



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	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
Potential loss of outdoor education and natural environment experiences such as Nature Play	Nature Play at the current Riverside Children's Centre would continue as a targeted service
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.



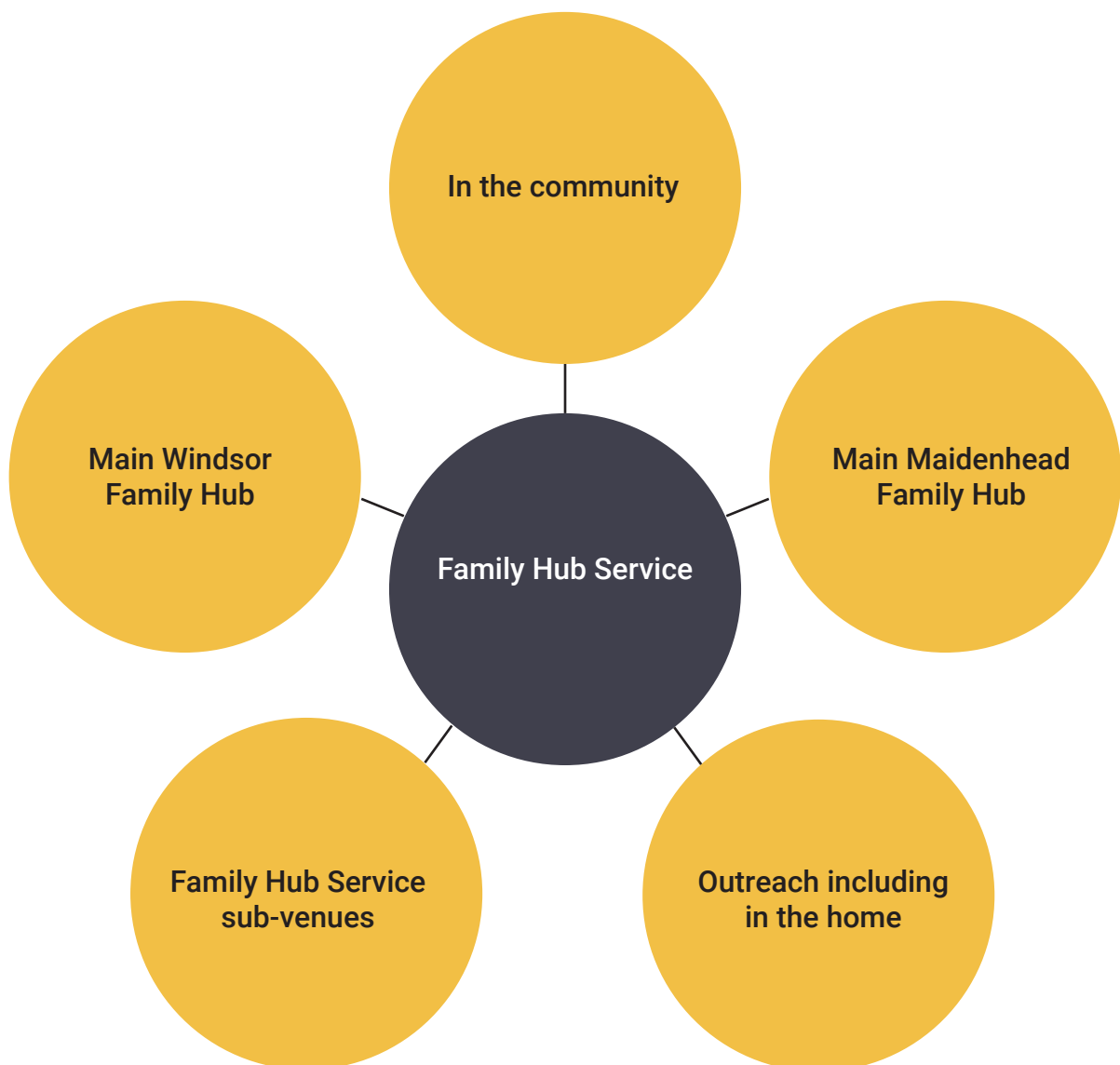
Example: the Proposed Family Hub Service Offer

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



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