

Cambridgeshire County Council

Family Hubs Feasibility Study

1. Executive Summary

- i. **This study recommends that, if full government funding is successfully acquired, a complete Family Hubs offer should be established across Cambridgeshire.**
- ii. **It is also recommended that staff are identified and appointed to continue to drive forward and build on the momentum created by this feasibility study.**

- iii. This document presents the findings and recommendations of a **Feasibility Study funded by the Department for Education into the development of a Family Hubs model across Cambridgeshire.**
- iv. The contents of the study have been **informed by a series of rigorous and inclusive consultation activities with service users and service providers**, along with **extensive research into relevant existing literature and successful operational Family Hubs around the country.**
- v. Furthermore, the study is **grounded in the context of established local and national strategies** that focus on the provision of support for families that improves outcomes, particularly for the most vulnerable.

- vi. Since the work to produce this study has begun, on 2nd April 2022, the Department for Education and the Department for Health and Social Care announced the allocation of £82m of Family Hubs/Start for Life funding (out of the original £302 million) for 75 top-tier Local Authorities, of which Cambridgeshire is not named as one.
- vii. Cambridgeshire Local Authority submitted a bid to support the outcome of this Feasibility Study to the Transformation Fund in December 2021, with an announcement expected in May 2022.

- viii. A Family Hub is a **system-wide model of providing high-quality, joined-up, whole-family support services**. Family Hubs deliver these services from conception, through a child's early years, right up until a young person reaches the age of 19 or 25 for young people with special educational needs and disabilities.
- ix. Family Hubs are underpinned by three key principles:
 - a. **ACCESS:** There is a clear and simple way for families with children of all ages to access help and support through a Family Hub building and a Family Hub approach.

- b. **CONNECTION:** Services work together for families, with a universal ‘front door’, shared outcomes and effective governance. Professionals work together through co-location, data-sharing, and a common approach to their work. Families only tell their story once, the service is more efficient, and families receive more effective support. Statutory services and voluntary and community sector (VCS) partners work together to get families the help they need.
- c. **RELATIONSHIPS:** The Family Hub prioritises strengthening relationships and builds on family strengths. Relationships are at the heart of everything that is delivered in Family Hubs.

- x. The first priority for the study was to establish **if there is a consensus that the Family Hubs model of support would be appropriate** for families in Cambridgeshire.
- xi. Via a combination of 32 individual meetings with service leads and a series of online interactive, consultative workshops attended by 123 professionals from 67 services, we sought professional input and insight as to the appetite for change.
- xii. In parallel, we collected views from 140 service users (76 parents and 64 children and young people) via a range of consultative activities, to determine whether those in receipt of services felt that there was a case for change.
- xiii. We conducted extensive desk-based research about, made visits to, and engaged with staff from, a number of Family Hubs that are already in operation.
- xiv. Analysis of the data we collected via these methods demonstrates that **there is clear enthusiasm and buy-in from stakeholders and service users to make the transition to a Family Hub model of delivery.**
- xv. Furthermore, as we emerge from the Covid-19 pandemic, **it is evident that there is appetite for change and improved service integration.**

- xvi. The second stage of the study, also informed by our consultation activities with service users and service providers, comprised a detailed exploration of **the extent to which the implementation of the key elements of the Family Hubs model might be feasible for Cambridgeshire.**
- xvii. We investigated the opportunities and limitations for both service users and providers relating to:
 - a. Increased information sharing between services and teams.
 - b. The co-location and co-delivery of support and services.

- c. A Family Hubs digital offer.
- d. Joint and shared training for professionals across participating services.
- e. An integrated outcomes framework to measure the success of Family Hubs.
- f. How services might behave and operate within the Family Hubs model.

- xviii. The resulting analysis has informed the **generation of three potential options** for Cambridgeshire relating to whether, and how, the Family Hubs model of support is introduced.
- xix. A breakdown of the costs for each option can be found in Appendices iv and v.
- xx. **Option 1 provides a justification for the introduction of the complete Family Hub offer.**
- xxi. The key elements of Option 1 are as follows:

Governance and project management

- a. To recruit personnel to develop and lead Family Hubs across Cambridgeshire, with appropriate business support staff.
- b. To form local partnerships and parent forums to steer the progress of individual Family Hubs.

Buildings and spokes

- a. To develop up to ten Family Hubs in Cambridgeshire.
- b. To locate these Family Hubs in the most appropriate existing Child and Family Centres, as determined via appropriate co-production.
- c. To use funding to implement any necessary adaptations to these buildings to expand their remit to the 0-19 age range or up to 25 age range for those with SEND.
- d. To identify appropriate locations for spokes via co-production with families and partners.

Digital offer

- a. To develop a single digital platform bringing together Family Hub partners online and a digital service under one digital roof.
- b. To recruit personnel to manage the build of this platform.
- c. To engage families and service providers via appropriate co-production to determine the design and functionality of the digital offer.

Branding and marketing

- a. To recruit personnel to lead a marketing and promotional campaign.

Joint training

- a. To offer all Family Hub partners and volunteers a common workforce development programme, including a train-the-trainer package on four key

strength-based programmes (Five to Thrive, Solihull, Motivational Interviewing and Contextual Safeguarding).

Ways of working

- a. To adopt a shared set of outcomes.
- b. To co-locate services where possible.
- c. To co-deliver services where feasible.
- d. To introduce a Family Hubs key worker in each Family Hub.
- e. To introduce or develop forums for early case discussion and direction in all Family Hubs.
- f. To co-produce programmes with communities and create parent forums.
- g. To recruit and develop a volunteer workforce to support the Family Hub offer.
- h. To run a joint outreach programme to ensure services get to all parts of the community.

xxii. **Option 2 provides a justification for the introduction of a partial Family Hub offer.**

xxiii. The key elements of Option 2 are as follows:

Governance and project management

- a. To recruit personnel to lead the development of Family Hubs across Cambridgeshire but to source funding for these roles from Family Hubs partners.

Buildings and spokes

- a. To identify those existing Child and Family Centres in central locations that are best suited, without the need for large-scale adaption, to the delivery of services for the 0-19 age range or up to 25 age range for those with SEND. Co-production with service users and partners would need to support this decision.
- b. For all Family Hubs partners to work together to invest funds to facilitate any necessary adaptations for clinic space, for SEND needs or to adjust aesthetics to suit the extended age range.

Digital offer

- a. There are two alternative approaches within this option for a digital offer:
 - a. To adapt the current Child and Family Centre web page listed in the County Council main website.
 - b. To develop a micro site which would stand alone from the Local Authority website.

Branding and marketing

- a. To raise finances from among Family Hub partners for some marketing and branding resource and signage.

Joint training

- a. To expand existing shared training already taking place between Best Start in Life partners (e.g. Five to Thrive, Motivational Interviewing and Solihull) to cover the 0-19 workforce.
- b. To introduce a reciprocal arrangement between partner services to open up spaces on their respective training programmes to the wider Family Hubs network.

Ways of working

- a. To adopt a shared set of outcomes.
- b. To co-locate services where possible.
- c. To co-deliver services where feasible.
- d. To introduce a Family Hub key worker in each Family Hub, either by developing or adapting the existing Child and Family Centre Worker role.
- e. The introduction or development of forums for early case discussion and direction in all Family Hubs, drawing on the processes learnt by Cambridgeshire and Peterborough's Best Start in Life panels.
- f. To co-produce programmes with communities and create parent forums.
- g. To recruit and develop a volunteer workforce to support the Family Hub offer.
- h. To run a joint outreach programme to ensure services get to all parts of the community.

xxiv. **Option 3 outlines what would happen if no changes were made to current service delivery across all Family Hub partners.**

xxv. This study finds that Option 3 provides little or no framework to meet the objectives as set out under the three key delivery principles of the Family Hubs model (access, connection and relationships).

xxvi. **This study concludes with the recommendation that, should sufficient funding be secured, Cambridgeshire Local Authority proceeds with Option 1.**

xxvii. *Should the funding application be unsuccessful, the recommendation would be to implement Option 2, while also applying for any future rounds of funding made available.*

xxviii. *It is not recommended that Option 3 – do nothing – is pursued any further.*
