

Impact Assessment



Assessment of: Family Hub Development to be delivered directly by the Council (in-house delivery)

Service: Children's Commissioning, Children's Services.

Head of Service: Vikki Hearn, Head of Commissioning and Resources, Children's Services.

date of sign off by Head of Service: 6th August 2024

Assessment carried out by : Senior Commissioning Manager, Children's Commissioning, Children's Services.

1. Description of project / service / activity / policy under review

This assessment explores the impact of a recommendation to agree to continue the journey of developing family hub approaches and networks in Devon, through arrangements delivered directly by the Council (in-house delivery).

In 2017, the Council agreed to award a contract for the delivery of a children centre model which would provide targeted intervention to identified families meeting the [level 3 threshold of needs \(Devon Levels of Need\)](#) with children aged 0-8 years as part of our Early Help offer. The Council awarded this contract to the provider Action for Children to deliver. This contract was taken to its full contract term and extended for a further year. This contract came to an end on the 31st of March 2024.

In 2022 the Family Hubs and Start for Life Programme and policy was set up and is being taken forward by the Department for Education and the Department for Health and Social Care.

In [October 2023](#), Cabinet agreed to the direct award to Action for Children of a new 12-month contract from the 1st April 2024 to support the Council with the transition from Children's Centres to a Family Hub model with a budget of £4.837m (including £1.5m from Public Health) to focusing on prevention and early intervention, on reducing inequalities and on engaging with communities and helping to build, shape and strengthen local services that reflect and respond to local need. This contract will come to an end on the 31st March 2025

2. Proposal aims and objectives, and reason for change or review.

Going forward, the Council are looking at developing a family hubs model which is also intended to form a part of our Early Help offer. Family Hub models will look to work alongside and strengthen the communities in which people live their lives. It will aim to assist with information, advice and support being offered at the earliest opportunity to local families in local communities. The cornerstone of these models is focused on increasing access, building connections between practitioners and with families and putting our relationships with families at the heart of what we do. Development of the model relies on working with a range of different partners. This direction of travel is influenced by the [national initiative and programme for family hubs](#) being led with other local authorities by the Department for Education and the Department for Health and Social Care.

This Impact Assessment focuses on the proposed implementation of the Family Hub Model in Devon within the context of the developing open access delivery model across Devon for

families with children aged 0-19 (up to 25 with SEND and Care experience) and the proposal to move to an in-house delivery mechanism. This includes changes in how and where services are delivered, an improved outreach offer and access to digital support.

The current central government desire for Family Hubs across the UK is to empower parents, carers and all families to be able to give children the best start for life in their early years and throughout childhood, adolescence and into adulthood. To enable this there must be high quality and easily accessible access to information and advice to empower parents and carers to develop their own knowledge on how best to support their children from 0-19 (25 SEND) years to reduce inequalities.

The 12-month developing family hubs contract aims which is live from the 1st of April 2024 to 31st March 2025 will represent a significant period of transition and test for change. Action for Children will support roles and responsibilities alongside the Council and its partners as part of the developing family hubs system wide initiative which will be focused on the following key functions:

- Greater access to advice, information, and intervention in local communities for families.
- Taking identified actions contributing towards national initiatives Best Start for Life and Supporting Families.
- Community engagement and partnerships, building, growing, and linking to community initiatives locally to meet needs.
- Piloting and testing new delivery methods for community short breaks.

Our intention is to have consistently good services across Devon. However, the network of support services may differ across the diverse areas within Devon to be equitable. Services may include some of the following, working as part of a hub to ensure families are navigated to the right organisation, or specific intervention to meet their needs. This list is not exclusive and may include many other organisations operating in our city, towns, and villages.

- DCC Targeted Early Help services.
- Wider early years services and early education support.
- Public Health services.
- Public Health Nursing.
- Midwifery services.
- Partners supporting as part of the Best Start in Life national initiative.
- Charity, voluntary and third sector partners including faith groups offering opportunities for families in their local communities.
- Partners supporting drug, alcohol and domestic abuse or violence support.
- Partners supporting wider community health and wellbeing support for children and young people.
- Partners supporting and delivering the Reducing Parental Conflict programmes and developments.
- The Council led Disabled Children's Services.
- Partners supporting delivery of youth services.
- Schools, colleges, and Devon Schools Leadership Services (DSLS).
- Social care services delivered by the Council directly (Integrated Adult Social Care and Children).
- Childcare settings, for example, childminders; nurseries and pre-school settings.
- Partners providing careers and employability services in Devon to children, adults, and families.
- Partners delivering libraries.
- Education support teams.

- District Councils.
- Partners supporting children and young people with Special Educational Needs and Disabilities and their families.
- Safeguarding teams e.g., Multi-Agency Safeguarding Hub for children and young people (MASH).
- Social prescribing teams, wellbeing co-ordinators, community connectors and builders.

Our proposal is for the service to be run and managed by Devon County Council as part of the overall suite of Early Help service.

3. Risk assessment, limitations and options explored (summary)

Main Risk	Counter Measures	Risk Rating (LxI)
This risk that key partners do not engage in family hub development and or that FH meets expectations/requirements. Families will not have access to the services they need in a streamlined fashion according to the ambitious of the family hub model	Widespread engagement and targeted membership of the Family Hub Steering Group to manage and develop the plan. The development of a DCC Localities team of Team Manager, Partnership leads and Navigators to work with and support the engagement of partners.	6
Negative connotations of Family Hubs linked to perceived removal of service or 'closure of Children's Centres'	Ongoing full engagement with all stakeholders through consultation to ensure that people are fully informed of the planned changes. Ensuring stakeholders are involved in the co-production of Family Hubs and communicated with effectively through various media such as the press, newsletters, websites, social media and face to face meetings or engagement sessions.	12

4. People affected, diversity profile and analysis of needs.

The following groups of people are likely to be affected by the proposals: -

- Families with children and young people aged 0-8 years, this may include families with children and young people who may have Special Educational Needs and/ or Disabilities (SEND).

- Families with children and young people aged 0-19 years, 25 with SEND and/or care experience.

Reach

The Joint Strategic Needs Analysis (JSNA) for Devon 2023 states: -

- Devon is the third largest county in England covering 2,534 square miles, with a total population of 814,440 people (395,689 male and 418,751 female).
- Devon has proportionally fewer younger people in Devon compared to the national average. There are 164,258 children and young people living in Devon aged between 0-19 years (84,308 male and 79,950 female).
- People living in poorer neighbourhoods tend on average to die 5 to 7 years earlier than people living in more affluent neighbourhoods. Life expectancy is starker in Devon in smaller areas of central Ilfracombe and Liverton in Exmouth. People in poorer areas also spend more of their shorter lives with a disability and/ or in poorer health.
- Outcomes for children and young people across Devon are variable and mixed.
- Focus on improving behavioural risk factors for children and young people around diet and physical activity is required to reduce dental decay in younger children and obesity in primary and secondary school aged children.
- Around a quarter of pupils in Devon are not achieving a good level of development by the end of reception and a gap in school readiness is considerably wider for disadvantaged children.
- Hospital admissions in children and young people are considerably higher in Devon for mental health conditions, self-harm and injuries. This gap is even wider for disadvantaged children.
- Devon has proportionality fewer working age people compared to the England average, particularly in persons aged 16-49 years.
- There is significant variation between areas within Devon in relation to economic landscape. Average earnings overall in Devon are well below the England average. Housing across Devon is expensive making it a challenge for some lower income households to get on the property ladder. Those living in rural communities are impacted even more by low wages, lack of access to affordable housing, public transport and digital connections.
- Behavioural risk factors such as smoking, alcohol, poor diet and lack of activity are the leading influences of ill health and premature mortality both nationally and locally.

At 24th March 2024, over the last 6 months there were 3,303 Children in Need. 2558 Children in Need with an open episode of need, 52% are males and 48% are females. 439 of these children (17%) have a disability. The 3 highest primary need areas included: - abuse or neglect; family in acute stress; family dysfunction.

At 24th March 2024, over the last 6 months there were 2,348 early help common/ targeted assessments being supported for children, young people and their families. 1201 of these assessments included a child or young person who was male aged 0-17 years (51%) and 1122 for a child or young person who was female (48%).

In 2023, there were 5.4% of all pupils in Devon with Special Educational Needs and Disabilities and a statutory Education, Health and Care Plan (EHCP) across all schools. There were 14.8% of all pupils in Devon with Special Educational Needs (SEN) support across all schools.

Current Ethnicity Data across Devon is as follows;

Asian / Asian British: 1.46

Black / Black British: 0.30

Mixed heritage: 1.35

White British: 92.63

Other White: 3.62

Other ethnicity including Arab, and Gypsy, Roma and Irish Traveller: 0.63

(Asian, Black, Mixed and Other ethnicity total: 3.75)

Current Data regarding Asylum Seekers in Devon;

There are currently two hotels in Devon supporting around 400 people from over 50 different nationalities. These individuals range from newborns up to older age and the majority are families.

There are 65 Unaccompanied Asylum Seeking Children (UASC) in care being supported in Devon and 39 care experienced unaccompanied asylum seeking young people (over 18s).

The Unaccompanied asylum seeking children and young people in Devon have come from Afghanistan, Albania, Iran, Pakistan, Sudan and Vietnam.

Experience

Devon County Council Children's Services remain committed to supporting families to have their voices heard. This can include any feedback on their experiences of the different support available, aspects of their daily lived experience which they feel able to share with us and also their say on any plans being developed to provide support to children and young people. Examples of where parents, children and young people are encouraged to share their views with us includes:-

- Have your Say website. Used to host details of our formal consultations all aiming to help shape services across Devon.
- Parent Carer Forum. This group is supported independently. This group of parent carers work closely with Devon County Council to help us to grow and improve our offer of support for parents and carers of disabled children and children and young people with SEND.
- Bright Spots Survey and the Devon Mind of My Own App. These tools help us to hear the views of care experienced children and young people in Devon.
- Advisory groups and boards supported by parents and/or practitioners working with families.
- Virtual and face to face focus sessions and/or coffee mornings hosted locally.
- As part of any service assessments and support being provided to families.

5. Stakeholders, their interest and potential impacts

In addition to families and children and young people highlighted above, below are a list of key stakeholders who are likely to be interested in and impacted by the recommended proposal being explored in this assessment:-

Stakeholder Group	Interest and potential impacts.
<p>Action for Children, developing family hubs core staffing team.</p>	<p>Staff delivering the Family Hubs through a provider would be subject to TUPE if the delivery of Family Hubs was bought in house. There would need to be a period of transition moving staff across in to proposed roles which may result in some staff being at risk of redundancy. However, Staff will come across with existing terms and conditions and will be eligible for DCC pension and access to staff benefits.</p>
<p>Practitioners across our systems of services including for example:-</p> <ul style="list-style-type: none"> • Early Help services. • Wider early years services and early education support. • Public Health services. • Public Health Nursing. • Midwifery services. • Partners supporting as part of the Best Start in Life national initiative. • Charity, voluntary and third sector partners including Faith groups offering opportunities for families in their local communities. • Partners supporting drug, alcohol and domestic abuse or violence support. • Partners supporting wider community health and wellbeing support for children and young people. • The Council led Disabled Children's Services. • Partners supporting delivery of youth services. • Schools, colleges, and Devon Schools Leadership Services (DSLS). • Social care services delivered by the Council directly (Integrated Adult Social Care and Children). • Childcare settings, for example, childminders; nurseries and pre-school settings. • Partners providing careers and employability services in Devon to children, adults, and families. 	<p>All will need to have an awareness of any new arrangements and subsequent changes to contact details or processes. Existing relationships and processes will be maintained where possible.</p>

<ul style="list-style-type: none"> • Partners delivering libraries. • Education support teams. • Devon Safeguarding Children Partnership. • Citizens Advice and welfare support teams working with families in local communities. • District Councils. • Partners supporting children and young people with SEND and their families. • Safeguarding teams e.g., Multi-Agency Safeguarding Hub for children and young people (MASH). • Social prescribing teams, wellbeing co-ordinators, community connectors and builders. 	
<p>Elected Members.</p>	<p>Overall decision-making lies with this group. Elected Members will be making decisions that represent and respond to the needs and interests of Devon communities based on the information and evidence provided to them. Elected Members also need to be assured in their decision making that the Council are meeting their legal responsibilities and making the best use of public funds.</p>

6. Additional relevant research used to inform this assessment.

- [Devon Joint Strategic Needs Assessment.](#)
- Children’s services Analysis Tool (ChAT) 15th January 2024.
- [Local Authority Interactive Tool.](#)
- Children Centre services contract monitoring data.
- Engagement feedback and outcomes from professionals, partners and families.
- Consultation Report

7. Description of consultation process and outcomes

A formal consultation has been carried out from 8th May 2024 to midnight on 3rd July 2024 hosted on the [‘Have your Say’ website.](#)

Alongside the consultation, 14 face to face engagement sessions were carried out to gather feedback directly from stakeholders. Please see summary of consultation feedback below;

The proposals in the consultation were formed through engagement events and meetings carried out with staff, partners and members to gather their thoughts regarding the development of Family Hubs and the most appropriate use of existing and potential venues to deliver from.

The proposals described and being assessed in this impact assessment were influenced by a previous Family Hubs Engagement questionnaire. 697 responses to this questionnaire have

been provided between 23rd February 2024 up to 22nd March 2024 closing date.

Initial findings highlight that families and professionals in Devon can often find it difficult to access services due to the rurality of Devon, the availability of transport and location of support for example. Families have told us that they want to be able to access support in friendly, welcoming, non-judgemental, open and safe spaces on a drop-in basis, without appointment, criteria or waiting lists and which can be suitable for the whole family. Families would like multi-functional spaces which can support them to meet with their peers, as well as a range of practitioners who are all working together. Spaces where they can access more face-to-face advice, information and support if preferred and which also enable families to learn more about what support is out there and is available locally to them in their communities.

Practitioners have told us they would also like to be able to use shared, local, multi-functional spaces with good access to IT and WIFI; which are well connected; affordable; sustainable; friendly, welcoming and safe spaces supporting relationships with families; and which provide a platform for shared learning and efficient use of resources for all.

It is also intended there will be an ongoing programme of engagement supported with partners and communities to continue to support, influence, shape, develop and improve any developing family hubs and networks in local communities. Details of any engagement events being supported will be made available on the main [Family Hubs website](#).

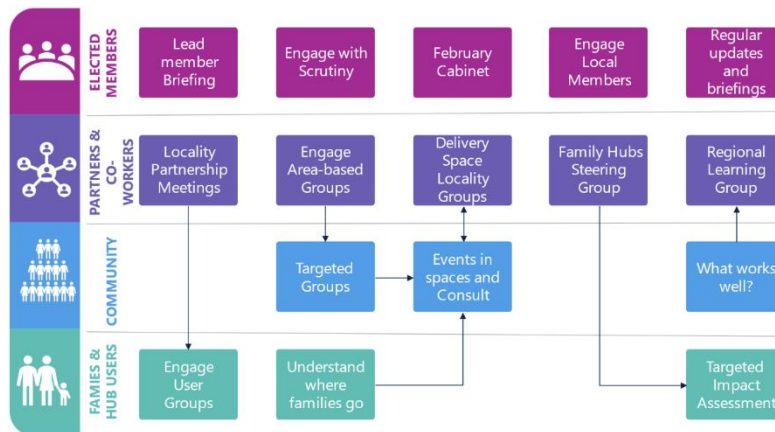
The recommendations from the consultation can be found in the [Children Centre Buildings Consultation Recommendations report](#). As a result of the consultation proposals have been adjusted and a phased approach implemented to ensure the views expressed have influenced the recommendations and actions moving forward to be agreed by Cabinet.

Consultation and Engagement has taken place in a variety of ways;

- With Elected member through individual briefings with lead members, attendance at Scrutiny, Cabinet, meetings with local members and regular updates and briefings.
- With Partners and Co-Workers through Locality Partnership meetings, area based groups, Family Hub Steering Group and regional learning group.
- With Communities through targeted groups and events in community spaces and ongoing partnership work with Communities to ensure co-production in response to what is working well.
- With Families and Hub users through user groups, understanding where families are going and what is working well through feedback, data and targeted impact assessment.

The diagram below outlines the various levels of consultation and engagement carried out as part of this process:-

Engagement Plan



Background information

8. Equality analysis

Under the Equality Act 2010, the local authority must consider how people will be affected by a service, policy or practice. In so doing we must give due regard to the need to: eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and foster good relations across protected characteristics of age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (for work), sex, sexual orientation, race, and religion and belief. The Equality Act 2010 and other relevant legislation does not prevent the Council from taking difficult decisions which result in service reductions or closures for example, it does however require the Council to ensure that such decisions are: informed and properly considered with a rigorous, conscious approach and open mind, taking due regard of the effects on the protected characteristics and the general duty to eliminate discrimination, advance equality and foster good relations; proportionate (negative impacts are proportionate to the aims of the policy decision); fair, necessary, reasonable, and those affected have been adequately consulted.

All residents by geographic area.

The proposals to bring the delivery of Family Hubs in house has the potential for a positive impact for families in Devon. Bringing Family Hub staff in house alongside Early Help, Public Health and Children's Social Care has the potential to lead to more joined up service with less referral routes for support and consistency in response across the continuum of support with practitioners being able to access guidance and mentoring from differently skilled and qualified colleagues. This would also have the potential to positively impact access to information, advice and information for families. The work already carried out by the provider to start the development of Family Hubs will have been carried out in partnership with families and partners and in response to local need. Bringing these staff in house will have little impact on families in Devon as we would expect the work to continue in the same way. This has the potential to positively impact the physical, emotional and mental health and wellbeing of families, as they can better access the advice, support and help they need, in ways they feel are best for them.

There is a potential negative emotional impact for families in local communities where they may have negative connotations towards DCC and view Family Hubs as Children's Social Care. This

can be mitigated through effective engagement and communication with families and communities regularly. Moving staff across who have existing relationships with families and communities will also help with retaining trust and a positive view of the support and help Family Hubs can provide. Over the transitional 12 months the provider has been tasked with building and strengthening communities so it is hoped that families will have access to upskilled known and trusted faces within their communities who they have existing positive relationships with and can access extended Family Hub support through.

Age

The proposal to deliver Family Hubs through DCC will have a positive impact for children and young people of all ages. We are looking to continue with the Family hub development so families with children from 0-19 years and for young people with SEND up to 25 years and their families will continue to be able to feed into the developing service. This will increase opportunities for families to seek advice, information and support in one place as their child or young person grows. Families will know where to go and be better supported to understand what support is available to them in their local communities. This has the potential to positively impact the physical, mental and emotional wellbeing of parents and family members. As they have told us they often feel confused, unaware, and stressed as they are having to move from team to team and place to place. This also has the potential to positively benefit the development of children and young people as they are able to get the support, they need either from parents who have been supported and/ or as needed through more targeted and/ or statutory services such as social care.

Disability (includes sensory, mobility, mental health, learning disability, neurodiversity, long term ill health) and carers of disabled people.

Family Hub delivery will take place in accessible venues within communities. Thought will be given to all aspects of disability to include consideration of all needs whether physical or sensory to ensure that children and families can access support provided. Core staff will work with families who have children with disabilities and SEND to ensure both parents and children build peer networks. Help navigation of specialist services and processes whilst also working with communities and families to increase equitable accessibility to activities for all children and families. This may include delivery of supported activities or building on existing groups for families who have children with SEND with the focus of building an understanding of the barriers faced when accessing community groups, supporting these families to access activities for their children in their own communities, building peer support and networks that they can take forward themselves and to also identify what type of short break provision Family Hubs could provide to meet current need.

Race and culture: nationality/national origin, ethnic origin, skin colour, religion and belief, asylum seeker and refugee status, language needs.

Practitioners, partners, and any other organisations working as part of the Family hub network, will be working in ways which promote a safe, welcoming, trusting, and open space for all types of families. This includes promoting equality, diversity, and inclusivity practices within the buildings which make them accessible to all types of families and which respect and take account of protected characteristics such as race and culture for a family and in line with the Equality Act (2010).

Consideration will need to be given to training needs for staff and partners to ensure that all families have equitable access to Family Hub support. Training and resources should include access to translation and interpretation services, knowledge and understanding of asylum seeking and refugee families plus Gypsy, Roma and traveller communities.

Sex and gender identity and reassignment (including men, women, non-binary and transgender people), and pregnancy and maternity (including women's right to breastfeed).

Practitioners, partners and any other organisations working as part of the Family hub network, will be working in ways which promote a safe, welcoming, trusting and open space for all types of families. This includes promoting equality, diversity, and inclusivity practices within the buildings which make them accessible to all types of families and which respect and take account of protected characteristics such as sex, gender identity and gender reassignment for a family and in line with the Equality Act (2010). This will be ensured through shared working practices, training, policies across Hub networks and also quality assurance/improvement through our multi agency systems and monitoring through feedback from partners and families plus measurement of outcomes through data.

Sexual orientation, and marriage/civil partnership if work related.

Practitioners, partners and any other organisations working as part of the Family hub network, will be working in ways which promote a safe, welcoming, trusting and open space for all types of families. This includes promoting equality, diversity, and inclusivity practices within the buildings which make them accessible to all types of families and which respect and take account of protected characteristics such as sex, gender identity and reassignment for a family and in line with the Equality Act (2010).

Other relevant socio-economic factors and intersectionality

This includes, where relevant: income, housing, education and skills, language and literacy skills, family background (size/single people/lone parents), sub-cultures, rural isolation, access to services and transport, access to ICT/Broadband, children in care and care experienced people, social connectivity and refugee status/no recourse to public funds. Also consider intersectionality with other characteristics.

Having access to a wider range of advice and information and better join up between services in buildings used as family hub sites would be advantageous for our most vulnerable families in communities who may need support relating to employability, housing, benefits advice and welfare support.

9. Human rights considerations:

We need to ensure that human rights are protected. In particular, that people have:

- A reasonable level of choice in where and how they live their life and interact with others (this is an aspect of the human right to 'private and family life').
- An appropriate level of care which results in dignity and respect (the protection to a private and family life, protection from torture and the freedom of thought, belief and religion within the Human Rights Act and elimination of discrimination and the promotion of good relations under the Equality Act 2010).
- A right to life (ensuring that nothing we do results in unlawful or unnecessary/avoidable death).

Practitioners, partners and any other organisations working as part of the Family Hub networks, will be working in ways which promote the vision, values and principles of the [United Nations Convention on the Rights of Children \(2010\)](#) and the [United Nations Conventions on the Rights of Persons with Disabilities \(2006\)](#) in their work with children, young people and families.

Family Hub approaches and networks developed locally will contribute to a key part of monitoring, auditing, evaluation, and improvement activity will be in considering how equality and diversity is being promoted and supported for children, young people and families. This will include evidence of adjustments which have been made and considering how aspects of the conventions are being supported appropriately as part of our aims, objectives, and vision.

10. Environmental analysis

An impact assessment should give due regard to the following activities in order to ensure we meet a range of environmental legal duties. The policy or practice does not require the identification of environmental impacts using this Impact Assessment process because it is subject to (please mark X in the relevant box below and proceed to the 11, otherwise complete the environmental analysis information below):

Devon County Council's Environmental Review Process	
Planning Permission	
Environmental Impact Assessment	
Strategic Environmental Assessment	

Reduce, reuse, recycle and compost.

The ongoing transformation of Family Hubs has potential for a positive impact. The options proposed are based on supporting as much co-location as possible amongst practitioners, partners and organisations and as locally as possible through the buildings available. Basing more teams in one place and locally is likely to mean a more effective and efficient use of energy, resources and costs associated with running any building. This will be more effective than all teams individually having their own spaces using energy and resources to run multiple buildings. There is also the potential to re-use and re-locate equipment and furniture from any buildings proposed for closure for example, into re-purposed spaces, ensuring equipment is being recycled and put to the best use.

Views could also lead to other actions being supported by the Council, for example materials could be made available to promote behaviours supporting the effective use of utilities such as water and electricity by anyone accessing or using any buildings to deliver from. Or to recycle materials appropriately or reduce the use of materials in shared locations.

Conserve and enhance wildlife.

The development of Family Hubs aims to work in partnership with communities, there could be opportunities around involving families in any voluntary work that maintains or develops green spaces. Existing green spaces at Family Hub venues could be used to promote positive opportunities for insects and wildlife and biodiversity appropriately. This has the potential for a positive impact. Any grassed and lawn areas can be maintained in ways which encourage longer and protected growth of plants in areas which are attractive to insects and wildlife, for example. Natural spaces being available and maintained would also have potential positive benefits for the physical and mental wellbeing of parents, children and young people using repurposed spaces in the future. For children and young people there is the opportunity to potentially contribute to their learning of the benefits of outdoor spaces and the importance of retaining these spaces for all appropriately in buildings put forward for re-proposing.

Safeguard the distinctive characteristics, features and special qualities of Devon's landscape.

None

Conserve and enhance Devon's cultural and historic heritage.

None

Minimise greenhouse gas emissions.

The continued development of Family Hubs is based on supporting as much co-location as possible amongst practitioners, partners and organisations and as locally as possible. Basing more teams in one place and locally could reduce the need for as much travel by car or public transport, thus having the potential to reduce emissions associated with travelling distances to access spaces. Moreover, community development and outreach aspect of Family Hub approaches, will aim to provide access to families closer to their homes, within their local communities and those served by appropriate public transport links. This approach should aim to reduce travel and keep as many families and practitioners as local to communities as possible.

Minimise pollution (including air, land, water, light and noise)

Anyone using DCC buildings will be encouraged to use resources economically and support energy saving measures as far as possible. For example, using energy efficient equipment and using equipment only when needed in any buildings, turning off lights when no longer needed. Materials could be made available to promote behaviours to support the effective use of utilities such as water and electricity by anyone accessing or using any buildings to deliver from. Facilities which encourage behaviours to recycle materials appropriately or reduce the use of materials e.g., paper, can be promoted through any sites used to provide support to families and practitioners going forward. It is hoped that this would serve to educate the wider Family Hub network and use of resources linked to this.

Contribute to reducing water consumption.

Anyone using DCC buildings will be encouraged to use resources economically and support energy saving measures as far as possible. Materials could be made available to promote behaviours to support the effective use of utilities such as water. It is hoped that this would serve to educate the wider Family Hub network and use of resources linked to this.

Ensure resilience to the future effects of climate change (warmer, wetter winters; drier, hotter summers; more intense storms; and rising sea level)

Family Hub networks, over time and once embedded within communities, could support planning, protocols and responses for emergency evacuation and flooding for example.

Other (please state below)

None

11. Economic analysis

Impact on knowledge and skills

Continuing with the development of Family Hubs through DCC has the potential for a positive impact on knowledge and skills. The options proposed are based on supporting co-location and partnership working amongst practitioners, partners and organisations. This increases the

potential for sharing of knowledge, learning and upskill between different practitioners and service areas being represented and making use of these spaces. This will be positive for families as they are more likely to receive consistent knowledge and information from groups of practitioners and partners.

Impact on employment levels and local business

The proposal to continue the development of Family Hubs through direct delivery by Devon County Council has the potential for both negative and positive impact on employment levels. Some members of staff currently employed by the provider and DCC could potentially be put at risk of redundancy. However, by working in partnership as part of a wider network of support, families should be supported and signposted to partners who provide careers and employability services in Devon to children, adults, and families. Partnership working with schools and other education providers will aim to address school readiness and attendance with the focus of improving outcomes and future employability of children in Devon.

The proposal looks to safeguard and reduce costs, and to promote efficient use of public money and resources available, supporting a Sustainable and Stronger Council approach whilst continuing to support families within their local communities.