sup> of December 2020 a report was discussed at cabinet regarding the proposals for an Integrated Early Support offer, 'Family Hubs'. It was agreed at the cabinet meeting to undertake a programme of engagement activity and then to return to cabinet with the findings and the final proposals and recommendations to take forward to implementation.

Between 4<sup>th</sup> January and the 26<sup>th</sup> of February 2021, an extensive programme of stakeholder engagement activity was carried out to ask for views on our proposed 'Family Hub' model.

This paper will provide an update with regards to the findings of the engagement activity, highlight key themes, provide recommendations and seek approval to move to the implementation phase of the model.

### 1. Background – Cabinet paper December 2020

The proposed 'Family Hub' model would bring together services being run by the Local Authority, voluntary and community sector, community hubs, health services, police, job centre, early years, housing and any others identified as key partners. Using a whole family approach, with families being able to access support when and where they need it as soon as a problem emerges. Support would be offered from as soon as a family know they are having a baby (pre-birth) through to becoming an adult, 19 years (25) if that young adult has a SEND need.

The proposed model would build on existing place and community assets and would be in keeping with place-based planning for Kirklees, based around place and local geography across 4 areas; Dewsbury & Mirfield, Batley & Spen, Huddersfield and Kirklees Rural, making the most of our positive partnerships bringing individuals, organisations, places and connections together to realise and develop their strengths.

### 2. Engagement Methodology

The engagement activity was devised to take into account COVID-19 in terms of being unable to hold face to face sessions to discuss the proposals in public access buildings. An easy read guide, with a FAQ document was developed to support the engagement, with a dedicated inbox. The supporting information was translated into community languages along with the online survey.

**Duration:** Period of 8 weeks - Monday 4<sup>th</sup> Jan to Friday 26<sup>th</sup> February 2021

**Target audience:** Families, Young People, General Public, Schools, Professionals, Community and Voluntary Organisations, Third Sector, Local Authority internal teams, Cllrs, Health partners to include GP's, Locala, Midwifery services and Mental Health teams, Domestic Abuse teams, Early Support teams, Early Year's providers, Thriving Kirklees teams and Foster Carers.

There were 166 responses to the online survey, a number of virtual sessions were held as detailed below with approx. 250 stakeholders engaged with directly through online meetings. 84 young people responded to the specially adapted survey. Leaflets were printed where requested and sent out to food banks and baby banks.

Table one below details the type of engagement, the target audience and numbers:

(Table 1)

Type of engagement	Target Audience	Number
Online general survey	All	166 responses
Virtual public sessions offered	All	8 sessions offered

		1 daytime and 1 evening session arranged per area
Virtual engagement sessions with key partners, staff teams, third sector organisations and volunteers & foster carers etc.	Staff Partners organisations Voluntary organisations	31 sessions held Approx. 250 stakeholders engaged with
Adapted survey targeted at Young People in targeted sessions with: <ul style="list-style-type: none"> <li>• Brunswick Centre</li> <li>• Duke of Edinburgh</li> <li>• Wacky</li> <li>• Feb half term funded organisations (27 groups)</li> </ul>	Young People	84 responses to survey  Sessions delivered by detached youth team and apprentices
Direct engagement with parents and carers via: <ul style="list-style-type: none"> <li>• Via Early Support staff</li> <li>• Via Community Hub Co-ordinators</li> <li>• Local Services 2 You</li> <li>• Feb half term funded organisations (27 groups)</li> <li>• Foster Carers network</li> </ul>	Parents & Carers	
Engagement with schools	Schools	via the Community Hub Co-ordinators Regular inclusion in Heads Up and on the Local Offer
Virtual engagement sessions	Ward Councillors	18 sessions held and all 69 Councillors from 23 wards invited to attend
Virtual engagement sessions	Town/Parish Councils	4 Town/Parish Council meetings attended plus shared information with the 5 <sup>th</sup> (Mirfield Town Council) as there was no meeting to attend within the engagement period
Emailed to inform	MP's	Email sent to all 4 Kirklees MP's advising them of proposal and the engagement
Online channels	All	Engagement shared and promoted on Kirklees digital channels: <ul style="list-style-type: none"> <li>• Kirklees Together</li> <li>• Social Media – Facebook, twitter</li> <li>• Heads Up - Schools</li> <li>• Local offer</li> </ul>

		<ul style="list-style-type: none"> <li>• Kirklees intranet</li> </ul>
Engagement materials shared by email	<ul style="list-style-type: none"> <li>• Children’s Social Care staff</li> <li>• Adults Social Care staff</li> <li>• Customer, Communities &amp; Integration staff</li> <li>• PCAN (also involved in development of engagement materials)</li> <li>• Auntie Pam’s via their volunteers</li> <li>• All Kirklees Employee Networks</li> <li>• CAMHS/IAPT</li> <li>• Early Years providers <ul style="list-style-type: none"> <li>○ EY network meeting</li> <li>○ Schools EYFS network meeting</li> </ul> </li> <li>• Voluntary sector organisations – via TSL &amp; Community plus staff</li> <li>• KSCP</li> <li>• Children and YP partnership</li> <li>• BAME networks and faith groups - via Faith &amp; Community Integration teams)</li> <li>• Libraries – included in Library newsletters</li> <li>• Jubilee Centre – included in their newsletter</li> <li>• Peri-natal mental health team</li> <li>• Thriving Kirklees comms team</li> <li>• CCG comms</li> <li>• Welfare and Exchequer service Senior Management team meeting (Benefits advice)</li> </ul>	
Leaflets	Food Banks Rainbow Baby bank	Leaflets printed and sent to organisations to include in packs to be given to families

### 3. Key Findings

Overall the findings were overwhelmingly positive. There were a number of themes that emerged detailed in Table 2.

*‘I can really see a lot of things we could tap into with this, it is really good.’ (Foster Carer)*

*‘This is very encouraging as you are looking at this from a local area and not just one view, I think the local approach will really work with communities. The key for me is local provision for local people to access and have the opportunity to shape which is great!’ (Kirklees Youth Alliance)*

*'Any Early Support offer has to be Kirklees wide and signposting needs to be good, families need to understand they can travel to different areas to access services if they choose'. (Parent)*

#### **a) Online survey**

Of 166 respondents who completed the online survey, 47% strongly agree with the 'Family Hub' proposals, 42% agree, with 2% who disagree.

When asked which activities were most important 52% said that activities for you and your baby were most important.

An average of 40% of respondents felt that activities for toddlers, activities to support children to be school ready, before and after school activities, activities for children with SEND, activities for teenagers and transition to adulthood were all featured as high importance.

20 % of respondents felt that support with benefits, employment and adult learning were important.

#### **Additional comments:**

*'Speech and language'*

*'Healthy Relationships, sexual health, wellbeing, mental health, young adult social opportunities'*

*'Mental health support'*

When asked from a list of 22 options 'which 5 are most important for you to have access to':

1. Mental health support – 43%
2. School Holiday activities – 42%
3. Support and help with parenting – 39%
4. Stay and Play sessions / Targeted groups i.e. dads groups, young parents groups etc/ Support for teenagers and young people – 36%
5. Speech and Language support – 28%

#### **Additional comments:**

*'Help to support children moving on from school and preparing for adulthood Activities for young people with SEND'*

69% of respondents had never accessed Early Support of those that had 15% had accessed health services, 10% 1-1 Family Support and 10% parenting, 41% found Early Support very useful with 35% useful.

When asked the question which other partners you would like to see included there were a number of comments:

*'No, but you need to ensure you do truly engage with other partners. There's too much working separately whilst pretending you are actually working in partnership'.*

*'Speech and language, community playgroups for inclusive learning in after school clubs. Children needing SEND services do not have any options for after school club activities'.*

*'Midwife clinics/ immunisation clinics/ information and advice on free early education and childcare/ activities for school aged children/ teenagers during the school holidays'.*

*'I would like to see a town centre hub that could be easy to access when shopping/ in town and could be a drop in/ advice point but also somewhere to access training/adult learning courses'.*

*'Male domestic violence support'.*

34% of respondents felt that access to services was a barrier 16% of respondents said they had never heard of Early Support.

**Additional comments:**

*'Information is not very easily available- no one tells you what when how. It's a broken system'.*

*'Travel costs; lack of confidence; BAME related barriers - including translation services not routinely being available when English is not a first language'.*

*'Confused about what Early Support is and how to get it, fobbed off by services'.*

When asked what the preferred access channels would be 57% of respondents said website, 50% said a community space with 43% saying a 'Family Hub' building, 24% said face to face

**Additional comments:**

*'It depends. If just wanting a phone number or email then would use website or possibly other social media. But if wanting advice would want to talk to a real person either on phone or in person. Location not particularly important'.*

52% of respondents said the main time they would want to access services would be Monday to Friday, with 38% saying weekends, 32% evenings.

The name 'Family Hub' generated comment and discussion as it was generally felt that there are too many 'hubs' in Kirklees, it is confusing and the name hub is not representative of the proposed model however 64% of the online respondents felt that the name 'Family Hub' was the right name. A number of suggestions were put forward:

- Family Hubs
- Family Zones
- Thrive Areas
- Family Areas
- Families Together
- Family Support
- Family Support and Information Centres
- Family Support and Information Hubs"
- Family centres Your Family Service, which relates to each individual family and includes everyone regardless of age.
- Family Support Hubs
- Thriving Family Hub
- Family Centre
- Family Choices - Areas/Centres/Hubs/Zones all sounds very corporate
- Thriving Families - lots of things are called "Hubs" e.g. schools as community Hubs so maybe don't confuse it with them?
- Family and Community Hubs
- Family Advice Service
- Magnet – attract everybody
- Children and Family centres
- Family Support Network
- Children and Family Centre
- Children and Family Base
- Children and Family Zone
- Children's Centre Plus
- Family Centre

- Central Point for example– Central Point Huddersfield, Central Point Dewsbury Moor
- Family Space
- Family Point
- Family Focus
- Family Area Partnerships

**Additional comments:**

*‘Should be done with families once the services are in place get their voice’*

*‘Not sure but above don’t capture essence of the model’.*

The postcodes represented by the online survey respondents were:

HD1, 2, 3, 4, 5, 7, 8, 9.  
WF 12,13,14,15,16,17,19

The age ranges of the children of the respondents or the respondent themselves was:

0-5 years – 49%  
6-11 years – 44%  
12-14 years – 17%  
15-19 years – 15%  
20-25 years with additional needs – 4%  
No children – 11%

37% of respondents had a child with an additional need.

When describing ethnicity respondents were:

White – 76%  
Asian or Asian British – 16%  
Mixed or Multiple ethnic groups – 5%  
Black, African, Caribbean or Black British – 3%

**b) Comments from virtual sessions**

Approximately 250 stakeholders were engaged, to include parents, young people, professionals, Cllrs below are some of the key comments that were captured:

*‘We have found a lot of the work we wanted to do we want to empower communities and enable them to do things themselves and support others. It is really hard right now with the pandemic it is hard to engage and with this model being such an important agenda this must be really hard. People who had needs before they will be more intense now’ (Voluntary sector provider)*

*‘First 3 children took to sure start groups- great support and groups. Made loads of friends with same issues. After 3<sup>rd</sup> child things started to disappear so by 4<sup>th</sup> child nothing available so suffered with depression, stress and felt isolated. Tried to form her own group to lead on baby massage but didn’t materialise. The groups helped with child development, it’s like a family. Varied activities run through winter and dropped off materials to do at home’.* (Parent)

*‘Parents want things there to help them with their mental health and needed now due to Covid’.* (Parent)

*‘I enjoy online sessions, but I prefer to be outside in the fresh air, I prefer to be outside than in a building doing activities such as cycling, walking, climbing, rounder’s and cricket. I like these activities as we do with other young people’.* (Young person)

*‘I loved that young people are being considered’.* (Young Person)

*'Isolation in the Colne Valley area can be an issue there are low-income families in more affluent areas and that is where there can be hidden isolation'. (Parent rural)*

*'It gets confusing with the Community Hubs, Schools Hubs, Community Anchors, there is a worry the new hub model will be confused.'* (Professional)

**c) Key Themes – (Table 2)**

Theme	Response
<p><b>The Name</b> – A re occurring theme through the engagement activity, concerns were raised due to the name 'Hub' and that this would cause confusion. There were a number of comments that suggested that the name 'Family Hubs' was not reflective of the model, however 64% of online respondents felt the model should be called 'Family Hubs'.</p>	<p>A suggestion from the engagement activity was that the name should be agreed once the model is on place and decided by children, young people and families who use the services.</p>
<p><b>Communication/Branding/Access channels /Information/ Referral</b> – A constant theme and questions asked in the majority of meetings was 'how do families/ other professionals know about this, how do they access services, is it just referral, can anybody get Early Support, can I self-refer'?</p>	<p>It is proposed that a task and finish partnership group is developed to design branding and agree access channels, which may include area information websites with parent /family/ young person and professional areas, a dedicated area phone number, social media platforms, buildings 'go to places', 'what's on guides'.</p> <p>It is proposed that referral routes are considered and organisations are supported by the delivery of training and the development of an Early Support practitioner toolkit.</p> <p>We will also incorporate the proposals for 'Youth Places to Go', the 'Community Offer' for Children and Young People, detached youth work, play team and Duke of Edinburgh that also sit within Early Support into our communication and engagement approach to make it easier for families, young people and professionals to navigate their way to the right service at the right time.</p>
<p><b>Boundaries / geographies</b> - We were asked 'why you have set the 4 boundaries and the 4 children's centre buildings, can you only access services in the area that you live in, why set boundaries. Have we considered transport routes'?</p>	<p>We agree that boundaries and geographies can be confusing for children, young people and families, the 4 geographies mentioned are for administrative and planning purposes, we would not exclude anyone from any activity in any of the areas. The proposals are about having Early Support services available for children, young people and families locally, where they live, when and how they need them and can be from a range of places, or channels e.g. local community centres, schools, health centres, church halls, mosques, outdoor in local parks or play spaces, websites or via social media.</p>
<p><b>Community Hubs / 'Family Hubs'</b> – The question was raised in the majority of meetings –</p>	<p>'Family Hubs' enhance the work of the Community Hubs.</p>



<p>What is the difference between the Community Hubs and the 'Family Hubs'?</p>	<p>We know that there are strengths already in communities, the proposed model aims to build on what is in place now. We will have different organisations and members of the community who work and live locally working together to support Children and Young People and families where they live.</p>
<p><b>Universal / Targeted</b> – Some of the feedback suggested that Early Support should be prioritised for those families who need it, and that support should not be diluted by being available for everybody.</p>	<p>We are working very closely with health services to make sure that we have access to universal health services. We want to make sure that we work very closely with Schools, Early Years providers and GP's. Early Support is the support we give to children, young people and families when they might need some additional help. We want to make sure that children, young people and families have access to the support they need at the earliest opportunity to prevent their needs becoming so great they need higher end specialist support further down the line. Some of the support will be delivered by the voluntary and community sector and wider partners. Some of the offer will be targeted in areas where we know we have issues starting to emerge or targeted at particular vulnerable groups.</p>
<p><b>How do we know it is working?</b> – We were asked in the majority of meetings how we will know this is working, "so what", how will we be able to measure it?</p>	<p>We want to ask the children, young people and families who access the services, we want to know as a result of Early Support what is different, what has changed for them, what is better. It is proposed that a task and finish partnership group is developed to agree the outcomes framework and the tools that will be used to measure the outcomes.</p>
<p><b>Young people / healthy relationships / activities / sexual health / transition to adulthood / adult services all age Early Support</b> - In the majority of meetings and via the online survey a significant theme was concern raised regarding young people and how we can ensure that Early Support is available to them. Young people fed back that they want to help shape that support in the future.</p>	<p>Alongside the proposals for 'Family Hubs' we are developing proposals for 'Youth Places to Go' and 'Community Offer' for Children and Young People. We also have detached youth work, play team and DofE within Early Support working closely with other services and providers of support.</p> <p>We are working closely with partners including Kirklees Youth Alliance, to deliver the Holiday Activities and Food programme. The programme will be delivered locally through the Integrated Early Support offer which includes the Community Hubs as a key partner.</p>
<p><b>Covid build and learn</b> – A re occurring theme through discussion at the meetings acknowledged how organisations, communities and families had come together to support each other and their own communities, it was felt that this should not be lost but harnessed moving forward in the 'Family Hub' model.</p>	<p>We totally agree with this and have seen place-based working in action during Covid. We will ensure that we continue to build on those relationships to enhance the Early Support offer so that we empower and support communities and families and that we are asset not deficit based.</p>
<p><b>Mental Health</b> – Mental health in families, Children and Young People featured highly in the discussions and was fed back via the online</p>	<p>We know that the impacts of Covid will have affected mental health. We want to work with the Early Support partnership to agree how best the</p>

survey to be the most important area that respondents felt they would want support with.	'Family Hubs' can support children, young people and families to improve their mental health.
<b>Early Years – Thriving Kirklees / speech and language support-</b> The importance of intervening early from preparing to become a parent in pregnancy through the toddler years and preparation for school was a re occurring theme throughout the engagement activity. Speech and Language support was very important to a lot of the respondents. Respondents told us that they wanted safe places to go to meet other new parent's in particular young parents, to talk to staff and for their small children to play with other children.	<p>The 'Family Hub' proposals offer opportunity, via the Best Start Partnership, to develop an Early Years Strategy for Kirklees, identifying key priorities for Early Years.</p> <p>Through the Early Support partnership we can support small groups to develop, for example, play and stay groups that can be delivered by parents and communities. There are opportunities to work more closely with Thriving Kirklees. We are reviewing our Children's Centre offer in line with these proposals. We are working with midwifery services to agree Midwifery Hubs within the 'Family Hub' areas.</p>
<b>Parenting support /Reducing Parental Conflict-</b> A key theme throughout the engagement was support for dealing with children's behaviours, emotions, transitions and conflicts both with parents and with young people.	<p>There is opportunity within the 'Family Hub' proposals to work with the partnership to review the parenting support offer, from preparation for parenthood through toddler years to adulthood. We want to work with parents to get a better understanding of their needs and to help us shape the parenting offer. It is proposed that a task and finish group is developed to lead the review of the parenting offer.</p> <p>Reducing Parental Conflict is a key project within the Early Support partnership, there is opportunity within the 'Family Hub' proposals to further embed and develop this work.</p>
<b>SEND – 37%</b> of respondents said they had a child with additional needs, a key theme that respondents said they would like to see is more activities, including holiday and after school activities for Children and Young People with additional needs in particular safe outdoor spaces. Respondents also wanted support for young adults with additional needs 19+ and support for employment.	<p>There is opportunity within the 'Family Hub' proposals to work more closely with families who have Children and Young People with additional needs, to help us shape what those services would look like.</p> <p>We want to be able to develop capacity across the district and to be able to invest in staff development, working in partnership with other professionals to improve the offer for children and young people with a SEND need. Early Support is working closely as part of our SEND Transformation Programme and there are opportunities to develop the offer going forward through this work.</p>
<b>Holiday / After school activities –</b> A lot of respondents told us that having accessible holiday and after school activities was important.	Our Community Hubs work very closely with a number of organisations to ensure that we have school holiday and after school activities available, there is opportunity within the 'Family Hub' proposals to further develop this, working with local sports organisation, with creative arts providers and through the Holiday Activities and Food plans.
<b>Finance – voluntary and Community sector –</b> Some of the respondents were concerned, that if we are saying that Early Support will be delivered by the voluntary and community sector, how we will sustain funding for this.	The Early Support partnership will work very closely with the voluntary and community sector to ensure that any funding opportunities are identified and maximised in line with the VCS investment strategy.

#### 4. Proposed 'Family Hub' model

Evaluation of the engagement feedback and findings has informed the development of the proposed 'Family Hub' offer; however this may look different in different communities and will be guided by the local area 'Family Hub Partnership Boards' that it is proposed are established in each of the four areas (as described in the 'working with partners' section, page 13). The 'Partnership Boards' will take into account the local knowledge and priorities within an area. This will build on the already successful approach of the Community Hubs who have been developing and coordinating a range of Kirklees and partner organisation services to respond to local needs since 2017.

We will harness the learning we have seen in action through our Covid response and build on those relationships.

Taking into consideration the feedback and findings from the engagement activity it is proposed that the 'Family Hubs' have overarching principles:

- **Place Based approach:** Bottom-up approach which is shaped by the community voice and builds on and connects with local community assets (including organisations and groups)
- **Accessible:** That there are different ways to access activities and support, making it easier for families, young people and professionals to navigate their way to the right service at the right time.
- **Safe:** A safe, welcoming and inclusive environment.
- **Strong Partnerships:** The offer is flexible and collaborative and responds to the needs of Kirklees Children, Young People and Families.
- **Whole Family Approach:** A whole family approach is embedded across the Early Support Partnership.
- **Universal and Targeted Services:** An offer that includes a universal services and targeted provision for those most in need
- **Outcomes focused:** That we are able to evidence that the interventions improve outcomes for Children, Young People and Families.

An outline of the 'Family Hub' offer is detailed below, it is proposed that this is used as a guide by the 'Partnership Boards' to co-produce localised detailed area plans. This list is not an exhaustive list and can be adapted to meet local need and priorities.

#### The 'Family Hub' Offer - (Table 3)

Getting Advice/ Universal/ Prevention	Getting Help/Targeted
<ul style="list-style-type: none"> <li>• Ante natal midwifery clinics</li> <li>• Pregnancy Birth and beyond (preparation for parenthood)</li> <li>• Healthy Start</li> <li>• Oral health – tooth brushing clubs</li> <li>• Healthy lifestyles</li> <li>• Infant feeding support</li> </ul>	<ul style="list-style-type: none"> <li>• 1-1 Family Support</li> <li>• Family Group Conferencing</li> <li>• Mental Health support</li> <li>• Domestic Abuse support</li> <li>• Parenting programmes / Reducing Parental conflict support</li> <li>• SEND services</li> </ul>

<ul style="list-style-type: none"> <li>• Health Visiting clinics – post natal support</li> <li>• Play and stay sessions</li> <li>• School nursing support</li> <li>• Groups / play activities / sessions</li> <li>• School readiness support</li> <li>• Employment /Training/ Adult learning</li> <li>• Welfare rights and support</li> <li>• CAB – Benefits advice</li> <li>• Sign Posting</li> <li>• Detached youth offer</li> <li>• Youth places to go</li> <li>• Duke of Edinburgh</li> <li>• Schools/ School Holiday activities / community Hubs</li> <li>• Safe play spaces</li> <li>• Housing</li> <li>• GP</li> <li>• Early Years settings</li> <li>• Police</li> <li>• Sexual Health clinics</li> <li>• ESOL</li> <li>• Volunteers</li> <li>• Community plus</li> <li>• Information / 'What's on' / social media i.e. Facebook pages.</li> <li>• Information about childcare 2/3&amp;4 yr. old take up</li> </ul>	<ul style="list-style-type: none"> <li>• Social Care contact visits</li> <li>• Targeted groups i.e. lone parents / teen parents / dads groups</li> <li>• Youth services</li> <li>• Speech and Language support</li> </ul>
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## 5. Implications for the Council

- **Working with People**

It is evident from the engagement activity that there is need to raise the profile and prioritise a shared understanding of the Early Support offer for professionals, organisations, children, young, people and families, with clear access and referral channels being identified and promoted. Respondents told us that they were unsure '*how to get Early Support*' some of the respondents were '*unaware of Early Support*'. The 'Family Hub' proposals offer opportunity to develop 'Family Hub' branding, to consider communication and access channels to include websites, social media, dedicated telephone line, advice and information points. The proposals move away from a single delivery site to services being available locally when and where people need them.

The main focus of 'Family Hubs' would be early intervention and prevention; identifying families and young people who need support at an early stage and ensuring that services that meet their needs are available when and where they need them, in the right place and at the right time. We have stated in previous reports that there would be a network of 'go to places' that build on existing work to deliver support where it is needed. The next phase to develop the model further would be to work closely with parents, carers, children, young people, partners and Councillors in each 'Family Hub' area to understand what is needed, look at governance arrangements, what is already available, identifying the gaps and looking at how we can deliver services to meet local need. It will be important to co-produce the branding for the offer by working with families and young people so that it is meaningful for all and will help to reduce the stigma that people may feel is attached to seeking support.

- **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.

Through the engagement activity, a number of partner organisations have expressed their interest and willingness to be part of the integrated Early Support offer within 'Family Hub' areas, these include the police, Thriving Kirklees, job centre, customer services, domestic abuse teams, midwifery teams, benefits advice, voluntary and community providers, early year's providers, GP's, Local Authority democracy service, and community plus.

It is proposed that a 'Partnership Board' will be formed in each of the four 'Family Hub' areas to focus on needs and improving outcomes at a local level. The Partnership Board will be made up of key people, including young people, who live, work with or have a key interest in the 'Family Hub' area for example, health, social care, voluntary sector, education, local Councillors, police, housing, faith organisations and others.

- **Place Based Working**

We are excited about the positive feedback we have received for staff being able to work in local areas so they are located within the areas they will be serving. 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.

- **Climate Change and Air Quality**

A key element of the model is ensuring that Early Support services are available locally and that they are accessible to those who need them. Doing this would reduce the need for families and young people to travel by car or public transport which would therefore contribute to the climate change and air quality agenda. By having place-based staff teams and aligning the 'hubs' to partner organisations this should also reduce the level of both council and partner staff travel.

All services would be encouraged to give consideration to reducing any impact on the environment when delivering activity and to share this message with families they are working with.

Reducing any negative impact on the environment and air quality would also be a requirement when commissioning services in the future.

- **Improving outcomes for children**

We will measure outcomes using a set of agreed key indicators taking into account professional insights from front-line workers as well as the background statistical data and intelligence to ensure that we are driven by the priorities of the community. It is proposed an 'Outcomes Framework' based on a broad core offer with asset mapping and planning in communities and will bring together key partners in each of the four 'Family Hub' areas forming area 'Partnership Boards' as mentioned earlier in this report.

In addition to Kirklees ambitions, the 'Family Hub' model will contribute to improved Troubled Families, wider Public Health outcomes and support 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.

- **Quality Assurance**

In line with the draft 'Children's Services Quality Assurance Framework 2020- 2022' Early Support practice, policy and procedures will be monitored and evaluated with quality assurance becoming an integral part of everyday practice to support the drive to improve outcomes for children, young people, their families and communities.

## **6. Other (e.g. Legal/Financial or Human Resources)**

### **6.1. Legal**

Legal advice has been sought relating to our statutory duties around Children Centres. An integral part of implementation plan will be ensuring that we are statutorily compliant with all legislation and government guidance.

### **6.2. Finance**

The current Early Support service budget that was approved by Full Council on 10<sup>th</sup> February 2021 is £7,771,856 including the Troubled Families grant, this reflects the £230K investment as part of the latest budget and an increase to the Troubled Families grant of approximately £20K.

On the basis of there being 110,300 Children and Young People in Kirklees, the Early Support spend per child is £70.46. This represents an increase of £2.24 per child on 19/20 budget

The previous cabinet paper in December 20 highlighted a shortfall of £230,241, this has been addressed in the latest budget round through investment in the service.

### **6.3. HR implications**

It is proposed that the Early Support service begin the HR procedures to implement the changes as outlined in the Dec 20 cabinet paper to realign current structures from eleven family support teams to four 'Family Hub' placed based area teams to include Early Years, Mental Health in Families, Family Group Conferences, Youth, and Parenting.

Each 'Family Hub' area will have an area placed based team who will work with families, communities and organisations to bring about change to improve outcomes.

### **6.4. Integrated Impact Assessment (appendix one)**

An integrated equality impact assessment has been completed and can be viewed in appendix one. This has shown that the impact of the proposals if implemented would be positive or neutral. It will be important to work with stakeholders closely moving forward to implementation to ensure that consideration is given should any potential negative impacts on those within protected characteristic groups be identified and that steps are taken to minimise or remove them. The integrated impact assessment will be reviewed again as we begin implementation.

### **6.5. Corporate Landlord & Capital**

We are reviewing our children's centre offer in line with these proposals and will continue to work with the corporate landlord to consider the most appropriate physical spaces based on delivery needs throughout the implementation phase.

## 7. Consultees and their opinions

Consultees and their opinions have been captured in the body of this report and have been considered when making future recommendations. We are mindful that this engagement phase is the start of shaping the 'Family Hub' model but is by no means the end product. We want to ensure that 'Family Hubs' are shaped by the people who use them, we are committed to involving children, young people, families, communities and partners in the ongoing developments to ensure there is a continuous dialogue and improvement.

## 8. Next steps and timelines

Should the recommendations be approved it is the intention to move to the implementation phase. A clear implementation plan with timelines will be developed, with the Children's Ambition Board overseeing the progress and delivery being managed through the Kirklees Safeguarding Children Partnership Early Support sub-group. The key task and finish groups will be set up ensuring that the voice of children, young people, families and partners is integral. We will bring a report giving an update on the progress of the implementation to a future meeting.

## 9. Officer recommendations and reasons

It is recommended that:

- Cabinet approves the Integrated Early Support Proposals, 'Family Hubs' and agree to progress to the implementation phase of the model.

Should cabinet approve the model:

- Governance to sit with the Kirklees Children's Ambition Board overseeing the progress and delivery being managed through the Kirklees Safeguarding Children Partnership Early Support sub-group
- A clear implementation plan to be developed
- The relevant task and finish and area partnership groups are set up
- That the name is agreed following approval to move to implementation from the following four options which were shortlisted taking into account feedback from stakeholders throughout the engagement:
  - Family Area Partnerships
  - Family Support Network
  - Family Choices
  - Families Together
- In recognition of the response to Covid-19, and acknowledgement of how organisations, communities and families have come together to support each other and their own communities, it is recommended that the proposed model is integral in supporting the recovery process, building on those place partnerships.
- The Early Support service redeploy teams to be place based in 4 'Family Hub' areas, developing the place-based partnerships for each Hub area.
- Consideration to be given to having easily accessible spaces in central locations for 'drop in' and some service delivery (e.g. town centres)

## 10. Cabinet Portfolio Holder's recommendations

As Cabinet Portfolio Holders we are supportive of the proposals and recommendations detailed in this report for a model of integrated Early Support for families and young people across Kirklees. We see this as an investment in and recognition of the importance of Early Support. This is a fantastic opportunity for us and our partners to work together with all communities to build on and enhance the existing provision and good work that is currently in place, to enable us to provide the right support to those who need it in the right place at the right time.

## **11. Contact officer**

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Michelle Wheatcroft, Head of Service Early Support – [michelle.wheatcroft@kirklees.gov.uk](mailto:michelle.wheatcroft@kirklees.gov.uk)

## **12. Background Papers and History of Decisions**

September 2016 cabinet paper -  
<https://democracy.kirklees.gov.uk/documents/s13942/AA%20UPDATED%20FINAL%20REPORT%20EarlyHelp%20v3.0%20CABINET%2020160920%20FINAL.pdf>

January 2017 cabinet paper -  
<http://democracy.kirklees.gov.uk/documents/s16488/e%20FINAL%20-%20Early%20Help.pdf>

December 20 cabinet paper -  
[Item 12 201215 Family Hubs cabinet paper final.pdf \(kirklees.gov.uk\)](#)

## **13. Service Director responsible**

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