

Report to: EXECUTIVE CABINET

Date: 14 December 2022

Executive Member: Councillor Bill Fairfoull, Deputy Executive Leader (Children's)

Reporting Officer: Ali Stathers- Tracey – Director of Children's Services

Subject: FAMILY HUBS AND BEST START FOR LIFE PROGRAMME

Report Summary: The report details the delivery plan and projected expenditure for the Family Hubs Programme over the grant period. The DfE requires the Council to submit a delivery plan by 31 December 2022 in order to release the funding. The grant allocation for 2022/23 has been confirmed as £799K. For 2023/24 and 2024/25 the DfE have provided a lower and upper range of indicative funding allocations. Funding for these financial years will be confirmed once the formal sign up process is complete.

The total grant allocation is divided into specific strands. Each strand has a separate cost centre so that expenditure can be recorded, monitored and reported on.

Recommendations: That it be DETERMINED that:

- i The delivery plan is approved in principle for submission to the Department for Education (DfE);
- ii The delivery plan be agreed taking note that the financial spend proposed is subject to change from partners and DfE. The Delivery Plan is expected to be a live document through the programme timeframe and will change over time, however the main themes and principles contained will remain the same;
- iii the proposed commissioning intentions be agreed as outlined in section 4 of the report;
- iv Agreement to receive a further report detailing progression and further spending plans in March 2023.

Financial Implications:
(Authorised by the statutory Section 151 Officer) The report details the delivery plan and projected expenditure for the Family Hubs Programme over the grant period. The DfE requires the Council to submit a delivery plan by 31 December 2022 in order to release the funding. The grant allocation for 2022/23 has been confirmed as £799K. For 2023/24 and 2024/25 the DfE have provided a lower and upper range of indicative funding allocations. Funding for these financial years will be confirmed once the formal sign up process is complete.

The total grant allocation is divided into specific strands. Each strand has a separate cost centre so that expenditure can be recorded, monitored and reported on.

Legal Implications:
(Authorised by the Borough Solicitor) The ambitions and expectations of the Family Hubs and Best Start for Life Programme are clearly articulated in the main body of the report together with the expected benefits for the council and residents of Tameside.

A condition for the funding is to submit a programme plan that in essence sets out how these ambitions will be met and the

programme managed.

The project officers have worked closely with partners and the DfE to develop the programme as attached and positive feedback has been received from the DfE. Given the aspirations of the council the programme is challenging but is also considered achievable. This is important as the DfE will be reviewing the progress made to deliver the programme and monitoring the project in accordance with the terms of the Memorandum of Understanding already entered into by the council.

Under the terms of the Memorandum of Understanding the DfE can withhold future funding if the council fails to progress the plan as intended or the overall objectives of the programme are not being met. The project team is confident that through the robust project management and governance this situation should not arise.

Furthermore, both the Council and the DfE acknowledge that the programme plan is a living document which will develop over time and in collaboration with all partners and the DfE.

With regards to the capital spend advice has already been sought from procurement to ensure that any commissioning is undertaken compliantly and represents best value for the project and the council. As the work programme progresses further advice will be sought as and when required and both legal and financial services are part of the project's working group in order to provide assistance and assurance when required.

Policy Implications:

In line with Policy.

Risk Management

Asset out in the report.

Access to Information:

The background papers relating to this report can be inspected by contacting the report writer, Lorraine Hopkins, Head of Service for Early Years and Early Help.



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1. INTRODUCTION

- 1.1 In May 2022, Tameside Council was one of seventy-five (75) Local Authorities identified to receive a share of the £301.75 million (a joint venture from the Department for Education (DfE) and Department of Health and Social Care (DHSC) to implement the Family Hubs and Best Start for Life Programme in the years 2022-25.
- 1.2 Following approval at Executive Cabinet on 26 October 2022, Tameside Council submitted the sign up form to the DfE, on behalf of the partnership, which was formally accepted on 24 November 2022 that resulted in Tameside Council entering into a Memorandum of Understanding with the DfE.
- 1.3 In order for funding allocation to be released to the Council, a delivery plan must now be submitted to the DfE by the 31 December 2022. Therefore, this report sets out Tameside Council's progress to date against the Programme, an overview of the delivery plan currently in draft with detail in respect to a proposed approximate spending plan, and confirmed commissioning intentions (See Appendix A).
- 1.4 For the purpose of reference, Tameside Council's indicative allocation aligned to each strand of the Programme is tabled as following:

Strand	%	2022-23	2023-24		2024-25	
		Total	Lower	Upper	Lower	Upper
		799,000	1,356,000	1,423,000	1,140,000	1,193,000
Family Hubs Programme Spend	19%	151,810	257,640	270,370	216,600	226,670
Family Hubs Capital Spend	5%	39,950	67,800	71,150	57,000	59,650
Parenting Support	15%	119,850	203,400	213,450	171,000	178,950
Home Learning Environment	9%	71,910	122,040	128,070	102,600	107,370
Parent-Infant Relationships and Perinatal Mental Health	31%	247,690	420,360	441,130	353,400	369,830
Infant Feeding Support	17%	135,830	230,520	241,910	193,800	202,810
Publishing Start for Life Offers and Parent Carer Panels	4%	31,960	54,240	56,920	45,600	47,720
	100%	799,000	1,356,000	1,423,000	1,140,000	1,193,000

- 1.5 The table above outlines a lower and upper range of indicative funding in the financial years 2023/24 and 2024/25. Once all Local Authorities delivering the programme have been confirmed through the formal sign up process, the DfE will calculate each Local Authority's relative population size, and at this point, will confirm the funding allocations for these years. Until such a time, exact spend cannot be confirmed. The proposed spending plan contained within the attached delivery plan has been calculated on the lower range of indicative funding confirmed by the DfE.

2. TAMESIDE'S PROGRESS TO DATE

- 2.1 In addition to the completion and agreement of the sign up form, Tameside Council has a well-established Family Hubs Steering Group that has the strategic and operational overview of delivery of the Programme in Tameside. The remit of this Group was described in the Executive Cabinet report dated the 26 October 2022.
- 2.2 The Tameside Family Hubs Programme Team and identified Lead Officers for the programme strands are working to a detailed project plan, in addition to the DfE delivery plan. At each Family Hubs Steering Group, Lead Officers provide a highlight report outlining progress. The Steering Group meets monthly demonstrating regular oversight.
- 2.3 A DfE Advisor has been identified for Tameside Council, with a local visit scheduled to take place on the 30 November 2022, during this meeting feedback will be sought and will be reflected in the final plan. Furthermore, Tameside Council was notified on the 25 November 2022, that they were successful in their application to have support from the Early Intervention Foundation in the planning and evaluation of the Programme.

3. DEPARTMENT OF EDUCATION DELIVERY PLAN

- 3.1 The DfE Delivery Plan at Appendix A, is a live document, evolving with the engagement of partner agencies being vital to the success of the Programme. It is therefore expected that the DfE Delivery Plan will be subject to change, before the deadline date provided by the DfE and thereafter.
- 3.2 As it stands the DfE Delivery Plan sets out, the following:
 - Tameside Council's current landscape in respect of Early Help and Best Start for Life Services, including outcomes from the Joint Strategic Needs Assessment;
 - Tameside's medium to long terms goals against the delivery of the Family Hubs and Best Start for Life Programme;
 - Tameside's SMART outcomes against the delivery of the Family Hubs and Best Start for Life Programme, aligned to minimum expectations and go further options of [Programme Guidance](#);
 - Tameside Council's planned activity and outputs against the delivery of the Family Hubs and Best Start for Life Programme;
 - Tameside Council's approach to partnership working and governance;
 - Tameside Council's identified risks and mitigations associated with the Programme delivery;
 - An outline of approximate costs associated with the Programme delivery.
- 3.3 The DfE Delivery Plan is due to be submitted to the DfE by the 31 December 2022.
- 3.4 As part of the terms and conditions of grant and to provide assurance that expenditure is in line with the grant determination letter, including agreed programme outcomes, there is a requirement to complete two financial returns per year.

4. PROPOSED SPEND AND COMMISSIONING INTENTIONS

- 4.1 Contained within Appendix C of the Delivery Plan (**Appendix A**) a table with more detailed approximate spend against the Programme delivery is set out. The table below summarises the specific commissioning intentions and recruitment proposals aligned to each strand of the Programme, some of which are specific to spend in 2022/2023 and others over the lifetime of the Programme. A further report will be produced to outline further commissioning intentions once specified in March 2023 as agreed by Cabinet in their meeting of 26 October 2022.

Family Hubs Programme and Capital Spend

Item	Brief Description	Spend Type	Amount			Comments
			Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	
Accessibility	Increase the capacity through current provider, Action Together to enable families to access community support.	Contract Variation	15,000	30,000	30,000	Working with STAR Procurement a variation starting January 2023 and ending on the 31 March 2025 is permitted over the 3 year period. The current contract with Action Together (£65,000 – annual value) provides the ability to apply a variation as it does not exceed 50% of the value of the contract, therefore does not require any tendering or procurement exercise. Monitoring of this additional capacity will continue through existing monitoring arrangements.
	Capital works to ensure Family Hubs are able to be accessed and can deliver the variety of support and services.	Capital Spend	39,950	57,800	47,000	Capital funding to enable adaptations and the purchase of large equipment to enable the delivery of the core offer from partners to families across the Family Hubs.
Investment within the Early Help Module (EHM)	To work with the current provider Liquid Logic to develop the IT capability within the Early Help Module to enable partners to access the case management system.	Programme Spend		15,000	15,000	The EHM is the case management system used within Early Help – This additional investment with our current provider Liquid Logic will allow for the required changes to enable access to the system by key partners. This is critical to increase the volume of early help assessments and for the monitoring of quality of assessments. The DfE programme stipulates the need for a single case management system for the partnership.
	Purchase computers/tablets to assist	Capital Spend		10,000	10,000	To support communities to access online resources and support at each of the Family Hubs.

	community access to IT at each FH and set up.					
Training and workforce development	Support the culture change and strengthen skills within the Family Hub workforce.	Programme Spend	3,000	6,000	6,000	<p>This offer would be developed alongside the implementation of the new thresholds framework and the current transformation work being undertaken in early help. We would build on the training and development offer we currently undertake with Tameside Safeguarding Childrens Partnership (TSCP) through identifying, sourcing and delivering training in response to developments in both external policy and internal service changes and need.</p> <p>Costs are split between various providers. All costs are below the threshold for tender.</p>
Project Lead (SUM 3)	Dedicated Head of Service resource to drive the programme and provide assurance through governance.	Staff Spend	54,800	95,600	97,500	Already in place.
Part Time (18 hrs) Project Officer (Grade G)	Dedicated resources to work with work stream leads to ensure progress is on track and to support reporting through governance and highlight any risks.	Staff Spend	8,000	20,000	20,500	Already in place.
Full Time Project Administrator (Grade D)	To provide dedicated business support for the programme.	Staff Spend	7,200	30,00	30,600	Recruitment commenced.

Full Time Data Analyst (Grade G)	To ensure the DfE requirements for reporting are fulfilled.	Staff Spend	6,600	41,400	42,200	Recruitment commenced.
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Parenting Support

Item	Brief Description	Spend Type	Amount			Comments
			Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	
Solihull Parents License	To purchase a 3-year license enabling families to access a range of courses termed 'Understanding Your Child'.	Programme Spend	20,000			University Hospitals for Birmingham are the only supplier.
Solihull Professionals License	To purchase a 3-year license enabling professionals to access a range of courses including: <ul style="list-style-type: none"> • Understanding Trauma • Understanding Attachment • Understanding Brain Development 	Programme Spend	12,375			University Hospitals for Birmingham are the only supplier.

Training	To refresh training for practitioners delivering the Solihull approach, including the '2 day foundation course' and 'train the trainer'.	Programme Spend	11,000			University Hospitals for Birmingham are the only supplier.
Training	To increase the number of practitioners trained to deliver the evidence based Mellow Parenting Programme.	Programme Spend	16,000			Mellow are the only supplier.
Parenting Co-ordinators (Grade F)	To recruit to 2.0FTE Parenting Co-ordinators (Grade F) to increase the capacity to develop borough wide offer and enable sustainability.	Staff Spend		72,500	73,900	

Parent-Infant Relationships and Perinatal and Parent Infant Mental Health (PIMH)

Item	Brief Description	Spend Type	Amount			Comments
			Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	
Launch of the coproduced resources - 'Your Baby and You', and development of phase 2 - 'Your Toddler and You'.	Launch and roll out of 'Your Baby and You' resource and a contribution towards the development of 'Your Toddler and You' resource.	Programme Spend	18,000			This funding is split into smaller envelopes covering the costs of design, print, resources, a launch event, digital asset development and content development. Costs are split between various providers. All costs are below the threshold for tender.

<p>PIMH capacity to be integrated into the HomeStart Peer Support Service.</p>	<p>To increase the capacity within the HomeStart 0-5 Peer Support Service by increasing the number of paid peer supporters to support families where needs of mild to moderate PIMH impacted by the cost of living has been identified in the Service.</p>	<p>Contract Variation</p>	<p>25,000</p>			<p>HomeStart HOST are the current provider and are commissioned at an annual value of £125,000. The current contract started on the 1 April 2022 and is due to end on the 31 March 2025. The overall contract value is £375,000.</p> <p>Working with STAR Procurement a variation of £25,000 starting from the 1 January 2023 and ending on the 31 March 2023 is permitted.</p> <p>STAR Procurement are engaged, and this variation is permissible as it is less than 50% of the overall contract value.</p>
<p>Training</p>	<p>To refresh the evidence based training - Newborn Behavioural Observations (NBO) and Neonatal Behavioural Assessment Scale (NBAS) for Health Visiting.</p>	<p>Programme Spend</p>	<p>5,000</p>			<p>Brazelton Centre UK are the only supplier of this training.</p> <p>The costs associated with the training are below the threshold for tender.</p>

Infant Feeding Support

Item	Brief Description	Spend Type	Amount			Comments
			Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	
Breastfeeding Peer Support Service	To review, remodel and expand the Service by increasing the number of paid peer supporters to ensure reach into each of the Family Hubs, and further build on the programme of work to develop Tameside into a breastfeeding welcome borough.	Contract Variation	57,355	55,000	55,000	<p>HomeStart HOST are the current provider.</p> <p>Working with STAR Procurement a variation of £110,000 over 2023/24 and 2024/25, starting on the 1 April 2023 and ending on the 31 March 2025 is permitted as it is less than 50% of the contract value.</p> <p>Please note this Service is joint with Oldham MBC, with Tameside MBC as the lead Commissioner, therefore the value of the variation may change subject to Oldham MBC's intention. However, the contract variation will remain 50% less than the overall contract value.</p>
Social Marketing Campaign	To launch the 'Breastfeeding Victories' Campaign, co-produced with local parents.	Programme Spend	15,000			<p>This funding is split into smaller envelopes covering the costs of design, print, resources, digital asset development and content development.</p> <p>Costs are split between providers including 438 Marketing and Tameside MBC's design and print team. All costs are below the threshold for tender.</p>
Purchase of Breast Pumps	To support people who breastfeed to express and aid milk supply, enabling maintenance rates.	Programme Spend	5,000			All costs are below the threshold for tender, however, relevant searches will be made to ensure quality and value for money.
Programme Co-ordinator (Grade I)	Lead Officer 'start-up cost' for the Infant Feeding and PIMH Programme strand.	Staff Spend	34,154	57,000	58,200	The cost is split across the Infant Feeding and PIMH strand. 75% PIMH and 25% Infant Feeding.

Project Support (Grade G)	Support Officer 'start-up cost' for Infant Feeding.	Staff Spend	14,417.60			
Communications Officer (Grade H)	<p>The recruitment of 1.0FTE Senior Communication Officer to develop and lead the delivery of a Communications Plan for the Programme.</p> <p>This is where the Social Marketing Campaign would be managed.</p>	Staff Spend	6,600	48,500	49,500	The cost is spilt across the Infant Feeding and the PIMH strand. 75% PIMH and 25% Infant Feeding.

Home Learning Environment (HLE)

Item	Brief Description	Programme Spend	Amount			Comments
			Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	
Home Learning Co-ordinator (Grade F)	Recruit to 2.0FTE (Grade F) posts to develop capacity across the Family Hubs to develop a HLE offer for families These posts will work with partners including Voluntary Sector to develop a range of accessible HLE opportunities through the Family Hubs that complement and promote the home learning. The posts will work both with professionals and families in the coproduction of this offer delivering both a physical and virtual resource.	Staff Spend		72,500	73,900	The costs for these posts are based initially on a Grade F. The current cost is based on guidance provided by finance colleagues and is in line with similar existing roles. However this will be subject to job evaluation as these will be new posts.
Resources for families	Print of the co-produced home learning cards to support families with activity they can support their child's development.	Programme Spend	6,000			All costs are below the threshold for tender. Funding will be spent via Tameside MBC's design and print team.

Make it Real	Train school staff, Private/ Voluntary/ Independent (PVI) childcare staff and Early Years Workers in 'Make it Real'.	Programme Spend	10,000			Training in Making it Real has been a programme Tameside has invested in through schools that supports staff to engage parents in their children's early literacy development. Evaluation has been shown to improve children's outcomes and help to narrow the gap between disadvantaged and other children.
	Dedicate funding to resource improvement e.g. physical materials, parenting support video clips to develop the virtual offer across the neighbourhoods.	Programme Spend	5,000			Learning from COVID-19 has allowed us to be more creative in our virtual offer for parents and families. Feedback has told us that the online offer of videos, pre-recorded learning opportunities have been both welcomed and beneficial for all. We intend through an in-house model with the communications team extend and develop this further to ensure our offer across all strands is accessible for all. All costs are below the threshold for tender and will be delivered in-house.

Parent and Carer Panels & Publishing the Best Start for Life Offer

Item	Brief Description	Spend Type	Amount			Comments
			Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	
Establish and deliver Parent Carer Panels	Extend current provision to establish and maintain the Parent and Carer Panels.	Contract Variation	30,000			To work with Action Together to establish purposeful and proactive parent carer panels. To ensure this is developed, maintained and sustained investment is planned across the course of the programme for a dedicated resource that will provide the insight we need to understand what parents, carers and their families need from this service. The investment will provide support initially to establish the panel and then enable robust training, development, mentoring, coaching and supervision for all parents and

						carers involved to ensure longer term sustainability of the panel to establish it as an ongoing resource. It will also fund the means by which we capture, understand and disseminate information gleaned through the panels against which we can make decisions on the design and running of the service.
Best Start for Life Physical Resource.	To meet the minimum requirements on the Programme, a physical resource is to be designed and printed.	Programme Spend	10,000			All costs are below the threshold for tender. Funding will be spent via Tameside MBC's design and print team.
Social Media and Media Costs to promote the Best Start for Life Offer before the Family Hubs open by March 2023.	Costs associated with the media cover to promote the Best Start for Life Offer, co-ordinated by Tameside MBC's Communication Team.	Programme Spend	5,000			All costs are below the threshold for tender and will be delivered in-house.

- 4.2 Joint work with STAR procurement has been ongoing throughout the development of the DfE Delivery Plan and associated commissioning intentions. Where relevant, a Project Initiation Document (PID) will be completed, as well as contract variations.

5. CONCLUSION

- 5.1 Tameside Council and partners have now had formal approval of the sign up form from the DfE and are now required to submit a delivery plan by 31 December 2022 on a template provided. The DfE Delivery Plan has and continues to be developed in partnership with members of the Family Hubs Steering Group, and therefore it is important to acknowledge the detail in the plan is subject to change. Tameside Council and its partners are committed to deliver the full expectations of the Family Hubs and Best Start for Life Programme and are working closely with the DfE Advisor, and the Early Intervention Foundation.

6. RECOMMENDATIONS

- 6.1 As set out at the front cover.