

Tameside Metropolitan Borough Council
Family Hubs and Best Start for Life Delivery Plan

Contents

Section 1a – Current Landscape	3
Section 1b – Medium to Long-Term Goals	5
Section 1c – Programme Delivery Outcomes	8
Section 2 - Programme Activity and Outputs	16
Section 3 - Family Hub Opening Milestone	17
Section 4a – Governance	18
Section 4b - Partnership Working	19
Section 4c – Programme Delivery Team	20
Section 5 – Risks and Mitigations	22
Appendices	24
Appendix A – Tameside Neighbourhoods Illustration	24
Appendix B – Tameside Family Hubs and Best Start for Life Programme Governance Chart	25
Appendix C – Section 2 Programme Activity & Outputs Table	26

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Section 1a – Current Landscape

Please set out the current position of your Local Authority's (LAs) Early Help and Public Health services for children and families' and outline your local population needs to provide context for why change is needed.

This should include:

- An assessment/description of the extent to which you are currently meeting the minimums and go further (i.e. the current maturity of your system delivery and current Start for Life service offer) - and any steps taken to date to transform towards a family hubs model
- The strengths of your present service model

This must include:

- A description of how services are currently delivered, highlighting each of the programme's funded strands (i.e. family hubs, parenting support, infant feeding, perinatal mental health/parent-infant relationships, home learning environment support, parent-carer panels and publishing your Start for Life offer) - you may find it helpful to use subheadings for each strand
- A description of your existing provision, including number of children's centres/family hubs and what services are currently offered from them, and how they're delivered
- The areas that need development, or gaps/inequalities with your current service delivery - i.e. what you will be targeting with the funding – this should then link to the changes that you aim to make (section 1b and 1c)

Remember to include information on all of the elements that are receiving additional funding: family hubs, parenting support, perinatal mental health & parent-infant relationship support, infant feeding support, home learning environment support, parent-carer panels and publishing your Start for Life offer.

30% of the Tameside population is aged 0-24 years, with the number of children and young people living in area increasing year on year, approximately with 2,400 births per year. In general, health outcomes for children in the borough are worse than the average in England. This is in particular relation to school readiness, oral health, breastfeeding, obesity and hospital admissions (mainly relating to asthma), as well as significant challenges with the number of children who experience adverse childhood experiences, such as direct or indirect abuse or neglect. A high level JSNA for children and young people in Tameside can be found here:

<https://www.tameside.gov.uk/TamesideMBC/media/PublicHealth/CYP-JSNA-final-report.pdf>

Public Health commission a range of services in Tameside, including Health Visiting, Infant Feeding Co-ordinator, School Nursing, Family Nurse Partnership and a Children's Nutrition Team. All these services are delivered by Tameside and Glossop NHS Integrated Care Foundation Trust. Public Health also commission Pennine Care for the Early Attachment Service, with a primary focus on Parent Infant Mental Health.

Public Health commission in the voluntary and community sector, specifically for our Breastfeeding Peer Support Service, our 0-5 Core Peer Support Service and the Children and Young People's Mental Wellbeing Community Offer. The health improvement service such as smoking cessation support is delivered by Tameside Council, which includes the 0-5 Oral Health Programme. Sexual health services are delivered by Locala and our drug and alcohol service by Change, Live, Grow. Public Health also contributes to the commissioned delivery of Children's Centres (6 centres in Tameside) offer and outcomes, for example, the Speech, Communication and Language pathway. Many of these partners, co-delivery on pathways, share workforce development, such as the Solihull approach, and collaborate through strategic and operational partnerships on a neighbourhood level. These partnership and services, together make up our 'Best Start for Life' Offer, which we term 'Grow'.

Tameside have an Early Help model that describes how services are set up in the Borough. Requests for support come through the Early Help Access Point, which is co-located with the Multi-Agency Safeguarding

Hub (MASH). Requests are screened in order to identify the level of support required for each individual family. There are several pathways for support including, Team Around the Setting (TAS), Parenting, Early Years Children Centre GROW offer, Family Intervention Workers (FIW), Neighbourhood Coordination support, as well as wider early help support through the voluntary and community sector.

The family intervention services are neighbourhood based in each of the four localities (As illustrated in Appendix A). The teams work closely with key partners to build a team around the family approach – this includes voluntary sector, Early Years, CAMHS, Job Centre plus and Active Tameside and work with families 0-19 (25 with SEND). The FIW take a lead on Early Help Assessments (EHA) delivering evidence-based interventions within our Signs of Safety (SOS) model of practice.

There is a workforce development plan across the partnership for training in SOS and the Solihull parenting approach. There is also a neighbourhood team that are neighbourhood based and linked to schools within the area, the team delivers support to partners through TAS to undertake early support with families at the earliest opportunity and initiate an EHA. Families identified as having more complex needs are referred to the multi-agency Early Help panel for allocation.

Tameside already have Early Help teams working with families 0-19 (25) based in each of the four neighbourhoods and this will be strengthened through the Family Hub implementation across the partnership.

Tameside's overall service model is strong in its sense of leadership, partner commitment, passion and expertise, as well as the implementation of evidence based programmes and a well-established voluntary sector offer. Weakness to the model, is lack of co-location with and between partners, as well as limitation is what digital system permit, for example, lack of data sharing.

The areas of development, include build on, and increasing the capacity in existing provision, but broadly to improve system and enablers to integrated working (Please see section 1b and 1c for more information).

Section 1b – Medium to Long-Term Goals

Please set out the overall medium- to long-term goals that you want to achieve for your local authority using the Start for Life and Family Hubs funding. This section should outline what your goals are at a strategic level, what change you want to see and how the experience for families will be improved.

Please note, we expect to see reference to each of the funded strands for the programme in your answer.

This must include:

- A description of your overall vision for the programme, including details of all the funded strands for the programme i.e. family hubs, parenting support, perinatal mental health and parent-infant relationship support, infant feeding support, home learning environment support, parent-carer panels and publishing your Start for Life offer

Family Hubs

Tameside has an established Neighbourhood Early Help offer that has been developed across the partnership. There are four neighbourhoods, North, South, East and West that have key locations within each.

The four designated Children Centres currently have Early Years, Health, CAMHS, SEND, JC+ advisors, Community sector champion and Family Help teams collocated and delivering in each. We are looking to develop this model further through utilising data information sharing systems and consultation with families to implement the Family Hub model. This is being mapped with partners across statutory and VCSFE services and communities to include face to face, outreach, and virtual access for families. This will enable greater access to families across each neighbourhood.

We are working to build upon the model and utilise community, library and leisure building which will increase opening to 7 days per week and accessibility later in the evening and reduce stigmatisation.

The goal is to develop further the collocation of teams so services are better connected and informed within each of the four Family Hubs and to ensure there is a clear and simple way that families can access help and support at a local level.

The change we want to see is that families feel they can easily access services in a supportive and non-stigmatised way and that there is evidence of increased access to early help services. Furthermore, we aim to see evidence that communities are receiving support the right time. We want to see more families accessing support through the Family Hubs and that more practitioners are confident in their delivery across the partnership.

Parenting Support

Tameside has a well-developed parenting offer that has been developed alongside a five-year plan as set out in the Parenting Strategy. Tameside's goal together with strategic partners and parents is to review the strategy to build on the successes and identify further areas for development such as aligning more closely to Tameside's perinatal and PIMH integrated pathway. In turn, the funding will enable Tameside to expand the current offer by building on evidence based interventions (Solihull, Mellow and Riding the Rapids) both physically and virtually, as well as include areas such as workforce development through training, consultation and reflective supervision. Are goal is to build capacity to enhance peer-support networks, access to a key contacts and support for a greater range of targeted outreach interventions. Working within the heart of the community, we will build a parenting offer that is trauma informed and relationship focused, better attuned to demographics, and inclusivity for all minority and hard to reach families, taking into consideration SEND gaps to delivering the right support at the right place (physical and virtual) and time.

The change we want to see is that families feel they receive tailored and evidence based support, and feel confidence in parenting their child. We want to see more families accessing support through our offer and that more practitioners are confident in their delivery.

Perinatal and Parent Infant Mental Health

Tameside has demonstrated specialist perinatal and parent infant mental health (PIMH) services, that are strengthened through integrated working and strong partnerships with the Voluntary Community and Social Enterprise (VCSE) sector. These services benefit all families with mild to moderate need and those at greater risk. Our goal is to strengthen, expand and build on existing developments throughout our emerging integrated pathway. Ensuring expertise is embedded through training, consultation, co-location and joint delivery. Upskilling our workforce and communities to deliver a seamless offer for families in person and virtually as well as expanding capacity to provide consistent evidence based support. Championing and expanding peer support is crucial, working within the heart of the community, we want to offer improved partner support and better outreach and attunement to demographics, to ensure inclusivity for all minority and underrepresented groups.

The change we want to see is that families feel they are able to access early support in their community without stigma and support for perinatal and parent infant mental health is embed across the system as a 'make every contact count' approach. We want to see more families accessing support through our offer and that more practitioners are confident in their delivery, ensuring the experience is evidence based and consistent.

Infant Feeding

Tameside has a well-established Infant Feeding Programme managed via the Infant Feeding Management Group, including a Breastfeeding Peer Support Service. However, Tameside rates are below England average. It is Tameside's goal to develop a Strategy outlining Tameside Infant Feeding Plan, and in particular, increase capacity in our maternity unit and our healthy child programme to deliver whole workforce training and one to one family support aligned to the Baby Friendly Initiative, as well as reduce waiting lists for frenulotomy, and outreach to our underserved communities. Our goal is also to expand the Peer Support Service by enabling wider options of access, and increase capacity in our schools, social marketing and breastfeeding friendly communities programme. The funding would support increased capacity to enable tailored antenatal education both physically and virtually to our underserved populations including Dads, young parents and ethnic minority groups.

The change we want to see is that more families see breastfeeding as the norm, and more babies are breastfed, whilst those who formula feed are led by evidence to increase responsive feeding and skin-to-skin. We want our services to be consistent in their support and advice to parents. We want to see more families accessing support through our offer and that more practitioners are confident in their delivery, ensuring the experience is evidence based and consistent. We want families to have a positive infant feeding journey and celebrate their achievements, we want their experiences to be stigma free, and be able to access support and advice as early as possible.

Home Learning Environment

Tameside has a growing early language and home learning environment offer, including speech, language and communication (SLC) pathways within the children centres, digital support via our best start for life offer (called Grow in Tameside), and through our educational settings such as Private Voluntary and Independent settings (PVI) and schools. This offer is shaped by a range of partners and expertise including speech and language therapists.

Our goal is to ensure that HLE support is available universally for all local parents and families by building on and developing the current offer as well as identifying additional evidence-based interventions to support the HLE. Alongside a face-to-face offer delivered within family homes and the family hub we will also have an HLE offer through a variety of online platforms that are accessible and easily navigated. To

work with partners including the VSFE to develop a range of accessible HLE opportunities through the family hubs that complement and promote the HLE offer. The offer will be delivered through a range of services and partners to ensure families receive have access to a wide selection of HLE opportunities and experiences dependent upon their individual needs and preferences. In turn we hope to see parents who have the skills, knowledge and confidence to support and encourage their child's learning at home and see positive effect it has on their development, thus leading to happier, healthier children ready for school.

Parent Carer Panels

Tameside had developed a coproduction framework called 'LISTENing', which primarily seeks to involved children and young people in the commissioning and development of services on a population and individual level. Tameside's goal is to develop this further with parents and carers of young children (0-2) and develop panels by building on existing partnerships within the borough (for example the Maternity Voices Partnership). Tameside's goal is to ensure that parents and carers outside of the panels will have their voices heard, and that they are supported to be involved in multi-layer business planning. Tameside has already enabled parents and carers to co-produce services, such as the Breastfeeding Peer Support Service. Tameside intends to build on existing engagement tools, such as the Partnership Engagement Network (PEN) conference and the Big Conversation platform.

The change we want to see is that more families are able to feed into system and service development and improvements through co-production approaches. We want families experience to positive so they tangible change they suggested through the panels and wider means.

Start for Life Offer

Tameside has an established Start for Life Offer called Grow in Tameside which was co-produced with local families. This offer is well embedded across health and education. Tameside's strategic goal is to develop and delivery a strong communications plan that will expand over social media platforms and coverage via several key partners within Tameside, and will also include the development and provision of physical resources that are provided universally. We will also bring together a campaign that connects our Grow Offer with the Local Offer and Family Information Service (with improvements to be made in the navigation of the Local offer and Family Information Service). Finally, Tameside has good relationships with neighbouring authorities (as well as across Greater Manchester), and so we aim to ensure that information is accessible for those living 'on the boarder'.

The change we want to see is that families feel they can easily access information and guidance, that is evidence based and trusted. We want their experience to be easy access, easy to navigate, easy to understand and is up to date. We want to see more evidence based messages and promotion of services and Family Hubs through our virtual platforms, but also through practitioners and physical resources.

Section 1c – Programme Delivery Outcomes

Please set out the outcomes that you want to achieve for each of the programme delivery strands (family hubs, parenting support, perinatal mental health and parent-infant relationship support, infant feeding support, home learning environment support, parent-carer panels and publishing your Start for Life offer) over the length of the programme.

This should reflect your goals outlined in section 1b, including where you'll be meeting the minimums and go furthers based on your starting point in section 1a, and show the change that you want to make as a result of the programme.

Using the table below, please ensure that you reference the following when providing your answer:

- Programme objectives outlined in the Programme Guide (pages 9-18)
- Delivery Areas and Key Criteria outlined in the Family Hub Model Framework (Annex E), and Family Hubs Service Expectations (Annex F, which includes those areas not directly funded through the programme, for example Maternity, Health Visiting, Birth Registration or Oral Health Improvement)
- Funded services: delivery expectations (pages 33-51) of the programme guide and Annex H-L

Please use SMART targets as far as possible to articulate your intended outcomes.

- Specific – clear, precise and unambiguous
- Measurable – how will success be demonstrated either in quality or broad quantity (i.e. improved, reduced, more, not necessarily specific percentage changes)
- Achievable – will be realised within programme delivery
- Relevant – there is a clear connection to achieving your medium- to long-term goals above
- Timely – shows good progression over the programme duration and not all to be completed by programme end

Overarching Programme Delivery	Delivery Area & key Criteria	Programme Delivery Outcomes
	<p>Delivery area: Access</p> <p>Key criteria 1 There is a clear, simple way for families to access help and support through a hub building and approach.</p>	<p>Each Overarching Programme Delivery area will have detailed project plan and assigned lead which will sit underneath the DFE delivery plan</p> <p>1.1 Comms, information and brand</p> <ul style="list-style-type: none"> • By April 2023 there is an identified Family Hub branding which clearly identifies the 4 Family Hubs in Tameside for families with children and young people. By 2025 there will be data to inform how families access the information around Family Hubs – social media / website via survey links. <p>1.1 Single access point</p> <ul style="list-style-type: none"> • By April 2023, there will be 4x Family Hubs established and open. • By March 2024, there will be a blended offer across each neighbourhood for families and young people. <p>By June 2023 there will be a singular Early Help And Safeguarding Hub (EHAS) including Families Information Service/ MASH and Early Help Family Hub information.</p> <ul style="list-style-type: none"> • March 2025 Family user data will be used within each neighbourhood to plan and develop services ongoingly to meet local needs.

<p>Family Hub Transformation</p>		<p>1.2 Outreach</p> <ul style="list-style-type: none"> • By April 2023, Tameside will continue to have, HomeStart / Health Visiting/ Portage outreach linked to the Early Help teams based at each Family Hub. • By Dec 2023, Tameside will implement practice standards and referral processes from universal services (HV) to ensure home visiting outreach for our most vulnerable families. • By October 2023, each Family Hub will have parent carer forum to feed into access and inclusion. • Each Family Hub will link to the health services and Action Together (voluntary sector) to evaluate use and accessibility to targeted groups. <p>1.3 Family Friendly Culture</p> <ul style="list-style-type: none"> • By December 2023, each Family Hub will have data available to include demographical data at a neighbourhood offer. • There will be an agreed data dash board in place that will gather evidence of reach, sustained engagement and access numbers and user feedback and satisfaction. <p>1.4 Accessibility and equality</p> <ul style="list-style-type: none"> • 2025 - All 4 Family Hubs will have a universal offer through healthy child programme/ midwifery/ youth being delivered at each hub. • Each of the four neighbourhoods will have community buildings that offer a range of services to minimise stigma. This includes birth registrations, leisure facilities, library services etc. • Tameside’s offer currently is both virtual and face-to-face – this will continue to be developed and coproduced with families and communities. • By 2025, each family hub will be open 7 days per week and evenings. <p>1.5 Going beyond the Start for Life and 0-5</p> <ul style="list-style-type: none"> • By March 2023, Tameside will have 4 family hubs identified and operating across the Borough. This will be extended upon the current offer of 4 key Children Centres and colocation of Early help, voluntary sector and Early Years staff where the midwifery and Healthy child programme is already delivered. • There is already a workforce development plan and model of practice – SOS/ Solihull etc for staff and partners and this will be extended across the reach by Dec 2023 • In Tameside we have several websites and information for professionals and families around services including FIS/ Service Information Directory / Local Offer and voluntary and community offer
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		<p>which we are reviewing and working with families to coproduce an accessible platform.</p> <ul style="list-style-type: none"> • By March 2025 Tameside will have fully operational Family Hubs that will be delivering a range of Early Help services in each neighbourhood including, sexual health service, welfare rights, family support etc.
	<p>Delivery area: Connection</p> <p>Key criteria 2 There are services working together for families with a universal ‘front door’, shared outcomes and effective governance.</p>	<p>2.1 Co-location</p> <ul style="list-style-type: none"> • Some services are currently collocated within the neighbourhoods and we are currently undertaking a review to develop this and strengthen this further by March 2024 with Children Social Care/ Early Help/ Health Services Voluntary Sector / leisure and libraries. • The hub and spoke model being developed in Tameside will ensure the environment within the family hub is appropriate to different age groups and resources are appropriately located to take account of different users’ needs and accessibility by offering outreach, virtual and a physical offer across each of the four neighbourhoods. • Currently Tameside are undertaking a review of their front door arrangements and by June 2023, there will be a fully integrated Early Help and Safeguarding Hub (EHASH) in place developing a stronger early help framework and pathway for families and neighbourhoods linked into the Family Hub model. <p>2.2 Governance & Leadership</p> <ul style="list-style-type: none"> • There is a multi-agency Family Hub Steering Group in place chaired by the Assistant Director for Early Help and Partnerships. The Steering Group is closely linked to, strategic oversight of other core functions of integrated early help, such as Supporting Families, aligning the current refresh and review of the Early Help strategy and thresholds we are undertaking in Tameside. • There are clear alignments and governance through to Tameside Children’s Safeguarding Partnership and Starting Well Strategic Partnership and Health and Wellbeing Board. <p>2.3 Commission & Funding</p> <ul style="list-style-type: none"> • Tameside currently have some singular agency commissions and some joint – the development of a single commissioning arrangement is in development and is part of the Family Hub project plan – this will include working across the partnership to pool resources and redesign services to develop a joint commissioning plan around the family hubs for budget setting 2024 and beyond. <p>2.4 Outcomes</p>

		<ul style="list-style-type: none"> • April 2023 - Services that are part of the family hub network share a local theory-of-change and population level and/or cohort outcomes framework. Measurement of family level outcomes through the Supporting Families programme feeds into local population level outcomes. There is commitment to develop this further. <p>2.5 Evidence led practice, evaluation and quality improvement</p> <ul style="list-style-type: none"> • By June 2023, we will have a workforce development plan in place using evidence-based approaches. • Utilising the parent panels and forums and virtual platforms there will be regular reviews and evaluations of practice to be shared at the strategic FH Board to improve and develop practice. • Each neighbourhood will continue to have Neighbourhood learning circles where good practice / reflection/ data / themes can be discussed and developments and priorities agreed – this is already in place and will be expanded in each neighbourhood.
	<p>Delivery area: Connection</p> <p>Key Criteria 3 There are professionals working together, through co-location, data-sharing and a common approach to their work. Families only have to tell their story once, the service is more efficient, with safeguarding at its core, and families get more effective support.</p>	<p>3.1 Data sharing</p> <ul style="list-style-type: none"> • This is currently underway and awaiting Data Protection Impact Assessment sign off for the Early Help Module to be utilised and a platform for partners to access and input Early Help Assessments onto. • There is senior commitment and a strategic dialogue underway to improve data-sharing to benefit the family hub through existing agreements amongst education, health and social care partners. <p>3.2 case management</p> <ul style="list-style-type: none"> • There is a case management system in place for recording – Early Help Module – accessibility to this across the partnership is currently being worked on. • There are weekly multi agency Early Help panels and Team Around in place with written consent from families for the sharing of information between partners to assess need and develop the support plans and key leads – this is all recorded on the Early Help Module. <p>3.3 Common assessment</p> <ul style="list-style-type: none"> • There is an agreed Early help Assessment in place for all partners to use • Each area have neighbourhood coordinators and EHA advisers to support and audit and look at quality and training needs. This ensures individual case-level monitoring and impact, using valid and reliable measurement tools in Supporting Families Outcomes

		<p>Plan and effective closure support to services with key connections , including tracking over time of paths between family hub and wider universal or specialist services.</p> <ul style="list-style-type: none"> Practitioners across all agencies in the family hub network use the EH panel as the agreed approach to ensure effective targeting and support is in place. <p>3.4 Safeguarding</p> <ul style="list-style-type: none"> Tameside have a clear agreement and training programme for partners in place that all agencies access. There is oversight through the TSP and the training unit There are information sharing pathways in place across the partnership to support safeguarding and information sharing protocols in pace between all partners through EH panels – team around and the front door (Early Help Access point and MASH).
	<p>Delivery area: Connection</p> <p>Key Criteria 4 Statutory services, the community, charities, and faith sector partners are working together to get families the help they need.</p>	<p>4.1 Partnerships and colocation with VCFSE sector</p> <ul style="list-style-type: none"> Tameside have a developed model of partnership working with strong partnerships across the Vol sector. There is a dedicated person who is collocated within the teams to support access to families within the community. There is representation from the Action Together organisation in Tameside representing the VCSFE sector at the front door, EH panels and TAS – this ensures signposting and support for families to access early help and community offer. <p>4.2 Integration and connection</p> <p>4.3 Community ownership and co-production Tameside have an Early Help model which supports the join up and team around the family approach with a key worker model.</p> <ul style="list-style-type: none"> The TAS supports the join up of education and EH and Health alongside other key partners and this will be enhanced and developed across the partnership by Dec 2023 to ensure integrated referral pathways are in place and VCSFE sector are fully embedded into the Family hub offer . Parent panels will be established by June 2023 to support the development and coproduction of the FH model and pathways moving forward. By Dec 2023 there will be regular established user feedback and evaluations in place to improve and develop further.
	<p>Delivery Area: Relationships</p>	<p>5.1 Whole-family, relational practice model 5.2 Training and development</p>

	<p>Key Criteria 5 Family hubs prioritise strengthening the relationships that carry us all through life, and building on family strengths, recognising that this is the way to lasting change. This idea is at the heart of everything that is done.</p>	<p>Each Family Hub will have staff trained in Every Contact Counts and families will have a consistent point of contact through the Key worker approach in each neighbourhood.</p> <p>All staff will have SOS training and systems will have up to date accessible information on the Local Offer and Community activities by 2025.</p>
	<p>Family Hub Wider Services (including 0-2 age range)</p>	<p>Tameside have a strong foundation to build the family hubs on, currently there are four neighbourhood centres in each area that offer family support 0-19 (25 SEND) through the Family Support teams based there. The FIW are all trained in various programmes around Domestic abuse and Reducing Parental Conflict. This will continue and be part of the workforce development upon the launch of Tameside's Family Hub in March.</p> <p>Each Family Hub already have Early Years activities from universal to targeted, Healthy Child programme delivered, midwifery, mental health support advisors from JC+ . There are strong links with youth, leisure and the voluntary sector.</p> <p>Supporting Families, currently fund Employment Advisor that are co-located and provide employment and welfare advice, and signpost to national and local debt services</p> <p>There are strong links to the Action Together organisation (VCS) with a worker co-located on site to offer community access and support.</p> <p>By March 2025 there will be a developed offer through collocated multi agency teams building on the current collocation to include Health Visitor, Social workers and police. Over the next 12 months there is plan to consult with communities to widen the accessibility of birth registrations within each neighbourhood.</p> <p>Each of our intervention teams based at the centre are trained in domestic abuse and each team have a champion. There are programmes of support already offered through the centres which includes Freedom Programme and linked to the Domestic Abuse strategy within Tameside.</p> <p>Building upon the Early help and Tameside Early Years Grow website we are developing this further and by June 2023 there will be an online resource that is accessible for parents,</p>

		<p>professional and young people informing of the Local Offer, universal services and access to information and advice.</p> <p>Tameside already have a Health and Active programme working with a key leisure provider and schools which is built on the HAF funding – Fuel 4 Fun, the Family Hubs will be strongly linked to this and promote the nutritional advice and menu cards and access healthy activities to ensure families and staff are aware of healthy lifestyles and nutritional advice. This is available online through the Fuel 4 Fun website.</p> <p>All centres will continue to provide advice and support to parents and carers on keeping children’s mouths healthy (diet, oral hygiene, fluoride).</p>
Funded Services	Parenting Support	<ul style="list-style-type: none"> • There is increased confidence in staff and partners in their referrals to various parenting support services and courses. • Parents feel confident where to access information and services, in person or online. • There is an increase in the number of partners in delivering and co-delivering a range of parenting courses.
	Parent Infant Relationships and Perinatal Mental Health Support	<ul style="list-style-type: none"> • Staff are confident in providing high quality and evidence based support to parents/carers with their mental wellbeing during the perinatal period and beyond. • Family have access to arrange of support interventions including a Peer Support Service in their community offering both physical and virtual means of support. • More families from under-served populations are support through the services and interventions, including Dads and Co-parents. • There is addition capacity in the Early Attachment Service to support families with moderate needs, aligning to the Parent Infant Mental Health Pathway.
	Early Language and the Home Learning Environment	<ul style="list-style-type: none"> • More children are accessing HLE opportunities. • Evidence shows that there is satisfaction with the services. • More staff across all partners skilled within delivering HLE and completing early language assessment tools.
	Infant Feeding Support	<ul style="list-style-type: none"> • Tameside and Glossop Integrated Care Foundation Trust have achieved Baby Friendly Accreditation, in the acute and community sector. • Staff are confident in supporting parents with their infant feeding journey, and advice is consistent and evidence based. • Tameside is a breastfeeding Friendly Borough, evidence through educational programmes, friendly spaces, and celebrating the small wins, ensuring stigma is reduced.

		<ul style="list-style-type: none"> • There is additional capacity in the Breastfeeding Peer Support Service to align to the Family Hubs model. • More families from under-served populations are supported through the services and interventions, including Dads and Co-parents.
	<p>Parent and Carer Panels</p>	<ul style="list-style-type: none"> • Tameside have greater clarity on what Parents/Carers and their families need from the Family Hub and start for Life model • There is increased awareness of the existence and opportunity to partake in parent-carer panels in the community. • There is ongoing communication between Tameside and parents - including opportunities to ask questions, to receive feedback. • Tameside have greater understanding of the different perspectives within different groups and neighbourhoods and to use – and this drives the entire approach to parenting services. • The Panel is representative of our communities.
	<p>Publishing the Start for Life Offer</p>	<ul style="list-style-type: none"> • Families can easily find and navigate the Start for Life Offer including information about services, online or physical. • Families are aware of the Start for Life Offer through the universal provision of a physical resource. • The Start for Life Offer is better connected with the Local Offer and Family Information Service. • The Local Offer and Family Information Service is improved through co-production with families; • The Start for Life Offer is on-goingly promoted through a strong partnership communication plan, utilising social media platforms to communicate key messages and services with families; • The Start for Life Offer is communicated well with under-served populations.

Section 2 - Programme Activity and Outputs

Please set out how you will achieve the goals and outcomes detailed in section 1 by giving a high-level outline of the activities and outputs required over the 3 year programme* to meet these and associated costs (where exact costs are not yet known please provide approximations).

Please provide outputs which demonstrate how you plan to meet both the minimum expectations and your chosen go further options from the Programme Guide for each delivery area. You may wish to use subheadings to set this out clearly for each strand. This should include the detail beneath this which sets out the activities required to deliver those outputs, including but not limited to workforce recruitment, training, and data sharing improvements. A new drop-down facility in this section has been created to improve read across between tabs. This allows you to select the outcomes from section 1c and associate them with specific activities and outputs. We have provided two outcome columns, the second is optional, where one output attaches to multiple outcomes.

Trailblazer LAs should demonstrate how they will meet additional delivery expectations.

* we understand that your longer-term milestones will be more uncertain than the nearer term ones and may be revised in light of your early work on planning and needs assessment. Your delivery plan should capture your ambition and will act as a live document which we expect will iterate over time, with changes discussed and agreed with your Regional Delivery Assurance Leads. We will also build in official touch points throughout the programme to ensure plans are sufficiently developed ahead of future funding releases.

This must include:

- A description of planned activity, outputs and costings [this should link to information provided about the minimums and go further that you will be focussing on, showing how you will deliver them and the change in order to meet your outcomes/goals]
- Alignment with the programme vision and objectives, including appropriate use of funding which aligns with the programme aims and intended audiences (e.g. 3-4 year olds for home learning environment support)
- All of the services funded in the programme (family hubs, parenting support, perinatal mental health and parent-infant relationship support, infant feeding support, home learning environment support, parent-carer panels, publishing your Start for Life offer)
- Description of activity, milestones and costings for year 1 which is clear and appropriate
- A description which is clear on how your local authority and partners will develop and firm up activity and costings for years 2 and 3 of the programme, if this is not yet determined - including the 'go further' that will be taken forward, or the steps that will be taken to determine this

Please see Appendix C for table.

Section 3 - Family Hub Opening Milestone

Through the family hubs transformation funding, we are asking you to open family hubs as quickly as possible to support families, within the first half of 2023. You will not necessarily meet all the minimum expectations at the point of opening your family hubs, but you will be expected to do so by the end of the three-year programme funding period (end of 2024-25).

Please outline what the 'Family Hub Opening Milestone' will look like in your area and what change you will deliver to ensure that milestone is met. This should include how many sites meeting the Family Hub Site Requirements (see the text immediately below) will open and when. If you have already met the minimum expectations in your local authority, please outline how you will 'go further' within this timeframe.

A Family Hub site is a physical place a family can visit and speak to a trained staff member, face to face, who will provide them with straightforward information or advice on a wide range of family issues spanning the 0-19 (25 with SEND) age range and connect them appropriately to further services across the 0-19 (25 with SEND) age range if they need more targeted or specialist support.

This must include:

- A description of the family hubs opening milestone and how this will be achieved
- A description which explains how your local authority will increase visibility of the change locally - whether to signal the opening of a new family hub, or to enhance an existing family hub
- A description which specifies how many sites will meet the definition of a family hub physical site by summer 2023

Tameside have a strong foundation of partnership working and delivery of services through each of the four neighbourhoods. Tameside will work to align the Local Offer, Families Information services and Tameside Start for Life Offer and be published by March 2023.

To strengthen community voice and coproduction we have started to map existing Parent Carer Panels and are working closely with partners to establish a Family Hub Community and Parent voice by March 2023. This will be consulted on to ensure we are delivering what is required with families. This forum will feed directly and challenge the Family Hub and Early Help strategic partnership steering group.

Tameside Family Hub model is currently being consulted on and will be opened by March 2023, this will include engagement, co-production, adaptations and signage so that they are visible in communities, and the Family Hubs Model will be further developed over the funding period. This will be a hub and spoke model in each of our four neighbourhoods in Tameside, building upon our current Children Centre buildings. A communication plan is currently being developed to launch the Family Hubs and branding is to be consulted on with the parent forums, to be finalised by March 2023.

Within the implementation Tameside has established a governance reporting structure through to the Starting Well Partnership. There will be themed task and finish groups with strategic leads which will have project management oversight to ensure timescales and risks are managed and kept to.

Currently a mapping is being undertaken and this will ensure we can increase the number and range of services delivered through the family hub network that ensure the best outcomes for families. This includes co-location of services and professionals, where possible, which will improve the way that professionals, services and partners, including the voluntary and community sector, work together.

In addition, by the end of 2023 we will have a whole workforce development plan which will ensure we increase the number of professionals and practitioners working in a whole-family, relational way that builds on families' existing strengths through evidence based interventions such as Solihull approach and Signs of Safety.

Section 4a – Governance

Please outline how governance of this programme will be managed, including whether this will be through existing structures, or newly created, and the participation and engagement of key senior personnel.

This must include:

- A description of the governance structure that will support programme delivery
- An identified senior responsible officer (SRO)
- A description of how decisions will be made, finances managed, risks and issues identified, escalated and resolved

The Family Hubs and Best Start for Life Programme is managed by a newly established Family Hubs Steering Group, chaired by the Strategic Lead (SRO) and Project Lead – Paula Sumner (SRO) and Lorraine Hopkins respectively. For each element of the programme, there is a subgroup each with a designated lead officer. The lead officers tend to have a connection into the wider system regarding that element of the programme. For example, Charlotte Lee is the lead officer for infant feeding and is the chair of Tameside Infant Feeding Management Group.

A full terms of reference for the Family Hubs Steering Group has been developed and signed off by the Group members.

The Family Hubs Steering Group formally reports to the Early Help Partnership, chaired by Paula Sumner, the Assistant Director of Early Help and Partnerships, and then to the Starting Well Partnership, chaired by the Director of Children’s Services, and Health and Wellbeing Board, chaired by the Executive Member for Health and Wellbeing. Both Executive Members and Executive Directors across the partnerships are in attendance at all these meeting.

As relevant, highlight reports will be provided to Children’s Improvement Board, Tameside Provider Partnership and SEND Improvement Group to enable discussion and reduce silo working across the wider local system.

Equally as relevant, the Council will be required to report to Senior Leadership Team, Board and Executive Cabinet, for example, where decisions are taken regarding commissioning intentions.

To aid with visualisation and understanding of the aforementioned network of governance, Appendix B illustrates the Family Hubs Steering Group and its various connections to the system, both internal and external.

Section 4b - Partnership Working

Please outline the key local partnerships and partners that will be drawn upon to co-produce and deliver your goals, including where you are dependent on a partner for successful delivery. Please include a summary of engagement with these key partners and where you identify this will be strengthened.

This must include:

- A description of partnership working arrangements
- A descriptions which demonstrates proper consideration of partnership working to support delivery of the programme (for example, NHS partners)
- A description which signals that important partners are supportive of the plan

Drawing on the governance model outlined in section 4a, the successful delivery of Family Hubs and Best Start for Life Programme is closely aligned to the engagement and the delivery on several key partnerships and partners in Tameside.

Firstly, there are partnership groups already established in Tameside in relation to Parenting, Parent Infant Mental Health and Infant Feeding. These groups are well attended by various organisations bringing expertise, collaboration and system integration. This is an identified strength to the programme, as it will ensure that the delivery of the Family Hubs and Best Start for Life Programme does not sit in isolation locally.

We are dependant of several partners for the successful delivery, namely, but not exclusive too:

- Tameside and Glossop Integrated Care NHS Foundation Trust, provider of the Maternity Services and the Healthy Child Programme. Whilst they are central to many conversations in relation to the programme, they are required to support and deliver against the minimum expectations and some of the 'go further' options in relation to infant feeding (BFI Accreditation for example) and perinatal and parent infant mental health in particular.
- Tameside Early Attachment Service, NHS Pennine Care. The service is vital to the successful delivery of the minimum expectations and some of the 'go further' options in relation to perinatal and parent infant mental health. Their model has been widely recognised and adopted at a Greater Manchester level. Their expertise will be required to support the wider system for example supervision models, and the building of peer support programme through the voluntary sector.
- HomeStart HOST. HomeStart provides the Breastfeeding Peer Support Service, they will be necessary for delivery at the scale of the Family hubs model as well as for the delivery for the 'go further' options in relation to creating breastfeeding friendly environments.
- Active Tameside. Active Tameside provide Tameside's leisure facilities amongst many health and social care services. They are critical to the delivery of the Family Hubs as a number of their buildings have been identified within our Family Hub Model in each neighbourhood and their staff are vital in supporting parents and carers.
- Action Together. Action Together are Tameside's umbrella third sector organisation and are commissioned to deliver its core function in addition to an Early Help Community Navigator. They are vital to the delivery as they support the parent and carer panels.

All of the above partner are active members of the Family Hubs Steering Group, and have proactively engaged in the development of its Terms of Reference, the completion of the sign up form, including mapping of existing local provision, as well as inputted into the detail of this delivery plan.

Section 4c – Programme Delivery Team

Please outline your local implementation team including a summary of key personnel and their responsibilities, capacity and skills. See the Family Hubs and Start for Life Programme Guide Annex N (additional delivery expectations) for guidance on who this may include.

This must include:

- A description of the programme delivery team
- A description which demonstrates there are the skills/resources in place, or there is a plan from year 1 to address any significant skills shortages or lack of resources

Strategic Lead (SRO) – embedded with core role

(Paula Sumner, Assistant Director – Early Help and Partnership)

Key responsibilities/skills: Overall reporting responsibility of the programme, key contact for the Department of Education, strategic system enabling including chairing of partnerships where relevant, and accountability to the observed corporate processes.

Project Lead (Programme Co-ordinator) – 1.0 FTE

(Lorraine Hopkins, Head of Early Years and Early Help)

Key responsibilities/skills: Chairing of the Family Hubs Steering Group, guidance and programme direction to work stream lead officers, lead officer for the delivery against Family Hubs Transformation and Capital spend, overall budget management, line management of the Project Officer and Administrative Officer, facilitator of the programme delivery team, accountable to the Strategic Lead (SRO).

Programme Manager (Programme Co-ordinator) – 1.0 FTE – Set up period from 1st September 2022-31st March 2023

Charlotte Lee, Population Health Programme Manager

Key responsibilities/skills: Public Health lead on programme, providing expertise and guidance to lead officers on the Best Start for Life Funded Services.

Project Officer (Support Officer) – 0.5 FTE

(Eleanor Sumner, Family Hubs Project Officer)

Key responsibilities/skills: Maintenance of detailed project plan, to support work stream lead officers in the completion of highlight reports, assisting the Project Lead in overall project management duties.

Administrative Officer (Support Officer) – 1.0 FTE

Key responsibilities/skills: Arrangement of meetings including Family Hubs Steering Group, preparing and sending of papers, minutes of meetings.

Work Stream Lead Officers (x5) – embedded within core role

Key responsibilities/skills: Ensuring the timely delivery of minimum expectations and 'go further' options, as agreed in work stream scope and delivery plan, providing highlight reports, budget management of relevant responsible work stream (reporting to Project Lead), connecting to wider system partnerships and programmes of work, and reporting risks to the Project Lead and Officer.

Policy Lead – embedded within core role

(Tom Hoghton, Policy & Strategy Service Manager)

Key responsibilities/skills: Capacity and support of resident co-production and engagement, support of evaluation with Data Lead, research and supporting of evidence-based programmes, support in the completion of Equality Impact Assessments, and Health Equity Assessment Tools.

Data and Evaluation Lead (Analytical Support) – 0.5 FTE

Key responsibilities/skills: To be responsible for the collation, monitoring, reporting, analysis and oversight of data around the programme implementation. To support the Project lead to develop and produce reports for internal and external needs.

Communications Officer (Digital Support) – 1.0 FTE

Key responsibilities/skills: To lead the delivery of a communication plan with internal staff, partners and residents of Tameside regarding the Best Start for Life Offer and Family Hubs, including building on digital platforms.

Finance Lead – embedded within core role

(Caroline Barlow, Assistant Director for Finance)

Key responsibilities/skills: To aid financial planning of the Strategic Lead, Project Lead and Lead Officers, to ensure the programme budget is monitored on a regular basis – escalating risks, and supporting the completion of grant usage returns.

Legal Lead – embedded with core role

(Suzanne Antrobus, Head of Legal Services)

Key responsibilities/skills: To aid governance and legal planning with the Strategic Lead, Project Lead and Lead Officers e.g. commissioning intentions and risk management, , and supporting the completion of grant usage returns.

Procurement Leads – embedded within core role

(Rachael Tither & Peter Walpole, STAR Procurement Officer)

Key responsibilities/skills: To advise, support and assist the Project Lead and Work Stream Lead Officers in the procurement of goods and services in relation to the Programme spend.

Section 5 – Risks and Mitigations

Please summarise the key risks that might impact the successful delivery of your plan, and their associated mitigations. Please include any risks associated with significant interdependencies between different strands of your delivery activity.

This must include:

- A description of risks and mitigations
- An adequate description of upfront, risks, mitigations and plans for escalation

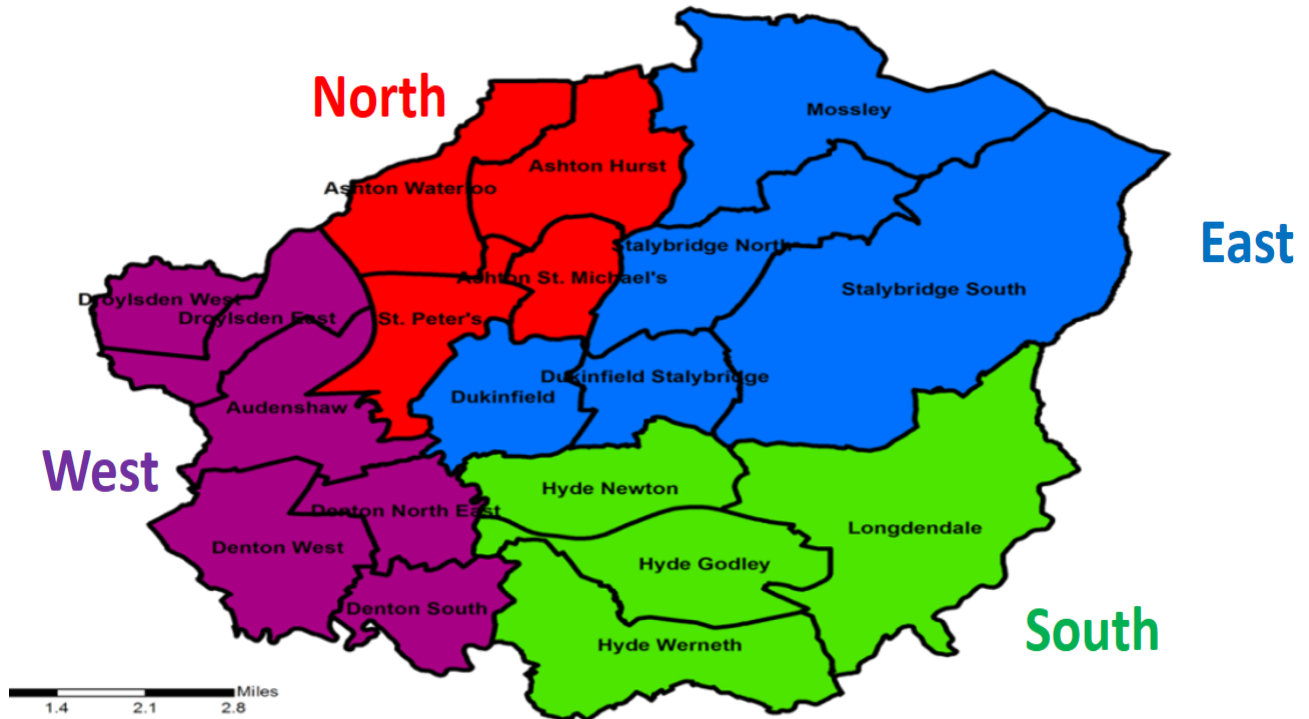
Risk Descriptor	Impact	Probability	Mitigation
Recruitment	Recruitment has been an issue in Tameside and local government generally. Failing to recruit timely and adequately has the potential to derail the progression of family hubs delivery i.e. if services can't recruit staff the scope and depth of the provisions will be limited and fail to meet FH criteria.		To mitigate: Tameside will ensure that the need for recruitment is recognised early and that adverts are created quickly with sufficient information and scoping of the offer. Furthermore, Tameside will ensure that adverts are properly distributed in appropriate places for a wide and suitable audience to witness (internally and externally).
Capacity of services to grow	In conjunction with the overarching concern for recruitment potential – there is a potential risk for services to lack capacity in terms of growth within the family hubs model. Failing to recruit could inhibit the ability of FH to deliver on all promises around family hubs. For FH to be successful the various services need to expand their offer which could be stifled by lacking resources or capacity to do so.		Ensuring the success of recruitment is a big part of mitigating this risk. Furthermore, Tameside will pay close attention to the efficiency of resource use. For example, ensuring that resources are pooled where possible to ensure that two services are not tackling the same issue or that one service is complimenting rather than overriding another. This will be done via the extensive communication network established between the work stream leads, project officer and programme coordinators – ensuring that resources are used effectively and economically.
Poor feedback	As family hubs are implemented, there is a chance that poor user feedback will be received. In keeping with the model framework, continuous evidence-based measures will occur that allow for user feedback. There is a likely chance that some shortcomings or failing will be		Receiving criticism on various services is quite likely, especially in the cases of parent-carer panels for example where the model is based around feedback. This will not pose a big issue for Tameside and FHs, as we will ensure a robust framework for dealing with and adequately responding to feedback and complaints. Stream leads will

	uncovered in this process and problematic areas will be uncovered.		develop a programme for acknowledging and reviewing feedback in relation to their services; operating in a cyclical process of communication and solution implementation. Leads will also ensure that all staff in the service are aware of how to report feedback as well as how to implement the necessary changes.

		Probability (That risk will occur during the lifetime of the activity)				
		< 10%	>10% - <30%	>30% - <60%	>60% - <80%	>90%
Descriptor		Very Unlikely	Unlikely	Possible	Likely	Very Likely
Crisis	Cannot deliver programme objectives; Failure of mission critical activity					
Critical	Significant Impact to Delivery; Significant and sustained disruption to activities.					
Moderate	Delivery Compromised; project delay/ overrun					
Marginal	Limited Impact on delivery; Deviations from project resource, timescale or targets.					
Negligible	Minimal impact of delivery; Minimal impacts to project / programme efficiency.					

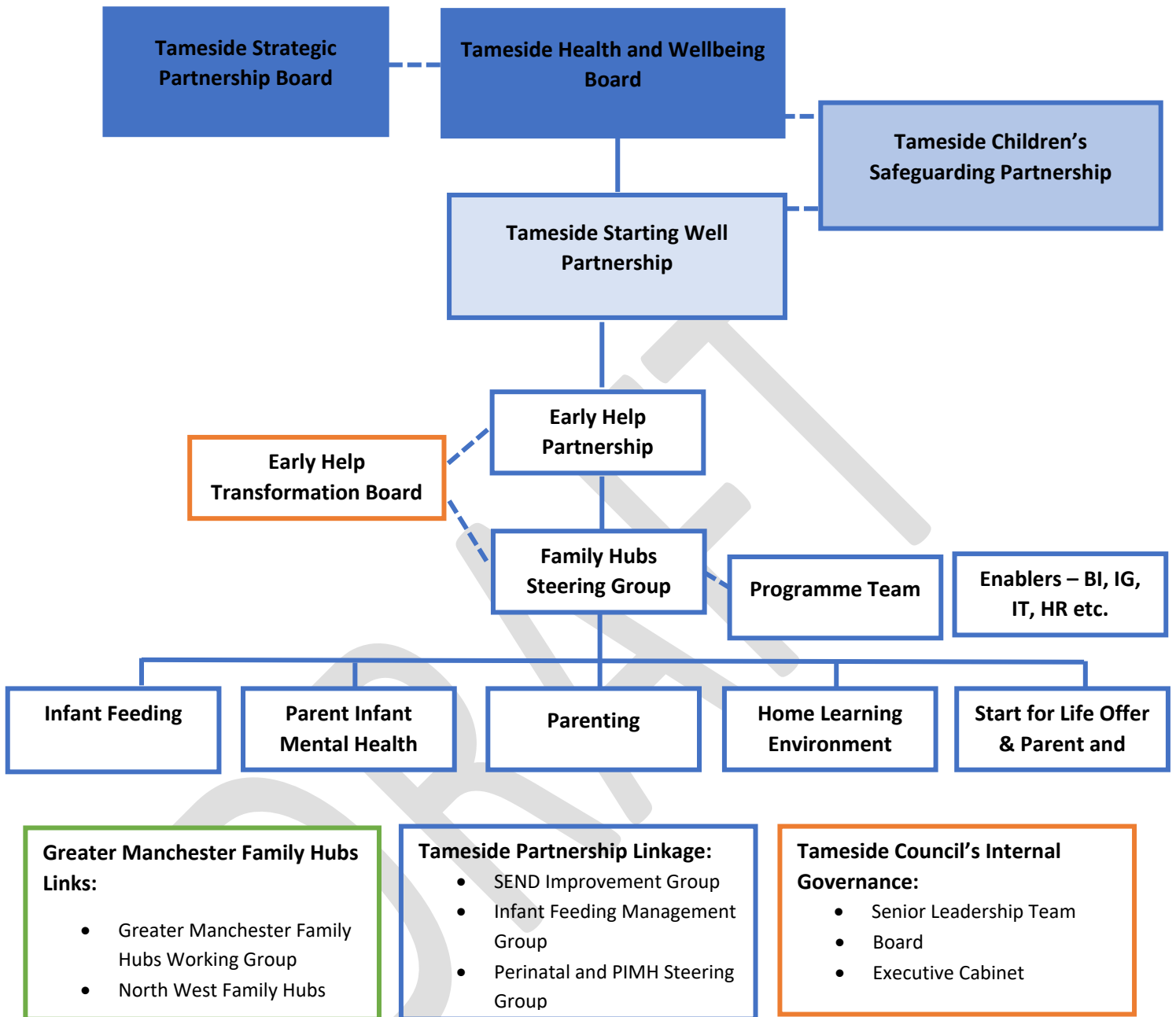
Appendices

Appendix A – Tameside Neighbourhoods Illustration



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Appendix B – Tameside Family Hubs and Best Start for Life Programme Governance Chart



Appendix C – Section 2 Programme Activity & Outputs Table

	Delivery Area and Key Criteria	Activity/Outputs Required	Date of Completion	Cost if known (or approx. if cost not yet known)			
				Year 1	Year 2	Year 3	Total
Family Hub Transformation	Access Key Criteria 1	- Four Family Hubs Open - Increase capacity across outreach through Vol Sector through contract variation to support access for families	March 2023 March 2023	£15,000	£30,000	£30,000	
	Connection Key Criteria 2, 3 & 4	- Colocation of teams established and purchase of equipment - adaptations to buildings to support colocation - Training in Every Contact Counts - Development and access to partners to the EHM - Purchase computers/ tablets to assist community access to IT at each FH	Dec 2023	£39,950 -C	£57,800 -C	£47,000 -C	
			March 2024 March 2024		£15,000 £10,000 -C	£15,000 £10,000 -C	
	Relationships Key Criteria 5	- Relationship training	March 2023	£3,000	£6,000	£6,000	
Family Hub Wider Services (including 0-2 age range)		- Recruit to Project Lead - Recruit to Project Officer 0.5FTE Grade G - Recruit to Project Admin 1.0 FTE Grade D - Recruit to Data Analyst 1.0 FTE Grade G	Sept 2022	£42,000	£71,000	£71,000	
			Oct 2022	£15,500	£31,000	£31,000	
			Jan 2023	£5,560	£22,370	£22,370	
			Jan 2023	£7,540	£30,151	£30,151	
Funded Services	Parenting Support	- Purchase the Solihull Online Parent License - Purchase the Solihull Online Professional License - Solihull Training - Mellow Training - Employ 2.0FTE Parenting Coordinators Grade F	Nov 2022 Nov 2022 March 2023 March 2023 April 2023	£20,000 £12,375 £11,000 £16,000			
	Parent-Infant Relationships	- Recruit to Programme Co-ordinator 1.0FTE Grade I (75%)	Sept 2022	£25,615.50			

and Perinatal Mental Health Support	<ul style="list-style-type: none"> - Recruit to a Communications Officer 1.0 FTE Grade H (75%) - Launch of the 'Your Baby and You' Resource - Development of the 'Your Toddler and You' Resource - Expand the 0-5 Peer Support Services to increase capacity support families with early needs of PIMH affected by cost of living (HomeStart – contract variation) - Purchase NBO an and NBAS Refresher Training for Health Visiting - To develop a detail commissioning perinatal and PIMH strategy aligned to minimum expectation and go further option of Programme guidance, in partnership with key stakeholders (Board Report due March 2023) 	<p>Feb 2023 £7,500</p> <p>March 2023 £10,000</p> <p>March 2023 £8,000</p> <p>March 2023 £25,000</p> <p>March 2023 £5,000</p> <p>March 2023</p>	<p>£34,858.50</p> <p>£385,501.50</p>	<p>£35,755.50</p> <p>£317,644.50</p>	
Early Language and the Home Learning Environment	<ul style="list-style-type: none"> - Employ 2.0 FTE HLE Co-ordinators (Grade F) - Print Home Learning Cards -Train school staff, PVI staff and EYW staff in 'Make it Real'. - Dedicate funding to resource improvement e.g. physical materials, parenting support video clips etc. 	<p>March 2023</p> <p>March 2023 £6,000</p> <p>March 2023 £10,000</p> <p>March 2023 £5,000</p>	<p>£77,000</p> 	<p>£77,000</p> 	
Infant Feeding Support	<ul style="list-style-type: none"> - Recruit to Programme Co-ordinator 1.0FTE Grade I (75%) - Recruit to a Support Officer 1.0FTE Grade G (100%) - Development and launch of Breastfeeding Victories Campaign - Recruit to a Communications Officer 1.0 FTE Grade H (25%) - Expand the Breastfeeding Peer Support Service via contract variation -Purchase additional breast pumps - To develop a detail commissioning infant feeding strategy aligned to minimum expectation and go 	<p>Sept 2023 £8,538.50</p> <p>Dec 2023 £14,417.60</p> <p>March 2023 £15,000</p> <p>Feb 2023 £2,500</p> <p>March 2023 £57,355</p> <p>March 2023 £5,000</p>	<p>£11,619.50</p> <p>£55,000</p>	<p>£11,918.50</p> <p>£55,000</p>	

		further option of Programme guidance, in partnership with key stakeholder (Board Report due March 2023)	March 2023		£163,900.50	£126,881.50	
	Parent and Carer Panels	- Commission or vary an existing contract to deliver the Parent and Carer Panels.	March 2023	£30,000	TBC	TBC	
	Publishing the Start for Life Offer	- Print and design of the physical resource required as a minimum expectation. - Delivery of a media and social media plan before the Family Hubs open in March 2023.	March 2023	£10,000	TBC	TBC	
			March 2023	£5,000	TBC	TBC	

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