

Cabinet



Date of meeting:	09 March 2021
Title of Report:	Case for Change for Family Hubs
Lead Member:	Councillor Jemima Laing (Cabinet Member for Children and Young People)
Lead Strategic Director:	Alison Botham (Director for Childrens Services)
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Your Reference:	FHC4C
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

This case for change describes our overarching ambition and plan to transform the Early Help and Targeted Support offer for a generation of children, young people and families in Plymouth, to give our children the best possible start in life.

This builds on areas of integrated working which are already taking shape to better support families, including co-commissioned approaches to Community Health, Wellbeing and SEND and embedding community maternity services into Children's Centres.

The paper recommends a course of action to create 0-19 Family Hubs and drive forward the work to transform the Early Help system in Plymouth. The document is fully informed by feedback obtained through consultation with young people, families and practitioners across Plymouth. This tells us that the current system is fragmented and difficult to navigate for families and practitioners, and does not maximise opportunities to help families earlier.

Recommendations and Reasons

The recommendations seek to drive forward the transformation of Early Help in Plymouth, in a way which continues to work collaboratively with our partners, who bring much to the city in the way of innovation and family focused practice. We want to design the future together, to support creative approaches and bring new resource to the city:

It is recommended that Cabinet:

1. Approves the direction of travel of the Case for Change
2. Approves the use of an Innovative Partnership procurement procedure to select a partner or partners to work with Plymouth City Council to transform Early Help in the city through the creation of 0-19 Family Hubs;
3. Delegate authority to the Strategic Director for People and the Director of Children's Services to award a ten year collaborative contract ("Early Help Innovative Partnership") to the successful tenderer.

Alternative options considered and rejected

Two other options have been considered:

1: **Maintain the status quo** – this was rejected as it does not support the need to deliver significant changes and improvements in how we offer families Early Help. Any changes made would be piecemeal, across commissioned and in-house services, working within existing contracts and arrangements. This does not take into the account the feedback from young people, families and practitioners about the need for a more integrated approach.

2: **Commission all services under a single service specification** – this was rejected as several of the services in scope are provided by Plymouth City Council and would not necessarily benefit from being commissioned to an external provider. Equally, the services that are currently commissioned would not necessarily benefit from being delivered in-house. This would also be a more transactional, contractual and less creative approach, which would have the potential to exclude some city partners from future service design and delivery, and be less open to adapting to future changes and challenges.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Case for Change helps to meet the priorities under A Caring Council:

Our Priorities	Delivery of the priorities through this project
A Caring Council	<p>Improved schools where pupils achieve better outcomes - the Family Hubs approach will wrap around all those working with a child and their family, with schools and educational settings as a fundamental part of this system. The aim is for schools to feel more supported in working with children and young people where their needs are emerging or more complex; in turn, this will enable parents to feel more confident and children to focus on their academic attainment.</p> <p>Keep children, young people and adults protected - this proposal aligns with the work of the Safeguarding Partnership and findings of Serious Case Reviews in considering how to improve understanding of contextual safeguarding for children and young people; knowing their communities and local needs, and supporting professionals in their resilience.</p> <p>Focus on prevention and early intervention - the development of Family Hubs, including a resilient and creative Early Help and Targeted Support offer will enable families needing help to be identified earlier and offered the right help at the right time.</p> <p>People feel safe in Plymouth - the provision of Family Hubs will ensure that we build on the legacy of Children’s Centres and their support for children aged 0-5, with a network of “places that feel safe” for families. These will be non-judgemental and welcoming places where families can seek help.</p> <p>Reduce health inequalities - the needs analysis which supports the Case for Change identifies a range of different needs across the city, with clear health inequalities present in some areas. These are likely to have been worsened by the Covid-19 pandemic and its impact on more</p>

	<p>deprived communities. The Family Hubs approach to Early Help will help us to determine where resources need to be focused in order to address health inequalities and for this approach to evolved over time as needs change.</p> <p>A welcoming city - Family Hubs will be communicated as available for all families with children and young people aged 0-19. We will ensure that any branding associated with the Family Hubs involves families in its design, and encourages all to feel welcome.</p>
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Implications for the Medium Term Financial Plan and Resource Implications:

The current total annual spend on the services in scope of this approach, across in-house and commissioned services, is £7.5 million.

The intention in working collaboratively, across services, over a period of time, is to identify areas where resources could be invested to greater effect, and also areas of duplication and inefficiency. This will lead to sustainable efficiencies in the budget for the partnership; establishing targets for efficiencies can be included in the work programme.

It will also be the intention of the partnership to maximise joint bids for funding, to draw external resource into the city and directly into Early Help support for families. By working together, with a clear view of need and current resource, this will enable funding bids to be relevant, integrated and supported by evidence.

By supporting positive outcomes for families through an Early Help approach, and preventing escalation into higher cost statutory interventions, we anticipate reducing the levels of demand and spend on those interventions.

Carbon Footprint (Environmental) Implications:

The proposal aims to ensure that families receive the support they need, at the right time, in their community. This would reduce the need to travel to seek support, and escalation into more specialist services, which may not be available in Plymouth.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

The proposal links to Child Poverty by ensuring that health and economic inequalities, needs and assets are recognised across Plymouth neighbourhoods. The network of Family Hubs will ensure a community-based resource is in place for families to access, supported by a multi-agency team of professionals.

As part of the development of the Family Hubs, links will be encouraged with community police officers to share information about any emerging community safety issues and ensure an appropriate response is in place to address this.

Appendices

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable)						
		If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
		1	2	3	4	5	6	7

A	Case for Change: Our ten year plan to build Bright Futures for Plymouth children and young people							
B	Equalities Impact Assessment							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	1	2	3	4	5	6	7

Sign off:

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Originating Senior Leadership Team member: Jean Kelly (Service Director for CYP and Families/Anna Coles (Service Director for Integrated Commissioning)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 20/01/2021											
Cabinet Member approval: Councillor Jemima Laing (Cabinet Member for Children and Young People) approved verbally Date approved: 20/01/2021											