



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	Family Hubs: The Future of Children’s Centres
<b>Responsible Officer(s)</b>	Hilary Hall, Head of Commissioning – Adults, Children and Health
<b>Contact officer, job title and phone number</b>	Jacqui McGrath, Programme Manager 01628 683624
<b>Member reporting</b>	Cllr Natasha Airey, Lead Member Children’s Services
<b>For Consideration By</b>	Health and Wellbeing Board
<b>Date to be Considered</b>	31 August 2016
<b>Implementation Date if Not Called In</b>	NA
<b>Affected Wards</b>	All

**REPORT SUMMARY**

1. In July 2016, the All Party Parliamentary Group on Children’s Centres published its report “Family Hubs: The Future of Children’s Centres”. The focus of the report is on the role that Children’s Centres can potentially play as hubs for local services and family support.
2. In recent years, the idea of expanding Children’s Centres’ provision to provide holistic support which joins up services for the whole family is one which has received an increasing amount of attention at a national level. The clear recommendation of the All Party Parliamentary Group is that Children’s Centres should be “the ‘go to’ place for any parent (including fathers) to access services or information about all family-related matters”.
3. This report sets out the Parliamentary Group recommendations and how the current Royal Borough children’s centre provision stands in relation to those recommendations. It poses questions for Council partners as to how their services can further support and enhance the role of children’s centres as a focus of the 0-19 offer for children and their families.

**If recommendations are adopted, how will residents benefit?**

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Delivering integrated early help services can prevent residents’ needs escalating and reduce the number of residents who require higher level and costly services	March 2017

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That the Health and Wellbeing Board

- i. Note the direction of travel for children's centres to develop into Family Hubs.
- ii. Invite Council partners to explore how their services can be aligned to support the developing model.

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

- 2.1. Children's centres were developed through the original Sure Start programme in 1990 offering services for children under five and their families. By 2015, a total of 3,336 children's centre sites were open across England, working to improve outcomes for young children and their families, particularly those from most disadvantaged backgrounds, in order to reduce inequalities in child development and school readiness.
- 2.2. Recently children's centres across the country, through locally led initiatives, have been expanding their offer and adopting the key elements of the extended family hubs model. This development is supported by the All Party Parliamentary Group on Children's Centres in their July 2016 report, see appendix 1 for the executive summary.
- 2.3. The development of family hubs would encompass all family related matters including ante natal and post natal services, birth registrations, information on childcare, employment, debt advice, relationship support, substance misuse and local activities for families being located in one place.
- 2.4. Within the borough, there are 13 children's centres offering a holistic early help service for children aged 0-5 years and their families. Trained and skilled professionals from public services in the borough ensure that families' needs are met. Work is underway to strengthen the early help offer in the borough for children and young people aged 0-19 years and their families and the recommendations in this report support this direction of travel.
- 2.5. There are 12 recommendations in the All Parliamentary Report, see appendix two for the Royal Borough's response to those recommendations together with a number of questions for partners. Recommendation two to the Health and Wellbeing Board links to the questions for partners in appendix two.

Option	Comments
Continue to provide children's centre services for children aged 0-5 years of age and their families	This approach is unlikely to deliver the best outcomes for the whole family.
Move to a family hub model for 0-19 early help provision, with partners. <b>RECOMMENDED</b>	This will derive maximum benefit from the services offered for the whole family, making best use of resources.

### 3. KEY IMPLICATIONS

#### 3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Partners support the further development of children's centres as Family Hubs	Children's centres' offer is retained at its current level.	Early help officer consolidated through children's centres	Early help offer consolidated through children's centres with partners	Early help offer consolidated through children's centres with full integration with partners	1 April 2017

### 4. FINANCIAL DETAILS

- 4.1 There are no financial implications arising from the recommendations in this report. Any changes the Council and partners make to services and provision will be costed at the time and met through existing budgets.

### 5. LEGAL IMPLICATIONS

- 5.1. The statutory requirements of children's centres are set out in the Childcare Act 2004 and the Apprenticeships, Skills, Children and Learning Act 2009.

### 6. VALUE FOR MONEY

- 6.1. Investing in early help services through children's centres can help prevent residents' needs escalating and reduce the number of residents requiring high end, expensive specialist services.

### 7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1. None.

### 8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Inability to attract and retain staff capable of delivering	MEDIUM	Targeted recruitment campaigns. Commitment and	LOW

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
enhanced services		involvement of wider partner organisations	

## **9. LINKS TO STRATEGIC OBJECTIVES**

9.1. The delivery of support services to residents through children's centres is in line with all of the strategic objectives of the Council and statutory partners.

## **10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION**

10.1. The original location of children's centres was intended to ensure easy access for all residents in the borough and particularly for low income families.

## **11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS**

11.1. None at this stage although widening the offer within children's centres is likely to have staffing and accommodation implications in the future, which will be addressed through the usual staffing policies of the relevant organisation.

## **12. PROPERTY AND ASSETS**

12.1. There are 13 children's centres across the borough, who work with a wide range of partners, to deliver services for children aged 0-5 years and their families.

## **13. CONSULTATION**

13.1. Members of the Board are being consulted on the content of this report. Any changes to delivery of early help services from all public services accountable to the Health and Wellbeing Board will be the subject of further formal consultation in the future.

## **14. TIMETABLE FOR IMPLEMENTATION**

<b>Date</b>	<b>Details</b>
31 August 2016	Consultation with Health and Wellbeing Board
September to March	Refinement of early help services through Family Hubs in consultation with and active engagement of partners
1 April 2017	Launch of refreshed early help services.

## **16. APPENDICES**

- Appendix 1: Executive Summary – Family Hubs: The Future of Children's Centres, All Party Parliamentary Group on Children's Centres, July 2016.

- Appendix 2: Royal Borough of Windsor and Maidenhead response to recommendations.

## **17. BACKGROUND INFORMATION**

- None.

## **Appendix 1: Executive Summary – Family Hubs: The Future of Children’s Centres, All Party Parliamentary Group on Children’s Centres, July 2016.**

### **Health and Development**

Children’s Centres currently have a key role to play in providing families with the help they need as soon as they need it and as close to home as possible, early intervention, particularly given their established work in the early years when the support has the biggest impact on long-term outcomes.

Supporting the health and development of young children aged 0-5 and their families should remain an important part of Children’s Centres’ work, with services ideally provided on a universal<sup>1</sup> basis where this is feasible.

However, the All Party Parliamentary Group’s inquiry has found evidence to support the concept that Children’s Centres are well placed to provide a wider range of services, hence operating as Family Hubs. The Family Hub could offer one-stop-shop for family support in local communities.

### **Employment Support and Childcare**

Family Hubs can be a particularly effective place to deliver training and employment support, as they represent a friendly, non-threatening environment. Links between Family Hubs, local employers and Jobcentre Plus must be strengthened to build on the good work already being done in this area.

Building parents’ confidence is a crucial element of effective employment support. However, the training offer can be much broader encompassing issues such as parenting and healthy eating classes which have wider benefits for children’s outcomes.

Family Hubs can play an important role in the provision of early education and childcare, either through direct delivery or by supporting other local providers.

### **Relationship Support for Family Stability**

The quality of the parental relationship can have a significant impact on children’s development.

Family Hubs’ regular contact with parents and links with local partners make them well placed to deliver relationship support. This can encompass couple relationship counselling and courses, already being trialled in some settings, as well as parenting support. A crucial aspect of providing relationship support through Family Hubs is training staff to have the right kinds of conversations with parents. A relationships approach also needs to be embedded across the local authority.

Voluntary sector organisations with a proven track record of best practice should be based in or prominently signposted from Family Hubs.

Family Hubs can also play a key role in engaging fathers, and their capacity to facilitate collaboration between different services can be very valuable to this kind of work.

### **Supporting Families with Complex Needs**

Supporting families with complex needs involves a wide range of local agencies who ideally share the same approach. Children’s Centres have played an important role in

---

<sup>1</sup> Universal services are those which all residents of the local authority area, regardless of their circumstances.

supporting families on the brink of needing specialist support. The Family Hub model could offer valuable benefits, bringing together professionals and helping to embed shared approaches.

Valuable lessons can be learned from the Troubled Families programme, adapting this to support families before crisis point.

### **Cross-cutting Issues**

Children's Centres' staff are their greatest asset, and will be vital to the success of an extended Family Hub model. Levering in additional charitable and community support (including through the National Citizen Service) will also be crucial to ensuring Hubs have the capacity to effectively support families.

Physical capacity is also an important issue when considering an extended service offer. The APPG's inquiry has shown that the range and quality of services is of foremost importance, and that they are locally appropriate. Therefore, delivering services through wider community venues should be explored where appropriate provided such decisions represent the best approach for addressing a particular need.

There is a need to deal with persistent barriers to enhancing collaborative working and address challenges around measuring impact. The Group also remains convinced that birth registration should be rolled out in Family Hubs nationwide.

### **All Party Parliamentary Group Report Recommendations**

1. The Government should give full consideration to augmenting Children's Centres into Family Hubs as part of its Life Chances Strategy.
2. Local authority leaders and public health commissioners should position Family Hubs at the heart of their Health and Wellbeing strategies.
3. Emphasis should be placed on how mental health needs can be addressed in Family Hubs.
4. The links between Family Hubs, local employers and Jobcentre Plus should be reviewed and strengthened.
5. Relationship support delivered through Family Hubs should encompass not just parenting support, but also couple relationship counselling, pre-marriage courses, post-separation support and help with parenting teenagers.
6. To support Family Hubs' work in this area, local authorities should be required to record family breakdown statistics on a statutory basis.
7. Lessons from the successful Troubled Families programme should be learned, but with a focus on helping families before crisis point is reached.
8. Engagement with voluntary, self-help and peer support organisations should be significantly expanded, with a recognition that people who have challenges can often offer solutions.
9. Every National Citizen Service candidate should spend time in a Family Hub, both learning and volunteering, to emphasise that everyone has something to contribute.
10. Online support should also be available, co-branded with Family Hubs.
11. There must be a concerted effort to share best practice across the country, to overcome barriers to information sharing and improve the evidence base around the impact of services.
12. Birth registration should be rolled out in Family Hubs nationwide.

## Appendix 2: Royal Borough of Windsor and Maidenhead response to recommendations.

	Recommendations	The Royal Borough's current delivery	Future development in line with APPG recommendations	Questions for partners
1	The Government should give full consideration to augmenting Children's Centres into Family Hubs as part of its Life Chances Strategy.	<p>Already looking at using Children's Centres as a wider access and early support service. Plans being developed to transform service into 0-19 early help service.</p> <p>Work underway with youth services to look at integration of buildings use and offer of services.</p> <p>Signpost to Relate is required.</p> <p>Comprehensive parenting programme already offered.</p>	<ul style="list-style-type: none"> <li>An integrated 0-19 early help service that brings together non statutory services by 1 April 2017.</li> <li>Health visitors integrated into the local authority early help offer from 1 October 2016 continuing to deliver Healthy Child Programme and as part of the preventive 0-19 service.</li> <li>Youth Service to offer universal services to the lower age range.</li> <li>Voluntary sector organisations delivering and engaged in the Family Hub delivery.</li> </ul>	What are partners' views on the Council's future developments?
2	Local authority leaders and public health commissioners should position Family Hubs at the heart of their Health and Wellbeing strategies.	<p>Integration of school nurses into the local authority from 1 April 2016 with health visitors to transfer from 1 October 2016.</p> <p>Key activities in line with Health and Wellbeing Strategy:</p> <ul style="list-style-type: none"> <li>Priority 1 – Enable more children and adults to be at a healthy weight.</li> <li>Priority 7 – Support adults and children with mental health needs.</li> <li>Priority 9 – Facilitate participation in education, training, work, social and community activities.</li> </ul>		<p>Is the direction of travel to family hubs supported?</p> <p>How can all partners contribute to that journey?</p> <p>What are the links with GP primary hub developments?</p>
3	Emphasis should be placed on how mental health needs can be addressed in Family Hubs.	<p>Delivery of Parents as first Teachers sessions with 52 families, 41 of whom were first time parents. Significant increase in parental confidence and ability to manage children's behaviour.</p> <p>A range of parenting courses and support is on offer, with 93% taking up courses reporting</p>	<p>Engagement with CAMHS to be explored as part of development of refined and improved early help service.</p> <p>Solution focus brief therapy (SBFT) will enable staff to work with a wide range of families to identify appropriate solutions to their challenges.</p>	Are there any other way in which we can strengthen support for mental health needs within families?



	Recommendations	The Royal Borough's current delivery	Future development in line with APPG recommendations	Questions for partners
		<p>increased confidence.</p> <p>22 Children's centre staff trained in solutions focus brief therapy (SFBT).</p>		
4	The links between Family Hubs, local employers and Jobcentre Plus should be reviewed and strengthened.	<p>Unemployment in RBWM is currently 2.6%. Children's Centres linked into the Royal Borough's GROW employment clubs and signposting to other agencies and opportunities as required for employment support.</p> <p>Confidence building is undertaken in Children's Centres through a range of courses and opportunities as the first stage into employment.</p> <p>Close interaction with adult learning service.</p>	Royal Borough is looking to integrate JobCentre Plus provision into the front of house provision at the Town Hall.	What other opportunities are there for increasing links between family hubs and local employers?
5	Relationship support delivered through Family Hubs should encompass not just parenting support, but also couple relationship counselling, pre-marriage courses, post-separation support and help with parenting teenagers.	<p>Comprehensive parenting courses offered to all users of the Children's Centres.</p> <p>Solutions focused brief therapy in place and being used with parents</p> <p>Teen triple P training is offered both in Children's Centres and as an on-line course.</p>		This is a new development area - do we want to engage with this and what is the most appropriate way of doing so?
6	To support Family Hubs' work in this area, local authorities should be required to record family breakdown statistics on a statutory basis.			What are partners' views on this recommendation?
7	Lessons from the successful Troubled Families programme should be learned, but			What more can we do to help families before crisis points are reached?

	Recommendations	The Royal Borough's current delivery	Future development in line with APPG recommendations	Questions for partners
	with a focus on helping families before crisis point is reached.			
8	Engagement with voluntary, self-help and peer support organisations should be significantly expanded, with a recognition that people who have challenges can often offer solutions.	<p>Voluntary led services already offered through:</p> <ul style="list-style-type: none"> <li>• Parent volunteers.</li> <li>• Parents with children with disabilities.</li> <li>• 20 parent champions trained.</li> </ul> <p>36 volunteers recruited last year. In the Windsor hub, some volunteers have become members of staff and three have gone on to paid employment elsewhere. A further volunteer has become a parent governor or her child's school as a result of increased confidence through volunteering.</p>	<p>Establish a befriending service that is volunteer-led.</p> <p>Develop and extend the Parent Champion role to cover the 0-19 offer.</p>	What other opportunities are there for engaging more with volunteering?
9	Every National Citizen Service candidate should spend time in a Family Hub, both learning and volunteering, to emphasise that everyone has something to contribute.	<p>Work experience is currently offered through Newlands School.</p> <p>There are three apprentices working within the service.</p>	Initial discussions underway around using Duke of Edinburgh Award students for volunteering purposes.	<p>Do partners:</p> <ul style="list-style-type: none"> <li>• Offer work experience to students, if so how many.</li> <li>• Employ apprentices and if so how many?</li> </ul>
10	Online support should also be available, co-branded with Family Hubs.	Current children's centres web provision is in the Royal Borough's corporate format.	Development of the web site as an opportunity to offer advice and guidance and extending the support offer beyond building boundaries.	Could partners' service offer to residents be put on the same website?
11	There must be a concerted effort to share best practice across the country, to overcome barriers to information sharing and improve the evidence base around the impact of services.	<p>Learning from best practice has led to:</p> <ul style="list-style-type: none"> <li>• Outcomes star model used and shows increased parental confidence and impact targets set against them.</li> <li>• New family tracking tool embedded and showing outcomes of work.</li> </ul> <p>Learning about best practice secured through:</p>	Joint Advisory Board member training to be offered across RBWM, Wokingham and Bracknell.	

	<b>Recommendations</b>	<b>The Royal Borough's current delivery</b>	<b>Future development in line with APPG recommendations</b>	<b>Questions for partners</b>
		<ul style="list-style-type: none"> <li>• Attendance at South East CC Leads</li> <li>• Attendance at conferences and workshops</li> <li>• National College of Leadership engagement through training for CC staff</li> <li>• Strong links with Wokingham and Bracknell Forest Children's Centres.</li> </ul>		
12	Birth registration should be rolled out in Family Hubs nationwide.	Some exploratory work undertaken previously. Most births are registered at Wexham Park Hospital	Further discussion and negotiations needed to assess geographical feasibility	What are partners' views on this recommendation?