

Report Title:	0-19 Integrated Family Hub Service - Proposal for new model and second public consultation findings
Contains Confidential or Exempt Information?	No – Part I.
Member reporting:	Cllr S Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health. Cllr R McWilliams, Lead Member for Housing, Communications and Youth Engagement.
Meeting and Date:	Cabinet- Thursday 26 November 2020
Responsible Officer(s):	Kevin McDaniel, Director of Children's Services
Wards affected:	All.

REPORT SUMMARY

1. The purpose of this report is to seek approval for the implementation of the preferred early help model of the integrated Family Hub Service. The Family Hub Service will bring together a range of services that will focus provision on targeted support to our most vulnerable children, young people and families. The aim of the remodelling is to strengthen support for those families that most need it and in doing so reduce the demand for statutory intervention. This will ensure that the limited resources available for early help services are being used as effectively as possible for the holistic benefit of our most vulnerable families and will also enable savings targets to be achieved.
2. As part of the approval we are seeking a decision about the retention or closure of specific children's centres and youth centres and the resulting lease arrangements for those spaces. The decision will result in a significant restructure of the roles required to deliver the new service with more focus on fewer, more flexible jobs within the service.
3. The final proposals are based on an initial 12 week public consultation that took place January to March 2020 and a further eight week public consultation from July to September 2020. The feedback received is summarised in this report and has shaped the final proposed model. The full consultation findings can be found in appendix 1. Appendix 2 includes some of the key documents provided to residents to help inform their responses as part of the second phase of consultation.
4. Whilst delivering a more targeted service for vulnerable families, the preferred model will deliver a full year cost reduction of £600,000. The overall annual budget 2020/21 for these services before savings was £4,077,000. The second consultation and implementation time will mean that only £23,000 of the 2020/21 planned savings of £450,000 will be achieved.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Agrees to the proposed model of an integrated Family Hub Service as set out in the consultation documents in appendix 2.**
- ii) Agrees to the proposals de-designating a number of children's centres, along with a number of changes to leases and rental agreements at a number of sites as set out in section 3.3.**
- iii) Confirms that Achieving for Children should commence implementation including staff consultation for the proposed new model.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 The table below sets out the two options arising from this report.

Option	Comments
<p>1. Transform Family Resilience Services, Children’s Centres and Youth Services into an integrated Family Hub Service model, which focuses on supporting and improving outcomes for those children, young people and families most in need of help.</p> <p>This is the recommended option.</p>	<p>Doing this will involve:</p> <ul style="list-style-type: none"> • Bringing services together to create a service that better meets the needs of the whole family. • Prioritising services for those children, young people and families most in need of help which will enable the service to better meet the sufficiency duty in the Sure Start Children’s Centres Statutory Guidance (2013) (see section 5 for more details). • Strengthening links with the voluntary and charitable sector to identify opportunities for other organisations to deliver some of the universal offer. • Developing a Family Hub Service programme of activities and sessions that is based on feedback from both stages of the consultation. • Reducing the current volume of universal and preventative services offered by these teams which includes open access/ drop in ‘Stay and Play’ sessions for families with small children and open access/ drop-in sessions for young people, currently delivered by our youth service. • Reviewing the delivery model for children’s centres and youth centres with changes to current venues that are used. The focus will be on maintaining sites in geographical areas of need and discontinuing leases at locations that are no longer appropriate. The final proposal for our sites has been informed by the second stage of consultation. • Reviewing the staffing model once a formal decision has been

Option	Comments
	made about the detailed local implementation to ensure it is fit for purpose. This will likely result in some redundancies.
<p>2. Do nothing.</p> <p>This is not recommended.</p>	<p>This means we would:</p> <ul style="list-style-type: none"> • Continue to offer all universal open access/ drop in ‘Stay and Play’ sessions (currently 13 sessions a week) and open access/ drop-in youth service sessions (currently seven sessions a week) which are accessible to all and therefore not targeted at vulnerable families. They are also resource intensive and so reduce our capacity to carry out more targeted work. • Continue to have wait times for more vulnerable children, young people and families who have been assessed as needing support. This could lead to families having more entrenched difficulties, thus requiring statutory intervention at a later date. It would also mean we would not be effectively targeting vulnerable families and thereby not fully meeting the Sure Start Children’s Centres Statutory Guidance (2013) in relation to reducing inequalities. • Be running counter to evidence-based national policy for early years services. • Be unable to meet the savings target.

3. KEY IMPLICATIONS

Background to the report

3.1 At the Cabinet meeting on 25 June 2020, Members agreed to the following recommendations:

That Cabinet notes the report and:

1. *Agrees in principle to the preferred model of integrated Family Hubs.*
2. *Agrees in principle for the Family Hub Service model to prioritise services for children, young people and families most in need.*

3. *Agrees to a second stage of public consultation which will seek views on the proposed implementation of the Family Hub model at a local level. The final model will then be developed, based on this consultation, and brought back to Cabinet in October for the final decision.*

Background to the preferred model

3.2 Achieving for Children, who are commissioned to deliver Children's Services on behalf of the Royal Borough of Windsor and Maidenhead Council, undertook a review of existing early help services in response to the government's Life Chances agenda and the All Party Parliamentary Group report on the future of children's centres:

<https://democracy.leeds.gov.uk/documents/s150825/app%25208%2520appg%2520>
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3.3 The intention was to better understand the developing approach to children's centre and youth centre service delivery. Based on this, a preferred model has been developed which, if approved, will see services reorganised into a Family Hub Service model. This approach aligns with national and regional evidence, including the report noted above, and will enable the service to effectively meet the needs of the most vulnerable children, young people and families, whilst also providing value for money.

3.4 This model is preferred because it will deliver a number of benefits in Windsor and Maidenhead including the opportunity to:

- Strengthen the focus on children, young people and families who most need support through early intervention, in order to increase family resilience and reduce the need for statutory social care involvement. This will contribute to reducing the time that vulnerable families who need support have to wait for a service, but are unable to access it in a timely way through the current model. This would ensure the service is more effectively able to meet the sufficiency duty set out in the Sure Start Children's Centres Statutory Guidance (2013) by targeting services at those most in need.
- Build on the success of the Healthy Child Programme by continuing to deliver a universal Health Visiting Service that can be accessed by all families (for the purpose of this report, please note that universal health visiting is funded through the public health grant and not from the same funding stream as children's centres and youth centres and as such, this funding will be unaffected by this proposal).
- Move away from traditional models of service delivery focused on particular static sites with lots of fixed assets that require maintaining. Based on our experience of service delivery in RBWM and the data available to us, this is no longer considered effective at engaging vulnerable groups and so the preferred option is to move to a more flexible and responsive approach that brings services to those who need them i.e. outreach in the community and in the home. The 2019 Local Transformation Partnership survey found that 68% of young people would seek health and wellbeing support from someone in their family in the first instance. The needs of families are not static and often fluctuate over time. It is therefore essential that the proposed model is able to respond to these needs in a new way, so that families are not expected to travel across the borough to access services.

- In line with the above point, set up flexible and time limited outreach services on a smaller, more local scale, when intelligence suggests this is required in particular areas, e.g. work on knife crime.
- Support local communities so that they can develop universal provision in particular areas by providing advice and guidance on the effective delivery of services to children, young people and families and by working with them to identify potential sites that could be used for service delivery, should leases for particular buildings be discontinued.
- Deliver better impact for families from the £3.5m that will still be spent on early help services as the hub model would allow the discontinuing of leases on buildings in the early help portfolio that are no longer fit for purpose and will enable a staff remodelling which will better align with the proposed approach.

Service delivery

3.5 As set out previously, the preferred model is to bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need from one Family Hub. It is important to emphasise however that this does not mean that residents will get this support from one building. Alternatively the Family Hub Service model will act as a single point to coordinate services for vulnerable families.

3.6 The preferred model is to establish two main Family Hubs - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both Windsor and Maidenhead. Children's centre services and youth services will be delivered from these venues, other community venues, in people's homes and via other outreach in the community.

3.7 The key principles underpinning the preferred model include:

- Delivering a service that has a whole family focus, through the provision of multi-disciplinary Family Hubs situated across the borough. There will be a strong emphasis on mental health and relationship support including integration of all early help services such as education, health and the voluntary sector.
- Predominantly supporting targeted vulnerable families across the age range of 0-19 years (or age 25 years where young people have learning difficulties and/or disabilities), so that the needs of families can be coordinated in one place, regardless of the ages of their children.
- Adopting a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services will be delivered at 'hub sites' but other services will be delivered via outreach in collaboration with partners and the community.
- At an early stage, working in partnership with children, young people and families by supporting them to be more resilient, and by offering the right support at the right time and in the right way, so that improvements in their lives can be sustained.
- Enabling children, young people and families needing our support to tell their story only once.
- In response to community concerns about knife crime and County Lines activities, delivering the youth service on an outreach basis in partnership with

the Police and Community Safety, with activity in specifically targeted areas where issues have been identified.

- Accepting referrals into the Family Hub Service via the Single Point of Access (SPA) and undertaking a triaging exercise to ensure those most in need are prioritised, which will reduce current waiting times for accessing services.
- Working with the community and voluntary sector, including parent groups, to support them to deliver universal services where children's centre and youth centre provision is reduced.

3.8 The Family Hub Service will deliver a programme of services in various venues across their community area including universal health provision; school nursing; specific sessions and groups for vulnerable families; parenting support; and opportunities for early years learning and development by continuing to host a range of activities and groups from the independent and private sector.

3.9 Through the first stage of consultation with residents and stakeholders we have learned that respondents see the key priority as one to one work with families, particularly those with younger children or children with additional needs. Building community resilience was also a common theme and so we will ensure that this is an integral aspect of the model. By building community resilience and maintaining the 0-5 Healthy Child Programme, it is anticipated that families who need additional support will be identified and offered support at an early stage.

3.10 As part of the implementation, we will refine the programme of activities to ensure that where possible, we are able to continue those sessions that support groups most in need, for example, groups for parents with children with additional needs and targeted sessions for hard to reach Black, Asian and Minority Ethnic (BAME) families in the community.

3.11 Our youth service will continue to prioritise supporting more vulnerable young people on a 1-1 basis such as those that are: involved with statutory children's social care services; engaging in risky behaviours; or with low self-esteem or mental health issues. The service will also continue to support participation and engagement of children and young people, including those in care and those leaving care, and deliver parent/ carer/ professional workshops on child sexual exploitation, gangs, substance misuse and online safety, and would also provide outreach to identified hotspots in the borough, as the need is identified.

3.12 In terms of universal services, the proposal is to carry on delivering sessions and workshops to pupils in partnership with our local schools. This aligns with the findings from the 2019 East Berkshire Local Transformation Plan survey which was carried out to better understand children's mental health and wellbeing. The survey found that 47% of young people would value support after school, and 14% before school. This finding will inform our future provision.

3.13 Whilst the expertise/specialism of each service will remain, the delivery will be integrated to best match the needs of the local community. To achieve an integrated Family Hub Service model we would propose to:

Activity	Details	Benefits and impact
Continue to deliver universal health provision	<p>There are currently no planned changes to the universal health provision that is delivered. This includes:</p> <ul style="list-style-type: none"> • Full Healthy Child Programme, offering every family 5 health reviews in the first 3 years (crucial first 1000 days) of their child's life and a range of support services in the community, i.e. drop in clinics, new baby groups. • School Nursing Service which provides support with long term conditions and universal support for pupils in school. • Home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities. 	<p>Health services were rated as one of the most popular services delivered by children's centres in the stage one public consultation exercise.</p> <p>All families will still be able to access universal health support to give their children the best start in life.</p> <p>Drop in clinics will be delivered at the same frequency i.e. five times a week, but locations and timings may change following the review of sites. We will however ensure that clinics are delivered in accessible locations and new timings and locations are communicated effectively to our families.</p> <p>Going forward, there may be further changes to how we deliver services but the universal offer that is accessible to all will remain.</p> <p>It is worth noting that that there is currently some disruption to our health service provision due to COVID-19. We will continue to follow Public Health guidance in terms of the delivery of these services.</p>
Deliver outreach work more flexibly and in a greater number of locations to reach people	We will extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children's centre or youth centre.	The intention is to increase the amount of outreach work we do by freeing up staff from the management and maintenance of fixed assets, such as buildings.

Activity	Details	Benefits and impact
<p>who are not currently accessing provision.</p>	<p>This will enable us to engage more with hard to reach groups by delivering programmes from a range of local venues such as schools, leisure and community centres, partner properties and other community locations.</p>	<p>This approach will strengthen the focus on the most deprived areas with the highest level of need. It will also mean we are better able to reach those families who are not currently accessing our services.</p> <p>It will also enable us to move away from the traditional delivery of youth services i.e. drop in sessions at a centre which have proven less and less popular over recent years, towards a more flexible approach whereby we take services to the young people, where this is needed most. It is anticipated that this will lead to increased engagement with those more vulnerable children and young people.</p>
<p>Reduce the number of designated children's centres delivery sites from 13 to eight and youth centres from nine to three (with future use of one site still to be confirmed).</p>	<p>By delivering more services through outreach and other community venues, we will be less reliant on children's centre and youth centre buildings.</p> <p>Detailed analysis of current usage of children's centres has enabled us to identify which centres could be closed with the least impact. We propose to maintain those centres that are:</p> <ul style="list-style-type: none"> • Well used by residents. • Best equipped to meet the future needs of the service. • Located close to areas of relative deprivation. 	<p>This will mean a reduction in the quantity of children's centre and youth centre services that we are able to offer.</p> <p>It will also mean that families or young people whose nearest children's centre or youth centre is earmarked for closure will have further to travel to visit a centre.</p> <p>We will mitigate against some of the impact of these changes by:</p> <ul style="list-style-type: none"> • Adopting a new, more responsive and flexible service.

Activity	Details	Benefits and impact
	<ul style="list-style-type: none"> • Well-placed for public transport or with good parking facilities. • Wheelchair and pushchair accessible. • Able to offer good value for money in terms of rental costs. • Aligned with the RBWM new climate/ environmental strategy. • Align with the CAMHS transformation project. <p>It is estimated for a full year the reduction in sites would reduce costs by £40,000.</p>	<ul style="list-style-type: none"> • Providing more services through outreach at alternative venues in the community. • Working more closely with community and voluntary sector groups. • Signposting young people or families who may no longer be able to access universal services to alternative providers. • Offer a range of “drop-in” sessions for parenting advice and advice for young people. <p>As part of the initial consultation we have already asked users for their views on which services they most value and we would prioritise these when putting together the service offer for 2020-21 and beyond.</p>
<p>Deliver a wider range of services for families coordinated from the remaining centres which prioritises those most in need</p>	<p>For the remaining buildings we will coordinate a more family-focused offer, by bringing together a range of services, for example, health services, family support, support for childminders, and responsive outreach.</p> <p>As part of this we will continue to deliver the specific services and groups for children with additional needs and their families; for women at risk of or living with domestic abuse; for first time or young or vulnerable parents; for families involved in statutory social care; for care</p>	<p>Although the proposals in this consultation would result in a reduced universal early help offer, we propose to mitigate against some of the impact by bringing more services together in a more coordinated way, thereby enabling families to access more of the support they would most benefit from.</p> <p>This will mean that those needing targeted support such as information about domestic abuse and health</p>

Activity	Details	Benefits and impact
	<p>leavers including those who are parents; for childminders and the children in their care; for parents in need of mediation or support with parental conflict; and for parents with poor mental health</p>	<p>guidance, would be more likely to access it.</p> <p>Where specific issues arise in particular areas, for example, a rise in knife crime, we will deliver targeted support in that area which will be accessible for all.</p>
<p>Strengthen partnerships with local community and voluntary groups</p>	<p>We will work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run universal sessions for children, young people and families. We will provide advice and guidance to enable them to establish sessions accessible by all. This could include supporting parents to deliver sessions and / or support themselves where possible.</p> <p>We will also develop a directory of resources which will include local organisations offering universal and targeted support. We will use this to signpost children, young people and families to the support they need in the wider community. The intention is to make the directory easy to navigate and we will seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic i.e. Solihull Parenting Support and KOOTH (mental health support for young people).</p>	<p>Local community and voluntary sector organisations could deliver some of the universal services that are not proposed as part of the new model, thereby ensuring all families are able to access some level of provision.</p> <p>By providing advice and guidance to these groups, we will be equipping the local community with greater knowledge and skills.</p>

Staffing

3.14 Should the proposed Family Hub Service be approved we would look to implement a new staffing model that better aligns with the new approach.

3.15 The Family Hub Service model would see a move from three separate teams (children's centres, family resilience and youth services), each with their own management structure, priorities and specific roles, to a 'Hub Team' which will

have a range of skills and expertise but seek to work to meet the needs of the whole family.

3.16 This will require a change to the service which will involve all members of staff and we would expect a reduction in staffing numbers accordingly. This is because the new model will require a smaller number of workers as the focus will be on need rather than maintaining poorly attended drop in sessions or maintaining buildings. However we will aim to retain the talent, skills and experience of our specialist workers, for example those skilled and experienced in working with families where domestic abuse or poor mental health or drug misuse is an issue. The public consultation identified parenting support as a priority need and therefore a workforce with the talent, abilities and experience of delivering this support will be integral to the new model. Research has shown us that “whole family” support leads to improved outcomes for children and young people, including those with disabilities, and this ethos will be a cornerstone of the proposed new model.

3.17 The individual details of these staffing changes will be finalised by Achieving for Children as part of the implementation of the change. Initial scoping has indicated that a reduction in the region of 24 FTE including vacancies will result and contribute towards the efficiency target of £600,000 built into the existing budgets. There will be a significant number of changes which will involve all members of the service working to new job descriptions. We estimate about 10 FTE worth of redundancies after allowing for existing vacancies. Details of which will not be known until any process is concluded.

Sites

3.18 As part of the review of early help services and the development of the preferred model, we have considered all existing service delivery sites and made proposals for how those sites could be used going forward.

3.19 We have a number of criteria against which we have reviewed the sites. Based on this we made a number of proposals for which to retain and which to discontinue the leases on. Following on from the second stage of consultation, these proposals have now been finalised.

3.20 We are proposing to retain sites that meet a number of the following criteria:

- Well used.
- Best equipped to meet the future needs of the service.
- Located close to areas of relative deprivation.
- Well-placed for public transport or with good parking facilities.
- Wheelchair and pushchair accessible.
- Able to offer good value for money in terms of rental costs.
- Aligns with the emerging Council Asset Strategy.

3.21 We are proposing to cease using and discontinue leases on some sites designated as children’s centres and some sites used as youth centres that meet a number of the following criteria:

- Are situated in areas where they are no longer the most needed.
- Are too small or are not cost effective to run and are not equipped to meet the future needs of the service or the Council’s climate priorities.

- Are under-used compared to other centres.
- Are unable to offer additional service i.e. health clinics, due to lack of space or lack of accessibility.
- Are potentially able to be used by parents, community or voluntary groups to deliver sessions independently.

3.22 The table below provides a summary of which centres we have proposed to retain and which we have proposed to discontinue the lease for and cease using as a children's centre or youth centre. This is based on the criteria set out above and on feedback from the second stage of consultation. The responses from the consultation for each individual site has been included for information along with the initial and the final proposal.

3.23 It is worth noting that whilst some service delivery could take place in the sites that are recommended for retention, the key principle of this model is that services would be delivered in a range of venues across the borough, coordinated by staff operating out of these sites.

3.24 Please also note that the references to distances between different centres and between centres and public transport have been made based on directions from postcode to postcode on foot using Google Directions. Councillors Carroll and McWilliams (the relevant Lead Members) have also checked some of these distances as part of their visits to each centre.

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
Children's centres				
Datchet Children's Centre SL3 9EJ	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; close to areas of relative deprivation; good transport links- 200 feet to nearest train station; accessible facilities; low rental cost; high footfall.	- 58.7% agree or strongly agree. - 4.6% disagree or strongly disagree. - 24.4% neither agree nor disagree and 12.2% do not know.	Retain as sub-venue in Windsor.
Larchfield Children's Centre SL6 2SG	Retain as sub-venue in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub	- 65.2% agree or strongly agree.	Retain as sub-venue in Maidenhead.

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
		model; close to area of relative deprivation; good transport links- 0.9 miles to nearest train station; accessible facilities; low rental cost; high footfall.	<p>- 3.3% disagree or strongly disagree.</p> <p>- 21.6% neither agree nor disagree and 9.9% do not know.</p>	
<p>Manor Children's Centre/ Youth Centre</p> <p>SL4 5NW</p>	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; close to area of relative deprivation; accessible facilities; high footfall.	<p>- 49.4% agree or strongly agree.</p> <p>- 1.7% disagree or strongly disagree.</p> <p>- 35.5% neither agree nor disagree and 13.4% do not know.</p>	Retain as sub-venue in Windsor.
<p>Poppies Children's Centre</p> <p>SL4 4XP</p>	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; well positioned for targeted interventions on the army estate; accessible facilities; high footfall.	<p>- 48.5% agree or strongly agree.</p> <p>- 3.8% disagree or strongly disagree.</p> <p>- 31.4% neither agree nor disagree and 16.2% do not know.</p>	Retain as sub-venue in Windsor.
<p>Riverside Children's Centre</p> <p>SL6 7JB</p>	Retain as main Family Hub in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub	- 70.3% agree or strongly agree.	Retain as main Family Hub in Maidenhead.

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
		model; central location; good transport links- within 0.6 miles of nearest train station; accessible facilities; high footfall.	<p>- 5.0% disagree or strongly disagree.</p> <p>- 16.5% neither agree nor disagree and 8.2% do not know.</p>	
Eton Wick Children's Centre SL4 6JB	Discontinue lease.	Limited space available making it unsuitable for future use; no designated disabled parking; low footfall.	<p>- 24.2% agree or strongly agree.</p> <p>- 1.3% disagree or strongly disagree.</p> <p>- 38.5% neither agree nor disagree and 15.9% do not know.</p>	<p>De-designate as a children's centre and discontinue lease.</p> <p>The site will be returned to Datchet St Mary's Primary Academy for use by the school directly or in conjunction with the community.</p> <p>AfC is currently the only user at the site.</p>
Pinkneys Green Children's Centre/ Youth Centre SL6 5HE	Discontinue lease.	Limited space available making it unsuitable for future use; close to other provision- Marlow Youth Centre and Riverside Children's Centre both within 1.6 miles; potential interest from local voluntary and community groups to deliver	<p>- 22.4% agree or strongly agree.</p> <p>- 36.9% disagree or strongly disagree.</p> <p>- 30.7% neither agree nor disagree and 10.1% do not know.</p>	<p>Repurpose primarily for the Family Contact Service that will support children in care through one to one work and contact with family members.</p> <p>The site will be used for some Family Hub Service delivery i.e. weekly health provision and targeted evening</p>

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
		services at the site; low footfall at youth service sessions.		youth groups i.e. Esteem. The universal youth club will not remain however and the site will be de-designated as a Children's Centre.
The Lawns Children's Centre SL4 3RU	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; only open during term-time; close to other provision- Manor Children's Centre/ Youth Centre within 0.5 miles; access via a footbridge- wheelchair users and those with mobility issues may need help to access.	<p>- 19.4% agree or strongly agree.</p> <p>- 23.5% disagree or strongly disagree.</p> <p>- 42.4% neither agree nor disagree and 14.7% do not know.</p>	<p>De-designate as a children's centre and discontinue lease.</p> <p>We would no longer rent the space (a single room and adjoining kitchen) from the Lawns Nursery School.</p> <p>AfC is currently the only user at the site.</p>
Woodlands Park Village Centre Children's Centre SL6 3GW	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; limited transport links- 2.7 miles away from nearest train station; potential interest from local voluntary and community groups to deliver services at the site.	<p>- 20.5% agree or strongly agree.</p> <p>- 33.3% disagree or strongly disagree.</p> <p>- 34.4% neither agree nor disagree and 11.7% do not know.</p>	<p>De-designate as a children's centre and discontinue lease.</p> <p>We would no longer rent the space (a room) from the Woodlands Park Village Community Centre.</p> <p>AfC is not the only user at the site and it will be free for other users.</p>

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
Children's centre satellite sites				
Low Ropes Activity Course at Beech Lodge SL6 6QL	Retain as sub-venue.	No other similar provision available locally; could be used for targeted groups; no rental cost- low maintenance cost.	- 57.4% agree or strongly agree. - 1.6% disagree or strongly disagree. - 21.9% neither agree nor disagree and 19.1% do not know.	Retain as sub-venue.
Maidenhead Nursery School SL6 7PG	Retain as sub-venue.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station within 0.2 miles; accessible facilities; no rental cost.	- 63.1% agree or strongly agree. - 1.0% disagree or strongly disagree. - 20.3% neither agree nor disagree and 15.4% do not know.	Retain as sub-venue.
South Ascot SL5 9EB	Retain as sub-venue.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station within 0.3 miles; accessible facilities; low rental cost.	- 41.0% agree or strongly agree. - 1.8% disagree or strongly disagree. - 38.0% neither agree nor disagree	Retain as sub-venue.

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
			and 19.3% do not know.	
Old Windsor SL4 2PX	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; limited transport links- nearest train station is 2 miles away; low footfall.	- 21.0% agree or strongly agree. - 21.6% disagree or strongly disagree. - 40.9% neither agree nor disagree and 16.4% do not know.	De-designate as a children's centre and discontinue lease. We would no longer rent the space (a room) in the hall. AfC is not the only user at the site and it would be available to others.
Wraysbury Village Hall TW19 5NA	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; low footfall.	- 18.1% agree or strongly agree. - 22.2% disagree or strongly disagree. - 41.5% neither agree nor disagree and 18.1% do not know.	De-designate as a children's centre and discontinue lease. We would no longer rent the space (a room) in the hall. AfC is not the only user at the site and it would be available to others.
Youth centres				
Marlow Road Youth Centre SL6 7YR	Retain as a sub-venue in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station is within	- 68.9% agree or strongly agree. - 1.7% disagree or strongly disagree.	The Council have agreed to support Maidenhead Community Centre (MCC) through a move to Marlow Road. AfC will

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
		0.6 miles; high footfall.	- 18.3% neither agree nor disagree and 11.1% do not know.	<p>base youth operations elsewhere and are in discussions with MCC to retain some access for Family Hub Service provision.</p> <p>In addition AfC will seek to deliver additional services at one or more of the alternative sites that are being retained.</p>
Windsor Youth Centre SL4 3HD	Retain as main Family Hub in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station is within 0.7 miles; external hires ensure that the centre runs as cost neutral; high footfall.	<p>- 55.9% agree or strongly agree.</p> <p>- 2.4% disagree or strongly disagree.</p> <p>- 28.8% neither agree nor disagree and 12.9% do not know.</p>	Retain as main Family Hub in Windsor.
Charters Youth Centre SL5 9QY	Discontinue lease.	Limited space available making it unsuitable for future use; school has requested site reverts back to school use; low footfall.	<p>- 15.9% agree or strongly agree.</p> <p>- 16.5% disagree or strongly disagree.</p> <p>- 45.9% neither agree nor disagree</p>	<p>Discontinue lease.</p> <p>Negotiation of site return to use by Charters School will be undertaken during implementation.</p>

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
			and 21.8% do not know.	
Datchet Youth Centre SL3 9HR	Discontinue lease.	Limited space available making it unsuitable for future use; close to other provision- within 0.4 miles of Datchet Children's Centre; low footfall.	<p>- 15.5% agree or strongly agree.</p> <p>- 22.0% disagree or strongly disagree.</p> <p>- 43.5% neither agree nor disagree and 19.1% do not know.</p>	<p>Discontinue lease.</p> <p>A local pre-school has expressed interest in utilising this site.</p> <p>AfC is the only user at the site and it will need to be maintained securely.</p>
Eton Wick Youth Centre SL4 6LT	Discontinue lease.	Limited space available making it unsuitable for future use; high rental cost; low footfall.	<p>- 17.6% agree or strongly agree.</p> <p>- 21.2% disagree or strongly disagree.</p> <p>- 42.4% neither agree nor disagree and 18.8% do not know.</p>	<p>Discontinue lease.</p> <p>Recent interest from a local resident to deliver provision from this site. This will be explored further.</p> <p>AfC is the only user at the site and it will need to be maintained securely.</p>
Larchfield Youth Centre SL6 4BB	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; close to other provision- within 0.4 miles of Larchfield Children's Centre; steadily reducing footfall.	<p>- 16.0% agree or strongly agree.</p> <p>- 36.0% disagree or strongly disagree.</p> <p>- 34.3% neither agree</p>	<p>Discontinue lease.</p> <p>We would no longer rent the space (a hall and storage) in the hall.</p> <p>The site is used by other groups and it would be</p>

Building	Initial proposal	Preliminary Rationale	Consultation response to proposal	Final proposal
			nor disagree and 13.8% do not know.	available to others.
Other buildings				
Maidenhead Project Centre, Reform Road SL6 8BY	Discontinue lease and staff move sites.	Limited space available making it unsuitable for future use; potentially part of RBWM regeneration plans; high rental cost.	- 16.6% agree or strongly agree. - 31.0% disagree or strongly disagree. - 36.5% neither agree nor disagree and 16.0% do not know.	Retain as a sub-venue in part to mitigate the loss of some of the space at 4 Marlow Road. Increase usage at the site i.e. evening and weekend Family Hub Service delivery. There is a cost implication to this option.
Outdoor provision in Hurley SL6 5ND	Transfer to community provider to maintain.	Limited space available making it unsuitable for future use; potential interest from a community provider to maintain the provision- would seek access for targeted groups as part of new arrangement.	- 28.7% agree or strongly agree. - 10.3% disagree or strongly disagree. - 41.4% neither agree nor disagree and 19.5% do not know.	Transfer to community provider to maintain, with contractual access for Family Hub users.

3.25 The proposals are summarised in the table below:

Retain
<ul style="list-style-type: none"> • Datchet Children's Centre • Larchfield Children's Centre

- Manor Children's Centre/ Youth Centre
- Poppies Children's Centre
- Riverside Children's Centre
- Pinkneys Green Children's Centre/ Youth Centre (changed use)
- Low Ropes Activity Course at Beech Lodge
- Maidenhead Nursery School
- Marlow Road (changed and reduced use)
- South Ascot
- Windsor Youth Centre
- Maidenhead Project Centre, Reform Road

De-designate/ discontinue lease or end rental agreement/ no longer use

- Eton Wick Children's Centre
- The Lawns Children's Centre
- Woodlands Park Village Centre Children's Centre
- Old Windsor
- Wraysbury Village Hall
- Charters Youth Centre
- Datchet Youth Centre
- Eton Wick Youth Centre
- Larchfield Youth Centre
- Outdoor provision in Hurley

3.26 The key implications are set out in the table below:

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Transformation of Children's Centre, Youth Services and Family Resilience to integrated Family Hub model, saving £600,000.	Not approved	Approved	Approved and model in place by 1 May 2021	Approved and model in place by 1 April 2021	1 May 2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Whilst delivering a more targeted service for families, the proposed transformation, if approved, will reduce annual revenue costs by £600,000. This represents a 15% saving on the total costs of community and youth services.

4.2 While the implementation will not be complete until the start of May 2021, the savings being delivered for 2020/2021 will not be reduced further. Within the

current year 2020/21 there will be a non-delivery of budgeted saving of £450,000. This is already included in the month 6 financial reporting so there is no further impact reported.

4.3 Indicative severance costs have been updated and are estimated at £211,000 in the worst case. These are within the initial estimate included in the central transformation budget for 2020/21 that was set aside to fund on-off costs.

4.4 The table below sets out the financial implications of the preferred model compared to the current reported financial position.

REVENUE COSTS	2020/21	2021/22	2022/23
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

5. LEGAL IMPLICATIONS

5.1 There is a range of legislation relating to children's centres with a number of specific legal conditions that must be followed. This information was included in full in the previous Cabinet report and can be found in appendix 4.

Consultation

5.2 Section 5D of the 2006 Childcare Act states that local authorities must carry out consultation that they consider appropriate before any significant change is made to the service or any children's centres cease to be children's centres.

5.3 As set out in 8.16, our public consultation was informed by best practice learning from other local authorities who have been through a similar process, including colleagues from Kingston; legal advice was sought from RBWM and the Achieving for Children legal support; and we procured external expert consultant advice and guidance in relation to the consultation design and analysis of the findings. We published a range of background documents to help inform the consultation such as detailed explanation of the changes; frequently asked questions; case studies of what the service may look like in practice if the proposals were approved; and the draft equality impact assessment (documents included in appendix 2 (consultation documents) and 3 (EIA)).

5.4 The second stage of the public consultation was adapted to ensure residents were provided with the opportunity to participate given the circumstances of COVID-19 and the school summer holidays. This included extending the consultation period for a further six days; offering virtual drop in sessions for residents to ask questions which were published on the AfCInfo webpages (unfortunately there were no requests to take part); circulating a number of hard copies of the survey for residents to complete; providing a dedicated mailbox to enable comments and questions to be submitted; and directly emailing over 4,500 registered children's centre users to invite them to give their views.

- 5.5 We were also responsive to feedback received during the consultation. For example, at the request of a parent group we produced a short easy read version of the background document and then translated this into Urdu to enable our Pakistani residents to participate.
- 5.6 As set out in Section 8, we held 20 weeks of public consultation and attracted 687 responses. This included a significant number of responses from groups traditionally considered hard to reach (10.7% respondents said they or a member of their family have a disability; over half of respondents were from a BAME background; and 43.8% of respondents declared a household income under the average annual household income in the UK).
- 5.7 Section 8 demonstrates that the findings from the public consultation have shaped the final proposals with changes that have been made in response to the views we received. It also shows that overall, respondents were in favour of the new model.
- 5.8 Based on the information above, we are confident therefore that we have met Section 5D of the 2006 Childcare Act. This has been confirmed by the South London Partnership who provide Achieving for Children's legal advice.

De-designating children's centres

- 5.9 In relation to the sufficiency duty, the Sure Start Children's Centres Statutory Guidance (2013) makes clear that the local authority should ensure that a network of children's centres is accessible to all families with young children in their area and within reasonable reach of all families with young children in urban and rural areas, taking into account distance and availability of transport and that centre services should be targeted at families at risk of poor outcomes through effective outreach services, based on analysis of local need. There is a presumption against closure of children's centres and where closure is proposed, the outcomes for children, particularly the most disadvantaged, should not be adversely affected. In determining arrangements locally the guiding considerations should be value for money and the ability to improve outcomes for all children and families, especially families in greatest need of support.
- 5.10 The proposals are built on the premise that the Family Hub Service model would deliver a more targeted service for families, with a strengthened focus on those most in need. Although we would reduce the number of sites we currently use, we would be able to provide services where they are needed most through outreach in community locations or in the home. For many families then, services would become more accessible as they would not necessarily be required to travel. We would also be continuing to use 12 existing sites which are spread across RBWM.
- 5.11 This aligns with the guidance that states that children's centre services may be provided on site or advice or assistance may be provided on gaining access to services elsewhere. The guidance confirms that children's centres are as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas. The core purpose of children's centres is to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in (1) child development and school readiness, (2) parenting aspirations and parenting skills and (3) child and family health and life chances. The proposed new model

would enable us to do this more effectively while maximising the early help resources available.

6. RISK MANAGEMENT

6.1 The table below sets out the key risks and the proposed mitigation relating to the preferred model:

Risks	Uncontrolled risk	Controls	Controlled risk
Risk of families in need not being identified through universal provision.	Medium	The universal health visiting service will continue in order to identify families in need of support.	Lows
Risk of not meeting the savings targets through being tied into long lease notices or assets owned by RBWM.	High	Link with RBWM property company transformation.	Medium
Ensuring we gathered the views of the whole community during the consultation	High	<p>The consultation methodology (set out in section 8) highlights the range of approaches that we used to ensure we engaged as much as possible and gathered the views of those that could be impacted. This included direct emails to all registered children's centre users and working with community and voluntary groups to publicise the consultation and the opportunity to participate.</p> <p>We also translated the short easy read version of the</p>	Medium

Risks	Uncontrolled risk	Controls	Controlled risk
		background document into Urdu and circulated hard copies of the survey to ensure some of our traditionally hard to reach communities were able to provide their views.	
Taking into account the COVID-19 circumstances when carrying out the second stage of consultation.	Medium	<p>As noted above, the consultation methodology (set out in section 8) highlights the range of approaches that were used to ensure we engaged as much as possible and gathered the views of those that could be impacted if the proposals were implemented. Advice and guidance from consultation experts- both internally and externally- have shaped this, taking into account the current COVID-19 situation.</p> <p>We were also responsive to feedback received during the consultation. For example, at the request of a parent group we produced a short easy read version of the background document and</p>	Low

Risks	Uncontrolled risk	Controls	Controlled risk
		extended the consultation period for a further six days to take into account the school summer holidays.	

7. POTENTIAL IMPACTS

Equalities

7.1 A full equality impact assessment (EIA) has been drafted to assess the potential impact of the preferred model. This has been finalised and includes consultation findings. It is included in appendix 3.

7.2 The EIA has identified that overall the preferred model will have a positive impact across the protected characteristic groups as it would aim to

- improve accessibility for those most in need including those who are traditionally considered hard to reach;
- provide opportunities for disadvantaged children, young people and families to access provision that will contribute to increasing their equality of opportunity; and
- increase the engagement of children, young people and families who do not usually participate in the provision services.

7.3 However, the EIA does acknowledge that there is likely to be a negative impact on those users of universal provision delivered through children's centres services and the youth service. The intention is to mitigate this through actions such as:

- Providing more flexible services through outreach at alternative venues in the community.
- Working more closely with community and voluntary sector groups to identify any groups that could deliver sessions to replace the reduced universal activities, with support from AfC staff.
- Signposting young people or families who may no longer be able to access universal services to alternative providers such as those identified in the first stage of the consultation e.g. signposting users of Old Windsor Children's Centre to Old Windsor's 'Tiddlers and Toddlers' playgroup.

Climate change/ sustainability

7.4 As noted in 3.21, one of the criteria we used to decide which sites we propose are no longer suitable for use includes those that do not meet the Council's climate priorities. If approved, the reduction in using those sites that are not energy efficient may have a positive impact in relation to climate change and sustainability.

Data protection/ GDPR

7.5 We will review how we process personal data should the proposals be approved and will complete a Data Protection Impact Assessment.

8. CONSULTATION

Findings from the public consultation

8.1 Two public consultations have been undertaken as part of the development of the final proposals for the Family Hub Service.

8.2 In total, we have consulted for 20 weeks and have received 687 responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

8.3 The initial consultation found that existing services were highly valued but that respondents felt that one to one support for families in crisis should be a priority. Over a third of respondents were in favour of the proposed aims for the Family Hub Service model- just less than a third were not in favour and a similar percentage were neutral.

8.4 The second stage of the consultation was shaped by, and built upon, the first stage of the consultation. It provided significantly more detail about what the proposed new service could look like and what changes this would mean to existing services.

8.5 Overall, the responses were positive about the proposals. The results show that the significant majority of respondents are in support of the proposed Family Hub Service model (64.6% agree or strongly agree compared to 18.8% that disagree or strongly disagree) and support the key principles that underpin it (85.2% agree with some or all of the key principles compared to 9.4% that said they disagree with some or all). This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

8.6 Almost twice as many respondents agree (39.5% agree or strongly agree) with the proposals for which sites to retain and which to discontinue leases for than disagree (20.9% disagree or strongly disagree). The majority of respondents agree with the rationale we used to propose which sites to retain (73.3% agree or strongly agree compared to 5.0% that disagree or strongly disagree) and over half agree with the rationale for which sites are proposed to be discontinued (50.5% agree or strongly agree compared to 10.5% who said they disagree or strongly disagree).

8.7 In terms of the sites:

- Riverside Children's Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it (55.4% of respondents said they had visited it in the last 12 months and 70.4% are in favour of retaining).

- Respondents support the proposals to retain each of the sites we have identified- that includes children’s centres, children’s centre satellite sites, and youth centres (for each site, those that agree/ strongly agree is higher than those that disagree/ strongly disagree).
- Respondents do not agree with all the proposals to discontinue leases on the whole, but for some sites there is a very small difference between those against and those who are in favour. For example, 21.0% are in favour of discontinuing the lease at Old Windsor, 21.6% are against, and 40.9% neither agree nor disagree.
- For all of the sites we have proposed discontinuing leases for, at least some respondents are in favour.
- With regard to discontinuing the lease at Eton Wick Youth Club, more respondents are in favour (24.2%) than are against (21.3%).
- Where we have proposed to discontinue leases, the biggest difference between those who disagree or strongly disagree compared to those who agree or strongly agree is for Larchfield Youth Club (36.0% disagree or strongly disagree compared to 16.0% agree or strongly agree); followed by Pinkney’s Green Children’s Centre (36.9% compared to 22.4%); and then Maidenhead Project Centre, Reform Road (31.0% compared to 16.6%). For each of these sites, around a third of respondents are neutral.
- In fact for each site, there is a large proportion of respondents who are neutral about the proposals, particularly when we have proposed to discontinue leases.

8.8 In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However in answer to the specific question about impact, almost a third of respondents said they need more information to understand how they could be affected.

8.9 Both stages of the consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

First stage of public consultation

8.10 Following approval at November 2019 Cabinet to undertake a public consultation on the transformation of our early help services into an integrated Family Hub Service model, a consultation process was undertaken. The consultation process sought to:

- Ascertain the views of the public on transforming early help services into integrated Family Hubs for 0-19 year olds.
- Ascertain the priorities of those likely to be most affected by the proposed changes.

8.11 RBWM residents were consulted on the proposed changes to the delivery of early help services through a variety of methods including a 12 week online survey and a number of public focus group sessions. 501 responses were received.

8.12 As part of the consultation, respondents were shown the proposed aims for its early help services and were asked whether they agreed. 36% confirmed that they did agree with the new family hub proposals set out, while 32% said they disagreed. 32% also stated that they were neutral or did not know.

8.13 Other suggestions for a remodelled delivery of services were invited. The key themes to emerge were:

- How highly regarded the early help services are and how many families consider them invaluable and rate the existing services delivered.
- The need to work more closely with existing charities and volunteer groups and key partners such as local schools.
- The importance of maintaining the focus on vulnerable groups including children and young people with disabilities; Black Asian and Minority Ethnic (BAME) support groups; those with mental health issues.
- The need to ensure all families are able to access provision and that services are delivered in an accessible way and publicised accordingly.
- The need to clearly define who services will be targeted at.
- Some willingness to accept charges for sessions if that means services can continue.
- Providing more of an offer for teenagers, particularly during school holidays.

8.14 When asked to prioritise areas where support should be targeted, the most common answer amongst respondents was 'one-to-one support for families in crisis', 'Positive parenting groups for parents to help manage their children's behaviour' and 'emotional wellbeing support for new parents' made up the top three. 'Drop-in youth groups in the community' was considered the least priority. More details of the first stage of consultation can be found in appendix 1.

Second stage of public consultation

8.15 The first stage of the consultation aimed to get views on the strategic aims of the preferred Family Hub Service model. It was agreed at Cabinet on 25 June 2020 that further consultation was required about the detailed implementation of the model where there would be change to the current services of a specific children's centre or youth centre.

8.16 We sought advice and guidance from a number of sources to ensure our approach to the second stage of consultation was robust and comprehensive. This included:

- commissioning an early years and consultation expert from an external consultancy company to provide advice and guidance on the proposed consultation approach and methodology.
- seeking advice from other external consultation experts i.e. previous Non-Executive Independent Director on the Achieving for Children Board provided advice based on experience of delivering public consultation as part of an education consultancy.
- reviewing consultation approaches from other local authorities undertaking similar exercise to identify best practice. This included the Buckinghamshire County Council consultation relating to the transformation of early help services which was subject to Judicial Review but found to be lawful.
- discussions with colleagues in Achieving for Children operational area 1 who have undertaken a similar exercise about lessons learned, best approaches to

consultation i.e. engaging hard to reach families, including critical friend challenge of our proposed approach.

- review of the consultation approach by consultation experts in Achieving for Children operational area 1.
- review of consultation approach and methodology by RBWM Communications Team and support given for publicising the consultation when it was live.

8.17 The consultation methodology is set out in the table below. It was devised to take into account COVID-19 in terms of being unable to hold face to face sessions to discuss the proposals in children's centre or youth centres, and the school summer holidays.

Method	Detail
Online survey for eight weeks	<p>We developed a survey setting out the background detail to the consultation; the proposals for the centres; and questions about centre usage and their views on the proposed action for each centre.</p> <p>We originally planned for the consultation to open for eight weeks. Based on feedback from parent groups about difficulties completing the survey while children were still on summer holidays, we extended by an additional six days from the 17 September to the 23 September to allow an extra weekend for it to be completed.</p>
AfCInfo internet page	<p>A specific page was set up for the consultation- this included:</p> <ul style="list-style-type: none"> • Detailed background document. • Frequently Asked Questions. • Draft Equality Impact Assessments. <p>The link to the survey is included on the page.</p> <p>Based on feedback from parent groups, we developed an easy read, shorter version of the background document to explain the changes and the implications more concisely. As part of this, we also developed a number of case studies demonstrating what the Family Hub Service could look like in practice.</p>
Social media	<p>AfC and RBWM websites and social media accounts were used to publicise the consultation with a link to the survey. This included both Twitter and Facebook.</p>
Dedicated inbox for questions, queries or comments	<p>A dedicated inbox (familyhubs@achievingforchildren.org.uk) was set up for the consultations. Residents were asked to send any questions or queries about the consultation here.</p> <p>Nine emails were received which included comments or questions. We provided a response to each of these and</p>

Method	Detail
	feedback has been included in the analysis of the consultation.
Virtual drop in sessions	<p>We arranged four virtual drop in sessions (1 hour) with dates advertised on the AfCInfo page- interested parties were asked to email the inbox to request an invite. The sessions were planned for:</p> <ul style="list-style-type: none"> • Friday 7 August 2020 at 5pm until 6pm. • Friday 21 August 2020 at 1pm until 2pm. • Friday 4 September 2020 at 9am until 10am. • Monday 14 September 2020 at 3pm until 4pm. <p>There were no emails to the inbox to request an invitation to any of the sessions.</p>
Direct email to registered children's centre users who have provided an email address	Registered children's centre users were emailed directly with a link to the survey to ask them to participate at the beginning of the consultation and in the last four weeks. This enabled us to directly contact over 4,500 local residents.
Direct email to PaCiP	We directly emailed PaCiP, the parent carer forum for RBWM who provide a service for parents and carers of children and young people 0-25 years, with any special educational needs and disabilities, with or without a diagnosis, with or without an EHCP and in any, or no educational placement). PaCiP then shared the information with all their members via social media.
Using RBWM regular communication mechanisms	<p>Information about the consultation was included in:</p> <ul style="list-style-type: none"> • Resident newsletter; • Borough Bulletin; and • Members Update. <p>A link to the survey was also emailed out to all registered library users as part of the libraries newsletter. This is emailed to more than 50,000 registered users in RBWM.</p>
Item in the schools bulletin	Information included in the schools bulletin which was sent out in September 2020 when the schools returned. The schools were asked to encourage pupils to participate.
Information included in AfC Staff News	The information was included in AfC's staff news for those staff who live in RBWM who use children's centres or youth centres, or who support families or young people that do.
Engaging young people that we support	Our youth workers were asked to individually engage with young people who use youth centres to encourage them to take part in the consultation.

Method	Detail
Directly email to local doctor surgeries and churches	Local doctor surgeries and churches were sent a direct email to ask for their help in distributing the link to the survey and asking them to complete it themselves.
Direct email to voluntary and community sector organisations and any other relevant groups	Direct emails were sent to 30 voluntary and community sector organisations and other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This included some parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities.
Awareness raising sessions with key stakeholder groups who may be considered hard to reach	<p>We informed a number of key stakeholder groups about the consultation and encouraged them to participate. For example, we liaised with the lead of the Asian Women's Group who then coordinated the distribution of information about the consultation. This included 70 copies of the easy read document that had been translated into Urdu that were shared with the local Pakistani population.</p> <p>Hard copies of the survey were also sent to local mosques, libraries, and existing sites. 117 were completed and returned.</p>
Universal health clinics	Universal health clinics recommenced in the second week in June 2020. Health visitors were asked to encourage attendees to complete the questionnaire.

Findings from the second stage of public consultation

8.18 In total we received 186 responses to the online survey and a number of comments into the dedicated inbox. The key findings are summarised below. More detail can be found in appendix 1.

Usage of current services
<ul style="list-style-type: none"> • Riverside Children's Centre is the most popular site with the respondents. • Most respondents said they go to children's centres or youth centres once or twice a week. • Most respondents who said they attend our sites said they either walk or drive. Only 5.9% said they take public transport.
Support for the proposals
<ul style="list-style-type: none"> • Almost two thirds of respondents either agree or strongly agree with the overall proposed Family Hub Service model. Less than a fifth disagree or strongly disagree.

- Over four fifths of respondents said they agree with some or all of the key principles behind the proposed Family Hub Service model. Less than a tenth said they disagreed with some or all of them.
- Over two thirds of respondents agree or strongly agree with the proposal to adopt a flexible approach to delivery whereby the focus is more on delivering services where they are needed rather than at a single location. Less than a fifth of respondents disagree or strongly disagree with this.
- Nearly 90% of respondents agree or strongly agree with the priorities for early help services that were identified as part of the first stage of the consultation. Less than 2.0% disagree.

Proposed retention and discontinuing of leases at sites

- Almost three quarters of respondents agree or strongly agree with the rationale we have proposed for deciding which sites to retain. Just 5.0% disagree or strongly disagree.
- Just over half of respondents agree or strongly agree with the rationale for deciding which sites to discontinue leases for. Just over 10.0% of respondents disagree or strongly disagree.
- Overall almost twice as many respondents agree or strongly agree with the proposals for which children's centres and youth centres to retain and which to discontinue leases for (39.5%) than disagree or strongly disagree (20.9%). Almost a third of respondents (27.7%) neither agree nor disagree.
- There is a high percentage of respondents who neither agree nor disagree with the proposals for each of the sites.
- For all the sites we have proposed to retain, there are more respondents that agree or strongly agree with the proposals than disagree or strongly disagree. Riverside Children's Centre is the most popular site to retain.
- For the majority of sites we have proposed to discontinue leases for, there are more respondents who disagree or strongly disagree than agree or strongly agree. However, for the proposals for the satellite children's centre sites and for Charters Youth Centre, a similar number of respondents agree or strongly agree or disagree or strongly disagree.
- In terms of children's centres, most respondents disagree or strongly disagree with the proposal to discontinue the lease at Pinkneys Green Children's Centre (36.9%) although 22.4% do agree or strongly agree with the proposals.
- In terms of youth centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Larchfield Youth Centre (36.0%) although 16.0% do agree or strongly agree with the proposal.
- In terms of other sites, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road (31.0%). 16.6% of respondents agree or strongly agree with the proposal.
- In terms of the impact of the proposals, over 50.0% of respondents said there would be no impact; that they would use new provision that is more local to them; or they would be happy to use another site. 16.7% said they wouldn't use the services as much in the future and may stop entirely; while 29.0% said they do know enough yet to understand the impact.
- For those who responded that they would stop using services or use them less in future, the most commonly selected answer as to why was that they

do not have enough information about the new way of delivering these services, such as from community venues. The next most commonly selected answer was that they do not believe the other locations will offer the services that are needed; followed by potential issues with travel if having to go further to other locations.

Details of respondents

- Most respondents are parents and carers; are aged between 25 and 49 years old; are female; and have children aged between 0 and 14 years old.
- 3.3% of respondents were children and young people aged under 16.
- 10.7% of respondents have a disability or a family member with a disability. This compares to 22.0% of the overall population of the UK that have a disability. This suggests the consultation has been reasonably successful engaging with families with a family member with a disability, who have traditionally been considered hard to reach.
- Over half of respondents are from a BAME background, with the majority being from a Pakistani background. Almost half of the respondents are also Muslim. The BAME population in RBWM is 22.0% so the survey respondents are more diverse than the overall population. As with disability, this suggests the consultation has engaged families from a BAME, who traditionally have been considered hard to reach.
- 43.8% of respondents declared a household income under £15,000 or between £15,001 and £30,000. The Office for National Statistics states that the average annual household income in March 2020 was £30,800. This therefore suggests that the consultation has engaged families with a lower than average household income who would be more likely to receive the targeted services.
- Almost all of the respondents are from Maidenhead or Windsor and live in the SL6 or SL4 postcode area.

Proposed changes based on the consultation

8.19 The consultation confirmed that overall there is support for the proposals for the Family Hub Service from those who responded. However, a number of areas of concern have emerged. These are addressed below with the action that has been proposed to resolve the issue.

Area of concern	Action
<p>Concern about the loss of services for all families and a desire to maintain all universal services.</p>	<p>There will be no changes to the universal health provision that is currently delivered if the proposals were agreed and implemented. This would mean that all families will continue to receive some level of service from the proposed Family Hub Service but as it represents a progressive universal approach the more services families need, the more they get.</p> <p>The proposals mean an end to the stay and play sessions currently accessible to all. However we will develop a directory of resources which will</p>

Area of concern	Action
	<p>include local organisations offering universal and targeted support. We are also updating our Local Offer website which will complement this directory. We will use these methods to signpost children, young people and families to the support they need in the wider community. The intention is to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic.</p>
<p>The importance of accessible and local provision with good parking on site.</p>	<p>In deciding what to propose for each existing site we set a number of criteria which included being well placed for transport or with good parking facilities.</p> <p>Although the proposal will mean a reduction in the current number of sites, the proposals to extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children's centre or youth centre, will enable services to become more accessible to those vulnerable families who need support. For example, we will be able to deliver services in the home more for families who find it hard to travel to a site.</p> <p>Interestingly only a very small percentage of respondents said they use public transport- most either walk or drive.</p> <p>As there was feedback about parking issues with some of the sites, we will review the parking arrangements at any sites that are retained to identify if improvements can be made.</p>
<p>The need to work more closely with community and voluntary sector groups, although there is concern about these groups having sufficient capacity to meet need.</p>	<p>The proposal for the Family Hub Service already includes a commitment to strengthen working with community and voluntary sector groups.</p> <p>We will work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run universal sessions for children, young people and families. We will provide advice and guidance to enable them to establish sessions accessible by all. This could include supporting parents to deliver sessions and / or support themselves where possible.</p>

Area of concern	Action
	<p>As part of the second stage of consultation, we asked respondents to provide their details if they would be interested in delivering sessions. A number of respondents expressed interest in this so the intention will be to follow up on these.</p> <p>In terms of the concerns about the community and voluntary sector groups having capacity to deliver sessions, we will work alongside RBWM Council to identify opportunities to support local organisations. For example, the Council have proposed to provide space for a local community group at the Marlow Road site. We will seek other opportunities to join with the community and voluntary sector to widen the support provided to our families.</p>
<p>Available services could be promoted and marketed more effectively.</p>	<p>We will be reviewing our publicity materials and the marketing of our services whether the proposals for the Family Hub Service are agreed or not. It is clear from the consultation feedback that more can be done to ensure our residents are aware of the services that are available to them and how these services can be accessed. For example, in terms of understanding impact, just under a third of respondents to the consultation stated they do not have enough information to know about the new way of delivering these services, such as from community venues. Improved promotion and marketing of services would enable us to clearly demonstrate to our families how they can access the Family Hub Service in a range of locations and in a range of ways.</p> <p>If the proposals are agreed, we will create a clear Family Hub Service offer which will be marketed widely across RBWM and with our key partners to ensure that families who need support are aware of how to access it. This is in addition to the development of the directory of resources that has been mentioned previously.</p>
<p>Parenting programmes and stress management sessions are highly valued.</p>	<p>Parenting programmes and stress management sessions will continue to be delivered as part of the Family Hub Service model should it be agreed.</p> <p>We will also look to improve our online resources for families and this will likely include information about parenting and stress management.</p>

Area of concern	Action
<p>Services should be provided in a range of languages.</p>	<p>A number of our services are already provided in multiple languages. For example our Asian parenting programmes are delivered in mother-tongue. Also, the online Solihull parenting support resource is available in a number of languages including Polish, Urdu and Spanish. This will continue should the Family Hub Service proposal be agreed, particularly to ensure we are able to target families from a BAME background who may be experiencing difficulties. We already have a strong relationship with the Asian Women's Network and the intention will be to continue to work alongside the group to ensure our BAME communities are aware of the services on offer and can access help when it is needed.</p> <p>We worked closely with the Asian Women's Network as part of the second stage of the consultation to encourage their members to give their views. To achieve this we translated some of the background documents into Urdu and circulated this with hard copies of the survey. As a result, we received responses from a large number of residents from BAME backgrounds.</p>
<p>Concern about the consultation process, particularly in relation to the ongoing COVID-19 situation and the possible impact of this on the consultation.</p>	<p>We sought advice and guidance both internally and externally to ensure that the second stage of the consultation was sufficiently robust. To take into account the ongoing COVID-19 situation we provided a range of means for residents to engage in the consultation process. This is set out in section 8.</p> <p>We also extended the consultation period by additional six days to allow respondents further opportunity to give their views as one resident raised concerns about being able to complete the survey over the school summer holidays. The extended closing date of 23 September meant that children had been back at school for at least two weeks by the time the survey closed.</p> <p>We also adapted our consultation approach while it was ongoing in response to feedback i.e. developing a shorter easy read version of the background document and case studies setting out what the proposed service could look like in practice.</p>
<p>Post- consultation, RBWM Council have confirmed that</p>	<p>AfC will seek to retain use of some space at Marlow Road for Family Hub Service provision to</p>

Area of concern	Action
the Marlow Road Youth Centre site has been given to Maidenhead Community Centre as they have lost their existing site.	<p>ensure continuity of service for families. Discussions are already ongoing to this end.</p> <p>To mitigate the loss of the space, the proposal is to retain Maidenhead Project Centre, Reform Road as a sub-venue with the aim of increasing usage at the site i.e. evening and weekend Family Hub Service delivery. This will have an impact on the efficiency savings as £30,000 was allocated towards this based on the ceasing of the lease at the site.</p>

9. TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out below:

Date	Details
26 November 2020	Cabinet considers the final report setting out the details of the implementation of the preferred model.
27 November 2020	AfC Board provided with an update on the RBWM proposed Family Hub Service model for implementation.
January 2021 (TBC)	Consultation with staff and Trade Unions to commence following approvals.
May 2021 (TBC)	Launch of new model
June 2021 (TBC)	Family Hub Service model fully operational.

10. APPENDICES

Electronic only

- Appendix 1: Consultation Report
- Appendix 2: Stage 2 consultation key documents
- Appendix 3: Equality Impact Assessment
- Appendix 4: Previous legal implications

11. BACKGROUND DOCUMENTS

11.1 None.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Stuart Carroll	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health	13/11/20	18/11/20
Cllr Ross McWilliams	Lead Member for Housing, Communications and Youth Engagement	13/11/20	18/11/20
Duncan Sharkey	Managing Director	13/11/20	18/11/20
Russell O'Keefe	Executive Director	13/11/20	
Adele Taylor	Executive Director/ S151 Officer	13/11/20	17/11/20
Elaine Browne	Head of Law	13/11/20	16/11/20
Mary Severin	Monitoring Officer	13/11/20	16/11/20
Nikki Craig	Head of HR, Corporate Projects and IT	13/11/20	
Louisa Dean	Communications	13/11/20	
Kevin McDaniel	Director of Children's Services	13/11/20	13/11/20
Hilary Hall	Director- Adults, Commissioning and Health	13/11/20	16/11/20
Karen Shepherd	Head of Governance	13/11/20	16/11/20

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision.	No .	No
Report Author: Rachael Park-Davies, Community Services Manager Phone: 07825 754435		

Proposed Family Hub Service Public Consultation Findings September 2020

Background to the consultation and overall consultation findings

Two public consultations have been undertaken as part of the development of the final proposals for the Family Hub Service.

In total, we have consulted for 20 weeks and have received 687 responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

The initial consultation found that existing services were highly valued but that respondents felt that one to one support for families in crisis should be a priority. Over a third of respondents were in favour of the proposed aims for the Family Hub Service model- just less than a third were not in favour and a similar percentage were neutral.

The second stage of the consultation was shaped by, and built upon, the first stage of the consultation. It provided more significantly more detail about what the proposed new service could look like and what changes this would mean to existing services.

Overall, the responses were positive about the proposals. The results show that the significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

Almost twice as many respondents agree with the proposals for which sites to retain and which to discontinue leases for than disagree. The majority of respondents agree with the rationale we used to propose which sites to retain and over half agree with the rationale for which sites propose to discontinue sites for.

Riverside Children's Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it. Respondents support the proposals to retain all the sites we have identified. Respondents do not agree with all the proposals to discontinue leases, however for each site we have proposed to discontinue the lease for, there are some respondents who are in favour. It is also worth noting that for some children's centre

satellite sites and youth centres, there is a similar percentage who agree and disagree with the proposal to discontinue the lease. There is also a large proportion of respondents who are neutral about the proposals for each site.

In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However, almost a third of respondents said they need more information to understand the potential impact.

Both stages of the consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

First stage of consultation

Details of the consultation

The first stage of consultation took place between January and March 2020 over 12 weeks.

RBWM residents were consulted on the proposed changes to the delivery of early help services through a variety of methods:

- A 12-week online survey, which launched on Monday 6 January 2020 and closed on Monday 30 March 2020. Paper copies of the survey were made available at libraries and current early help service sites. Paper copies submitted made up approximately 10% of the overall survey.
- 6 public focus group sessions held at Children's and Youth Centres across the Royal Borough. It is worth noting that a seventh session was planned to take place in South Ascot on 18 March 2020, but due to the COVID-19 pandemic this had to be cancelled. The list of sessions that were held is below:
 - Woodlands Park Children's Centre (13 January 2020);
 - Windsor Youth Talk (21 January 2020);
 - Pinkneys Green Youth & Community Centre (3 February 2020);
 - Datchet Children's Centre (8 February 2020);
 - Riverside Children's Centre (22 February 2020); and
 - The Manor, Dedworth (4 March 2020)

Consultation results

During the 12-week consultation, 501 responses were received. This number takes into account paper copy responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

In addition to the online questionnaire, we held six public consultation focus groups and two staff workshops. While most respondents recognised the need to prioritise one to one support for our most vulnerable families, there were concerns about how other families would find other support.

The vast majority (88%) of responders to the survey identified themselves as female within the age range of 25-49 years (80%). 84% described themselves as 'parent/carers' with most (60%) having children under the age of 5. Over three-quarters (79%) were based in Windsor or Maidenhead towns with 42% of respondents declaring a household income of £30,000 or less which is lower than the median annual UK salary of £30,350. 27% declared a household income of over £60,000 a year.

83% of responders confirmed that they had accessed one of the available family services within the last 12 months. Children's centres and parenting support services were the most regularly accessed with 48% saying they accessed these at least once a week. The sites where responders had accessed these services from was mixed, but Riverside Children's Centre in Maidenhead appeared to be the most well-used with almost a third (32%) having attended a session there within the last year.

When responders were asked to state the maximum amount they would be willing to pay to attend a children's centre or youth centre session, the majority (37%) said they would be willing to spend up to £3. Over a quarter (28%) said they would be willing to spend up to £1.50 and 15% said up to a maximum of £5.00. 20% stated that they would not want to pay any sum to attend a session.

As part of the consultation, responders were shown the proposed aims for its early help services and were asked whether they agreed. 36% confirmed that they did agree with the new family hub proposals set out, while 32% said they disagreed. 32% also stated that they were neutral or did not know.

Other suggestions for a remodelled delivery of services were invited. The key themes to emerge were:

- How highly- regarded the early help services are and how many families consider them invaluable and rate the existing services delivered.
- The need to work more closely with existing charities and volunteer groups and key partners such as local schools.
- The importance of maintaining the focus on vulnerable groups including children and young people with disabilities; Black Asian and Minority Ethnic (BAME) support groups; those with mental health issues.
- The need to ensure all families are able to access provision and that services are delivered in an accessible way and publicised accordingly.
- The need to clearly define who services will be targeted at.
- Some willingness to accept charges for sessions if that means services can continue.
- Providing more of an offer for teenagers, particularly during school holidays.

When asked to prioritise areas where support should be targeted, the most common answer amongst respondents was ‘one-to-one support for families in crisis’. ‘Positive parenting groups for parents to help manage their children’s behaviour’ and ‘emotional wellbeing support for new parents’ made up the top three. ‘Drop-in youth groups in the community’ was considered the least priority.

There was a noticeably low response from users of the youth centres. Only 12% of responders said they had accessed a youth service session in the past year and only 8% said they used them on a weekly basis. The most well-attended youth centre by participating responders was Windsor Youth Club.

Respondents were asked to list what other groups or sessions in the community they and their families attended. The below lists a summary of their answers and whether we would expect them to continue if we were to implement the preferred model.

Alternative groups/ sessions attended	Would this be retained with the preferred model?
National Childbirth Trust (NCT) sessions.	Yes.
Baby sensory, baby yoga, baby massage.	Yes.
Church sessions, e.g. baby, toddler and youth groups.	Yes.
Library sessions, e.g. rhyme time, story time and sing-a-longs.	Yes.
Scouts, guides, cubs, beavers, brownies and rainbows.	Yes.
Army, sea and air cadets.	Yes.
Music groups, e.g. Bilinguasing, Diddy Disco, Moo Music, Teddies Music.	Yes.
Sports clubs, e.g. Maidenhead United, Puddleducks swimming, Phoenix Gym.	Yes.
Hartbeeps.	Yes.
Birth matters.	Yes.
Norden Farm.	Yes.
Tumbletots.	Yes.

Focus Group Sessions

Six public consultation meetings were held at various venues and at different times of the week and day to maximise accessibility. Social media, print media and poster campaigns were undertaken to advise service users, stakeholders and residents to partake in the survey or attend a public meeting.

The key themes to emerge can be summarised in terms of concerns and priorities. The tables below set out the concerns and priorities and our response to them.

Concerns:

Concerns	Response
<p>Reduction of universal services will make early help difficult if families only get support when they are already having issues.</p>	<p>The universal health visiting service will continue in its entirety i.e. five mandated contacts in the first three years via the Health Child Programme so issues can be identified within all families.</p> <p>There are robust links with schools and other voluntary agencies who already refer families in to early help services.</p>
<p>Danger of labelling or stigmatising families if all have a targeted service.</p>	<p>All families will continue to access the Health Child Programme via the Family Hubs not just those that are targeted.</p> <p>In addition, the new preferred model would be based on a progressive universal service- this means that everyone gets some level of service but the more service you need, the more you get.</p>
<p>Most children’s centres groups are well attended, meaning that families value service.</p>	<p>The proposals to retain existing children’s centres as part of the Family Hub model have been made based on a range of criteria including those that are well-used.</p>
<p>Potential loss of outdoor education and natural environment experiences i.e. Nature Play.</p>	<p>Nature Play at the current Riverside Children’s Centre would continue as a targeted service.</p>
<p>Risk of isolation for families/ Increased risk of postnatal depression due to isolation.</p>	<p>The universal health visiting service will identify families new to the area or at risk of isolation and refer to targeted services.</p> <p>One of the mandated health visiting contacts is completed at six to eight weeks where every mother is screened for postnatal illness.</p>
<p>Reduction of buildings-decrease accessibility for those unable to drive/ Poor public transport in area.</p>	<p>One of the criteria for retaining buildings is that they are close to public transport i.e. train stations.</p> <p>In addition, the preferred model would continue to allow families who need a service to receive it at home.</p>

Stay and Play sessions offer informal support to parents.	We would maintain links with local community groups with the aim of ensuring that the informal support to parents would continue to be offered i.e. for community playgroups seeking support about parenting, we would offer information and advice.
Reduction in funding for voluntary sector i.e. Family Friends.	We would maintain close connections to the voluntary sector to ensure maximum use of limited resources.
Non Council play sessions or music groups can be expensive.	We would support targeted families to access play sessions or music groups if necessary.
Waiting times for CAMHS and Wellbeing services.	We would continue to work closely with CAMHS transformation work in order to reduce wait times.
Losing well trained and experienced staff.	Although there would be a reduction in staffing, the new model would aim to retain the experience, talent and skills of the existing workforce.
Provision for army families.	The provision for army families would be retained.

Priorities:

Priorities	Response
Maintain health visitor clinics in Children's Centres including breastfeeding support.	This would be retained in the preferred model.
Keep supporting children, young people or families most in need with home visits on a one to one basis.	This would be retained in the preferred model.
Link with voluntary sector and keep a central directory of all community groups, i.e. those run from churches, or by parents.	This would be retained in the preferred model and we would look to further develop the directory of local resources to share with families.
Keep targeted groups, i.e. Freedom, Esteem.	This would be retained in the preferred model.
Continue supporting children with additional needs.	This would be retained in the preferred model.
More support for children excluded from school or at risk of exclusion.	This would be retained in the preferred model.
Keep parenting courses going.	We would offer targeted families parenting courses as part of the new preferred model.

Use more volunteers.	We would continue to use volunteers and aim to strengthen links further with the community and voluntary sector.
Keep links with the rest of children’s social care.	The existing strong links with children’s social care would be maintained in the preferred model.
Keep mental health and wellbeing support, i.e. Emotional first aid for parents.	This would be retained in the preferred model.
Consider families who live in rural areas with limited public transport.	Targeted outreach services would be available if needed. There would be potential to do pop up drop in groups if need was identified.
Keep access to early learning opportunities.	We would link to other locally delivered early learning opportunities and continue to target children entitled to two and three year old funding to ensure they are able to access these opportunities. Home learning outreach would continue to be offered through our parents as first teachers to families depending on need.
Consider BAME groups.	We would prioritise the support we currently provide to BAME groups through outreach i.e. parenting groups in the mosque.

The findings from the consultation were used to shape the final preferred model which is presented in this report. Furthermore, these findings and the findings from the second stage of consultation (if approved), would be used to finalise the whole of the model to ensure it reflects public opinion as far as is possible.

Second stage of the consultation

Details of the consultation

Between 17 July and the 23 September 2020, we carried out a second public consultation to ask for views on our proposed Family Hub Service model. The proposed model would bring together services being run by children’s centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need, coordinated from one Family Hub.

We sought advice and guidance from a number of sources to ensure our approach to the second stage of consultation was robust and comprehensive. This included:

- commissioning an early years and consultation expert from an external consultancy company to provide advice and guidance on the proposed consultation approach and methodology.
- seeking advice from other external consultation experts i.e. previous Non-Executive Independent Director on the Achieving for Children Board provided advice based on experience of delivering public consultation as part of an education consultancy.
- reviewing consultation approaches from other local authorities undertaking similar exercise to identify best practice. This included the Buckinghamshire County Council consultation relating to the transformation of early help services which was subject to Judicial Review but found to be lawful.
- discussions with colleagues in Achieving for Children operational area 1 who have undertaken a similar exercise about lessons learned, best approaches to consultation i.e. engaging hard to reach families, including critical friend challenge of our proposed approach.
- review of the consultation approach by consultation experts in Achieving for Children operational area 1.
- review of consultation approach and methodology by RBWM Communications Team and support given for publicising the consultation when live.

The consultation methodology is set out in the table below. It was devised to take into account COVID-19 in terms of being unable to hold face to face sessions to discuss the proposals in children’s centre or youth centres, and the school summer holidays.

Method	Detail
Online survey for eight weeks	<p>We developed a survey setting out the background detail to the consultation; the proposals for the centres; and questions about centre usage and their views on the proposed action for each centre.</p> <p>We originally planned for the consultation to open for eight weeks. Based on feedback from parent groups about difficulties completing the survey while children were still on summer holidays, we extended by an additional six days from the 17 September to the 23 September to allow an extra weekend for it to be completed.</p>
AfCInfo internet page	<p>A specific page was set up for the consultation- this included:</p> <ul style="list-style-type: none"> ● Detailed background document. ● Frequently Asked Questions. ● Draft Equality Impact Assessments. <p>The link to the survey is included on the page.</p> <p>Based on feedback from parent groups, we developed an easy read, shorter version of the background document to explain the changes and the implications more concisely. As part of this, we also developed a number of case studies demonstrating what the Family Hub Service could look like in practice.</p>

Social media	AfC and RBWM websites and social media accounts were used to publicise the consultation with a link to the survey. This included both Twitter and Facebook.
Dedicated inbox for questions, queries or comments	<p>A dedicated inbox (familyhubs@achievingforchildren.org.uk) was set up for the consultations. Residents were asked to send any questions or queries about the consultation here.</p> <p>Nine emails were received which included comments or questions. We provided a response to each of these and feedback has been included in the analysis of the consultation.</p>
Virtual drop in sessions	<p>We arranged four virtual drop in sessions (1 hour) with dates advertised on the AfCInfo page- interested parties were asked to email the inbox to request an invite. The sessions were planned for:</p> <ul style="list-style-type: none"> ● Friday 7 August 2020 at 5pm until 6pm. ● Friday 21 August 2020 at 1pm until 2pm. ● Friday 4 September 2020 at 9am until 10am. ● Monday 14 September 2020 at 3pm until 4pm. <p>There were no emails to the inbox to request an invitation to any of the sessions.</p>
Direct email to registered children's centre users who have provided an email address	Registered children's centre users were emailed directly with a link to the survey to ask them to participate at the beginning of the consultation and in the last four weeks. This enabled us to directly contact over 4,500 local residents.
Direct email to PaCiP	We directly emailed PaCiP, the parent carer forum for RBWM who provide a service for parents and carers of children and young people 0-25 years, with any special educational needs and disabilities, with or without a diagnosis, with or without an EHCP and in any, or no educational placement. PaCiP then shared the information with all their members via social media.
Using RBWM regular communication mechanisms	<p>Information about the consultation was included in:</p> <ul style="list-style-type: none"> ● Resident newsletter; ● Borough Bulletin; and ● Members Update. <p>A link to the survey was also emailed out to all registered library users as part of the libraries newsletter. This is emailed to more than 50,000 registered users in RBWM.</p>
Item in the schools bulletin	Information included in the schools bulletin which was sent out in September 2020 when the schools returned. The schools were asked to encourage pupils to participate.

Information included in AfC Staff News	The information was included in AfC's staff news for those staff who live in RBWM who use children's centres or youth centres, or who support families or young people that do.
Engaging young people that we support	Our youth workers were asked to individually engage with young people who use youth centres to encourage them to take part in the consultation.
Directly email to local doctor surgeries and churches	Local doctor surgeries and churches were sent a direct email to ask for their help in distributing the link to the survey and asking them to complete it themselves.
Direct email to voluntary and community sector organisations and any other relevant groups	Direct emails were sent to 30 voluntary and community sector organisations and other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This included some parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities.
Awareness raising sessions with key stakeholder groups who may be considered hard to reach	We informed a number of key stakeholder groups about the consultation and encouraged them to participate. For example, we liaised with the lead of the Asian Women's Group who then coordinated the distribution of information about the consultation. This included 70 copies of the easy read document that had been translated into Urdu that were shared with the local Pakistani population. Hard copies of the survey were also sent to local mosques, libraries, and existing sites. 117 were completed and returned.
Universal health clinics	Universal health clinics recommenced in the second week in June 2020. Health visitors were asked to encourage attendees to complete the questionnaire.

This report presents the findings from the second stage of the consultation. The majority of the information is gathered from the online survey but other feedback received has also been incorporated.

Consultation results

The main findings from the second stage of consultation are set out below. This incorporates feedback via the online survey but also feedback sent directly to the dedicated inbox set up for the consultation period. In total we received 186 responses to the survey and seven emails with feedback.

Overall findings

The significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach

to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

Almost twice as many respondents agree with the proposals for which sites to retain and which to discontinue leases for than disagree. The majority of respondents agree with the rationale we used to propose which sites to retain and over half agreeing with the rationale for which sites propose to discontinue sites for.

Riverside Children’s Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it. Respondents support the proposals to retain all the sites we have identified. Generally respondents do not agree with the proposals to discontinue leases, although there are a number of respondents in favour of doing this for all the sites, and for some children’s centre satellite sites and youth centres, there is a similar percentage agreeing and disagreeing. There is also a large proportion of respondents who are neutral about the proposals for each site.

In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However, almost a third of respondents said they need more information to understand the potential impact.

The consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

Usage of current services

- Riverside Children’s Centre is the most popular site with those that responded.
- Most respondents that attend children’s centres or youth centres go once or twice a week.
- Most respondents that attend our sites either walk or drive. Only 5.9% said they take public transport.

Support for the proposals

- Almost two thirds of respondents either agree or strongly agree with the overall proposed Family Hub Service model. Less than a fifth disagree or strongly disagree.
- Over four fifths of respondents said they agree with some or all of the key principles behind the proposed Family Hub Service model. Less than a tenth said they disagreed with some or all of them.
- Over two thirds of respondents agree or strongly agree with the proposal to adopt a flexible approach to delivery whereby the focus is more on delivering services where they are needed rather than at a single location. Less than a fifth of respondents disagree or strongly disagree with this.
- Nearly 90% of respondents agree or strongly agree with the priorities for early help services that were identified as part of the first stage of the consultation. Less than 2.0% disagree.

Proposed retention and discontinuing of leases at sites

- Almost three quarters of respondents agree or strongly agree with the rationale we have proposed for deciding which sites to retain. Just 5.0% disagree or strongly agree.

- Just over half of respondents agree or strongly agree with the rationale for deciding which sites to discontinue leases for. Just over 10.0% of respondents disagree or strongly disagree.
- Overall almost twice as many respondents agree or strongly agree with the proposals for which children's centres and youth centres to retain and which to discontinue leases for (39.5%) than disagree or strongly disagree (20.9%). Almost a third of respondents (27.7%) neither agree nor disagree.
- There is a high percentage of respondents who neither agree nor disagree with the proposals for each of the sites.
- For all the sites we have proposed to retain, there are more respondents that agree or strongly agree with the proposals than disagree or strongly disagree. Riverside Children's Centre is the most popular site to retain.
- For the majority of sites we have proposed to discontinue leases for, there are more respondents that disagree or strongly disagree than agree or strongly agree. However, for the proposals for the satellite children's centre sites and for Charters Youth Centre, a similar number of respondents agree or strongly agree or disagree or strongly disagree.
- In terms of children's centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Pinkney's Green Children's Centre (36.9%) although 22.4% do agree or strongly agree with the proposals.
- In terms of youth centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Larchfield Youth Centre (36.0%) although 16.0% do agree or strongly agree with the proposal.
- In terms of other sites, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road (31.0%). 16.6% of respondents agree or strongly agree with the proposal.
- In terms of the impact of the proposals, over 50.0% of respondents said there would be no impact; that they would use new provision that is more local to them; or they would be happy to use another site. 16.7% said they wouldn't use the services as much in the future and may stop entirely; while 29.0% said they do know enough yet to understand the impact.
- For those who responded that they would stop using services or use them less in future, the most commonly selected answer as to why was that they do not have enough information about the new way of delivering these services, such as from community venues. The next most commonly selected answer was that they do not believe the other locations will offer the services that are needed; followed by potential issues with travel if having to go further to other locations.

Details of respondents

- Most respondents are parents and carers; are aged between 25 and 49 years old; are female; and have children aged between 0 and 14 years old.
- 3.3% of respondents were children and young people aged under 16.
- 10.7% of respondents have a disability or a family member with a disability. This compares to 22.0% of the overall population of the UK that have a disability. This suggests the consultation has been reasonably successful engaging with families with a family member with a disability, who have traditionally been considered hard to reach.
- Over half of respondents are from a BAME background, with the majority being from a Pakistani background. Almost half of the respondents are also Muslim. The BAME population in RBWM is 22.0% so the survey respondents are more diverse than the overall population. As with disability, this suggests the consultation has engaged families from a BAME, who traditionally have been considered hard to reach.

- 43.8% of respondents declared a household income under £15,000 or between £15,001 and £30,000. The Office for National Statistics states that the average annual household income in March 2020 was £30,800. This therefore suggests that the consultation has engaged families with a lower than average household income who would be more likely to receive the targeted services.
- Almost all of the respondents are from Maidenhead or Windsor and live in the SL6 or SL4 postcode area.

Themes to emerge from the consultation

There are a number of key themes that emerge from the consultation responses. These are:

- Concern about the loss of services for all families and a desire to maintain all universal services.
- The importance of accessible and local provision with good parking on site.
- The need to work more closely with community and voluntary sector groups, although there is concern about these groups having sufficient capacity to meet need.
- Available services could be promoted and marketed more effectively.
- Parenting programmes and stress management sessions are highly valued.
- Services should be provided in a range of languages.
- Concern about the consultation process, particularly in relation to the ongoing COVID-19 situation and the possible impact of this on the consultation.

Detailed analysis

Section 1: Recent use of the children's centres and youth centres

1. Which of the following centres and sites have you used in the past 12 months? Please select as many as you have visited.			
			Response Percent
1	Datchet Children's Centre		5.95%
2	Eton Wick Children's Centre		1.19%
3	Larchfield Children's Centre		11.90%
4	Manor Children's Centre/ Youth Centre		13.10%
5	Pinkneys Green Children's Centre/ Youth Centre		14.29%
6	Poppies Children's Centre		11.31%
7	Riverside Children's Centre		55.36%

8	The Lawns Children's Centre		10.71%
9	Woodlands Park Village Centre Children's Centre		8.33%
10	Low Ropes Activity Course at Beech Lodge		0.00%
11	Maidenhead Nursery School		15.48%
12	Old Windsor		4.17%
13	South Ascot		0.60%
14	Wraysbury Village Hall		1.19%
15	Charters Youth Centre		0.00%
16	Datchet Youth Centre		2.38%
17	Eton Wick Youth Centre		0.00%
18	Larchfield Youth Centre		4.76%
19	Marlow Road Youth Centre		11.90%
20	Windsor Youth Centre		21.43%
21	Maidenhead Project Centre, Reform Road		13.69%
22	Outdoor provision in Hurley		0.60%

Analysis

Respondents were asked which centres they had used over the past 12 months. The most commonly selected sites were Riverside Children's Centre (55.4%); Windsor Youth Centre (21.4%); and Maidenhead Nursery School (15.5%).

No respondents said that they had used Charters Youth Centre (0.0%); Eton Wick Youth Centre (0.0%); or the Low Ropes Activity Course at Beech Lodge (0.0%).

2. Which of the following centres and sites have you used the most in the past 12 months? Please select just one.

			Response Percent
1	Datchet Children's Centre		3.60%
2	Eton Wick Children's Centre		0.00%
3	Larchfield Children's Centre		0.72%
4	Manor Children's Centre/ Youth Centre		4.32%
5	Pinkneys Green Children's Centre/ Youth Centre		7.19%
6	Poppies Children's Centre		2.88%
7	Riverside Children's Centre		36.69%
8	The Lawns Children's Centre		4.32%
9	Woodlands Park Village Centre Children's Centre		2.16%
10	Low Ropes Activity Course at Beech Lodge		0.00%
11	Maidenhead Nursery School		4.32%
12	Old Windsor		2.16%
13	South Ascot		0.72%
14	Wraysbury Village Hall		0.00%
15	Charters Youth Centre		0.00%
16	Datchet Youth Centre		0.72%
17	Eton Wick Youth Centre		0.00%
18	Larchfield Youth Centre		1.44%
19	Marlow Road Youth Centre		10.07%
20	Windsor Youth Centre		6.47%

21	Maidenhead Project Centre, Reform Road		12.23%
22	Outdoor provision in Hurley		0.00%

Analysis

Respondents were asked to select which site they had used most over the past 12 months.

The most used sites in the last 12 months were Riverside Children’s Centre (36.7%); Maidenhead Project Centre, Reform Road (12.2%); and Marlow Road Youth Centre (10.1%).

No respondents said they had used services at Eton Wick Children’s Centre; Low Ropes Activity Course at Beech Lodge; Wraysbury Village Hall; Charters Youth Centre; Eton Wick Youth Centre; and Outdoor provision in Hurley.

3. How often do you visit the site you selected in the previous question?

			Response Percent
1	3-4 times per week		14.62%
2	1-2 times per week		43.27%
3	2-4 times per month		18.71%
4	Once a month		11.70%
5	Less than once a month		11.70%

Analysis

The majority of respondents (57.9%) said they attend sites either three to four times a week (14.6%) or one to two times per week (43.3%).

4. How do you usually travel to the children’s centre or youth centre that you use most often?

			Response Percent
1	Walk		51.46%
2	Cycle		0.58%

3	By public transport - bus		5.26%
4	By public transport - train		0.58%
5	By car		42.11%
6	Other (please specify):		0.00%

Analysis

The majority of respondents said they walk to their children’s centre or youth centre (51.5%) or drive in a car (42.1%). Only 5.9% said they take public transport.

3. Section 2 - Proposed Family Hub Service

5. To what extent do you agree with the overall proposed Family Hub Service model as set out in the background document?

			Response Percent
1	Strongly agree		24.31%
2	Agree		40.33%
3	Neither agree nor disagree		15.47%
4	Disagree		12.71%
5	Strongly disagree		6.08%
6	Don't know		1.10%

Analysis

64.6% of respondents either agree (40.3%) or strongly agree (24.3%) with the overall proposed Family Hub Service model. 18.8% either disagree (12.7%) or strongly disagree (6.1); 15.5% neither agree nor disagree; and 1.1% don’t know.

6. To what extent do you agree with these key principles?

			Response Percent
1	Agree with all points		37.91%

2	Agree with some points		47.25%
3	Neither agree nor disagree		4.95%
4	Disagree with some points		7.69%
5	Disagree with all points		1.65%
6	Don't know		0.55%

Analysis

85.2% of respondents said they agree with all of the key principles (37.9%) or some of them (47.3%).

9.4% said they disagree with all the key principles (1.7%) or disagree with some of them (7.7%).

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Significant concern about a lack of support for all families	<ul style="list-style-type: none"> • These things are important, but so many families would miss out on much needed lower level support if the proposed changes go ahead. • I think although it appears to be more inclusive that actually people would fall through the cracks and not get the support they require. • Only dedicating services to or only prioritising those 'who need it' means the rest of us will be left out. Being able to join ad hoc or when you need help as a mum without anything being seriously wrong is very helpful. • You seem to have missed the point of universal services. As drop ins these are not as stigmatised as targeted help which means many families that wouldn't ask for help attend and get the support they need anyway, be that from community support by meeting mums in similar situations or by accepting offered help which a Nursery nurse or AfC support worker might identify at a drop in session.
Concern about lack of capacity in the community/ voluntary sector to replace any groups that come	<ul style="list-style-type: none"> • I don't believe volunteer groups are going to deliver the sessions you're losing by

to an end	getting rid of the stay and play sessions and nurture groups.
Positive support for the proposals- particularly in relation to the proposed triaging system	<ul style="list-style-type: none"> • Yes I do agree with all the points I think, it will make it a bit quicker and easier for people. • Having a system in place so that all organisations are able to access the history and current issues for all people is essential to allowing further help to be resourced without the stress of being 'lost in the system' at first point and no help being achieved.
Importance of parenting programmes/ stress management sessions	<ul style="list-style-type: none"> • Parenting programme and stress management are very useful.

7. More specifically, to what extent do you agree with the following priority: Adopting a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services would be delivered at the designated hubs but other services would be delivered via outreach in collaboration with partners and the community. This could be in people's homes or in other community venues already used by children, young people and families across the borough.

			Response Percent
1	Strongly agree		25.14%
2	Agree		43.58%
3	Neither agree nor disagree		12.85%
4	Disagree		13.97%
5	Strongly disagree		3.91%
6	Don't know		0.56%

Analysis

68.7% of respondents said they agree (43.6%) or strongly agree (25.1%) with the priority to adopt a flexible approach to delivery whereby the focus is more on delivering services where they are needed rather than at a single location.

17.9% said they disagree (14.0%) or strongly disagree (3.9%).

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Significant concern about a loss of support for all families	<ul style="list-style-type: none"> • I think people are going to be missing out. You are going to target priority cases but other less severe but still needy cases are going to fall through the cracks where they would access a community service. • I agree it's good to target resources and deliver from a hub but I have concerns that families who have not been previously identified as needing help might fall through the net. • The purpose of children's centres is to be physical locations accessible to all - not just those most "in need", but universally to ALL residents. It is not another form of social services per se (as described in the hub model), rather it is a PLACE to socialise and learn with others.
Importance of accessible and local provision	<ul style="list-style-type: none"> • We are used to the locations and the people. It takes time to build trust and support. • People will not know about them. They need to be in a regular place at a regular time. • If you do not have clearly identified open facilities for people to just attend people may not know where to go to find assistance, and some do not want to ask- some need for assistance is identified by observation at these venues where individuals would not have actively sought/requested help otherwise. By removing venues you risk more people slipping through the net...
Flexibility of service delivery in the proposal is positive	<ul style="list-style-type: none"> • Delivery of services in homes would be more appreciated and more personalised. • I'm not too worried which centre I go to as I can walk or drive as required. It makes much more sense to offer more flexible service in order to allow you to make better use of the building & people resources.

8. To what extent do you agree with the priorities for early help services that were identified as part of the first stage of the consultation? These are: One to one support for families in crisis. Positive parenting groups for parents to help manage their children's behaviour. Emotional wellbeing support for new parents.

			Response Percent
1	Strongly agree		40.00%

2	Agree		48.33%
3	Neither agree nor disagree		8.89%
4	Disagree		1.67%
5	Strongly disagree		0.00%
6	Don't know		1.11%

Analysis

88.3% of respondents said they agree (48.3%) or strongly agree (40.0%) with the priorities for early help services identified as part of the first stage of consultation.

1.7% said they disagree. No respondents strongly disagreed.

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Significant concern about a lack of support for all families	<ul style="list-style-type: none"> Agree with these, but not to the detriment of not assisting those not in crisis but would still benefit from a level of support- resources should be shared and available to all, rather than just those in the extreme categories. Too easy to focus on the 'low hanging fruit' of the obvious needs of highly disadvantaged families and individuals, or those already in crisis. There is nothing of detail within the proposal as to how families and individuals can be supported before the level of 'intervention' becomes inevitable. I am concerned that waiting until families are in crisis or their children have behavioural problems is a false approach as prevention is better than cure. Abandoning early years universal service could lead to more families requiring support later on.
Importance of parenting programmes and stress management sessions- particularly in a range of languages	<ul style="list-style-type: none"> Parenting Groups had helped me a lot when I had my children. Parenting programme in Urdu, stress management in Urdu. Parenting programme in mother tongue Urdu, stress management programme in Urdu.

9. To what extent do you broadly agree with the rationale we have proposed for deciding which sites to retain? These are: Popular and well used. Equipped to deliver targeted provision. Best equipped to host any additional services to replace those that may be discontinued, eg. sufficient space. Located close to areas of relative deprivation. Well-placed for public transport or with good parking facilities. Wheelchair and pushchair accessible. Able to offer good value for money in terms of rental costs.

			Response Percent
1	Strongly agree		19.44%
2	Agree		53.89%
3	Neither agree nor disagree		21.67%
4	Disagree		3.89%
5	Strongly disagree		1.11%
6	Don't know		0.00%

Analysis

73.3% of respondents said they agree (53.9%) or strongly agree (19.4%) with the rationale proposed for deciding which sites to retain.

5.0% said they disagree (3.9%) or strongly disagree (1.1%).

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Importance of centres being easily accessible i.e. walkable	<ul style="list-style-type: none"> • Everyone should have access to walkable locations no matter what the service. • Small villages with poor public transport also need to be considered. Not everyone has a car. • Public transport is only relevant because you are proposing to remove so many accessible walking sites. The planning proposals for a walkable town need walkable children's centres everywhere. • Being located in an area of deprivation does not guarantee that it will be used. The existing centres are well spaced out and you get a choice of where to go. With the new model, you're forcing people to visit areas which might incur additional costs e.g instead of walking, you'll have to drive or take the bus and then there's the issue of sufficient parking.

Concern about a lack of support for all families	<ul style="list-style-type: none"> ● It's not always just families with deprivation who would want to access children's centres. ● Do not agree with " Located close to areas of relative deprivation". More emphasis should be on "Popular and well used".
Important and timely to review current provision	<ul style="list-style-type: none"> ● Some current facilities are difficult to reach via public transport and rarely used. ● Sound logic but please consider local access. ● Seems fair. Consideration is required for deprived children who may not have the means for transport to visit sites.

10. To what extent do you broadly agree with the rationale we have proposed for deciding which sites to discontinue leases for? These are: Are no longer situated in areas where they are most needed. Are too small or too expensive to run. Are under-used compared to other centres. Are unable to offer additional service i.e. health clinics, due to lack of space or lack of accessibility. Potential to be used by parents, community or voluntary groups to deliver sessions independently due to suitability of the site.

			Response Percent
1	Strongly agree		13.89%
2	Agree		36.67%
3	Neither agree nor disagree		37.78%
4	Disagree		7.22%
5	Strongly disagree		3.33%
6	Don't know		1.11%

Analysis

50.6% of respondents said they agree (36.7%) or strongly agree (13.9%) with the rationale proposed for deciding which sites to discontinue leases for.

10.5% said they disagree (7.2%) or strongly disagree (3.3%).

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
<p>Concern that sites are not used to full potential hence low attendance</p>	<ul style="list-style-type: none"> ● I feel some of the sites are underused because they are not used to their full potential e.g if all health clinics are at one CS, then others will not be as busy. ● We've been running under used sites for ages because of AfC's insistence that all groups should always be available. Why? I don't know but common sense should have prevailed in this instance. Potential to be used by other groups to deliver sessions is just passing the buck and expense on! ● Some facilities you consider underused are so because the courses/ resources offered at them are less than at other centres- leading to you saying they aren't needed... i.e offer poor options so people don't go and then justify the closure on the basis of non attendance.
<p>Concern about community/ voluntary sector groups having to cover the loss of any universal services</p>	<ul style="list-style-type: none"> ● Moreover parents, community groups etc should not be forced into creating groups/activities themselves in order to ensure provision for their children- the council should be ensuring some provision is given by them. ● I am concerned that parents, community or voluntary groups won't be able to deliver independently as won't have the funds for rent let alone anything else or sufficient volunteers, or indeed the expertise. I understand that currently from such sites other services are delivered by community organisations. These will be at risk of folding I fear.
<p>Concern about the information used to decide which sites to propose to discontinue leases for</p>	<ul style="list-style-type: none"> ● The rationale seems reasonable but please ensure that the data used to appraise individual centres is up to date. For example, Little Acorns CS was closed in 2015 so if data was taken from before its closure this might make nearby centres such as Pinkneys Green appear surplus to requirements where in fact they are not. ● If sites have been unused is this because of the rate of coronavirus. ● No figures were given for usage. Mere anecdote is not sufficient evidence. Moreover you would expect smaller sites to be less well used by definition - that is irrelevant to assess whether they serve a useful community purpose in those smaller areas.

4. Children's centres

11. To what extent do you agree with the proposal to retain Datchet Children's Centre as a Family Hub Service sub-venue in Windsor?			
			Response Percent
1	Strongly agree		20.93%
2	Agree		37.79%
3	Neither agree nor disagree		24.42%
4	Disagree		2.33%
5	Strongly disagree		2.33%
6	Don't know		12.21%

Analysis

58.7% agree (37.8%) or strongly agree (20.9%) with the proposal to retain Datchet Children's Centre as a Family Hub Service sub-venue.

4.6% disagree (2.3%) or strongly disagree (2.3%).

24.4% neither agree nor disagree and 12.2% do not know.

Comments received related to limited parking; and the importance of keeping the site due to popularity and limited other playgroup options.

12. To what extent do you agree with the proposal to retain Larchfield Children's Centre as a Family Hub Service sub-venue in Maidenhead?			
			Response Percent
1	Strongly agree		28.73%
2	Agree		36.46%
3	Neither agree nor disagree		21.55%
4	Disagree		1.10%
5	Strongly disagree		2.21%

6	Don't know		9.94%
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Analysis

65.2% agree (36.5%) or strongly agree (28.7%) with the proposal to retain Larchfield Children's Centre as a Family Hub Service sub-venue.

3.3% disagree (1.1%) or strongly disagree (2.2%).

21.6% neither agree nor disagree and 9.9% do not know.

Comments received related to difficult parking; the importance of keeping the site as it is much needed; but also a question about how well used the centre is.

13. To what extent do you agree with the proposal to retain Manor Children's Centre/Youth Centre as a Family Hub Service sub-venue in Windsor?

			Response Percent
1	Strongly agree		24.42%
2	Agree		25.00%
3	Neither agree nor disagree		35.47%
4	Disagree		0.58%
5	Strongly disagree		1.16%
6	Don't know		13.37%

Analysis

49.4% agree (25.0%) or strongly agree (24.4%) with the proposal to retain Manor Children's Centre as a Family Hub Service sub-venue.

1.7% disagree (0.5%) or strongly disagree (1.2%).

35.5% neither agree nor disagree and 13.4% do not know.

Comments received related to good parking options and accessibility; and how well used the centre is. One respondent said the building is not particularly well set up as a children's centre.

14. To what extent do you agree with the proposal to retain Poppies Children's Centre as a Family Hub Service sub-venue in Windsor?			Response Percent
1	Strongly agree		27.62%
2	Agree		20.95%
3	Neither agree nor disagree		31.43%
4	Disagree		2.86%
5	Strongly disagree		0.95%
6	Don't know		16.19%

Analysis

48.5% agree (20.9%) or strongly agree (27.6%) with the proposal to retain Poppies Children's Centre as a Family Hub Service sub-venue.

3.8% disagree (2.9%) or strongly disagree (0.9%).

31.4% neither agree nor disagree and 16.2% do not know.

Comments received related to how useful the site is for Army families. One respondent said that use of the Army welfare centre could be looked into to provide some services.

15. To what extent do you agree with the proposal to retain Riverside Children's Centre as the main Family Hub Service site in Maidenhead?			Response Percent
1	Strongly agree		37.91%
2	Agree		32.42%
3	Neither agree nor disagree		16.48%
4	Disagree		2.20%
5	Strongly disagree		2.75%

			
6	Don't know		8.24%

Analysis

70.3% agree (32.4%) or strongly agree (37.9%) with the proposal to retain Riverside Children's Centre as a Family Hub Service main venue.

5.0% disagree (2.2%) or strongly disagree (2.8%).

16.5% neither agree nor disagree and 8.2% do not know.

Comments received related to parking issues; that the site is good and well used; and that there are a good range of sessions on offer.

16. To what extent do you agree with the proposal to discontinue the lease for Eton Wick Children's Centre in Windsor?

			Response Percent
1	Strongly agree		8.28%
2	Agree		15.98%
3	Neither agree nor disagree		38.46%
4	Disagree		9.47%
5	Strongly disagree		11.83%
6	Don't know		15.98%

Analysis

24.2% agree (15.9%) or strongly agree (8.3%) with the proposal to discontinue the lease at Eton Wick Children's Centre.

21.3% disagree (9.5%) or strongly disagree (11.8%).

38.5% neither agree nor disagree and 15.9% do not know.

Comments received related to challenging parking; a good sensory room but small site; and the need for some provision in the area. A number of respondents said they did not know the site.

17. To what extent do you agree with the proposal to discontinue the lease for Pinkneys Green Children's Centre/ Youth Centre in Maidenhead?			
			Response Percent
1	Strongly agree		9.50%
2	Agree		12.85%
3	Neither agree nor disagree		30.73%
4	Disagree		10.61%
5	Strongly disagree		26.26%
6	Don't know		10.06%

Analysis

22.4% agree (12.9%) or strongly agree (9.5%) with the proposal to discontinue the lease at Pinkney's Green Children's Centre.

36.9% disagree (10.6%) or strongly disagree (26.3%).

30.7% neither agree nor disagree and 10.1% do not know.

Comments received related to the centre being well used, popular and central to the local community; the need to retain due to proximity to an area of relative deprivation; concern about distance to other venues; and concerns about anti-social behaviour increasing if the centre does not remain.

18. To what extent do you agree with the proposal to discontinue the lease for The Lawns Children's Centre in Windsor?			
			Response Percent
1	Strongly agree		4.71%
2	Agree		14.71%
3	Neither agree nor disagree		42.35%

4	Disagree		8.24%
5	Strongly disagree		15.29%
6	Don't know		14.71%

Analysis

19.4% agree (14.7%) or strongly agree (4.7%) with the proposal to discontinue the lease at the Lawns Children's Centre

23.5% disagree (8.2%) or strongly disagree (15.3%).

42.4% neither agree nor disagree and 14.7% do not know.

Comments received related to how good the site is and how helpful it is to vulnerable local families; but also highlighted issues with parking and accessibility concerns due to the footbridge.

19. To what extent do you agree with the proposal to discontinue the lease for Woodlands Park Village Centre Children's Centre in Maidenhead?

			Response Percent
1	Strongly agree		11.11%
2	Agree		9.44%
3	Neither agree nor disagree		34.44%
4	Disagree		17.22%
5	Strongly disagree		16.11%
6	Don't know		11.67%

Analysis

20.5% agree (9.4%) or strongly agree (11.1%) with the proposal to discontinue the lease at Woodlands Park Village Children's Centre.

33.3% disagree (17.2%) or strongly disagree (16.1%).

34.4% neither agree nor disagree and 11.7% do not know.

Comments received related to the centre being well used with good parking and access due to public transport links; and concerns were raised about where local families will be able to access services. A number of respondents said they did not know the site.

5. Children’s centre satellite sites

20. To what extent do you agree with the proposal to retain Low Ropes Activity Course at Beech Lodge as a Family Hub Service sub-venue in Maidenhead?			
			Response Percent
1	Strongly agree		26.78%
2	Agree		30.60%
3	Neither agree nor disagree		21.86%
4	Disagree		0.55%
5	Strongly disagree		1.09%
6	Don't know		19.13%

Analysis

57.4% agree (30.6%) or strongly agree (26.8%) with the proposal to retain Low Ropes Activity Course at Beech Lodge as a Family Hub Service sub-venue.

1.6% disagree (0.5%) or strongly disagree (1.1%).

21.9% neither agree nor disagree and 19.1% do not know.

Comments received related to the need to improve the marketing of the venue. A number of respondents said they did not know the site.

21. To what extent do you agree with the proposal to retain Maidenhead Nursery School as a Family Hub Service sub-venue in Maidenhead?			
			Response Percent
1	Strongly agree		30.22%

2	Agree		32.97%
3	Neither agree nor disagree		20.33%
4	Disagree		0.55%
5	Strongly disagree		0.55%
6	Don't know		15.38%

Analysis

63.1% agree (32.9%) or strongly agree (30.2%) with the proposal to retain Maidenhead Nursery School as a Family Hub Service sub-venue.

1.0% disagree (0.5%) or strongly disagree (0.5%).

20.3% neither agree nor disagree and 15.4% do not know.

Comments received related to difficulties with parking; and the close proximity to Riverside which may mean other sites are more appropriate for discontinuing leases. A number of respondents said they did not know the site.

22. To what extent do you agree with the proposal to retain South Ascot as a Family Hub Service sub-venue in Windsor?			Response Percent
1	Strongly agree		16.37%
2	Agree		24.56%
3	Neither agree nor disagree		38.01%
4	Disagree		0.00%
5	Strongly disagree		1.75%
6	Don't know		19.30%

Analysis

41.0% agree (24.6%) or strongly agree (16.4%) with the proposal to retain South Ascot as a Family Hub Service sub-venue.

1.8% strongly disagree. No respondents disagree.

38.0% neither agree nor disagree and 19.3% do not know.

Comments received related to it making sense to retain the site as it is an outlying area in the borough. A number of respondents said they did not know the site.

23. To what extent do you agree with the proposal to discontinue the lease at Old Windsor in Windsor?

			Response Percent
1	Strongly agree		7.02%
2	Agree		14.04%
3	Neither agree nor disagree		40.94%
4	Disagree		10.53%
5	Strongly disagree		11.11%
6	Don't know		16.37%

Analysis

21.0% agree (14.0%) or strongly agree (7.0%) with the proposal to discontinue the lease at Old Windsor.

21.6% disagree (10.5%) or strongly disagree (11.1%).

40.9% neither agree nor disagree and 16.4% do not know.

Comments received related to the site being needed for local children due to limited other options and limited public transport. A number of respondents said they did not know the site.

24. To what extent do you agree with the proposal to discontinue the lease at Wraysbury Village Hall in Windsor?

			Response Percent
1	Strongly agree		7.60%

2	Agree		10.53%
3	Neither agree nor disagree		41.52%
4	Disagree		10.53%
5	Strongly disagree		11.70%
6	Don't know		18.13%

Analysis

18.1% agree (10.5%) or strongly agree (7.6%) with the proposal to discontinue the lease at Wraysbury Village Hall.

22.2% disagree (10.5%) or strongly disagree (11.7%).

41.5% neither agree nor disagree and 18.1% do not know.

Comments received related to the site not being well known.

6. Youth centres

25.To what extent do you agree with the proposal to retain Marlow Road Youth Centre as a Family Hub Service sub-venue in Maidenhead?			Response Percent
1	Strongly agree		37.78%
2	Agree		31.11%
3	Neither agree nor disagree		18.33%
4	Disagree		1.11%
5	Strongly disagree		0.56%
6	Don't know		11.11%

Analysis

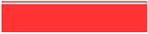
68.9% agree (31.1%) or strongly agree (37.8%) with the proposal to retain Marlow Road Youth Centre as a Family Hub Service sub-venue.

1.7% disagree (1.1%) or strongly disagree (0.6%).

18.3% neither agree nor disagree and 11.1% do not know.

Comments received related to parking issues; the good offer at the site; and the central location which is useful for those who are walking or getting public transport.

26. To what extent do you agree with the proposal to retain Windsor Youth Centre as the main Family Hub Service site in Windsor?

			Response Percent
1	Strongly agree		27.65%
2	Agree		28.24%
3	Neither agree nor disagree		28.82%
4	Disagree		1.76%
5	Strongly disagree		0.59%
6	Don't know		12.94%

Analysis

55.9% agree (28.2%) or strongly agree (27.7%) with the proposal to retain Windsor Youth Centre as a Family Hub Service main venue.

2.4% disagree (1.8%) or strongly disagree (0.6%).

28.8% neither agree nor disagree and 12.9% do not know.

Comments received related to the site being a good central location with public transport links; but also the need to ensure the building is suitable for families if it becomes a main hub.

27. To what extent do you agree with the proposal to discontinue the lease at Charters Youth Centre in Windsor?

		Response Percent
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1	Strongly agree		5.29%
2	Agree		10.59%
3	Neither agree nor disagree		45.88%
4	Disagree		7.65%
5	Strongly disagree		8.82%
6	Don't know		21.76%

Analysis

15.9% agree (10.6%) or strongly agree (5.3%) with the proposal to discontinue the lease at Charters Youth Centre.

16.5% disagree (7.7%) or strongly disagree (8.8%).

45.9% neither agree nor disagree and 21.8% do not know.

Comments received related to the site not being well known; concerns about where young people would be able to go; and suggestions that local community groups could potentially use the site.

28. To what extent do you agree with the proposal to discontinue the lease at Datchet Youth Centre in Windsor?

			Response Percent
1	Strongly agree		4.76%
2	Agree		10.71%
3	Neither agree nor disagree		43.45%
4	Disagree		14.29%
5	Strongly disagree		7.74%
6	Don't know		19.05%

Analysis

15.5% agree (10.7%) or strongly agree (4.8%) with the proposal to discontinue the lease at Datchet Youth Centre.

22.0% disagree (14.3%) or strongly disagree (7.7%).

43.5% neither agree nor disagree and 19.1% do not know.

Comments received related to the site not being well known; concerns about where young people would be able to go; and suggestions that local community groups could potentially use the site.

29. To what extent do you agree with the proposal to discontinue the lease at Eton Wick Youth Centre in Windsor?

			Response Percent
1	Strongly agree		4.12%
2	Agree		13.53%
3	Neither agree nor disagree		42.35%
4	Disagree		11.76%
5	Strongly disagree		9.41%
6	Don't know		18.82%

Analysis

17.6% agree (13.5%) or strongly agree (4.1%) with the proposal to discontinue the lease at Eton Wick Youth Centre.

21.2% disagree (11.8%) or strongly disagree (9.4%).

42.4% neither agree nor disagree and 18.8% do not know.

Comments received related to the site not being well known; concerns about where young people would be able to go; and suggestions that local community groups could potentially use the site.

30. To what extent do you agree with the proposal to discontinue the lease at Larchfield Youth Centre in Maidenhead?

			Response Percent
1	Strongly agree		3.31%
2	Agree		12.71%
3	Neither agree nor disagree		34.25%
4	Disagree		14.36%
5	Strongly disagree		21.55%
6	Don't know		13.81%

Analysis

16.0% agree (12.7%) or strongly agree (3.3%) with the proposal to discontinue the lease at Larchfield Youth Centre.

36.0% disagree (14.4%) or strongly disagree (21.6%).

34.3% neither agree nor disagree and 13.8% do not know.

Comments received related to some parking issues; suggestions that local community groups could potentially use the site; and that the centre is well used with a variety of sessions available including indoor and outdoor space.

7. Other sites

31. To what extent do you agree with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road?

			Response Percent
1	Strongly agree		3.87%
2	Agree		12.71%
3	Neither agree nor disagree		36.46%
4	Disagree		12.15%
5	Strongly disagree		18.78%

			
6	Don't know		16.02%

Analysis

16.6% agree (12.7%) or strongly agree (3.9%) with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road.

31.0% disagree (12.2%) or strongly disagree (18.8%).

36.5% neither agree nor disagree and 16.0% do not know.

Comments received related to the site having good parking; and being a discrete location which is good for young people who are visiting the Youth Offending Service on site.

32. To what extent do you agree with the proposal to transfer the outdoor provision in Hurley to a community provider?

			Response Percent
1	Strongly agree		6.32%
2	Agree		22.41%
3	Neither agree nor disagree		41.38%
4	Disagree		6.32%
5	Strongly disagree		4.02%
6	Don't know		19.54%

Analysis

28.7% agree (22.4%) or strongly agree (6.3%) with the proposal to transfer the outdoor provision at Hurley to a community provider.

10.3% disagree (6.3%) or strongly disagree (4.0%).

41.4% neither agree nor disagree and 19.5% do not know.

Comments received related to the proposal being a good one so long as a suitable provider is lined up and there is no gap in provision.

33. Overall, to what extent do you agree with the proposals for which children’s centres and youth centres to retain and which to discontinue leases for?

			Response Percent
1	Strongly agree		11.30%
2	Agree		28.25%
3	Neither agree nor disagree		27.68%
4	Disagree		13.56%
5	Strongly disagree		7.34%
6	Don't know		11.86%

Analysis

39.5% agree (28.3%) or strongly agree (11.3%) with the proposals for which children’s centres and youth centres to retain and which to discontinue leases for.

20.9% disagree (13.6%) or strongly disagree (7.3%).

27.7% neither agree nor disagree and 11.9% did not know.

A range of free text comments were received. This included a number of comments relating to specific sites, particularly retaining Riverside Children’s Centre. These have been reviewed and themed:

Theme	Example
Dissatisfaction with the proposals	<ul style="list-style-type: none"> • I don't think any should close, as children, families and young people will rely on each one. • You need to focus maximum effort on retaining as many children’s centres as you can. When I adopted I had no NCT group and the children’s centre was an incredible support to me. • Money should not be a deciding factor on wellbeing of families and children. This is our future!! • Universal access means they should all be retained - otherwise you are simply undermining the principle of Children's Centres as a place for EVERYONE (even those without any particular needs) to

	<p>meet and engage with each other. The building's maintenance is a trivial consideration, and has not posed any particular problems in the past. All community groups engage with such issues happily, To imply these are detracting from universal access is irresponsible and wrong.</p> <ul style="list-style-type: none"> ● Council tax is still being paid to the council yet they are trying to reduce services and facilities. Daylight robbery.
Retain Riverside Children's Centre	<ul style="list-style-type: none"> ● Retain Maidenhead sites such as Riverside Children's Centre. ● As I've mentioned before Riverside is very important for me so retain!

34. What impact do you think the proposed changes to services would have on you?

			Response Percent
1	No impact		20.37%
2	I would use new provision that is more local to where I live		27.78%
3	I would use a different site in the future		6.17%
4	I wouldn't use the services currently provided by children's centres or youth centres as much in the future, and may stop entirely		16.67%
5	I don't know enough yet to understand the impact		29.01%

Analysis

20.4% of respondents said the proposals would have no impact on them; 27.8% said they would use the new provision that is more local to where they live; and 6.2% said they would use a different site in the future.

16.7% said they wouldn't use the services as much in the future and may stop entirely; while 29.0% said they do know enough yet to understand the impact.

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Negative impact	<ul style="list-style-type: none"> ● It would impact me massively as I wouldn't be able to afford accessing other

	<p>venues but the ones remaining would be highly inconvenient.</p> <ul style="list-style-type: none"> ● I don't see what provision there will be for the 'average' family (not on benefits but not affluent enough to provide a paid rounded social life for their child before 3!) I will be devastated. Lockdown has made this even more evident. ● I don't want services to discontinue. ● By closing some centres it may increase the footfall at others by too much and then places not available. ● I would be unable to go to as many groups as before. ● I wouldn't want to travel for my children to attend a youth club. They currently walk to it with their friends from the local community.
Positive impact	<ul style="list-style-type: none"> ● If we are getting service in different venues, then that's fine. ● I can come anywhere for these programmes, very good. ● I can drive so no issue.

35. If you said that you would stop using services, or would use them less in the future, please can you tell us why?

		Response Percent
1	I don't have enough information about the new way of delivering these services, such as from more local community venues	 48.62%
2	I don't believe other locations will offer the services that we need	 13.76%
3	I would be unable to travel to the retained sites	 7.34%
4	Opening times at other sites are unlikely to suit me	 1.83%
5	I won't know anyone	 4.59%
6	If I have to travel further, the cost of travel will be a problem	 11.93%
7	I am worried about the amount of time it will take me to travel to a new location	 5.50%
8	I am worried about parking facilities	 6.42%

Analysis

For those who responded that they would stop using services or use them less in future, the most commonly selected answer as to why was that they do not have enough information about the new way of delivering these services, such as from community venues (48.6%). The next most commonly selected answer was that they do not believe the other locations will offer the services that are needed; followed by potential issues with travel if having to go further to other locations (11.9%).

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Travel will be an issue	<ul style="list-style-type: none"> • I don't want to have to drive to a location. Local journeys should not need to be made in a car! • Even though I could travel to the sites remaining, I don't drive so I would have to walk everywhere and just because I would also need to do the nursery run I wouldn't be able to make it on time to either place if I wanted to enjoy the session at the children's centre in its full extent. • I am worried about parking facilities I am worried about the amount of time it will take me to travel to a new location I would be unable to travel to the retained sites Also - the joy of being local is you meet other families to play with outside of the classes, it's easy to meet locally. • The benefits of having something local can't be compared.
No services remain that are useful	<ul style="list-style-type: none"> • I'm not sure there will really be any services left which will be of use to me. • If there isn't a universal service, what will there be for people not 'in need'?! • The anxiety of change would put me off of coming to my youth group.

Please tell us if you have other ideas about how we should deliver the new Family Hub Service in Windsor and Maidenhead (48 comments received)

Analysis

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Importance of maintaining universal services	<ul style="list-style-type: none"> • Services still to be available universally- otherwise services only seen as for problem families, stigma associated with this. What about access for isolated families who are not seen as vulnerable or just tip over into middle class bracket?

	<p>Need services to be widely promoted to maximise use.</p> <ul style="list-style-type: none"> ● Continue to offer universal services but make the most of them by charging a small amount and advertising them. Health visitors don't even talk about them! Subside them with paid classes eg. Hartbeeps, baby sensory, music with mummy and tumble tots. ● Needs to be some universal stay and play sessions etc. When you are looking after small children it's a vulnerable time when you need support. To reduce this service to only those obviously in need is short sighted and could cause loneliness and depression for many.
Promotion of services could be improved	<ul style="list-style-type: none"> ● Retain the existing facilities and promote them more. Introduce new activities to attract more people. ● More mix of services, more publicising, more parking and a creche a must. ● Promote within schools from an early stage. Follow up on feedback from younger generation.
Work more closely with community and voluntary sector groups	<ul style="list-style-type: none"> ● It should work closely with organisations (Bfn, dash, etc) to have representatives at each hub too. ● You could better link to other children's activity providers, HV could do periodic drop ins or weigh in opportunities e.g toddler groups, babymatters baby cafe or teddies music club. Also in terms of out reach for older children (over 5yrs), you could explore links with local Girlguiding and Scout units. ● Instead of having the community groups working separately from the service as referrals or bolt-ons why not have them as an integrated part of the new model. ● Do you even know what local halls, community groups etc even exist now? Many will have gone out of business and the voluntary sector you will rely on is suffering. It doesn't feel like you have a plan for this. ● The venues should remain and the council offer more incentives to get community groups, parents etc to utilise the sites- fair affordable rents etc.
Importance of maintaining parenting programmes and stress management classes	<ul style="list-style-type: none"> ● More parenting groups are very useful for new parents in Maidenhead. ● Parenting groups for new parents are very important. ● Parenting programmes, fathers group are very useful as good parenting will bring healthy mind children. Stress management class for parents very important.

	<ul style="list-style-type: none"> Stress management courses are very useful, also parenting programmes. Fathers group to bring a very good human generation to keep our community safe and happy.
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If you are responding to this survey as a parent or as a local community or voluntary group, would you be interested in hosting or running sessions as our centres with support and guidance from Achieving for Children? If so, please provide details of what sessions you would be interested in running and your contact details. Details of our privacy policy can be found in the next section (18 comments received)

Analysis

Four respondents stated they would be interested in hosting or running sessions with support from Achieving for Children. These individuals will be contacted directly.

Please let us have any other general comments (52 comments received)

Analysis

A range of free text comments were received. These have been reviewed and themed:

Theme	Example
Services should be delivered in a variety of languages	<ul style="list-style-type: none"> I like the services, but I want the services in Urdu. covid 19 has been very difficult, please BAME community needs courses in their language. BME community needs more help as Windsor has no much courses in our language. I would like to continue to provide provision in Windsor for BME community - stress management courses etc. These courses have enabled me to understand the effects of positive mind set and how much influencing parenting techniques are. These provisions should be extended further in other communities in their native language. I'm interested in these sessions in future it would be helpful if its in mother tongue
Concerns about the consultation process	<ul style="list-style-type: none"> To run this consultation when people are unable to attend children centres due to COVID is short sighted. I suspect the number of replies will be much lower as most people who normally use the centres won't be aware that it is running and won't be able to have their say. This consultation seems very heavily

	<p>weighted towards your preferred outcome. I do not believe that you will have consulted widely enough due to the pandemic.</p> <ul style="list-style-type: none"> ● An astonishingly poor set of questions, clearly designed to "sell" the concept of Hubs. Little or no questions about the advantages of the current setup. No questions about Equalities, despite writing an EQIA. Why? ● I don't feel you have done enough research into alternative models and are so keen to save money that you've latched on to this as the answer to all our issues. ● I would have liked a survey that was child focused for my foster child to complete. This was far too wordy for many adults let alone for children to access!
Praise for current services	<ul style="list-style-type: none"> ● Thank you for all the help and support the children's centres have given us over the years. My confidence and that of my children is testament to your service. ● I am using all these services and will definitely continue as it beneficial for me and my family. ● Excellent service provided. ● Our children need good parenting and we as parents need to be educated ourselves so we can help our children better. Parenting class is very good. ● Feeling very comfortable to have all these groups in my town. Very useful information I can get when need. Many thanks.

Section 3 - About you

Are you responding to this survey as a:			Response Percent
1	Parent or carer		84.83%
2	Nominated representative of a partner or stakeholder organisation		0.56%
3	Young person under 18 (or aged up to 25 with special educational needs or disabilities)		5.62%
4	Other (please specify):		8.99%

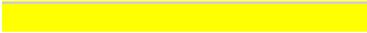
Analysis

84.8% of respondents to the survey are parents or carers. 5.6% are young people under 18 (or aged up to 25 with special educational needs or disabilities). 9.0% of respondents selected other- responses included foster carer, local resident, local community voluntary group member, adult learner, employee of Achieving for Children, and Councillor.

What is your age?			
			Response Percent
1	Under 16		3.30%
2	16-17		1.65%
3	18-24		4.95%
4	25-34		29.12%
5	35-49		50.00%
6	50-64		7.69%
7	65+		1.65%
8	Prefer not to say		1.65%

Analysis

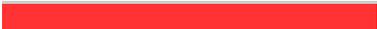
50.0% of respondents are aged 35-49 and 29.1% are aged 25 to 34. 79.1% of respondents are therefore aged between 25 and 49. 3.3% of respondents are aged under 16, with 1.7% aged between 16 and 17.

I identify my gender as:			
			Response Percent
1	Male		7.14%
2	Female		91.21%
3	Something else		0.00%

4	Prefer not to say		1.65%
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Analysis

91.2% of respondents are female and 7.1% are male.

Are you a parent/carer for any children in any of the following age groups?			
			Response Percent
1	Under 5		37.14%
2	5-9		33.14%
3	10-14		30.29%
4	15-19		27.43%
5	20-25 who have a special education need or disability		2.29%
6	None of the above		5.71%
7	Prefer not to say		4.00%

Analysis

37.1% of respondents said they are parents or carers to children aged under five; 33.1% said they are parents and carers aged five to nine years old; 30.3% said they are parents and carers to children aged 10 to 14 years old; and 27.4% said they are parents and carers to children aged 15 to 19 years old.

2.3% of respondents said they are parents or carers to children aged 20 to 25 years old who have a special educational need or disability (SEND).

Do you or any of your family have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more which reduce(s) your ability to carry out day-to-day activities?

			Response Percent
1	Yes		10.67%

2	No		74.72%
3	Don't know		2.25%
4	Prefer not to say		12.36%

Analysis

10.7% of respondents said they, or someone in their family, has a physical or mental health condition or illness. 74.7% said they do not and no one in their family does.

What is your annual household income?

			Response Percent
1	Under £15,000		29.44%
2	£15,001 to £30,000		12.78%
3	£30,001 to £45,000		8.89%
4	£45,001 to £60,000		5.56%
5	Over £60,000		14.44%
6	Prefer not to say		28.89%

Analysis

29.4% of respondents said their annual household income is under £15,000. 14.4% said their household income was over £60,000; and 12.8% said it was £15,001 to £30,000.

Which of the following best describes your ethnic group?

			Response Percent
1	White or White British		37.43%
2	White - Irish		1.12%

3	White- Gypsy or Irish Traveller		0.00%
4	White - Any other White background		1.68%
5	Mixed - White and Black Caribbean		0.00%
6	Mixed - White and Black African		0.00%
7	Mixed - Any other Mixed		1.12%
8	Asian/Asian British - Indian		2.23%
9	Asian/Asian British - Pakistani		45.25%
10	Asian/Asian British - Bangladeshi		1.12%
11	Asian/Asian British - Chinese		0.00%
12	Asian/Asian British - Any other Asian background		0.00%
13	Black/Black British - African		0.56%
14	Black/Black British - Caribbean		0.56%
15	Black/Black British - Any other		0.00%
16	Black/African/Caribbean		0.56%
17	Arab		0.00%
18	Any other ethnic group		0.00%
19	Prefer not to say		7.82%
20	Other (please specify):		0.56%

Analysis

54.8% of respondents are from a Black Asian or Minority Ethnic (BAME) background. Of these, 45.2% are from a Pakistani background.

37.4% of respondents are White British; and 7.8% preferred not to give their ethnicity.

Which one of the following best describes your religion?

		Response Percent
1	Hindu	 1.66%

2	Christian		27.07%
3	Muslim		47.51%
4	Sikh		0.00%
5	No religion		11.60%
6	Other		1.10%
7	Prefer not to say		11.05%

Analysis

47.5% of respondents are Muslim; and 27.1% are Christian. 11.6% said they have no religion and 11.1% preferred not to give their ethnicity.

What is your postcode?

Analysis

136 respondents provided a post code. Of these, 64.7% are from the SL6 postcode in Maidenhead and 31.6% are from the SL4 postcode in Windsor.

In which area do you currently live?

			Response Percent
1	Ascot		0.57%
2	Windsor		27.27%
3	Maidenhead		62.50%
4	Old Windsor		2.27%
5	Wraysbury		0.00%
6	Datchet		2.84%
7	Eton		0.00%
8	Eton Wick		0.00%

9	Cookham		0.57%
10	Hurley		0.57%
11	Prefer not to say		2.27%
12	Not applicable		1.14%

Analysis

Most respondents are either from Maidenhead (62.5%); or from Windsor (27.3%).



The Proposed Family Hub Service Easy Read Background Document



Why are we doing this public consultation?

We are carrying out a second stage public consultation to gather your views about our proposed Family Hub Service. This second stage of consultation builds on the first stage of the consultation that was undertaken between January and March 2020 which gathered views on the aims and principles of the proposed new model. We are consulting now because based on your responses to the first stage of consultation, we have reviewed and developed our proposals further for the Family Hub Service. We have developed more details of what the new model would look like in practice and we want to know what you think of it.

What you tell us now will be used, along with the feedback from the first stage of consultation, to shape our final proposed model for the Family Hub Service. We want to make sure that it reflects public opinion as far as possible.

We would ask you to review the documents we have prepared to give you information about the proposed Family Hub Service which can be found on the AfCInfo webpage: <https://rbwm.afcinfo.org.uk/pages/local-offer/information-and-advice/send-consultation-hub-and-resource-bank/consultations>

We would then like you to complete our survey- the link to the survey can be found here: <http://surveys.achievingforchildren.org.uk/s/RBWM-Family-Hubs>

What is the proposed Family Hub Service?

The new proposed model would bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need, coordinated by the Family Hub Service.

The service would prioritise those children, young people and families most in need of help. We would do this by being flexible and responsive and delivering services where they are needed, rather than at a specific site. This means we could deliver Family Hub Services at a main hub or a sub-venue, in the community or in a family home.

The proposed model would aim to establish two main Family Hubs that would act as coordination sites - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both areas. The main hubs would be the larger centres where the majority of our Family Hub Service workforce would be based. The sub-venues would be the other sites where we deliver Family Hub Services, but where there is only limited office space for our staff.

All families would continue to receive a service from the Family Hub Service if the model was agreed, as the provision of universal health services will carry on as it does currently. Family Hub Services would be delivered at some different locations - either at one of the retained sites, in the community, or in your home.

We would no longer deliver universal stay and play sessions as part of the Family Hub Service officer but we would work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run sessions that could be accessed by any children, young people and families. We would provide advice and guidance to enable them to establish sessions. This could include supporting parents to deliver sessions and/ or support themselves where possible.

We would also develop a directory of resources which will include local organisations offering universal and targeted support. We would use this to signpost children, young people and families to the support they need in the wider community. The intention would be to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic.

What services would be delivered?

The Family Hub Service would deliver a full programme of activities in various venues across their community area including universal health provision, school nursing, specific sessions and groups for targeted vulnerable families, parenting support, and opportunities for early years learning and development by continuing to host a range of activities and groups from the independent and private sector.

The universal health provision that is currently delivered would continue- this would enable us to identify families who need additional help and offer them targeted support at an earlier stage. Families with a low level of need would be signposted to other appropriate groups or service providers in their area that could provide support (not including universal health visiting services which would remain accessible to all). This would free up resources to enable the Family Hub Service to strengthen the focus on families with the greatest need.

Some examples of the programmes we would deliver are set out below:

Universal	Preventative	Targeted	Specialist
Full Health Visiting "Healthy Child" programme	One to one baby massage for parents at risk of postnatal depression	Triple P (positive parenting Programme)	Joey Nurture group for young children at risk of exclusion
School Nursing "National Childhood Measurement Programme"	Access to "Baby Incredible Years" course for young or vulnerable mums of young babies	Esteem groups for young people who are unable to access mainstream youth/ Leisure services	"Valu" programme for young people using drugs and alcohol
Access to Health Visitor run new baby "Nurture Groups"	Family Links groups for Asian families	Parents as First Teachers home learning support	Freedom programme for victims of domestic abuse

Where would the Family Hub Service be delivered?

Services would be delivered from:

- a main Family Hub (one in Windsor and one in Maidenhead) - larger sites where the majority of our Family Hub Service workforce would be based
- a Family Hub sub-venue (multiple across Windsor and Maidenhead) - other sites where we deliver Family Hub Services but where there is only limited office space for our staff
- the community (in a church hall, library or cafe)
- outreach (in someone's home, at an identified hotspot)

Delivery would be less focused on one particular location but rather targeted at where the need is greatest. Family Hubs and Family Hub sub-venues would be used for some service delivery but much would take place in the community or via outreach. This would allow the service to be more flexible and responsive to what families really need.

To achieve this, we would be reviewing the existing sites that we use to deliver services. Our proposal would mean that some sites would remain but some sites would no longer be used. The details of which sites we propose to keep and those we would propose not to use in the new model, are set out in the detailed background document which can be found on the AfCInfo webpage (link included above). We are proposing to keep the sites that are:

- well used by residents
- best equipped to meet the future needs of the service
- located close to areas of relative deprivation
- well-placed for public transport or with good parking facilities
- wheelchair and pushchair accessible
- able to offer good value for money in terms of rental costs
- aligned with the RBWM new climate and environmental strategy

How would the Family Hub model be staffed?

We would have fully integrated teams working within our Family Hub Service. This would likely include: family hub leads, family hub coordinators, family hub support workers, family coaches, and youth workers (please note the details of the staffing model would not be finalised until after the second stage of consultation).

The staff would work as a team to support the needs of the whole family with input from other key stakeholders, including health visitors.

This would require change to the service which would involve all members of staff and we would expect a reduction in staffing numbers. This is because we would require a smaller number of workers because the focus would be on need rather than maintaining poorly-attended drop in sessions or maintaining buildings. However we would aim to retain the talent, skills and experience of our specialist workers.

The final details of these staffing changes will not be finalised until the whole proposed model has been approved.

Why are we proposing these changes?

Achieving for Children, who deliver children’s services in Windsor and Maidenhead on behalf of the council, decided to review local early help services based on national research which suggested that the Family Hub model would better meet the needs of children, young people and families. The aims and benefits of the proposed Family Hub Service are set out below:

Aim	Benefit
Strengthen the focus on children, young people and families that most need support, at an earlier stage	We want to make sure we are able to give support to those families that most need it. By targeting our support we would be able to help families to become more resilient so that they do not need statutory social care involvement. It would also reduce the time that vulnerable families have to wait for support
Build on the success of the Healthy Child Programme by continuing to deliver a universal health visiting service that can be accessed by all families	All families would continue to get access to universal health services. Our health visitors would support all expectant and new parents and then would be able to refer any families that are experiencing difficulties to the Family Hub Service for additional support
Adopt a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location	<p>The traditional model of service delivery based around fixed sites is no longer considered effective as it requires our staff to be responsible for a considerable amount of buildings maintenance. This means they have less time to provide support to our children, young people and families</p> <p>The move to a more flexible and responsive approach would enable us to bring services to those that need them i.e. in the community and in the home. The needs of families are not always the same and often change over time. It is therefore extremely important we deliver a service that is able to respond to these needs in a new way so that families that need support are able to access it more readily, in a location that best suits them</p> <p>This would also mean we are in a position to set up flexible and time limited outreach services on a smaller, more local scale when intelligence suggests this is required in particular e.g. work on knife crime</p>
Support local communities so that they can develop universal provision	The new model would provide an opportunity for local communities to get more involved in the delivery of universal provision such as playgroups or youth clubs. We would provide advice and guidance to these groups to enable them to establish provision. This could include helping them to identify possible sites to deliver their sessions or groups, potentially in any sites that we decide we no longer need to use
Ensuring our early help services provide value for money	The new proposed model would allow us to use our early help services budget in a way that enables us to have the most positive impact. The current delivery of services means we have to use our limited resources for maintaining buildings and staffing sites that are not fit for purpose or well

	used. The Family Hub Service model would enable us to ensure more of the budget is directly used to benefit children, young people and families.
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How can you get involved?

There are a number of ways to get involved in the second stage of the consultation.

- Complete the eight week online survey having read the background information contained in this document and the FAQs which can be found on the AfCInfo page: <https://rbwm.afcinfo.org.uk/pages/local-offer/information-and-advice/send-consultation-hub-and-resource-bank/consultations> (paper copies of the survey can be requested via the dedicated inbox set up for the consultation: familyhubs@achievingforchildren.org.uk). The survey will be open from Thursday 23 July until Thursday 17 September 2020.
- Submit a question, query or comment to the dedicated inbox set up for the consultation at: familyhubs@achievingforchildren.org.uk.
- Request an invite to attend a virtual drop in session via the dedicated inbox set up for the consultation: familyhubs@achievingforchildren.org.uk. The dates and times are:
 - Friday 7 August 2020 at 5 to 6pm
 - Friday 21 August 2020 at 1 to 2pm
 - Friday 4 September 2020 at 9 to 10am
 - Monday 14 September 2020 at 3 to 4pm

What will be the next steps after the second stage of the consultation?

Once the second stage of the consultation is completed, we will take time to analyse the feedback and responses we have received. This will be considered, along with the feedback from the first stage of the consultation, and on the basis of this, we will develop the final Family Hub model proposal which will be considered by Cabinet in October 2020. Should this be approved, then we would begin the implementation. This would involve taking action with regard to the sites we would retain and those for which we would discontinue the leases for. We would also review the staffing model to ensure it aligns with the new model.

We would aim to have the new model in place by March 2021.

What would proposed Family Hub Service look like in practice?

We have prepared a number of case studies to show what the proposed service would look like if it was approved. As the service is only a proposal, these are not based on real people, but instead, have been developed to give an indication of what the service would look like.

Case study 1

Sarah used to attend a children's centre to go to stay and play sessions with her 2 year old son, William. Following the creation of the new Family Hub Service, the children's centre she used to attend closed and the stay and play sessions ended.

The new Family Hub Service workers identified a Family Hub Service site still within walkable distance for Sarah where she could attend the universal health service sessions to check William's progress. They also helped her to find local playgroup sessions delivered in the community by voluntary groups where she was able to meet other parents. With other parents she met at the play group sessions, she set up her own drop-in play sessions, having received advice and guidance from Achieving for Children.

Case study 2

Nevaeh is a new mum to 6 week old Paolo who recently moved to Maidenhead with her partner. She received home visits from our health visiting service to check on her and on Paolo. Through these visits, our workers identified that Nevaeh was suffering from postnatal depression. She was referred to our Family Hub Service and received support to manage her mental wellbeing at the main Family Hub Service site in Maidenhead. The service was also able to identify stay and play sessions delivered in the local community near where she lived which she started to attend. This enabled her to make new friends in the areas and helped her to gain confidence and to feel much better.

Case study 3

Holly, who is 16, knew about her local youth centre, but didn't used to go to drop in sessions. She had been struggling with her sexuality for some time. She became aware of online activities being delivered during COVID-19 via Achieving for Children's social media channels. While viewing some of the online activities, she found out about the support that the Family Hub Service provide to young people- including those who are Lesbian, Gay, Bi-sexual or Transgender (LGBT). She contacted the Family Hub Service and they were able to provide her with one-to-one support to help her to come to terms with her sexuality and come out to her family. We put her in touch with a local LGBT support group which she attends, and she now provides mentoring to younger members of the group and has made lots of new friends.

Case study 4

Sarah and Jeff live in Windsor and have a 13 year old son, called Matthew, and a 12 week old daughter called Sasha. They received a scheduled visit from their health visitor at which they said they were struggling to cope with the demands of a new baby and with Matthew, who they suspected may have been getting involved with a gang and who was displaying challenging behaviour. They were referred to the Family Hub Service who were able to come to their home to help them to deal with the issues they were facing. Our health visiting service supported them in terms of managing with a new baby, we enrolled them on a parenting programme to enable them to develop strategies to better manage Matthew's behaviour and we provided one-to-one support for Matthew to divert him away from risky behaviours. He is now an active member of the local Scout troop, is demonstrating better behaviour, and he is no longer involved with the gang.

www.rbwm.gov.uk



Royal Borough
of Windsor &
Maidenhead



Proposed Family Hub Service Frequently Asked Questions



achieving
for children

Q: Has the decision about the Family Hub Service already been made?

No. The Royal Borough of Windsor and Maidenhead (RBWM) Cabinet has approved the second stage of public consultation only. We need to know your views on what we have said the model would look like in practice to shape our final proposals. These final proposals would then be considered by Cabinet in October 2020.

Q: What early help services do you deliver at the moment?

Children's centres and youth centres help us to improve the wellbeing of our children and young people and their families in Windsor and Maidenhead. This is a requirement in law. We have to ensure there are sufficient children's centres to meet the needs of our local community and that they are able to support:

- children to develop and get ready for school
- families to be the best parents they can be
- families to have good health and improve their opportunities in life

This means we need to support those families who most need our help so that they are able to lead happy and healthy lives.

A children's centre is a place, or group of places, where we deliver services for children or families, either at the centre or by providing advice and assistance to access services elsewhere. We deliver children's centre services across Windsor and Maidenhead in a range of settings. This includes bespoke centres, rooms in rented halls or outreach at other venues such as community centres, libraries and primary schools. This outreach enables us to engage with a wider range of families.

For our young people we have to make sure that as far as we can, we provide sufficient educational or leisure time activities. We currently do this through sessions or groups at centres or outreach work in specific areas.

The services we deliver in both children's centres and youth centres are either universal drop in sessions accessible for all such as play groups or youth clubs or targeted services for those most in need.

Q: Why are you reviewing early help services?

We decided to review our early help services based on national research which showed the benefits of bringing services together to create hubs based around families.

The aims and benefits of the Family Hub Service follow.

Aim	Benefit
Strengthen the focus on children, young people and families that most need support, at an earlier stage.	We want to make sure we are able to give support to those families that most need it. By targeting our support we would be able to help families to become more resilient so that they do not need statutory social care involvement. It would also reduce the time that vulnerable families have to wait for support.
Build on the success of the Healthy Child Programme by continuing to deliver a universal health visiting service that can be accessed by all families.	All families would continue to get access to universal health services. Our health visitors would support all expectant and new parents and then would be able to refer any families that are experiencing difficulties to the Family Hub Service for additional support.
Adopt a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location.	<p>The traditional model of service delivery based around fixed sites is no longer considered effective as it requires our staff to be responsible for a considerable amount of buildings maintenance. This means they have less time to provide support to our children, young people and families.</p> <p>The move to a more flexible and responsive approach would enable us to bring services to those that need them i.e. in the community and in the home. The needs of families are not always the same and often change over time. It is therefore extremely important we deliver a service that is able to respond to these needs in a new way so that families that need support are able to access it more readily, in a location that best suits them.</p> <p>This would also mean we are in a position to set up flexible and time limited outreach services on a smaller, more local scale when intelligence suggests this is required in particular eg, work on knife crime.</p>
Support local communities so that they can develop universal provision.	The new model would provide an opportunity for local communities to get more involved in the delivery of universal provision such as playgroups or youth clubs. We would provide advice and guidance to these groups to enable them to establish provision. This could include helping them to identify possible sites to deliver their sessions or groups, potentially in any sites that we decide we no longer need to use.
Ensuring our early help services provide value for money.	The new proposed model would allow us to use our early help services budget in a way that enables us to have the most positive impact. The current delivery of services means we have to use our limited resources for maintaining buildings and staffing sites that are not fit for purpose or well used. The Family Hub Service model would enable us to ensure more of the budget is directly used to benefit children, young people and families.

Q: Are the changes just about saving money?

No. As set out above in the answer above, we believe the proposed Family Hub Service would deliver a number of benefits to children, young people and families in Windsor and Maidenhead.

The decision to review early help services was made in response to national research which has highlighted the family hub model as the most effective means of meeting the whole needs of the family.

With regards to saving money, it would enable us to ensure that we are getting the best value for money for the resources we have for our early help services, but this is not the driver behind the proposals for the new service.

Q: Would universal services be delivered through family hubs if the proposed model was put in place?

Yes. Although our universal stay and play sessions will no longer be delivered we would continue to deliver all universal health services as we do currently, which were highlighted as a really important part of our early years offer in the recent public consultation.

This would mean we would continue to deliver:

- full Healthy Child Programme, offering every family five health reviews in the first three years (crucial first 1,000 days) of their child's life and a range of support services in the community, drop in clinics, new baby groups
- school nursing service which provides support with long term conditions and universal support for pupils in school
- home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities

We will also be working with local voluntary and community sector groups, and parent groups, to identify any universal sessions that they might be able to take over and run with our advice and guidance. Some groups have already indicated that they would be interested in delivering some of the sessions that we would no longer be delivering, because our focus will be on supporting the most vulnerable children, young people and families.

Q: What youth services would you deliver if the proposed Family Hub Service was approved?

Our youth service would continue to prioritise supporting young people on a one-to-one and targeted group basis such as those that are involved with statutory children's social care services, those engaging in risky behaviours such as substance misuse, those suffering from low self-esteem or those at risk of criminality.

The service will also continue to support participation and engagement of children and young people, including those in care and those leaving care through the Children in Care Council (Kickback), and deliver parent, carer, professional workshops on child sexual

exploitation, gangs, substance misuse and online safety. In terms of universal services, we will carry on delivering sessions and workshops to pupils in partnership with our local schools.

The transformation provides us with an opportunity to move away from the traditional delivery of youth services, drop-in sessions at a centre, which have proven less and less popular over recent years, towards a more flexible approach whereby we take services to the young people. This should lead to increased engagement with those young people who most need support.

We would continue to deliver a range of different activities for these young people including sports, music, dance, art and climbing.

Given the small numbers of young people who currently engage with our universal provision, we will be in a position to engage with the young people individually to signpost them to alternative provision.

We would also look to work with voluntary and community sector groups to identify other providers that already deliver, or would be interested in delivering, universal sessions. We would work with these providers to give advice and guidance to ensure their sessions are sustainable, or help them to get started.

Q: What will happen to families and young people who access services that would no longer be delivered under the proposed model?

We would deliver the Family Hub Service in a number of different ways - not just focused on centres or buildings. This would mean we could deliver services where they are needed.

This would mean a reduction in the number of fixed sites we use for service delivery and a reduction in the delivery of universal provision (not including universal health provision which will continue as it currently does). It would however mean that we are able to deliver services that better meet the needs of our most vulnerable families.

It could also mean that families or young people whose nearest children's centre or youth centre is proposed for closure may have further to travel to visit a centre. However, it may also mean families or young people have to travel less distance as services would be delivered to them.

We would mitigate against any negative impact of these changes by:

- adopting a new, more responsive and flexible service
- providing more services through outreach at alternative venues in the community
- working more closely with community and voluntary sector groups
- signposting young people or families who may no longer be able to access universal services to alternative providers

As part of the initial consultation we have already asked users views on which services they most value and we would prioritise these when putting together the service offer for 2020/21 and beyond.

Q. What community venues would be used if the family hub model goes ahead and would these be as good as my local children's centre or youth centre?

Children's centres and youth centres already use a range of community venues such as libraries, halls and other community spaces. Staff check that such venues are suitable and safe for the activity being provided and this would continue to be a task for the Family Hub Service. We are proposing that we use more of these venues. Families have reported to the current children's centres that they like being able to access activities in these community venues as it makes it easier for them to participate.

Q. Would I have to travel to one of the centres that you are proposing to retain to access support and services?

No. The aim is to bring the services out to you and your family, making use of local spaces in the community that you can easily access as well as supporting you at home where this is helpful or necessary. We are not suggesting families would have to travel to Family Hub Service sites to get the support they need, however families can choose to do this if they would prefer.

Q: How would parents access the services and support they need if they could not drop into a children's centre?

Parents would have a contact into our early help services through our universal health service. If they were experiencing any difficulties or issues, they could be referred to our Family Hub Service for additional support. The majority of families currently receiving targeted support via a children's centre do so as a result of being referred.

We would also develop a directory of resources which will include local organisations offering universal and targeted support. We would use this to signpost children, young people and families to the support they need in the wider community. The intention would be to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools.

Through the focus on outreach in the proposed model we would take services out to our families rather than relying on them coming to a specific centre.

By offering services closer to the home or in the home, we would be able to help more hard to reach families to access services, who would likely be identified through our universal health service.

Q. How is my local children's centre or youth centre affected by these proposals?

This is the second stage of the consultation which sets out which sites we propose to retain and which we would discontinue the leases for, and the reasons for this. Although we have made proposals, these may be subject to change depending on the feedback that we receive from the consultation.

Cabinet would then consider our final proposals in October 2020 and decide whether to proceed or not.

Q: Would there be the same number of staff working with families in the proposed new model? How many staff would be employed in future compared to now?

We cannot answer this at this stage as no decision will be made on the future arrangements until after the consultation feedback is considered by Cabinet. If we do proceed with our proposals we would likely review our staffing model and this may result in a reduction in the workforce.

Q: How will you ensure that everyone is able to engage in the consultation, particularly vulnerable groups?

To ensure we gather the views of as many residents as possible we will be:

- publicising the survey on the Achieving for Children and Windsor and Maidenhead Council websites, on the associated social media accounts, and via any regular newsletters going to residents during the period of the consultation
- directly emailing a link to the survey to all registered children's centre users who have provided an email address
- directly emailing voluntary and community sector organisations and any other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This will include parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities
- directly emailing all relevant Parish Councils to ask for their help in distributing the link to the survey and asking them to complete it themselves
- directly emailing local doctor surgeries and churches to ask for their help in distributing the link to the survey and asking them to complete it themselves
- asking our youth workers to individually engage with young people who use youth centres to encourage them to take part in the consultation
- including information about the survey in regular bulletin to schools to ask them to encourage their pupils to participate
- holding awareness raising sessions with key stakeholder groups such as Parents and Carers in Partnership for Windsor and Maidenhead (PaCiP), Asian Women's Group and other groups that support families that could be considered vulnerable
- asking attendees at our universal health clinics (which are due to restart in June 2020) to complete the survey

Q: What steps have you taken to address any issues that may arise in terms of the consultation during the COVID-19 pandemic?

We have decided to consult for a period of eight weeks to allow residents more time to engage in the consultation process, particularly in light of COVID-19. As set out above, we would aim to gather the views of as many people as possible by using a range of consultation methods. This would help us to account for any issues that may arise due to COVID-19 and also ensure children, young people and families are able to engage during the summer holiday period.



The Proposed Family Hub Service Background Document



Introduction

We are carrying out a second stage public consultation to gather your views about our proposed Family Hub Service. The new proposed model would bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need, coordinated by the Family Hub Service.

The service would prioritise those children, young people and families most in need of help. We would do this by being flexible and responsive and delivering services where they are needed, rather than at a specific site. This means we could deliver Family Hub Services at a main hub or a sub-venue, in the community or in a family home.

This second stage of consultation builds on the first stage of the consultation that was undertaken between January and March 2020 which gathered views on the aims and principles of the proposed new model.

The findings from the initial consultation were considered at Cabinet on 25 June 2020. Cabinet agreed to the second stage of the public consultation running for eight weeks, from 23 July to 17 September 2020.

We would ask you to review this document and our frequently asked questions and then complete a short survey to provide feedback on what the new model could look like in practice.

The link to the survey can be found via this link: <http://surveys.achievingforchildren.org.uk/s/RBWM-Family-Hubs>

The feedback from the survey will be used to shape the final proposals for the Family Hub Service which will be considered by Cabinet in October 2020.

What is our current provision?

Children's centres and youth centres help us to improve the wellbeing of our children and young people and their families in Windsor and Maidenhead. This is a requirement in law. We have to ensure there are sufficient children's centres to meet the needs of our local community and that they are able to support:

- children to develop and get ready for school
- families to be the best parents they can be
- families to have good health and improve their opportunities in life



This means we need to support those families who most need our help so that they are able to lead happy and healthy lives.

A children's centre is a place, or group of places, where we deliver services for children or families, either at the centre or by providing advice and assistance to access services elsewhere. We deliver children's centre services across Windsor and Maidenhead in a range of settings - this includes bespoke centres, rooms in rented halls or outreach at other venues such as community centres, libraries and primary schools. This outreach enables us to engage with a wider range of families.

For our young people we have to make sure that as far as we can, we provide sufficient

educational or leisure time activities. We currently do this through sessions or groups at centres or outreach work in specific areas. Our current children’s centres and youth centres are set out below. This includes main centres, children’s centre satellite sites which are rooms or facilities that we use, and other buildings used by early help services that are not used as children’s centres or youth centres. Please note that some of our centres are used both as children’s centres and youth centres.

Children’s centres and youth centres	Youth centres
Datchet Children’s Centre	Charters Youth Centre
Eton Wick Children’s Centre	Datchet Youth Centre
Larchfield Children’s Centre	Eton Wick Youth Centre
Manor Children’s Centre and Youth Centre	Larchfield Youth Centre
Pinkneys Green Children’s Centre and Youth Centre	Marlow Road Youth Centre
Poppies Children’s Centre	Windsor Youth Centre
Riverside Children’s Centre	
The Lawns Children’s Centre	
Woodlands Park Village Centre Children’s Centre	
Children’s centre satellite sites	Other sites
Low Ropes Activity Course at Beech Lodge	Maidenhead Project Centre, Reform Road
Maidenhead Nursery School	Outdoor provision in Hurley
Old Windsor	
South Ascot	
Wraysbury Village Hall	

Why are we proposing these changes?

Achieving for Children, which delivers children’s services in Windsor and Maidenhead on behalf of the council, decided to review local early help services based on national research which suggested that the family hub model would better meet the needs of children, young people and families. This research includes the government’s Life Chances agenda and the All Party Parliamentary Group report on the future of children’s centres:

<https://democracy.leeds.gov.uk/documents/s150825/app%25208%2520appg%252>

We reviewed this research, looked at how our early help services are currently being delivered, and developed the proposed Family Hub Service for Windsor and Maidenhead. We believe that this model would help us to ensure that the most vulnerable children, young people and families get the support they need and would provide better value for money for the resources we have available.

The aims and benefits of the proposed Family Hub Service are set out below.

Aim	Benefit
Strengthen the focus on children, young people and families that most need support, at an earlier stage	We want to make sure we are able to give support to those families that most need it. By targeting our support we would be able to help families to become more resilient so that they do not need statutory social care involvement. It would also reduce the time that vulnerable families have to wait for support
Build on the success of the Healthy Child Programme by continuing to deliver a universal health visiting service that can be accessed by all families	All families would continue to get access to universal health services. Our health visitors would support all expectant and new parents and then would be able to refer any families that are experiencing difficulties to the Family Hub Service for additional support
Adopt a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location	<p>The traditional model of service delivery based around fixed sites is no longer considered effective as it requires our staff to be responsible for a considerable amount of buildings maintenance. This means they have less time to provide support to our children, young people and families.</p> <p>The move to a more flexible and responsive approach would enable us to bring services to those that need them i.e. in the community and in the home. The needs of families are not always the same and often change over time. It is therefore extremely important we deliver a service that is able to respond to these needs in a new way so that families that need support are able to access it more readily, in a location that best suits them</p> <p>This would also mean we are in a position to set up flexible and time limited outreach services on a smaller, more local scale when intelligence suggests this is required in particular eg, work on knife crime</p>
Support local communities so that they can develop universal provision	The new model would provide an opportunity for local communities to get more involved in the delivery of universal provision such as playgroups or youth clubs. We would provide advice and guidance to these groups to enable them to establish provision. This could include helping them to identify possible sites to deliver their sessions or groups, potentially in any sites that we decide we no longer need to use
Ensuring our early help services provide value for money	The new proposed model would allow us to use our early help services budget in a way that enables us to have the most positive impact. The current delivery of services means we have to use our limited resources for maintaining buildings and staffing sites that are not fit for purpose or well used. The Family Hub Service model would enable us to ensure more of the budget is directly used to benefit children, young people and families



Why are we consulting now?

We are consulting now because based on your responses to the first stage of consultation, we have reviewed and developed our proposals further for the Family Hub Service. We have developed more details of what the new model would look like in practice and we want to know what you think of it.

What you tell us now will be used, along with the feedback from the first stage of consultation, to shape our final proposed model for the Family Hub Service. We want to make sure that it reflects public opinion as far as possible.

What did you tell us in the first consultation?

Between January and March 2020, we carried out a 12 week online survey and six public focused group sessions to ask you what you thought of our initial ideas around family hubs. We are grateful to the 501 people who took the time to respond.

The responses we received told us that our early help services are really valued. Eight three percent of people who responded said that they had used one of the available family services in the last 12 months, with children's centres and parenting support services being the most used. Riverside Children's Centre in Maidenhead was highlighted as the most well used centre.

We asked you whether you agreed with the proposed aims for the new Family Hub Service. Thirty six percent of you said you did agree with them, 32% said they did not have an opinion or didn't know, and 32% said they did not agree. While most of you recognised the need to prioritise support for our most vulnerable families to ensure those who most need help are able to get it, there were concerns about how other families would find other support.

We asked you for other suggestions for what a new service should look like. The key themes were:

- the need to work more closely with existing charities and volunteer groups and key partners such as local schools
- the importance of maintaining the focus on vulnerable groups including children and young people with disabilities, Black Asian and Minority Ethnic (BAME) support groups; those with mental health issues
- the need to ensure all families are able to access provision in some way and that services are delivered in an accessible way and publicised accordingly
- the need to clearly define who services will be targeted at
- some willingness to accept charges for sessions if that means services can continue
- providing more of an offer for teenagers, particularly during school holidays

We also asked which services should be made a priority for support to be targeted. The most common answer was one-to-one support for families in crisis. Positive parenting groups for parents to help manage their children's behaviour and emotional wellbeing support for new parents were the next most common responses.

We also asked you to tell us what other groups or sessions you use in the community. This showed us there are lots of other providers delivering early help services for families and that these will likely continue and offer complimentary services alongside services delivered by Achieving for Children, on behalf of the council. The table below shows some of the groups and sessions that were reported.

Alternative groups and sessions attended	Unlikely to be affected by the proposals?
Army, sea and air cadets	Yes
Baby sensory, baby yoga, baby massage	Yes
Birth matters	Yes
Church sessions, eg, baby, toddler and youth groups	Yes
Hartbeeps	Yes
Library sessions, such as rhyme time, story time and sing-a-longs	Yes
Music groups, such as. Bilinguasing, Diddy Disco, Moo Music, Teddies Music	Yes
National Childbirth Trust (NCT) sessions	Yes
Norden Farm	Yes
Scouts, guides, cubs, beavers, brownies and rainbows	Yes
Sports clubs, such as Maidenhead United, Puddleducks swimming, Phoenix Gym	Yes
Tumbletots	Yes



You also told us what's most important to you and what you are concerned about with the proposed new model. Your comments and our responses are set out below.

The main priorities you told us follow.

Priorities	Response
Maintain health visitor clinics in Children's Centres including breastfeeding support	This would be retained in the proposed model
Keep supporting children, young people or families most in need with home visits on a one-to-one basis	This would be retained in the proposed model
Link with the voluntary sector and keep a central directory of all community groups, those run from churches or by parents	This would be retained in the proposed model and we would look to further develop the directory of local resources to share with families so they know what other sessions and groups are available locally. Signposting children, young people and families to appropriate community resources would be a key part of the proposed new model
Keep targeted groups - Freedom, Esteem	This would be retained in the proposed model
Continue supporting children with additional needs	This would be retained in the proposed model
More support for children excluded from school or at risk of exclusion	This would be retained in the proposed model
Keep parenting courses going	We would offer targeted families parenting courses as part of the new proposed model
Use more volunteers	We would continue to use volunteers and aim to strengthen links further with the community and voluntary sector
Keep links with the rest of children's social care	The existing strong links with children's social care would be maintained in the proposed model
Keep mental health and wellbeing support, such as emotional first aid for parents	This would be retained in the proposed model
Consider families who live in rural areas with limited public transport	Targeted outreach services would be developed according to need, including pop-up drop in groups. There would be potential to do pop up drop in groups if need was identified
Keep access to early learning opportunities	We would link to other locally delivered early learning opportunities and continue to target children entitled to two and three year old funding to ensure they are able to access these opportunities Home learning outreach would continue to be offered through our parents as first teachers to families depending on need
Consider BAME groups	We would continue to prioritise the support we currently provide to BAME groups through outreach. For example, at the moment we provide parenting groups in the mosque We would also work closely with the community and voluntary sector to identify any other BAME groups who may be in need of additional support

Your concerns were as follows.

Concerns	Response
Reduction of universal services (services available to all families such as Stay and Play sessions) will make early help difficult if families only get support when they are already having issues	<p>The universal health visiting service will continue in its entirety - five mandated contacts in the first three years via the Healthy Child Programme so issues can be identified within all families</p> <p>There are robust links with schools and other voluntary agencies who already refer families in to early help services</p>
Danger of labelling or stigmatising families if all have a targeted service	<p>The new proposed model would be based on a progressive universal service- this means that everyone gets some level of service but the more service you need, the more you get</p> <p>All families will continue to access the Healthy Child Programme via the family hubs, not just those that are targeted</p>
Most children's centres groups are well attended, meaning that families value the service	<p>The proposals to retain certain children's centres as part of the family hub model have been made based on a range of criteria including those that are well used</p>
Potential loss of outdoor education and natural environment experiences such as Nature Play	<p>Nature Play at the current Riverside Children's Centre would continue as a targeted service</p>
Risk of isolation for families and increased risk of postnatal depression due to isolation	<p>As the universal health visiting service supports all expectant and new parents, they will be well placed to identify families new to the area or at risk of isolation and refer to targeted services</p> <p>One of the mandated health visiting contacts is completed at six to eight weeks, where every mother is screened for postnatal illness</p>
Reduction of buildings-decrease accessibility for those unable to drive or poor public transport in the area	<p>One of the criteria for retaining buildings is that they are close to public transport eg, train stations</p> <p>The move away from a primarily buildings based provision allows us to deliver services more accessibly using a range of local venues</p> <p>In addition, the proposed model would continue to enable families who need a service to receive it at home, or in a venue near to them</p>

<p>Stay and Play sessions offer informal support to parents</p>	<p>We would maintain links with local community groups with the aim of ensuring that the informal support to parents would continue to be offered such as for community playgroups seeking support about parenting, we would offer information and advice</p> <p>We would also develop a directory of resources which will include local organisations offering universal and targeted support. We would use this to signpost children, young people and families to the support they need in the wider community</p> <p>The intention would be to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic</p>
<p>Reduction in funding for voluntary sector such as Family Friends</p>	<p>We would continue to maintain close connections with the voluntary sector to ensure we make the best use of limited resources. This is in line with how we currently support the voluntary sector</p>
<p>Non council play sessions or music groups can be expensive</p>	<p>We would support targeted families to access play sessions or music groups if necessary</p>
<p>Waiting times for Child and Adolescent Mental Health Services (CAMHS) and Wellbeing services</p>	<p>We would continue to work closely with CAMHS transformation work in order to reduce wait times. In addition, our work with the CCG has meant the development of a 'getting help' team - a team for children and young people with emerging mental health issues. This team would be accessed via the family hubs</p>
<p>Losing well trained and experienced staff</p>	<p>Although there would be a reduction in staffing, the new model would aim to retain the experience, talent and skills of the existing workforce</p>
<p>Provision for army families</p>	<p>The provision for army families would continue</p>

What are the principles behind the proposed Family Hub Service?

The key principles underpinning the proposed model

- Delivering a service that has a whole family focus, through the provision of multi-disciplinary family hubs situated across the borough. There would be a strong emphasis on mental health and relationship support including integration of all early help services such as education, health and the voluntary sector.
- Predominantly supporting targeted vulnerable families across the age range of 0 to 19 years (or age 25 years where young people have learning difficulties and/or disabilities), so that the needs of families can be coordinated in one place, regardless of the ages of their children.
- Adopting a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services would be delivered at main Family Hub Service sites or sub-venues but other services would be delivered via outreach in collaboration with partners and the community.
- At an early stage, working in partnership with children, young people and families by supporting them to be more resilient, and by offering the right support at the right time and in the right way, so that improvements in their lives can be sustained.
- Enabling children, young people and families needing our support to tell their story only once.
- In response to community concerns about knife crime and county lines activities, delivering the youth service on an outreach basis in partnership with the Police and Community Safety, with activity in specifically targeted areas where issues have been identified.
- Accepting referrals into the family hubs via the Single Point of Access (SPA) and undertaking a triaging exercise to ensure those most in need are prioritised, which would reduce current waiting times for accessing services.
- Working with the community and voluntary sector, including parent groups, to support them to deliver universal services where children's centre and youth centre provision is reduced.



How would the proposed Family Hub Service be implemented if agreed?

The table below sets out what we would do to implement an integrated Family Hub Service.

Activity	Details	Benefits and impact
<p>Continue to deliver universal health provision</p>	<p>There would be no changes to the universal health provision that is currently delivered. This includes:</p> <p>Full Healthy Child Programme, offering every family five health reviews in the first three years (crucial first 1000 days) of their child’s life and a range of support services in the community – drop-in clinics, new baby groups</p> <p>School nursing service which provides support with long term conditions and universal support for pupils in school</p> <p>Home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities</p>	<p>Health services were rated as one of the most popular services delivered by children’s centres in the stage one public consultation exercise</p> <p>All families would still be able to access universal health support to give their children the best start in life</p>
<p>Deliver outreach work more flexibly and in a greater number of locations to reach people who are not currently accessing provision</p>	<p>We would extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children’s centre or youth centre</p> <p>This would enable us to engage more with hard to reach groups by delivering programmes from a range of local venues such as schools, leisure and community centres, partner properties and other community locations</p>	<p>The intention is to increase the amount of outreach work we do by freeing up staff from the management and maintenance fixed assets, such as buildings</p> <p>This approach would strengthen the focus on the most deprived areas with the highest level of need. It would also mean we are better able to reach those families who are not currently accessing our services</p> <p>It would also enable us to move away from the traditional delivery of youth services - drop-in sessions at a centre which have proven less and less popular over recent years, towards a more flexible approach whereby we take services to the young people, where this is needed most. This should lead to increased engagement with those more vulnerable children and young people</p>

<p>Reduce the number of fixed sites used by early help services from 22 to 10</p>	<p>By delivering more services through outreach and other community venues, we would be less reliant on children’s centre and youth centre buildings</p> <ul style="list-style-type: none"> • Detailed analysis of current usage of children’s centres has enabled us to identify which centres could be closed with the least impact. We propose to maintain those centres that are: • well used by residents • best equipped to meet the future needs of the service • located close to areas of relative deprivation • well-placed for public transport or with good parking facilities • wheelchair and pushchair accessible • able to offer good value for money in terms of rental costs • Aligned with the RBWM new climate/ environmental strategy <p>This would save resources in terms of the reduced running costs of managing ten sites rather than 22</p>	<p>We would deliver the Family Hub Service in a number of different ways- not just focused on centres or buildings. This would mean we could deliver services where they are needed</p> <p>This would mean a reduction in the number of fixed sites we use for service delivery and a reduction in the delivery of universal provision (not including universal health provision which will continue as it currently does). It would however mean that we are able to deliver services that better meet the needs of our most vulnerable families</p> <p>It could also mean that families or young people whose nearest children’s centre or youth centre is proposed for closure may have further to travel to visit a centre. However, it may also mean families or young people have to travel less distance as services would be delivered to them</p> <p>We would mitigate against any negative impact of these changes by:</p> <ul style="list-style-type: none"> • adopting a new, more responsive and flexible service • providing more services through outreach at alternative venues in the community • working more closely with community and voluntary sector groups • signposting young people or families who may no longer be able to access universal services to alternative provider <p>As part of the initial consultation we have already asked users views on which services they most value and we would prioritise these when putting together the service offer for 2020/21 and beyond</p>
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<p>Deliver a wider range of services for families coordinated from the remaining centres which prioritises those most in need</p>	<p>For the remaining buildings we would coordinate a more family-focused offer, by bringing together a range of services, for example, health services, family support, support for childminders, and responsive outreach</p> <p>As part of this we would continue to deliver the specific services and groups for children with additional needs and their families, for women at risk of or living with domestic abuse, for first time or young or vulnerable parents, for families involved in statutory social care, for care leavers including those who are parents, for childminders and the children in their care, for parents in need of mediation or support with parental conflict, and for parents with poor mental health</p>	<p>Although the proposals in this consultation would result in a reduced universal early help offer, we propose to mitigate against some of the impact by bringing more services together in a more coordinated way, thereby enabling families to access more of the support they would most benefit from</p> <p>This would mean that those needing targeted support such as information about domestic abuse and health guidance, would be more likely to access it</p> <p>Where specific issues arise in particular areas, for example, a rise in knife crime, we would deliver targeted support in that area which would be accessible for all</p>
<p>Strengthen partnerships with local community and voluntary groups</p>	<p>We would work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run sessions that could be accessed by any children, young people and families. We would provide advice and guidance to enable them to establish sessions. This could include supporting parents to deliver sessions and/or support themselves where possible</p> <p>We would also develop a directory of resources which will include local organisations offering universal and targeted support. We would use this to signpost children, young people and families to the support they need in the wider community</p> <p>The intention would be to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic</p>	<p>Local community and voluntary sector organisations could deliver some of the universal services that are not proposed as part of the new model, thereby ensuring all families are able to access some level of provision</p> <p>By providing advice and guidance to these groups, we would be equipping the local community with greater knowledge and skills</p>

What would the Family Hub Service look like?

If approved, the proposed model would bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need from one family hub. This does not mean residents would get all the support they need from one building. The Family Hub Service would act as a single point to coordinate services for vulnerable families.

The proposed model would aim to establish two main family hubs that would act as coordination sites - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both areas. The main hubs would be the larger centres where the majority of our Family Hub Service workforce would be based. The sub-venues would be the other sites where we deliver Family Hub Services, but where there is only limited office space for our staff. The Family Hub Service would be delivered from these sites, community venues, in people's homes and via other outreach in the community.

The proposed Family Hub Service offer at the end of this document provides more detail about what the service would look like in practice.

How would the Family Hub Service be staffed?

We will develop a final proposed Family Hub Service model shaped by feedback from both public consultations. If this final model was then approved at Cabinet, we would undertake a review of staffing to ensure that the staff model aligns with the Family Hub Service approach.

The Family Hub Service would see a move from three separate teams (children's centres, family resilience and youth services), each with their own management structure, priorities and specific roles, to a hub team which would have a range of skills and expertise but seek to work to meet the needs of the whole family.

This would require change to the service which would involve all members of staff and we would expect a reduction in staffing numbers. This is because we would require a smaller number of workers as the focus would be on need rather than maintaining poorly- attended drop in sessions or maintaining buildings. However we would aim to retain the talent, skills and experience of our specialist workers.

The final details of these staffing changes will not be finalised until the whole proposed model has been approved.



How and where would the Family Hub Service be delivered?

One of the reasons for suggesting the Family Hub Service would be to move away from the traditional model whereby children, young people and families have to travel to a specific centre. Instead we would look to deliver services to those in need wherever they are. This could mean at a main Family Hub or sub-venue, in a community venue, or in the family home. As such, we have considered all existing service delivery sites and made proposals for how those sites could be used going forward.

We have a number of criteria against which we have reviewed the current sites. Although proposals have been suggested, we really want input from the public before a final model is proposed to Cabinet. The results of the second stage of the consultation will shape the final proposals that will then be considered by Cabinet in October 2020.

We are proposing to retain sites that meet a number of the following criteria.

- Well used
- Best equipped to meet the future needs of the service
- Located close to areas of relative deprivation
- Well-placed for public transport or with good parking facilities
- Wheelchair and pushchair accessible
- Able to offer good value for money in terms of rental costs
- Aligned with the Windsor and Maidenhead new climate and environmental strategy

We are proposing to discontinue leases on sites that meet a number of the following criteria:

- are situated in areas where they are no longer the most needed
- are too small or too expensive to run and are not equipped to meet the future needs of the service or the council's climate priorities
- are under-used compared to other centres
- are unable to offer additional service such as health clinics, due to lack of space or lack of accessibility
- potential to be used by parents, community or voluntary groups to deliver sessions independently due to suitability of the site

The following table provides a summary of which sites could be retained and which could be discontinued (subject to the second stage of the consultation), based on the criteria outlined above, along with some key information about each site. However, whilst some service delivery could take place in the sites that are recommended for retention, the key principle of this model is that services would be delivered in a range of venues across the borough, coordinated by staff operating out of these sites.

Please also note that the references to distances between different sites and between sites and public transport have been made based on directions from postcode to postcode on foot using Google Directions. Councillors have also checked some of these distances as part of their visits to each centre.

Building	Proposed action	Preliminary Rationale
Children's centres		
Datchet Children's Centre SL3 9EJ	Retain as sub-venue in Windsor	Meets the accommodation requirements for the proposed Family Hub model, close to areas of relative deprivation, good transport links - 200 feet to nearest train station, accessible facilities, low rental cost, high footfall
Larchfield Children's Centre SL6 2SG	Retain as sub-venue in Maidenhead	Meets the accommodation requirements for the proposed Family Hub model, close to area of relative deprivation, good transport links - 0.9 miles to nearest train station, accessible facilities, low rental cost, high footfall
Manor Children's Centre and Youth Centre SL4 5NW	Retain as sub-venue in Windsor	Meets the accommodation requirements for the proposed family hub model, close to area of relative deprivation, accessible facilities, high footfall
Poppies Children's Centre SL4 4XP	Retain as sub-venue in Windsor	Meets the accommodation requirements for the proposed Family Hub model, well positioned for targeted interventions on the army estate, accessible facilities, high footfall
Riverside Children's Centre SL6 7JB	Retain as main family hub in Maidenhead	Meets the accommodation requirements for the proposed Family Hub model, central location, good transport links- within 0.6 miles of nearest train station, accessible facilities, high footfall
Eton Wick Children's Centre SL4 6JB	Discontinue lease	Limited space available making it unsuitable for future use; no designated disabled parking, low footfall
Pinkneys Green Children's Centre and Youth Centre SL6 5HE	Discontinue lease	Limited space available making it unsuitable for future use, close to other provision - Marlow Youth Centre and Riverside Children's Centre both within 1.6 miles, potential interest from local voluntary and community groups to deliver services at the site, low footfall at youth service sessions
The Lawns Children's Centre SL4 3RU	Discontinue lease	Limited space available making it unsuitable for future use, only open during term-time, close to other provision - Manor Children's Centre and Youth Centre within 0.5 miles, access via a footbridge - wheelchair users and those with mobility issues may need help to access
Woodlands Park Village Centre Children's Centre SL6 3GW	Discontinue lease	Limited space available making it unsuitable for future use, limited transport links - 2.7 miles away from nearest train station, potential interest from local voluntary and community groups to deliver services at the site

Building	Proposed action	Preliminary Rationale
Children's centre satellite sites		
Low Ropes Activity Course at Beech Lodge SL6 6QL	Retain as sub-venue	No other similar provision available locally, could be used for targeted , no rental cost- low maintenance cost
Maidenhead Nursery School SL6 7PG	Retain as sub-venue	Meets the accommodation requirements for the proposed family hub model, good transport links - nearest train station within 0.2 miles, accessible facilities, no rental cost
South Ascot SL5 9EB	Retain as sub-venue	Meets the accommodation requirements for the proposed family hub model, good transport links - nearest train station within 0.3 miles, accessible facilities, low rental cost
Old Windsor SL4 2PX	Discontinue lease	Limited space available making it unsuitable for future use, limited transport links - nearest train station is two miles away, low footfall
Wraysbury Village Hall TW19 5NA	Discontinue lease	Limited space available making it unsuitable for future use, low footfall
Youth centres		
Marlow Road Youth Centre SL6 7YR	Retain as sub-venue in Maidenhead	Meets the accommodation requirements for the proposed Family Hub model, good transport links - nearest train station is within 0.6 miles, high footfall
Windsor Youth Centre SL4 3HD	Retain as main Family Hub in Windsor	Meets the accommodation requirements for the proposed Family Hub model, good transport links - nearest train station is within 0.7 miles, external hires ensure that the centre runs as cost neutral, high footfall
Charters Youth Centre SL5 9QY	Discontinue lease	Limited space available making it unsuitable for future use, school has requested site reverts back to school use, low footfall
Datchet Youth Centre SL3 9HR	Discontinue lease	Limited space available making it unsuitable for future use, close to other provision - within 0.4 miles of Datchet Children's Centre, low footfall
Eton Wick Youth Centre SL4 6LT	Discontinue lease	Limited space available making it unsuitable for future use, high rental cost, low footfall
Larchfield Youth Centre SL6 4BB	Discontinue lease	Limited space available making it unsuitable for future use, close to other provision - within 0.4 miles of Larchfield Children's Centre, steadily reducing footfall
Other sites		
Maidenhead Project Centre, Reform Road SL6 8BY	Discontinue lease and staff move sites	Limited space available making it unsuitable for future use; potentially part of Windsor and Maidenhead regeneration plans, high rental cost
Outdoor provision in Hurley SL6 5ND	Transfer to community provider to maintain	Limited space available making it unsuitable for future use, potential interest from a community provider to maintain the provision - would seek access for targeted groups as part of new arrangement

How can you get involved?

There are a number of ways to get involved in the second stage of the consultation.

- Complete the eight week online survey having read the background information contained in this document and the FAQs which can be found on the AfCInfo page: [ADD LINK](#) (paper copies of the survey can be requested via the dedicated inbox set up for the consultation: familyhubs@achievingforchildren.org.uk). The survey will be open from Thursday 23 July until Thursday 17 September 2020.
- Submit a question, query or comment to the dedicated inbox set up for the consultation at: familyhubs@achievingforchildren.org.uk.
- Request an invite to attend a virtual drop in session via the dedicated inbox set up for the consultation: familyhubs@achievingforchildren.org.uk. The dates and times are:
 - **Friday 7 August 2020, 5 to 6pm**
 - **Friday 21 August 2020, 1 to 2pm**
 - **Friday 4 September 2020, 9 to 10am**
 - **Monday 14 September 2020, 3 to 4pm**

To ensure we gather the views of as many residents as possible we will be:

- publicising the survey on the Achieving for Children and Windsor and Maidenhead Council websites, on the associated social media accounts, and via any regular newsletters going to residents during the period of the consultation
- directly emailing a link to the survey to all registered children's centre users who have provided an email address
- directly emailing voluntary and community sector organisations and any other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This will include parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities
- directly emailing all relevant Parish Councils to ask for their help in distributing the link to the survey and asking them to complete it themselves
- directly emailing local doctor surgeries and churches to ask for their help in distributing the link to the survey and asking them to complete it themselves
- asking our youth workers to individually engage with young people who use youth centres to encourage them to take part in the consultation
- including information about the survey in schools news to ask our schools to encourage their pupils to participate
- holding awareness raising sessions with key stakeholder groups such as Parents and Carers in Partnership for Windsor and Maidenhead (PaCiP), Asian Women's Group, and other groups that support families that could be considered vulnerable
- asking attendees at our universal health clinics (which are due to restart in June 2020) to complete the survey

What will be the next steps after the second stage of the consultation?

Once the second stage of the consultation is completed, we will take time to analyse the feedback and responses we have received. This will be considered, along with the feedback from the first stage of the consultation, and on the basis of this, we will develop the final Family Hub Service model proposal which will be considered by Cabinet in October 2020.

Should this be approved, then we would begin the implementation. This would involve taking action with regard to the sites we would retain and those for which we would discontinue the leases for. We would also review the staffing model to ensure it aligns with the new model.

We would aim to have the new model in place by March 2021.



Example: the Proposed Family Hub Service Offer

The information below sets out an example of what the service offer would look like if the proposed Family Hub model was agreed and implemented. Please note - no decision has been made at this stage - this information is designed to help respondents understand what the preferred model would look like in practice, if a future decision was made to adopt the model.

Service delivery

The proposed model would bring together services being run by children’s centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need from one family hub. This does not mean residents would get all the support they need from one building - the Family Hub Service would act as a single point to coordinate services for vulnerable families.

The proposed model would aim to establish two main Family Hubs that would act as coordination sites - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both areas. The main hubs would be the larger centres where the majority of our Family Hub Service workforce would be based. The sub-venues would be the other sites where we deliver Family Hub Services but where there is only limited office space for our staff.



The Family Hub Service would deliver a full programme of activities in various venues across their community area including universal health provision, school nursing, specific sessions and groups for targeted vulnerable families, parenting support, and opportunities for early years learning and development by continuing to host a range of activities and groups from the independent and private sector.

The universal health provision would enable us to identify families who need additional help and offer them targeted support at an earlier stage. Families with a low level of need would be signposted to other appropriate groups or service providers in their area who could provide support (not including universal health visiting services which would remain accessible to all). This would free up resources to enable the Family Hub Service to strengthen the focus on families with the greatest need.

The one-to-one offer would provide parents and carers with specialised support tailored to their individual needs and the needs of their family. A skilled and knowledgeable worker would work with the family, drawing upon a variety of evidence-based practice, including parenting, using a solution focused approach that would meet a range of identified complex needs. One-to-one interventions could include, but would not be limited by:

- support for women recovering from or in abusive relationships
- support for families who are isolated or depressed or have any other physical or mental health issues
- support for families in poverty, providing benefits advice and essential resources i.e. food, school uniform in partnership with local charities
- support for children who are developmentally delayed, or whose parents struggle to connect or play with them

A range of approaches would be used such as listening, advocacy; advice and information, motivation, signposting, positive communication, enabling, building self-confidence and self-esteem, building resilience and encouraging families to access appropriate services.

This could also include direct work with young people who are at risk of homelessness. The worker would be the single point of contact for the family and would bring together a range of agencies to ensure the multiple and complex issues and barriers the family are facing are addressed and that the parent or child is at the centre of the process. The worker would ensure the child has a voice and that their views and wishes are always taken into consideration.

As part of the implementation, we would review our programme of activities to ensure that where possible, we are able to continue those sessions that support groups most in need or those that are traditionally considered hard to reach.

Our youth service would continue to prioritise supporting more vulnerable young people on a one-to-one basis such as those that are: involved with statutory children's social care services, engaging in risky behaviours such as substance misuse, with low self-esteem or at risk of becoming engaged in criminality. The service would also continue to support participation and engagement of children and young people, including those in care and those leaving care through the Children in Care Council (Kickback), and deliver parent, carer, professional workshops on child sexual exploitation, gangs, substance misuse and online safety, and would also provide outreach to identified hotspots in the borough, as the need is identified. In terms of universal services, the proposal is to carry on delivering sessions and workshops to pupils in partnership with our local schools.

Whilst the expertise and specialism of each service will remain, the delivery would be brought together to best match the needs of the local community.

Location

Services would be delivered from:

- a main family hub (one in Windsor and one in Maidenhead) - larger sites where the majority of our Family Hub Service workforce would be based
- a family hub sub-venue (multiple across Windsor and Maidenhead) - other sites where we deliver Family Hub Services but where there is only limited office space for our staff.
- In the community (such as in a church hall, library or cafe)
- Outreach (such as in someone's home; at an identified hotspot)

Delivery would be less focused on one particular location but rather targeted at where the need is greatest. Family Hubs and Family Hub sub-venues would be used for some service delivery but much would take place in the community or via outreach. This would allow the service to be more flexible and responsive to what families really need.

Programmes

The Family Hub Service would coordinate and deliver a wide range of programmes and activities that focus on building resilience in children, young people and families. Examples are included in the table below:

Universal	Preventative	Targeted	Specialist
Full health visiting 'Healthy Child' programme	One-to-one baby massage for parents at risk of postnatal depression	Triple P (positive parenting Programme)	Freedom programme for victims of domestic abuse
School Nursing "National Childhood Measurement Programme"	Access to 'Baby Incredible Years' course for young or vulnerable mums of young babies	Esteem groups for young people who are unable to access mainstream youth or leisure services	Joey Nurture group for young children at risk of exclusion
Access to Health Visitor run new baby 'Nurture groups'	Family Links groups for Asian families	Parents as First Teachers home learning support	'Valu' programme for young people using drugs and alcohol

As well as access to the evidenced based parenting groups, the Family Hub Service would offer groups that respond to the needs of the local community. The priority groups would be agreed locally and based on need but could include young parents, service families, first time vulnerable parents, domestic abuse and support with language and development.

Locally, the model could look as follows (this is based on the proposed model of 10 buildings with some reduction in staffing. As the service will be demand-led, the figures included are only an indication of activity and are based on current demand and population):

Area	Activity
Maidenhead and surrounding area: Woodlands Park, Cox Green, Larchfield, Cookham, Holyport, Hurley, Boyn Hill, Pinkneys Green	<ul style="list-style-type: none"> • Up to 58 families would be supported via one-to-one intensive work. • Up to two evidenced based parenting groups would be established. • Up to two priority groups would be determined locally
Windsor and surrounding areas: Eton Wick, Old Windsor, Wraysbury, Oakley Green, Dedworth, Clewer	<ul style="list-style-type: none"> • Up to 58 families would be supported via one-to-one intensive work • Up to two evidenced based parenting groups would be established • Up to two priority groups would be determined locally
Ascot and surrounding areas: Sunninghill, Sunningdale.	<ul style="list-style-type: none"> • Up to 32 families would be supported via one-to-one intensive work. • One evidenced based parenting group would be established • One priority group would be determined locally

Staffing

We would have fully integrated teams working within our Family Hub Service. This would likely include: family hub leads, family hub coordinators, family hub support workers, family coaches, and youth workers (please note the details of the staffing model would not be finalised until after the second stage of consultation).

The staff would work as a team to support the needs of the whole family with input from other key stakeholders, including health visitors.

July 2020



achieving
for children

Equality Impact Assessment (EIA) Form

Please use in conjunction with the [EIA toolkit](#), which has been designed to guide you through completing your EIA form.

Service Area:	Children and Health Services/ Early Help Services
Name of service/policy/project being assessed:	Transforming Community Services- Family Hub Service
Officer leading on assessment:	Henry Kilpin, Head of Strategy and Programmes and Achieving for Children Equalities Lead
Other officers involved:	Rachael Park-Davies, Communities Service Manager; Lin Ferguson, Director of Children's Social Care (DCSC); Kevin McDaniel, Director of Children's Services; Elaine Browne, RBWM Head of Law and Deputy Monitoring Officer; Mary Severin, Monitoring Officer

1. Briefly describe the service/policy/project:

Introduction

Achieving for Children, who are commissioned to deliver Children's Services on behalf of the Royal Borough of Windsor and Maidenhead Council, undertook a review of existing early help services in response to the government's Life Chances agenda and the All Party Parliamentary Group report on the future of children's centres: <https://democracy.leeds.gov.uk/documents/s150825/app%25208%2520appg%252>

The intention was to better understand the developing approach to children's centre and youth centre service delivery. Based on this, a preferred model has been developed which, if approved, will see services reorganised into a Family Hub Service model. This approach aligns with national

and regional evidence, including the report noted above, and will enable the service to effectively meet the needs of the most vulnerable children, young people and families, whilst also providing value for money.

This model is preferred because it will deliver a number of benefits in Windsor and Maidenhead including the opportunity to:

- Strengthen the focus on children, young people and families who most need support through early intervention, in order to increase family resilience and reduce the need for statutory social care involvement. This will contribute to reducing the time that vulnerable families who need support have to wait for a service, but are unable to access it in a timely way through the current model.
- Build on the success of the Healthy Child Programme by continuing to deliver a universal Health Visiting Service that can be accessed by all families (for the purpose of this report, please note that universal health visiting is funded through the public health grant and not from the same funding stream as children's centres and youth centres and as such, this funding will be unaffected by this proposal).
- Move away from traditional models of service delivery focused on particular static sites with lots of fixed assets that require maintaining. Based on our experience of service delivery in RBWM and the data available to us, this is no longer considered effective at engaging vulnerable groups and so the preferred option is to move to a more flexible and responsive approach that brings services to those who need them i.e. outreach in the community and in the home. The 2019 Local Transformation Partnership survey found that 68% of young people would seek health and wellbeing support from someone in their family in the first instance. The needs of families are not static and often fluctuate over time. It is therefore essential that the proposed model is able to respond to these needs in a new way, so that families are not expected to travel across the borough to access services.
- In line with the above point, set up flexible and time limited outreach services on a smaller, more local scale, when intelligence suggests this is required in particular areas, e.g. work on knife crime.
- Support local communities so that they can develop universal provision in particular areas by providing advice and guidance on the effective delivery of services to children, young people and families and by working with them to identify potential sites that could be used for service delivery, should leases for particular buildings be discontinued.
- Deliver better impact for families from the £3.5m that will still be spent on early help services as the hub model would allow the discontinuing of leases on buildings in the early help portfolio that are no longer fit for purpose and will enable a staff remodelling which will better align with the proposed approach.

Background to the decision- UPDATED NOVEMBER 2020

A report setting out proposals relating to early help services in Windsor and Maidenhead was considered at Cabinet on 30 April 2020 and agreed by Councillors. This decision was subject to call-in and then the report was taken to the Overview and Scrutiny Panel on 14 May 2020. It was resolved at the Overview and Scrutiny Panel that:

1. It be noted that the Head of Law had reviewed the Cabinet's decision made on April 30th, what had been said at the Overview and Scrutiny Panel meeting on May 14th, and the reasons for the call in, and had concluded that the decision complied with the law and did not conflict with the Council's Access For All policy;
2. The Cabinet paper of April 30th will be brought back to Cabinet in June setting out a consultative pathway;
3. The results of a further consultation process and recommendations for a decision will be brought to the Cabinet in July or August.

It was agreed at the Cabinet meeting on 28 May 2020 that the report would be 'put aside' and re-presented to Cabinet on 25 June 2020 to allow time for the further details required for clarity of the next steps to be added. As part of this, the EIA was revisited and re-drafted to take into account the new report that was considered at Cabinet in June. At this meeting, Cabinet agreed for a further consultation exercise which has now been completed. The findings from the consultation have shaped the final proposals which will be considered by Cabinet on 26 November 2020. If this was then approved, implementation of the new model would be in early 2021.

Proposed service delivery

As set out previously, the preferred model is to bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need from one Family Hub. It is important to emphasise however that this does not mean that residents will get this support from one building. Alternatively the Family Hub Service model will act as a single point to coordinate services for vulnerable families.

The preferred model is to establish two main Family Hubs - one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both Windsor and Maidenhead. Children's centre services and youth services will be delivered from these venues, other community venues, in people's homes and via other outreach in the community.

The key principles underpinning the preferred model include:

- Delivering a service that has a whole family focus, through the provision of multi-disciplinary Family Hubs situated across the borough. There will be a strong emphasis on mental health and relationship support including integration of all early help services such as education, health and the voluntary sector.
- Predominantly supporting targeted vulnerable families across the age range of 0-19 years (or age 25 years where young people have learning difficulties and/or disabilities), so that the needs of families can be coordinated in one place, regardless of the ages of their children.
- Adopting a flexible approach to service delivery whereby the focus is more on delivering services where they are needed rather than at a single location. This means some services will be delivered at 'hub sites' but other services will be delivered via outreach in collaboration with partners and the community.
- At an early stage, working in partnership with children, young people and families by supporting them to be more resilient, and by offering the right support at the right time and in the right way, so that improvements in their lives can be sustained.
- Enabling children, young people and families needing our support to tell their story only once.
- In response to community concerns about knife crime and County Lines activities, delivering the youth service on an outreach basis in partnership with the Police and Community Safety, with activity in specifically targeted areas where issues have been identified.
- Accepting referrals into the Family Hub Service via the Single Point of Access (SPA) and undertaking a triaging exercise to ensure those most in need are prioritised, which will reduce current waiting times for accessing services.
- Working with the community and voluntary sector, including parent groups, to support them to deliver universal services where children's centre and youth centre provision is reduced.

The Family Hub Service will deliver a programme of services in various venues across their community area including universal health provision; school nursing; specific sessions and groups for vulnerable families; parenting support; and opportunities for early years learning and development by continuing to host a range of activities and groups from the independent and private sector.

Through the first stage of consultation with residents and stakeholders we have learned that respondents see the key priority as one to one work with families, particularly those with younger children or children with additional needs. Building community resilience was also a common theme and so we will ensure that this is an integral aspect of the model. By building community resilience and maintaining the 0-5 Healthy Child Programme, it is anticipated that families who need additional support will be identified and offered support at an early stage.

As part of the implementation, we will review our programme of activities to ensure that where possible, we are able to continue those sessions that support groups most in need, for example, groups for parents with children with additional needs and targeted sessions for hard to reach Black, Asian and Minority Ethnic (BAME) families in the community.

Our youth service will continue to prioritise supporting more vulnerable young people on a 1-1 basis such as those that are: involved with statutory children’s social care services; engaging in risky behaviours; or with low self-esteem or mental health issues. The service will also continue to support participation and engagement of children and young people, including those in care and those leaving care, and deliver parent/ carer/ professional workshops on child sexual exploitation, gangs, substance misuse and online safety, and would also provide outreach to identified hotspots in the borough, as the need is identified. In terms of universal services, the proposal is to carry on delivering sessions and workshops to pupils in partnership with our local schools. This aligns with the findings from the 2019 East Berkshire Local Transformation Plan survey which was carried out to better understand children’s mental health and wellbeing. The survey found that 47% of young people would value support after school, and 14% before school. This finding will inform our future provision.

Whilst the expertise/specialism of each service will remain, the delivery will be integrated to best match the needs of the local community. To achieve an integrated Family Hub Service model we would propose to:

Activity	Details	Benefits and impact
Continue to deliver universal health provision	There are currently no planned changes to the universal health provision that is delivered. This includes:	Health services were rated as one of the most popular services delivered by children’s centres in the stage one public consultation exercise.

	<ul style="list-style-type: none"> ● Full Healthy Child Programme, offering every family 5 health reviews in the first 3 years (crucial first 1000 days) of their child's life and a range of support services in the community, i.e. drop in clinics, new baby groups. ● School Nursing Service which provides support with long term conditions and universal support for pupils in school. ● Home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities. 	<p>All families will still be able to access universal health support to give their children the best start in life.</p> <p>Drop in clinics will be delivered at the same frequency i.e. five times a week, but locations and timings may change following the review of sites. We will however ensure that clinics are delivered in accessible locations and new timings and locations are communicated effectively to our families.</p> <p>Going forward, there may be further changes to how we deliver services but the universal offer that is accessible to all will remain.</p> <p>It is worth noting that that is currently some disruption to our health service provision due to COVID-19. We will continue to follow Public Health guidance in terms of the delivery of these services.</p>
<p>Deliver outreach work more flexibly and in a greater number of locations to reach people who are not currently accessing provision.</p>	<p>We will extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children's centre or youth centre.</p> <p>This will enable us to engage more with hard to reach groups by delivering programmes from a range of local venues such as schools, leisure and community centres, partner properties and other community locations.</p>	<p>The intention is to increase the amount of outreach work we do by freeing up staff from the management and maintenance fixed assets, such as buildings.</p> <p>This approach will strengthen the focus on the most deprived areas with the highest level of need. It will also mean we are better able to reach those families who are not currently accessing our services.</p> <p>It will also enable us to move away from the traditional delivery of youth services i.e. drop in sessions at a centre which have proven less and less popular over recent years),</p>

		<p>towards a more flexible approach whereby we take services to the young people, where this is needed most. It is anticipated that this will lead to increased engagement with those more vulnerable children and young people.</p>
<p>Reduce the number of designated children’s centres delivery sites from 13 to eight and youth centres from nine to three (with future use of one site still to be confirmed)</p>	<p>By delivering more services through outreach and other community venues, we will be less reliant on children’s centre and youth centre buildings.</p> <p>Detailed analysis of current usage of children’s centres has enabled us to identify which centres could be closed with the least impact. We propose to maintain those centres that are:</p> <ul style="list-style-type: none"> ● Well used by residents. ● Best equipped to meet the future needs of the service. ● Located close to areas of relative deprivation. ● Well-placed for public transport or with good parking facilities. ● Wheelchair and pushchair accessible. ● Able to offer good value for money in terms of rental costs. ● Aligned with the RBWM new climate/ environmental strategy. ● Align with the CAMHS transformation project. <p>It is estimated for a full year the reduction in sites would reduce costs by £40,000.</p>	<p>This will mean a reduction in the quantity of children’s centre and youth centre services that we are able to offer.</p> <p>It will also mean that families or young people whose nearest children’s centre or youth centre is earmarked for closure will have further to travel to visit a centre.</p> <p>We will mitigate against some of the impact of these changes by:</p> <ul style="list-style-type: none"> ● Adopting a new, more responsive and flexible service. ● Providing more services through outreach at alternative venues in the community. ● Working more closely with community and voluntary sector groups. ● Signposting young people or families who may no longer be able to access universal services to alternative providers. ● Offer a range of “drop-in” sessions for parenting advice and advice for young people. <p>As part of the initial consultation we have already asked users views on which services they most value and we would</p>

		prioritise these when putting together the service offer for 2020-21 and beyond.
Deliver a wider range of services for families coordinated from the remaining centres which prioritises those most in need	<p>For the remaining buildings we will coordinate a more family-focused offer, by bringing together a range of services, for example, health services, family support , support for childminders, and responsive outreach.</p> <p>As part of this we will continue to deliver the specific services and groups for children with additional needs and their families; for women at risk of or living with domestic abuse; for first time or young or vulnerable parents; for families involved in statutory social care; for care leavers including those who are parents; for childminders and the children in their care; for parents in need of mediation or support with parental conflict; and for parents with poor mental health.</p>	<p>Although the proposals in this consultation would result in a reduced universal early help offer, we propose to mitigate against some of the impact by bringing more services together in a more coordinated way, thereby enabling families to access more of the support they would most benefit from.</p> <p>This will mean that those needing targeted support such as information about domestic abuse and health guidance, would be more likely to access it.</p> <p>Where specific issues arise in particular areas, for example, a rise in knife crime, we will deliver targeted support in that area which will be accessible for all.</p>
Strengthen partnerships with local community and voluntary groups	<p>We will work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run universal sessions for children, young people and families. We will provide advice and guidance to enable them to establish sessions accessible by all. This could include supporting parents to deliver sessions and / or support themselves where possible.</p> <p>We will also develop a directory of resources which will include local organisations offering universal and targeted support. We will use this to signpost children, young people and families to the support they need in the wider community. The intention is to make the directory easy to navigate and we will seek to</p>	<p>Local community and voluntary sector organisations could deliver some of the universal services that are not proposed as part of the new model, thereby ensuring all families are able to access some level of provision.</p> <p>By providing advice and guidance to these groups, we will be equipping the local community with greater knowledge and skills.</p>

	provide additional online resources including self-help tools which have become more prevalent during the current pandemic i.e. Solihull Parenting Support and KOOH (mental health support for young people).	
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Staffing

Should the proposed Family Hub Service be approved we would look to implement a new staffing model that better aligns with the new approach.

The Family Hub Service model would see a move from three separate teams (children’s centres, family resilience and youth services), each with their own management structure, priorities and specific roles, to a ‘Hub Team’ which will have a range of skills and expertise but seek to work to meet the needs of the whole family.

This will require a change to the service which will involve all members of staff and we would expect a reduction in staffing numbers accordingly. This is because the new model will require a smaller number of workers as the focus will be on need rather than maintaining poorly attended drop in sessions or maintaining buildings. However we will aim to retain the talent, skills and experience of our specialist workers, for example those skilled and experienced in working with families where domestic abuse or poor mental health or drug misuse is an issue. The public consultation identified parenting support as a priority need and therefore a workforce with the talent, abilities and experience of delivering this support will be integral to the new model. Research has shown us that “whole family” support leads to improved outcomes for children and young people, including those with disabilities, and this ethos will be a cornerstone of the proposed new model.

The individual details of these staffing changes will be finalised by Achieving for Children as part of the implementation of the change. Initial scoping has indicated that a reduction in the region of 24 FTE including vacancies will result and contribute towards the efficiency target of £600,000 built into the existing budgets. There will be a significant number of changes which will involve all members of the service working to new job descriptions. We estimate about 10 FTE worth of redundancies after allowing for existing vacancies. Details of which will not be known until any process is concluded.

A separate equality impact assessment will be undertaken to understand the impact on staff.

Sites

As part of the review of early help services and the development of the preferred model, we have considered all existing service delivery sites and made proposals for how those sites could be used going forward.

We have a number of criteria against which we have reviewed the sites. Based on this we made a number of proposals for which to retain and which to discontinue the leases on. Following on from the second stage of consultation, these proposals have now been finalised.

We are proposing to retain sites that meet a number of the following criteria:

- Well used.
- Best equipped to meet the future needs of the service.
- Located close to areas of relative deprivation.
- Well-placed for public transport or with good parking facilities.
- Wheelchair and pushchair accessible.
- Able to offer good value for money in terms of rental costs.
- Aligns with the emerging Council Asset Strategy.

We are proposing to cease using and discontinue leases on some sites designated as children's centres and some sites used as youth centres that meet a number of the following criteria:

- Are situated in areas where they are no longer the most needed.
- Are too small or not cost effective to run and are not equipped to meet the future needs of the service or the Council's climate priorities.
- Are under-used compared to other centres.
- Are unable to offer additional service i.e. health clinics, due to lack of space or lack of accessibility.
- Are potentially able to be used by parents, community or voluntary groups to deliver sessions independently.

The table below provides a summary of which centres we have proposed to retain and which we have proposed to discontinue the lease for and cease using as a children's centre or youth centre. This is based on the criteria set out above and on feedback from the second stage of

consultation. The responses from the consultation for each individual site has been included for information along with the initial and the final proposal.

It is worth noting that whilst some service delivery could take place in the sites that are recommended for retention, the key principle of this model is that services would be delivered in a range of venues across the borough, coordinated by staff operating out of these sites.

Please also note that the references to distances between different centres and between centres and public transport have been made based on directions from postcode to postcode on foot using Google Directions. Councillors Carroll and McWilliams (the relevant Lead Members) have also checked some of these distances as part of their visits to each centre.

Building	Initial proposal	Rationale	Consultation response to proposal	Final proposal
Children's centres				
Datchet Children's Centre SL3 9EJ	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; close to areas of relative deprivation; good transport links- 200 feet to nearest train station; accessible facilities; low rental cost; high footfall.	- 58.7% agree or strongly agree. - 4.6% disagree or strongly disagree. - 24.4% neither agree nor disagree and 12.2% do not know.	Retain as sub-venue in Windsor.
Larchfield Children's Centre SL6 2SG	Retain as sub-venue in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub model; close to area of relative	- 65.2% agree or strongly agree. - 3.3% disagree or strongly disagree.	Retain as sub-venue in Maidenhead.

		deprivation; good transport links- 0.9 miles to nearest train station; accessible facilities; low rental cost; high footfall.	- 21.6% neither agree nor disagree and 9.9% do not know.	
Manor Children's Centre/ Youth Centre SL4 5NW	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; close to area of relative deprivation; accessible facilities; high footfall.	- 49.4% agree or strongly agree. - 1.7% disagree or strongly disagree. - 35.5% neither agree nor disagree and 13.4% do not know.	Retain as sub-venue in Windsor.
Poppies Children's Centre SL4 4XP	Retain as sub-venue in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; well positioned for targeted interventions on the army estate; accessible facilities; high footfall.	- 48.5% agree or strongly agree. - 3.8% disagree or strongly disagree. - 31.4% neither agree nor disagree and 16.2% do not know.	Retain as sub-venue in Windsor.
Riverside Children's Centre SL6 7JB	Retain as main Family Hub in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub model; central location; good transport links- within 0.6 miles of nearest train station;	- 70.3% agree or strongly agree. - 5.0% disagree or strongly disagree.	Retain as main Family Hub in Maidenhead.

		accessible facilities; high footfall.	- 16.5% neither agree nor disagree and 8.2% do not know.	
Eton Wick Children's Centre SL4 6JB	Discontinue lease.	Limited space available making it unsuitable for future use; no designated disabled parking; low footfall.	- 24.2% agree or strongly agree. - 1.3% disagree or strongly disagree. - 38.5% neither agree nor disagree and 15.9% do not know.	De-designate as a children's centre and discontinue lease. The site will be returned to Datchet St Mary's Primary Academy for use by the school. AfC is currently the only user at the site.
Pinkneys Green Children's Centre/ Youth Centre SL6 5HE	Discontinue lease.	Limited space available making it unsuitable for future use; close to other provision- Marlow Youth Centre and Riverside Children's Centre both within 1.6 miles; potential interest from local voluntary and community groups to deliver services at the site; low footfall at youth service sessions.	- 22.4% agree or strongly agree. - 36.9% disagree or strongly disagree. - 30.7% neither agree nor disagree and 10.1% do not know.	Retain the site but repurpose primarily for the Family Contact Service that will support children in care through one to one work and contact with family members. The site will be used for some Family Hub Service delivery i.e. weekly health provision and targeted evening youth groups i.e. Esteem. The universal

				youth club will not remain however and the site will be de-designated as a Children's Centre.
The Lawns Children's Centre SL4 3RU	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; only open during term-time; close to other provision- Manor Children's Centre/ Youth Centre within 0.5 miles; access via a footbridge- wheelchair users and those with mobility issues may need help to access.	- 19.4% agree or strongly agree. - 23.5% disagree or strongly disagree. - 42.4% neither agree nor disagree and 14.7% do not know.	De-designate as a children's centre and discontinue lease. We would no longer rent the space (a single room and adjoining kitchen) from the Lawns Nursery School. AfC is currently the only user at the site.
Woodlands Park Village Centre Children's Centre SL6 3GW	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; limited transport links- 2.7 miles away from nearest train station; potential interest from local voluntary and community groups to deliver services at the site.	- 20.5% agree or strongly agree. - 33.3% disagree or strongly disagree. - 34.4% neither agree nor disagree and 11.7% do not know.	De-designate as a children's centre and discontinue lease. We would no longer rent the space (a room) from the Woodlands Park Village Community Centre. AfC is not the only user at the site.
Children's centre satellite sites				

Low Ropes Activity Course at Beech Lodge SL6 6QL	Retain as sub-venue.	No other similar provision available locally; could be used for targeted groups; no rental cost- low maintenance cost.	- 57.4% agree or strongly agree. - 1.6% disagree or strongly disagree. - 21.9% neither agree nor disagree and 19.1% do not know.	Retain as sub-venue.
Maidenhead Nursery School SL6 7PG	Retain as sub-venue.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station within 0.2 miles; accessible facilities; no rental cost.	- 63.1% agree or strongly agree. - 1.0% disagree or strongly disagree. - 20.3% neither agree nor disagree and 15.4% do not know.	Retain as sub-venue.
South Ascot SL5 9EB	Retain as sub-venue.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station within 0.3 miles; accessible facilities; low rental cost.	- 41.0% agree or strongly agree. - 1.8% disagree or strongly disagree. - 38.0% neither agree nor disagree and 19.3% do not know.	Retain as sub-venue.
Old Windsor SL4 2PX	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; limited transport	- 21.0% agree or strongly agree.	De-designate as a children's centre and discontinue lease.

		links- nearest train station is 2 miles away; low footfall.	- 21.6% disagree or strongly disagree. - 40.9% neither agree nor disagree and 16.4% do not know.	We would no longer rent the space (a room) in the hall. AfC is not the only user at the site.
Wraysbury Village Hall TW19 5NA	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; low footfall.	- 18.1% agree or strongly agree. - 22.2% disagree or strongly disagree. - 41.5% neither agree nor disagree and 18.1% do not know.	De-designate as a children's centre and discontinue lease. We would no longer rent the space (a room) in the hall. AfC is not the only user at the site.
Youth centres				
Marlow Road Youth Centre SL6 7YR	Retain as a sub-venue in Maidenhead.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station is within 0.6 miles; high footfall.	- 68.9% agree or strongly agree. - 1.7% disagree or strongly disagree. - 18.3% neither agree nor disagree and 11.1% do not know.	The Council have agreed to support Maidenhead Community Centre (MCC) through a move to Marlow Road. AfC will base youth operations elsewhere and are in discussions with MCC to retain some access for Family Hub Service provision. In addition AfC will seek to deliver additional services at one or more of the

				alternative sites that are being retained.
Windsor Youth Centre SL4 3HD	Retain as main Family Hub in Windsor.	Meets the accommodation requirements for the preferred Family Hub model; good transport links- nearest train station is within 0.7 miles; external hires ensure that the centre runs as cost neutral; high footfall.	- 55.9% agree or strongly agree. - 2.4% disagree or strongly disagree. - 28.8% neither agree nor disagree and 12.9% do not know.	Retain as main Family Hub in Windsor.
Charters Youth Centre SL5 9QY	Discontinue lease.	Limited space available making it unsuitable for future use; school has requested site reverts back to school use; low footfall.	- 15.9% agree or strongly agree. - 16.5% disagree or strongly disagree. - 45.9% neither agree nor disagree and 21.8% do not know.	Discontinue lease. Negotiation of site return to use by Charters School will be undertaken during implementation.
Datchet Youth Centre SL3 9HR	Discontinue lease.	Limited space available making it unsuitable for future use; close to other provision- within 0.4 miles of Datchet Children's Centre; low footfall.	- 15.5% agree or strongly agree. - 22.0% disagree or strongly disagree. - 43.5% neither agree nor disagree and 19.1% do not know.	Discontinue lease. A local pre-school has expressed interest in utilising this site. AfC is the only user at the site and it will need to be maintained securely.

Eton Wick Youth Centre SL4 6LT	Discontinue lease.	Limited space available making it unsuitable for future use; high rental cost; low footfall.	- 17.6% agree or strongly agree. - 21.2% disagree or strongly disagree. - 42.4% neither agree nor disagree and 18.8% do not know.	Discontinue lease. Recent interest from a local resident to deliver provision from this site. This will be explored further. AfC is the only user at the site and it will need to be maintained securely.
Larchfield Youth Centre SL6 4BB	Discontinue lease/ end rental agreement.	Limited space available making it unsuitable for future use; close to other provision- within 0.4 miles of Larchfield Children's Centre; steadily reducing footfall.	- 16.0% agree or strongly agree. - 36.0% disagree or strongly disagree. - 34.3% neither agree nor disagree and 13.8% do not know.	Discontinue lease. We would no longer rent the space (a hall and storage) in the hall. The site is used by other groups and it would be available to others.
Other buildings				
Maidenhead Project Centre, Reform Road SL6 8BY	Discontinue lease and staff move sites.	Limited space available making it unsuitable for future use; potentially part of RBWM regeneration plans; high rental cost.	- 16.6% agree or strongly agree. - 31.0% disagree or strongly disagree.	Retain as a sub-venue in part to mitigate the loss of some of the space at 4 Marlow Road. Increase usage at the site i.e. evening and weekend Family

			- 36.5% neither agree nor disagree and 16.0% do not know.	Hub Service delivery. There is a cost implication to this option.
Outdoor provision in Hurley SL6 5ND	Transfer to community provider to maintain.	Limited space available making it unsuitable for future use; potential interest from a community provider to maintain the provision- would seek access for targeted groups as part of new arrangement.	- 28.7% agree or strongly agree. - 10.3% disagree or strongly disagree. - 41.4% neither agree nor disagree and 19.5% do not know.	Transfer to community provider to maintain, with contractual access for Family Hub Service users.

The proposals are summarised in the table below:

Retain
<ul style="list-style-type: none"> ● Datchet Children’s Centre ● Larchfield Children’s Centre ● Manor Children’s Centre/ Youth Centre ● Poppies Children’s Centre ● Riverside Children’s Centre ● Pinkneys Green Children’s Centre/ Youth Centre (changed use) ● Low Ropes Activity Course at Beech Lodge ● Maidenhead Nursery School ● Marlow Road Youth Centre (changed and reduced use) ● South Ascot ● Windsor Youth Centre

- Maidenhead Project Centre, Reform Road

De-designate/ discontinue lease or end rental agreement/ no longer use

- Eton Wick Children's Centre
- The Lawns Children's Centre
- Woodlands Park Village Centre Children's Centre
- Old Windsor
- Wraysbury Village Hall
- Charters Youth Centre
- Datchet Youth Centre
- Eton Wick Youth Centre
- Larchfield Youth Centre
- Outdoor provision in Hurley

2. What sources of information have been used in the preparation of this equality assessment? (e.g national research, JSNA, user feedback)

Information Source	Description and outline of the information source
Business case for early help transformation- autumn 2019	Report to RBWM Council to seek approval to undertake a public consultation on the proposed changes to early help services.
Windsor and Maidenhead children's centre scorecards- Q3 2019-20	Data relating to the use of children's centres across RBWM.
Early help impact report- January 2020	Annual report setting out the impact of early help services provided by Achieving for Children across RBWM.
Windsor and Datchet Hub and Maidenhead Hub datapack- Q3 2019-20	Data relating to the needs of the community in RBWM- including the children's centre users.
Achieving for Children Annual Equalities Report 2018-19	Annual report setting out how Achieving for Children met the public sector equality duty in 2018-19.

3. Analysis of Impact

Protected Group	Impact (mark with an 'X')			Include Data and Analysis
	Positive	Negative	None	
<p>Data presented below mainly relates to users of children's centres and youth centres. Where additional information is known about the users of the others services included within the proposed changes, this has been noted.</p> <p>Children's centres</p> <ul style="list-style-type: none"> During 2018-19, there were 20,266 attendees to the centres across the boroughs. <p>Youth Service</p> <ul style="list-style-type: none"> There are expected to be over 28,000 attendees to youth provision during 2019-20 (predicted based on data up to quarter 3 2019-20). Of these, over 7,000 are expected to be individuals regularly attending activities. There have been 4,234 participants at training delivered by the youth service with 90% rating it as beneficial to them. 				
Age	X	X		<p>Data</p> <p><u>Background</u> There are 36,198 children and young people in Windsor and Maidenhead with the largest group within the 0-19 population being those aged five to nine years old.</p> <p><u>Service users</u></p>

			<p>Data relating to the age of children’s centre attendees and youth centre users is not routinely collected. However, the data that is available shows that in relation to children’s centres:</p> <ul style="list-style-type: none"> ● in the Windsor and Datchet area (which includes the following children’s centres: Lawns; Little Cygnets in Ascot, Datchet, Eton Wick and Old Windsor; Poppies; and the Manor) there is a 0-4 population of 4,209. On average, 86% of children and within the reach areas for these centres are registered (3,627 out of 4,209). ● in the Maidenhead area (which includes the following children’s centres: Larchfield; Pinkneys; Riverside; and Woodlands Park) there is a 0-4 population of 4,586. On average, 72% of children within the reach areas for these centres are registered (3,295 out of 4,586). <p>Given that centres are aimed at children aged 0 to five, the assumption can be made that children in attendance are in that age bracket.</p> <p>For the youth service, available data and anecdotal evidence indicates that there is an equal split between users who are aged between eight and 16. It is also worth noting that currently the service holds specific sessions depending on age- separate youth club sessions are held for seven to 12 year olds and for young people aged 13 to 19 years old.</p> <p>Impact</p> <p>Given that children’s centre provision is aimed at children aged 0-5, the proposals will impact on this age group. Similarly, youth services are primarily aimed at children and young people aged eight to 16 so they too will be impacted.</p>
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			<p>Should the proposals be approved, there would likely be a negative impact on the children and young people and families who attend universal sessions at the children's centres or youth centres and those that attend centres that may not be retained. We would mitigate against some of the impact of these changes by:</p> <ul style="list-style-type: none"> ● Adopting a new, more responsive and flexible service. ● Providing more services through outreach at alternative venues in the community. ● Working more closely with community and voluntary sector groups to help them build resilience. ● Signposting young people or families who may no longer be able to access universal services to alternative providers. <p>In addition, it is worth noting that there are currently no planned changes to the universal health provision that is currently delivered. This includes:</p> <ul style="list-style-type: none"> ● Full Healthy Child Programme, offering every family 5 health reviews in the first 3 years (crucial first 1000 days) of their child's life and a range of support services in the community, i.e. drop in clinics, new baby groups. ● School nursing service which provides support with long term conditions and universal support for pupils in school. ● Home visiting support for families whose child is developmentally delayed, socially isolated or living with other vulnerabilities. <p>This would ensure that all families receive some level of support from the Family Hub model, even if they do not receive targeted services.</p>
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			<p>There is not likely to be any impact on those children or young people and families who attend the centres that would remain or who access targeted services via outreach in the community or at home.</p> <p>Overall however, the preferred model would offer significant benefits to children, young people and families who are considered disadvantaged and who will receive a more holistic service that better meets their needs. For example, currently, there is a waiting list for families wanting to access targeted support. The strengthened focus on those who most need support as proposed in the Family Hub model would contribute to reducing these waiting lists, meaning help can be offered at an early stage. This could help to reduce the number of families experiencing more entrenched difficulties, thus requiring statutory intervention at a later date.</p> <p>Relevance to consultation</p> <p>Across both stages of the consultation, the majority of respondents are within the age range of 25-49 years and 2.7% of respondents are aged under 16.</p> <p>For the first stage of consultation, most respondents said they have children aged under five years old. For the second stage, most respondents have children aged between 0 and 14 years old.</p>
Disability	X		<p>Data</p> <p><u>Background</u></p> <p>There are 933 children and young people with a Statement of Special Educational Need (SEN) or Education, Health and Care Plan (EHCP) in Windsor and Maidenhead. In terms of primary need, in Windsor and Maidenhead, 35.7% have Autistic Spectrum Disorder</p>

			<p>(ASD); 18.0% have Speech, Language and Communication Needs (SLCN); and 12.4% have Social, Emotional and Mental Health (SEMH) needs. ASD is the most common primary need nationally.</p> <p><u>Service users</u> Data relating to families with disabled children and families with a disabled parent/ carer accessing children’s centres is not routinely collected. However, currently the centres provide a range of support aimed at families with a child with SEND. This includes:</p> <ul style="list-style-type: none"> ● School nursing services including enuresis clinics and support with long term conditions i.e. asthma, epilepsy; ● Specific services and groups for children with additional needs and their families, i.e. Joey Nurture Group; ● links to the voluntary or charitable sector to provide specialist family support i.e. parenting special children organisation which provides parenting support for parents of children with autism or attention deficit disorder. <p>These sessions are well-attended so it can be assumed that a proportion of users do have children with a disability.</p> <p>In the youth service, available data and anecdotal evidence suggests that universal services are not accessed by many children and young people with a disability. However, specific sessions held for those with a disability are usually well-attended.</p> <p>Impact The Family Hubs would continue to provide support for families with children with special needs. This would see a continuation of the services currently delivered in</p>
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			<p>children’s centres, as set out above. In addition, by focusing on those most in need, more families who have children with SEND or families with parents with a disability, may be able to access services.</p> <p>For example, this could include sessions specifically targeted at families who have a child with a disability, or parents receiving support for mental health issues.</p> <p>Staff will work with any families who may attend children’s centres that may not be retained to identify alternative accessible venues to attend sessions- either in other centres or in outreach sites including their home. This will take into account any mobility issues relating to the parent or child. It should also be noted that in developing proposals for retaining or discontinuing leases on buildings, criteria considered included accessibility, parking for those with a disability and proximity to public transport.</p> <p>The youth service will continue to provide specialised sessions for children and young people with disabilities. Any children and young people with disabilities who regularly attend universal services will be supported to identify other activities to participate in.</p> <p>Given the established link between disability and poverty (research in 2016 indicates that half of people in poverty are disabled or live with a disabled person), the strengthened focus on the most vulnerable families and hard to reach families is likely to have a positive impact on those families with a parent or carer who has a disability.</p> <p>Relevance to consultation</p> <p>18.4% of respondents to the first stage of the consultation and 10.7% for the second stage said that they or a member of their family have a disability. This compares to 22.0% of the overall population of the UK that have a disability. This suggests the consultation</p>
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			has been reasonably successful engaging with families with a family member with a disability, who have traditionally been considered hard to reach.
Gender (Sex)	X	X	<p>Data</p> <p><u>Background</u> The gender breakdown of males and females aged 0-19 is almost 50/50 across the borough.</p> <p><u>Service users</u> Data relating to the gender of parents/ carers and the children and young people that attend children’s centres is not routinely collected. However, it can be assumed that the largest majority of parents and carers attending are female as they generally remain the primary carer.</p> <p>In terms of youth service participants, available data and anecdotal evidence suggests that around 75% are male and 25% are female.</p> <p>Impact Potential changes to the children’s centre service are likely to have more of an impact on females as these services are predominantly taken up by women as the primary carers as set out above. It is worth noting however that fathers are actively encouraged to engage in services and additional groups for fathers are run. Staff would work with any families who may attend children’s centres that may be closed, to identify alternative venues to access services- either in other centres or at outreach sites.</p> <p>The potential changes to youth centres are more likely to impact on males given the</p>

			<p>gender split in terms of users. Again, support would be provided to identify other participation opportunities available to children and young people should the universal provision be discontinued.</p> <p>Although it is recognised that there will be some negative impact on gender- both male and female- due to the reduction in universal services, overall the impact is expected to be positive given the proposed mitigation i.e. greater involvement of the community and voluntary sector in the delivery of services; and greater use of outreach and community venues. In addition, the strengthened focus on those who are most in need of support, such as single parent families and young people engaging in risk behaviour at locally identified hotspots, will ensure the new model is contributing to increasing equality of opportunity for those who have struggled to access provision previously.</p> <p>Relevance to the consultation Across both stages of the consultation the vast majority of respondents to the survey are female.</p>
Gender reassignment		X	<p>Data The children’s centres and youth centres do not collect information relating to gender reassignment.</p> <p>However, the youth service does provide support to young people who may be transgender. For example, transgender young people have been part of residential trips organised by youth workers to build confidence and self-esteem.</p>

			<p>In addition, the service delivers gender and identity training. Between April and December 2019, 187 participants attended this training and 82% felt the training was beneficial to them.</p> <p>Impact Gender reassignment is considered of low relevance to this equality assessment. However this will be kept under review.</p> <p>It is worth noting that the youth service would continue to work with young people who may be transgender or considering transitioning. This would not change as a result of the proposed new model.</p> <p>There would also be an expectation that all staff within early help have an understanding of transgender and gender identity when working with users accessing services.</p> <p>Relevance to consultation The consultation did not ask respondents any questions in relation to gender reassignment.</p>
<p>Marriage and civil partnership</p>		<p>X</p>	<p>Data Information relating to marriage and civil partnership is not collected by any of the services proposed to undergo change.</p> <p>Impact Marriage and civil partnership is considered of low relevance to this equality assessment. However this will be kept under review.</p>

			<p>Relevance to consultation The consultation did not ask respondents about their marital status.</p>
Pregnancy and maternity	X		<p>Data Children’s centres provide services to expectant and new parents although data is not available in relation to numbers.</p> <p>Impact Although the services that may be affected by the proposed changes are considered to be of high relevance to pregnancy and maternity, the impact of the changes is not likely to be significant. Children’s centres would continue to offer post-natal health services to parents. For example, as part of the Full Health Child Programme, families will be offered five health reviews in the first three years (crucial first 1,000 days) of their child’s life and a range of support services in the community, i.e. drop in clinics , new baby groups. It is worth noting the location of some sessions may alter and may be accessible via outreach or community venues rather than children’s centres.</p> <p>In addition, specific services and groups for first time or young or vulnerable parents i.e. Baby Incredible Years programme would continue to be offered regardless of whether the proposed changes are implemented. In addition, support for care leavers, including those who are parents, would continue to be provided.</p> <p>Overall then, given that the majority of pregnancy and maternity services would continue, albeit potentially in different locations, and there would be increased focus on those most in need such as young or vulnerable parents, the overall impact is expected to be positive.</p>

			<p>Relevance to consultation</p> <p>The consultation did not ask respondents to the survey whether they were pregnant. However, in the responses, the importance of services to support those who are pregnant and new parents were highlighted.</p>
Race/ethnicity	x		<p>Data</p> <p><u>Background</u></p> <p>20.0% of children and young people from Windsor and Maidenhead (this total includes ‘White Other’) are from a Black, Asian or Minority Ethnic (BAME) background. 80.0% of children and young people in Windsor and Maidenhead are White British. In Windsor and Maidenhead the 0-19 population is less diverse than the overall population with 22.0% of the overall population from a BAME background.</p> <p><u>Service users</u></p> <p>Children’s centres and the youth service do not routinely collect data relating to race/ethnicity.</p> <p>However, in recognition that some BAME groups in the community are hard to reach and may not be accessing services, the children’s centres service have established specific and targeted sessions to engage with families from a BAME background. This has included, for example, working with 108 Asian women in Maidenhead to celebrate and build on their achievements in overcoming barriers to achieve better outcomes for their children; and successfully organising a beach trip in the summer of 2018 for 136 asian women and children from the borough. These services will continue should the new proposed model be implemented.</p>

In terms of the youth service, available data and anecdotal evidence suggests that the majority of users are White British with a small number from an Afro-Caribbean background or from other BAME ethnic groups.

Impact

The new proposed model, with a greater targeted approach for families most in need, would have a positive impact on those from a BAME background given the proven link between ethnicity and poverty. Research has shown that poverty is higher among all black and minority ethnic groups than among the majority white population (<https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/poverty-ethnicity-evidence-summary.pdf>). The proposals recognise this as the intention is to maintain centres located close to the areas with the highest levels of deprivation in the borough. As families from a BAME background are more likely to be vulnerable and are more likely to live in areas of deprivation, the increased focus on those most in need would help to ensure these families receive the support they require. The intention is also to continue to deliver the sessions targeted at specific hard to reach groups in the BAME community to ensure they are able to access services.

If any BAME families are impacted by the proposed closures, the service would work in a culturally sensitive way to identify opportunities to access services at other centres or at outreach sites.

In terms of the youth service, as with children's centres, given the link between ethnicity and poverty, the continued focus on vulnerable young people should ensure those from a BAME background receive the additional support that they need, as they are statistically more likely to need help. For example, nationally it is known that BAME young people are disproportionately represented amongst the children in care cohort. As

			<p>part of the offer going forward, the youth service will continue to deliver 1-2-1 support to children in care.</p> <p>More generally, the new Family Hubs would be delivered in such a way that the needs of families from diverse ethnic backgrounds can be met, based on demographic information in the local area.</p> <p>Relevance to the consultation 29.4% of respondents to the first stage of consultation were from a BAME background. The respondents to the second stage of the consultation were even more diverse with over half of respondents from a BAME background, with the majority being from a Pakistani background. The BAME population in RBWM is 22.0% so the survey respondents are more diverse than the overall population. This suggests that for both stages, but particularly the second consultation, we have engaged families who traditionally have been considered hard to reach.</p>
<p>Religion and belief including non-belief</p>		<p>X</p>	<p>Data Data relating to religion and belief is not collected by the children’s centres or youth centres.</p> <p>Impact Religion and belief is considered to be of low relevance to the proposals. However this will be kept under review.</p> <p>The children’s centres and youth centres are open to all religious backgrounds and staff are expected to understand and respect a range of religions and beliefs and what they may mean for families i.e. diet. Achieving for Children would continue to take into</p>

				<p>account the use of certain local buildings for outreach services in relation to religion to ensure people do not feel unable to take part.</p> <p>It is also worth noting that we would continue to deliver events to celebrate the diversity of our communities. For example, the intention is to repeat successful events held previously:</p> <ul style="list-style-type: none"> ● In the summer of 2018, over 100 families attended Riverside Children's Centre Family Fun Day to celebrate Eid in Windsor and Maidenhead. The Mayor and Mayoress joined in the festivities and families celebrated with food, Bollywood dancing and a mini-farm. The health visiting team also delivered a quiz highlighting the importance of home safety and accident prevention. ● During the past 2018-29, 250 participants from the Muslim community attended personal development and parenting groups linked to Islamic values for both men and women. The aim has been to improve engagement with multi-faith communities. Work has also been undertaken with the community to set up Muslim youth groups and work alongside local and national Christian and Jewish leaders to organise multi-faith events for women. <p>Relevance to the consultation For the first stage of consultation, 42.3% of respondents stated their religion as Christian. For the second stage of the consultation, almost half of the respondents stated they were Muslim. This suggests the consultation enabled people from a range of religious backgrounds to participate.</p>
Sexual orientation			X	Data

			<p>Data relating to sexual orientation is not collected by the children’s centres or youth centres.</p> <p>However, anecdotal evidence from the youth service suggests around 10% of participants are Lesbian, Gay, Bisexual or Transgender (LGBT).</p> <p>Impact Sexual orientation is considered to be of low relevance to the proposals. However this will be kept under review.</p> <p>In addition, there will be an expectation that children’s centre and youth work staff have an understanding and respect the sexual orientation of users of the children’s centres and youth service provision. If there was a need to deliver a bespoke group, this will be considered.</p> <p>Relevance to consultation The consultation did not ask respondents to the survey for their sexual orientation.</p>
Other i.e. carer, or those on a low income	X		<p>Data shows that there are 9.3% of children in Windsor and Maidenhead who are living in poverty (compared to the national average of 19.9%). By targeting services at vulnerable families in or close to the areas of deprivation in the borough, the Family Hubs would be accessible by those who most need support. This may include lone parent families, families from a workless household and families who receive benefits.</p> <p>Relevance to consultation Across the two stages of consultation, 45.0% of respondents declared a household income under £15,000 or between £15,001 and £30,000. The Office for National</p>

				Statistics states that the average annual household income in March 2020 was £30,800. This therefore suggests that the consultation has engaged families with a lower than average household income who would be more likely to receive the targeted services.
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What consultation have you undertaken in the development of this policy/ project or with stakeholders or critical friends?

Outline the consultation method and what feedback has been received

Background to the consultation

Two public consultations have been undertaken as part of the development of the final proposals for the Family Hub Service. The full consultation findings from both stages can be found in the consultation report that will shortly be published on the AfCInfo website.

In total, we have consulted for 20 weeks and have received 687 responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

The initial consultation found that existing services were highly valued but that respondents felt that one to one support for families in crisis should be a priority. Over a third of respondents were in favour of the proposed aims for the Family Hub Service model- just less than a third were not in favour and a similar percentage were neutral.

The second stage of the consultation was shaped by, and built upon, the first stage of the consultation. It provided more significantly more detail about what the proposed new service could look like and what changes this would mean to existing services.

Overall, the responses were positive about the proposals. The results show that the significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

Almost twice as many respondents agree with the proposals for which sites to retain and which to discontinue leases for than disagree. The majority of respondents agree with the rationale we used to propose which sites to retain and over half agree with the rationale for which sites propose to discontinue sites for.

Riverside Children's Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it. Respondents support the proposals to retain all the sites we have identified. Respondents do not agree with all the proposals to discontinue leases, however for each site we have proposed to discontinue the lease for, there are some respondents who are in favour. It is also worth noting that for some children's centre satellite sites and youth centres, there is a similar percentage who agree and disagree with the proposal to discontinue the lease. There is also a large proportion of respondents who are neutral about the proposals for each site.

In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However, almost a third of respondents said they need more information to understand the potential impact.

Both stages of the consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

Details of first stage of consultation

Consultation methodology

Following approval at November 2019 Cabinet to undertake a public consultation on the transformation of our early help services into an integrated Family Hub model, a consultation process was undertaken. The consultation process sought to:

- Ascertain the views of the public on transforming early help services into integrated Family Hubs for 0-19 year olds.
- Ascertain the priorities of those likely to be most affected by the proposed changes.

The first stage of consultation took place between January and March 2020 over 12 weeks. RBWM residents were consulted on the proposed changes to the delivery of early help services through a variety of methods:

- A 12-week online survey, which launched on Monday 6 January 2020 and closed on Monday 30 March 2020. Paper copies of the survey were made available at libraries and current early help service sites. Paper copies submitted made up approximately 10% of the overall survey.
- 6 public focus group sessions held at Children’s and Youth Centres across the Royal Borough. It is worth noting that a seventh session was planned to take place in South Ascot on 18 March 2020, but due to the COVID-19 pandemic this had to be cancelled. The list of sessions that were held is below:
 - Woodlands Park Children’s Centre (13 January 2020);
 - Windsor Youth Talk (21 January 2020);
 - Pinkneys Green Youth & Community Centre (3 February 2020);
 - Datchet Children’s Centre (8 February 2020);
 - Riverside Children’s Centre (22 February 2020); and
 - The Manor, Dedworth (4 March 2020)

Consultation findings

During the 12-week consultation, 501 responses were received. This number takes into account paper copy responses. This is a relatively strong response rate. By comparison, Buckinghamshire County Council received 752 responses to their own equivalent 12-week public consultation from a population approximately four times the size.

In addition to the online questionnaire, we held six public consultation focus groups and two staff workshops. While most respondents recognised the need to prioritise one to one support for our most vulnerable families, there were concerns about how other families would find other support.

The vast majority (88%) of responders to the survey identified themselves as female within the age range of 25-49 years (80%). 84% described themselves as ‘parent/carers’ with most (60%) having children under the age of 5. Over three-quarters (79%) were based in Windsor or Maidenhead towns with 42% of respondents declaring a household income of £30,000 or less which is lower than the median annual UK salary of £30,350. 27% declared a household income of over £60,000 a year.

83% of responders confirmed that they had accessed one of the available family services within the last 12 months. Children's centres and parenting support services were the most regularly accessed with 48% saying they accessed these at least once a week. The sites where responders had accessed these services from was mixed, but Riverside Children's Centre in Maidenhead appeared to be the most well-used with almost a third (32%) having attended a session there within the last year.

When respondents were asked to state the maximum amount they would be willing to pay to attend a children's centre or youth centre session, the majority (37%) said they would be willing to spend up to £3. Over a quarter (28%) said they would be willing to spend up to £1.50 and 15% said up to a maximum of £5.00. 20% stated that they would not want to pay any sum to attend a session.

As part of the consultation, respondents were shown the proposed aims for its early help services and were asked whether they agreed. 36% confirmed that they did agree with the new family hub proposals set out, while 32% said they disagreed. 32% also stated that they were neutral or did not know.

Other suggestions for a remodelled delivery of services were invited. The key themes to emerge were:

- How highly- regarded the early help services are and how many families consider them invaluable and rate the existing services delivered.
- The need to work more closely with existing charities and volunteer groups and key partners such as local schools.
- The importance of maintaining the focus on vulnerable groups including children and young people with disabilities; Black Asian and Minority Ethnic (BAME) support groups; those with mental health issues.
- The need to ensure all families are able to access provision and that services are delivered in an accessible way and publicised accordingly.
- The need to clearly define who services will be targeted at.
- Some willingness to accept charges for sessions if that means services can continue.
- Providing more of an offer for teenagers, particularly during school holidays.

When asked to prioritise areas where support should be targeted, the most common answer amongst respondents was 'one-to-one support for families in crisis'. 'Positive parenting groups for parents to help manage their children's behaviour' and 'emotional wellbeing support for new parents' made up the top three. 'Drop-in youth groups in the community' was considered the least priority.

There was a noticeably low response from users of the youth centres. Only 12% of responders said they had accessed a youth service session in the past year and only 8% said they used them on a weekly basis. The most well-attended youth centre by participating responders was Windsor Youth Club.

Details of the second stage of consultation

Consultation methodology

Between 17 July and the 23 September 2020, we carried out a second public consultation to ask for views on our proposed Family Hub Service model. We sought advice and guidance from a number of sources to ensure our approach to the second stage of consultation was robust and comprehensive. This included:

- commissioning an early years and consultation expert from an external consultancy company to provide advice and guidance on the proposed consultation approach and methodology.
- seeking advice from other external consultation experts i.e. previous Non-Executive Independent Director on the Achieving for Children Board provided advice based on experience of delivering public consultation as part of an education consultancy.
- reviewing consultation approaches from other local authorities undertaking similar exercise to identify best practice. This included the Buckinghamshire County Council consultation relating to the transformation of early help services which was subject to Judicial Review but found to be lawful.
- discussions with colleagues in Achieving for Children operational area 1 who have undertaken a similar exercise about lessons learned, best approaches to consultation i.e. engaging hard to reach families, including critical friend challenge of our proposed approach.
- review of the consultation approach by consultation experts in Achieving for Children operational area 1.
- review of consultation approach and methodology by RBWM Communications Team and support given for publicising the consultation when live.

The consultation methodology is set out in the table below. It was devised to take into account COVID-19 in terms of being unable to hold face to face sessions to discuss the proposals in children's centre or youth centres, and the school summer holidays.

Method	Detail
Online survey for eight weeks	<p>We developed a survey setting out the background detail to the consultation; the proposals for the centres; and questions about centre usage and their views on the proposed action for each centre.</p> <p>We originally planned for the consultation to open for eight weeks. Based on feedback from parent groups about difficulties completing the survey while children were still on summer holidays, we extended by an additional six days from the 17 September to the 23 September to allow an extra weekend for it to be completed.</p>
AfCInfo internet page	<p>A specific page was set up for the consultation- this included:</p> <ul style="list-style-type: none"> ● Detailed background document. ● Frequently Asked Questions. ● Draft Equality Impact Assessment. <p>The link to the survey is included on the page.</p> <p>Based on feedback from parent groups, we developed an easy read, shorter version of the background document to explain the changes and the implications more concisely. As part of this, we also developed a number of case studies demonstrating what the Family Hub Service could look like in practice.</p>
Social media	<p>AfC and RBWM websites and social media accounts were used to publicise the consultation with a link to the survey. This included both Twitter and Facebook.</p>
Dedicated inbox for questions, queries or comments	<p>A dedicated inbox (familyhubs@achievingforchildren.org.uk) was set up for the consultations. Residents were asked to send any questions or queries about the consultation here.</p> <p>Nine emails were received which included comments or questions. We provided a response to each of these and feedback has been included in the analysis of the consultation.</p>

Virtual drop in sessions	<p>We arranged four virtual drop in sessions (1 hour) with dates advertised on the AfCInfo page- interested parties were asked to email the inbox to request an invite. The sessions were planned for:</p> <ul style="list-style-type: none"> ● Friday 7 August 2020 at 5pm until 6pm. ● Friday 21 August 2020 at 1pm until 2pm. ● Friday 4 September 2020 at 9am until 10am. ● Monday 14 September 2020 at 3pm until 4pm. <p>There were no emails to the inbox to request an invitation to any of the sessions.</p>
Direct email to registered children’s centre users who have provided an email address	Registered children’s centre users were emailed directly with a link to the survey to ask them to participate at the beginning of the consultation and in the last four weeks. This enabled us to directly contact over 4,500 local residents.
Direct email to PaCiP	We directly emailed PaCiP, the parent carer forum for RBWM who provide a service for parents and carers of children and young people 0-25 years, with any special educational needs and disabilities, with or without a diagnosis, with or without an EHCP and in any, or no educational placement. PaCiP then shared the information with all their members via social media.
Using RBWM regular communication mechanisms	<p>Information about the consultation was included in:</p> <ul style="list-style-type: none"> ● Resident newsletter; ● Borough Bulletin; and ● Members Update. <p>A link to the survey was also emailed out to all registered library users as part of the libraries newsletter. This is emailed to more than 50,000 registered users in RBWM.</p>
Item in the schools	Information included in the schools bulletin which was sent out in September 2020 when the schools returned. The schools were

bulletin	asked to encourage pupils to participate.
Information included in AfC Staff News	The information was included in AfC's staff news for those staff who live in RBWM who use children's centres or youth centres, or who support families or young people that do.
Engaging young people that we support	Our youth workers were asked to individually engage with young people who use youth centres to encourage them to take part in the consultation.
Directly email to local doctor surgeries and churches	Local doctor surgeries and churches were sent a direct email to ask for their help in distributing the link to the survey and asking them to complete it themselves.
Direct email to voluntary and community sector organisations and any other relevant groups	Direct emails were sent to 30 voluntary and community sector organisations and other relevant groups in the local area to ask for their help in distributing the link to the survey and asking them to complete it themselves. This included some parent groups and established support groups for traditionally hard to reach groups including those from the BAME community and children, young people and families with special educational needs and disabilities.
Awareness raising sessions with key stakeholder groups who may be considered hard to reach	We informed a number of key stakeholder groups about the consultation and encouraged them to participate. For example, we liaised with the lead of the Asian Women's Group who then coordinated the distribution of information about the consultation. This included 70 copies of the easy read document that had been translated into Urdu that were shared with the local Pakistani population. Hard copies of the survey were also sent to local mosques, libraries, and existing sites. 117 were completed and returned.
Universal health clinics	Universal health clinics recommenced in the second week in June 2020. Health visitors were asked to encourage attendees to complete the questionnaire.

Consultation findings

The main findings from the second stage of consultation are set out below. This incorporates feedback via the online survey but also feedback sent directly to the dedicated inbox set up for the consultation period. In total we received 186 responses to the survey and seven emails with feedback.

Overall findings

The significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the priorities identified in the first stage of consultation.

Almost twice as many respondents agree with the proposals for which sites to retain and which to discontinue leases for than disagree. The majority of respondents agree with the rationale we used to propose which sites to retain and over half agreeing with the rationale for which sites propose to discontinue sites for.

Riverside Children's Centre emerges as the most popular site from the consultation in terms of usage and support for retaining it. Respondents support the proposals to retain all the sites we have identified. Generally respondents do not agree with the proposals to discontinue leases, although there are a number of respondents in favour of doing this for all the sites, and for some children's centre satellite sites and youth centres, there is a similar percentage agreeing and disagreeing. There is also a large proportion of respondents who are neutral about the proposals for each site.

In terms of impact of the proposals, half of respondents do not think there will be a negative impact on them if the changes are implemented. However, almost a third of respondents said they need more information to understand the potential impact.

The consultation engaged respondents from a range of backgrounds traditionally considered hard to reach including families with a family member with a disability, those from a BAME background, and families that have an annual household income less than the UK average.

Usage of current services

- Riverside Children's Centre is the most popular site with those that responded.
- Most respondents that attend children's centres or youth centres go once or twice a week.
- Most respondents that attend our sites either walk or drive. Only 5.9% said they take public transport.

Support for the proposals

- Almost two thirds of respondents either agree or strongly agree with the overall proposed Family Hub Service model. Less than a fifth disagree or strongly disagree.
- Over four fifths of respondents said they agree with some or all of the key principles behind the proposed Family Hub Service model. Less than a tenth said they disagreed with some or all of them.
- Over two thirds of respondents agree or strongly agree with the proposal to adopt a flexible approach to delivery whereby the focus is more on delivering services where they are needed rather than at a single location. Less than a fifth of respondents disagree or strongly disagree with this.
- Nearly 90% of respondents agree or strongly agree with the priorities for early help services that were identified as part of the first stage of the consultation. Less than 2.0% disagree.

Proposed retention and discontinuing of leases at sites

- Almost three quarters of respondents agree or strongly agree with the rationale we have proposed for deciding which sites to retain. Just 5.0% disagree or strongly agree.
- Just over half of respondents agree or strongly agree with the rationale for deciding which sites to discontinue leases for. Just over 10.0% of respondents disagree or strongly disagree.
- Overall almost twice as many respondents agree or strongly agree with the proposals for which children's centres and youth centres to retain and which to discontinue leases for (39.5%) than disagree or strongly disagree (20.9%). Almost a third of respondents (27.7%) neither agree nor disagree.
- There is a high percentage of respondents who neither agree nor disagree with the proposals for each of the sites.
- For all the sites we have proposed to retain, there are more respondents that agree or strongly agree with the proposals than disagree or strongly agree. Riverside Children's Centre is the most popular site to retain.
- For the majority of sites we have proposed to discontinue leases for, there are more respondents that disagree or strongly disagree than agree or strongly agree. However, for the proposals for the satellite children's centre sites and for Charters Youth Centre, a similar number of respondents agree or strongly agree or disagree or strongly disagree.
- In terms of children's centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Pinkney's Green Children's Centre (36.9%) although 22.4% do agree or strongly agree with the proposals.
- In terms of youth centres, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Larchfield Youth Centre (36.0%) although 16.0% do agree or strongly agree with the proposal.
- In terms of other sites, the most respondents disagree or strongly disagree with the proposal to discontinue the lease at Maidenhead Project Centre, Reform Road (31.0%). 16.6% of respondents agree or strongly agree with the proposal.

- In terms of the impact of the proposals, over 50.0% of respondents said there would be no impact; that they would use new provision that is more local to them; or they would be happy to use another site. 16.7% said they wouldn't use the services as much in the future and may stop entirely; while 29.0% said they do know enough yet to understand the impact.
- For those who responded that they would stop using services or use them less in future, the most commonly selected answer as to why was that they do not have enough information about the new way of delivering these services, such as from community venues. The next most commonly selected answer was that they do not believe the other locations will offer the services that are needed; followed by potential issues with travel if having to go further to other locations.

Details of respondents

- Most respondents are parents and carers; are aged between 25 and 49 years old; are female; and have children aged between 0 and 14 years old.
- 3.3% of respondents were children and young people aged under 16.
- 10.7% of respondents have a disability or a family member with a disability. This compares to 22.0% of the overall population of the UK that have a disability. This suggests the consultation has been reasonably successful engaging with families with a family member with a disability, who have traditionally been considered hard to reach.
- Over half of respondents are from a BAME background, with the majority being from a Pakistani background. Almost half of the respondents are also Muslim. The BAME population in RBWM is 22.0% so the survey respondents are more diverse than the overall population. As with disability, this suggests the consultation has engaged families from a BAME, who traditionally have been considered hard to reach.
- 43.8% of respondents declared a household income under £15,000 or between £15,001 and £30,000. The Office for National Statistics states that the average annual household income in March 2020 was £30,800. This therefore suggests that the consultation has engaged families with a lower than average household income who would be more likely to receive the targeted services.
- Almost all of the respondents are from Maidenhead or Windsor and live in the SL6 or SL4 postcode area.

Themes to emerge from the consultation

There are a number of key themes that emerge from the consultation responses. These are:

- Concern about the loss of services for all families and a desire to maintain all universal services.
- The importance of accessible and local provision with good parking on site.
- The need to work more closely with community and voluntary sector groups, although there is concern about these groups having sufficient capacity to meet need.
- Available services could be promoted and marketed more effectively.

- Parenting programmes and stress management sessions are highly valued.
- Services should be provided in a range of languages.
- Concern about the consultation process, particularly in relation to the ongoing COVID-19 situation and the possible impact of this on the consultation.

Proposed changes as a result of the consultation feedback

The consultation confirmed that overall there is support for the proposals for the Family Hub Service from those who responded. However, a number of areas of concern have emerged. These are addressed below with the action that has been proposed to resolve the issue.

Area of concern	Action
<p>Concern about the loss of services for all families and a desire to maintain all universal services.</p>	<p>There will be no changes to the universal health provision that is currently delivered if the proposals were agreed and implemented. This would mean that all families will continue to receive some level of service from the proposed Family Hub Service but as it represents a progressive universal approach the more services families need, the more they get.</p> <p>The proposals mean an end to the stay and play sessions currently accessible to all. However we will develop a directory of resources which will include local organisations offering universal and targeted support. We are also updating our Local Offer website which will complement this directory. We will use these methods to signpost children, young people and families to the support they need in the wider community. The intention is to make the directory easy to navigate and we would seek to provide additional online resources including self-help tools which have become more prevalent during the current pandemic.</p>
<p>The importance of accessible and local provision with good parking on site.</p>	<p>In deciding what to propose for each existing site we set a number of criteria which included being well placed for transport or with good parking facilities.</p> <p>Although the proposal will mean a reduction in the current number of sites, the proposals to extend our outreach work and focus on delivering services in the community, rather than at a specifically designated children’s centre or youth centre, will enable services to become more accessible to those vulnerable families who need support. For example, we will be able to deliver services in the home more for families who find it hard to travel to a site.</p>

	<p>Interestingly only a very small percentage of respondents said they use public transport- most either walk or drive.</p> <p>As there was feedback about parking issues with some of the sites, we will review the parking arrangements at any sites that are retained to identify if improvements can be made.</p>
<p>The need to work more closely with community and voluntary sector groups, although there is concern about these groups having sufficient capacity to meet need.</p>	<p>The proposal for the Family Hub Service already includes a commitment to strengthen working with community and voluntary sector groups.</p> <p>We will work with the local community and voluntary sector to identify those groups and/or individuals who are willing and able to run universal sessions for children, young people and families. We will provide advice and guidance to enable them to establish sessions accessible by all. This could include supporting parents to deliver sessions and / or support themselves where possible.</p> <p>As part of the second stage of consultation, we asked respondents to provide their details if they would be interested in delivering sessions. A number of respondents expressed interest in this so the intention will be to follow up on these.</p> <p>In terms of the concerns about the community and voluntary sector groups having capacity to deliver sessions, we will work alongside RBWM Council to identify opportunities to support local organisations. For example, the Council have proposed to provide space for a local community group at the Marlow Road site. We will seek other opportunities to join with the community and voluntary sector to widen the support provided to our families.</p>
<p>Available services could be promoted and marketed more effectively.</p>	<p>We will be reviewing our publicity materials and the marketing of our services whether the proposals for the Family Hub Service are agreed or not. It is clear from the consultation feedback that more can be done to ensure our residents are aware of the services that are available to them and how these services can be accessed.</p> <p>If the proposals are agreed, we will create a clear Family Hub Service offer which will be marketed widely across RBWM and with our key partners to ensure that families who need support are aware of how to access it. This is in addition to the development of the directory of resources that has been mentioned previously.</p>

<p>Parenting programmes and stress management sessions are highly valued.</p>	<p>Parenting programmes and stress management sessions will continue to be delivered as part of the Family Hub Service model should it be agreed.</p> <p>We will also look to improve our online resources for families and this will likely include information about parenting and stress management.</p>
<p>Services should be provided in a range of languages.</p>	<p>A number of our services are already provided in multiple languages. For example our Asian parenting programmes are delivered in mother-tongue. Also, the online Solihull parenting support resource is available in a number of languages including Polish, Urdu and Spanish. This will continue should the Family Hub Service proposal be agreed, particularly to ensure we are able to target families from a BAME background who may be experiencing difficulties. We already have a strong relationship with the Asian Women’s Network and the intention will be to continue to work alongside the group to ensure our BAME communities are aware of the services on offer and can access help when it is needed.</p> <p>We worked closely with the Asian Women’s Network as part of the second stage of the consultation to encourage their members to give their views. To achieve this we translated some of the background documents into Urdu and circulated this with hard copies of the survey. As a result, we received responses from a large number of residents from BAME backgrounds.</p>
<p>Concern about the consultation process, particularly in relation to the ongoing COVID-19 situation and the possible impact of this on the consultation.</p>	<p>We sought advice and guidance both internally and externally to ensure that the second stage of the consultation was sufficiently robust. To take into account the ongoing COVID-19 situation we provided a range of means for residents to engage in the consultation process. This is set out in section 8.</p> <p>We also extended the consultation period by additional six days to allow respondents further opportunity to give their views as one resident raised concerns about being able to complete the survey over the school summer holidays. The extended closing date of 23 September meant that children had been back at school for at least two weeks by the time the survey closed.</p> <p>We also adapted our consultation approach while it was ongoing in response to feedback i.e. developing a shorter easy read version of the background document and case studies setting out what the proposed service could look like in practice.</p>

<p>Post- consultation, RBWM Council have confirmed that the Marlow Road Youth Centre site has been given to Maidenhead Community Centre as they have lost their existing site.</p>	<p>AfC will seek to retain use of some space at Marlow Road for Family Hub Service provision to ensure continuity of service for families. Discussions are already ongoing to this end.</p> <p>To mitigate the loss of the space, the proposal is to retain Maidenhead Project Centre, Reform Road as a sub-venue with the aim of increasing usage at the site i.e. evening and weekend Family Hub Service delivery. This will have an impact on the efficiency savings as £30,000 was allocated towards this based on the ceasing of the lease at the site.</p>
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Summary of findings

The assessment has identified that overall the preferred Family Hub Service model would have a positive impact across the protected characteristic groups as it would aim to:

- improve accessibility for those most in need including those who are traditionally considered hard to reach including families with a child or parent with a disability; and children, young people and families from a BAME background.
- provide opportunities for disadvantaged children, young people and families to access provision that will contribute to increasing their equality of opportunity by targeting services at those who most need support; and
- increase the engagement of children, young people and families who do not usually participate in the provision services by delivering targeted sessions via outreach, either in the community or in the home.

The findings from the consultation show that respondents support this approach, with the majority in favour of prioritising support for families in crisis and wanting to ensure there is continued focus on vulnerable groups including: children and young people with disabilities; BAME support groups; and those with mental health issues. The consultation responses also showed that the significant majority of respondents are in support of the proposed Family Hub Service model and agree with the key principles that underpin it. This includes support for the flexible approach to service delivery with more focus on delivering services where they are needed, rather than in a single location; and for the proposed key priorities. The detailed feedback collected as part of the consultation will be used to shape the implementation of the Family Hub Service model should the proposals be approved.

Positively, the information gathered regarding the protected characteristic details of the respondents demonstrates that the consultation engaged with some of those groups traditionally considered to be hard to reach, such as those with a family member with a disability or those from a BAME background. This has ensured that we have captured a range of voices

It must be noted however that the assessment does acknowledge that there would be a negative impact on those users of universal provision delivered through children’s centres services and the youth service. The intention would be to mitigate this through actions such as those set out below which align with the themes to emerge from both stages of the consultation:

- Providing more flexible services through outreach at alternative venues in the community.
- Working more closely with community and voluntary sector groups to identify any groups that could deliver sessions to replace the reduced universal activities, with support from Achieving for Children staff.
- Signposting young people or families who may no longer be able to access universal services to alternative providers such as those identified in the first stage of the consultation e.g. signposting users of Old Windsor Children’s Centre to Old Windsor’s ‘Tiddlers and Toddlers’ playgroup.

In addition, all families would continue to receive some level of service as universal health provision would remain unchanged. This would mean that any families in need of targeted support should be identified at the earliest opportunity and given the help they need as soon as possible.

ACTION PLANNING

What consultation have you undertaken with stakeholders or critical friends about the key findings? Include any identified data gaps.

<i>Issue identified</i>	<i>Planned action</i>	<i>Lead officer</i>	<i>Completion Date</i>
Lack of data relating to protected characteristics of users available to report on.	Improve data collection and reporting in relation to the protected characteristics for users of Family Hubs should the model be implemented.	Rachael Park- Davies, Community Services Manager	From the implementation of the Family Hub Service model, if approved.

PUBLISHING THE COMPLETED ANALYSIS

Completed Date:	June 202; updated October 2020; and then final update November 2020
Lead Officer:	Henry Kilpin
Signed off by (Director level):	Lin Ferguson, Director of Children’s Social Care

Please send your completed EIA to henry.kilpin@achievingforchildren.org.uk or edwina.gregory@achievingforchildren.org.uk for publication.

Legal implications from RBWM Family Hub Service Cabinet Report on 25 June 2020

As part of the preparations for the second phase of public consultation, advice and guidance was sought from the RBWM Legal Team. The text below is taken from the Cabinet Report and included for information.

5. LEGAL IMPLICATIONS

5.1 Section 10 of the Children Act 2004 ("the 2004 Act")

Section 10 of the Children Act 2004 ("the 2004 Act") imposes an obligation on each local authority in England to make arrangements to promote cooperation between the local authority, its relevant partners, and any other persons or bodies who exercise functions or are engaged in activities relating to children in the local authority's area, as the authority considers appropriate. These arrangements are to be made with a view to improving the well-being of children in the authority's area.

5.2 Section 11 of the 2004 Act

Section 11 of the 2004 Act applies to various bodies and persons, including local authorities. S.11(2) provides that each such person and body must make arrangements for ensuring that their functions are discharged "having regard to the need to safeguard and protect the welfare of children". In discharging that duty, they must have regard to any guidance given to them for the purpose by the Secretary of State (s.11(4)). The relevant guidance is the "Working Together to Safeguard Children".

5.3 Childcare Act 2006

The Council also has certain statutory obligations under the Childcare Act 2006 ("the 2006 Act") The obligations under the 2004 Act concern children of all ages. The statutory obligations in the 2006 Act concern " young children ", which is defined by s.19 as (essentially) meaning those aged between 0-5. Section 1 of the 2006 Act imposes on local authorities a general duty in relation to the well-being of young children, in these terms:

- (1) An English local authority must -
- (a) improve the well-being of young children in their area, and
 - (b) reduce inequalities between young children in their area in relation to the matters mentioned in subsection (2).
- (2) In this Act "well-being", in relation to children, means their well-being so far as relating to -
- (a) physical and mental health and emotional well-being;
 - (b) protection from harm and neglect;
 - (c) education, training and recreation;
 - (d) the contribution made by them to society;

(e) social and economic well-being.

This list mirrors the types of well-being described in s.10(2) of the 2004 Act.

Section 3 of the 2006 Act sets out specific duties of local authorities in relation to early childhood services, which are defined in s.2 as including early years provision. S.3(2) provides that:

The authority must make arrangements to secure that early childhood services in their area are provided in an integrated manner which is calculated to -

- (a) facilitate access to those services, and
- (b) maximise the benefit of those services to parents, prospective parents and young children.

Section 3(6) provides that:

"In discharging their duties under this section, an English local authority must have regard to any guidance given from time to time by the Secretary of State."

The language is similar to that of s.11(4) of the 2004 Act.

Section 5A of the 2006 Act is entitled " Arrangements for provision of children's centres." It provides that:

(1) Arrangements made by an English Local Authority under section 3(2) must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need.

(2) "Local need" is the need of parents, prospective parents and young children in the authority's area."

The discharge of the sufficiency duty therefore involves the Local Authority considering and assessing three things: the need for children's centres in their area; what provision would be enough to meet that need; and what number of children's centres it would be reasonably practicable for the Local Authority to provide, taking into account such matters as affordability, and practical considerations such as the availability of appropriate buildings, geographic location, and accessibility. Provided all three of these matters are taken into account, there is no obligation to consider them in any particular order.

A "children's centre" is defined in s.5A(4) as:

"a place, or a group of places -

- a) Which is managed by or on behalf of or under arrangements made with, an English local authority, with a view to securing that early childhood services in their area are made available in an integrated manner,

- b) Through which each of the early childhood services is made available, and
c) At which activities for young children are provided, whether by way of early years provision or otherwise.”

Section 5D of the 2006 Act provides that:

An English local authority must secure that such consultation as they think appropriate is carried out -

...

- (b) before any significant change is made in the services provided through a relevant children's centre;
(c) before anything is done that would result in a relevant children's centre ceasing to be a children's centre...”

5.4 Sure Start children's centre statutory guidance

In April 2013 the Government issued the “ Sure Start children's centres statutory guidance “ (”the Guidance”) to which local authorities are obliged to have regard when carrying out their duties relating to children's centres under the 2006 Act. The Guidance states that it seeks to assist local authorities and partners by making clear:

- what they must do because it is required by legislation;
- what they should do when fulfilling their statutory responsibilities; and
- what outcomes the Government is seeking to achieve.

Chapter 2 of the Guidance, which begins at page 9, identifies as an outcome that “Local Authorities have sufficient children's centres to meet the needs of young children and parents living in the area, particularly those in greatest need of support.” It then sets out the sufficiency duty, and the various things that a local authority should do when fulfilling it. These include:

- ensure that a network of children's centres is accessible to all families with young children in their area;
- ensure that children's centres and their services are within reasonable reach of all families with young children in urban and rural areas, taking into account distance and availability of transport;
- consider how best to ensure that the families who need services can be supported to access them;
- target children's centres services at young children and families in the area who are at risk of poor outcomes through, for example, effective outreach services, based on the analysis of local need;
- not close an existing children's centre site in any reorganisation of provision unless they can demonstrate that, where they decide to close a children's centre site, the outcomes for children, particularly the most disadvantaged, would not be adversely affected and will not compromise the duty to have sufficient children's centres to meet local need. The starting point should therefore be a presumption against the closure of children's centres.
- Take into account the views of local families and communities in deciding what is sufficient children's centre provision.

So far as the obligations to consult under s.5D of the 2006 Act are concerned, the Guidance provides that:

"Local authorities must ensure there is consultation before:

- making a significant change to the range and nature of services provided through a children's centre and/or how they are delivered ...
- closing a children's centre...

Local authorities... should consult everyone who could be affected by the proposed changes, for example, local families, those who use the centres, children's centre staff, advisory board members and service providers. Particular attention should be given to ensuring disadvantaged families and minority groups participate in consultations.

The consultation should explain how the local authority will continue to meet the needs of families with children under 5 as part of any reorganisation of services. It should also be clear how respondents' views can be made known and adequate time should be allowed for those wishing to respond. Decisions following consultation should be announced publicly. This should explain why decisions were taken.

On page 13 of the Guidance there is a section entitled " Supporting families in greatest need of support " which states that to reduce inequalities in outcomes among young children in their areas, local authorities should commission and support children's centres as part of their wider early intervention strategy and strategy for turning round the lives of troubled families. Local authorities should ensure that children's centres offer differentiated support to young children and their families according to their needs. To help fulfil their duty to reduce inequalities between young children in the area, local authorities should consider the role that children's centres can play by:

- providing inclusive universal services which welcome hard to reach families;
- hosting targeted and specialist services on-site where appropriate;
- considering the use of multi agency assessment and referral processes; and
- having children's centre outreach and family support staff work with other services to:
 - support families before, during and after specialist programmes and/or interventions;
 - provide opportunities to help families develop resilience to risk factors; and
 - promote child development.

Page 14 of the Guidance explains that children's centres use universal activities to bring in many of the families in need of extra support. As families build up confidence in relationships with staff and other service users, they often become more receptive to appropriate targeted activities.