

Family Hubs

Transforming Services for Families with children 0-19
Our Journey towards integration



What are family hubs?

- **A more integrated workforce:** A ‘virtual’ network of providers working with children 0 – 19 years, who share a single approach to working with families across a given area. Bringing together early intervention work delivered by the wide spectrum of early help services – the offer from Children’s Services, Health Visiting, School Health, CAMHS as well as housing, maternity services and local voluntary service providers.
- **A physical building:** Using existing children’s centre hub sites and sourcing new locations to provide the opportunity to bring families into a physical building - a focal point in the community where they can access help and information. The centre will also provide a space to co-ordinate a range of services which will be delivered at venues across the locality.

The Westminster context

The starting point:

- Strong partnerships across services for children and families, but with different agencies retaining separate organisational frameworks. Family Hubs are enabling us to take this to another level.
- Opportunity to test and accelerate this model of working before wider roll out through MHCLG Troubled Families “Earned Autonomy” (2018 - 2020) – family navigators, digital solution and workforce development

Our journey towards integration – setting the foundations....

- **Preparing the building and co-locating the children’s centre**
- **Bringing leaders and practitioners together to develop a shared vision, mission and principles; Moving from partnership working to integration; Developing one operating model, one family plan; management arrangements**
- **Agreeing a workforce development programme**
- **Communications: agreeing signage, registration forms, format for the family plan**
- **Agreeing shared outcomes: getting a baseline with staff and community**
- **Information sharing agreements**
- **Working with local GPs, CCG and Hospital Trust – building on a medical ‘hub’ approach with the Family Hub.**

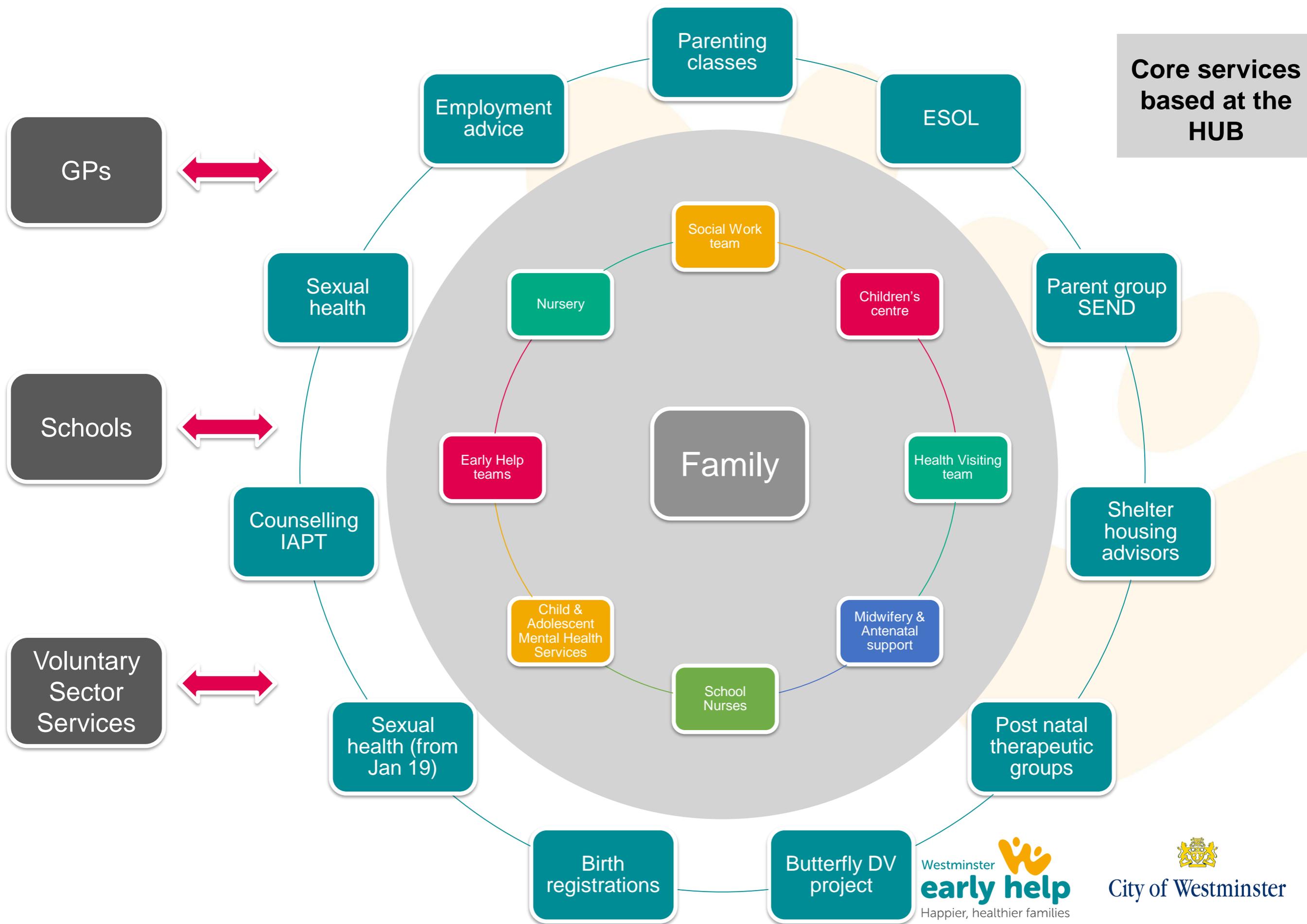
Integrated Leadership Team

Who?

- Family Hub Manager, Health Visiting & School Health team leaders, Voluntary Sector leads (St Vincent's Family Centre, Cardinal Hume Centre), Children's Centre Outreach, Social Care and Early Help

Why?

- Planning about how we work. We often work with the same families
- Collective responsibility
- Using the expertise to its best across the locality
- Ability to respond to and co-operate in a way that uses our resources to their best
- Shared understanding of roles and remits
- Developing shared insights into client group and local issues
- Reviewing cohorts of children & families to ensure identifying need earlier
- Opportunity for peer support / learning and supervision



Family Navigator role

- Acting as a bridge for universal services such as schools and GP practices
- Being an effective first point of contact for families, ensuring wider needs are identified and addressed
- Coordinating the network around a family
- Finding ways to engage families who do not use the Hub but are known to have multiple needs or problems
- Embed the approach, the workflow and tools, from signposting to registering a family, to being the Lead Professional, holding a team around a family meeting when needed and agreeing a family plan with the family to gain the best outcomes
- Building capacity and confidence in partner agencies to assess, plan and lead work to meet the needs of families

Wider workforce development

Developing a whole family approach across Early Help

- Reaching multi-agency staff in Family Hub building and beyond.
- Shared modular programme – integrated working, engaging families, team around approach, taking on the lead professional role, developing a family plan, developing skills in motivational interviewing – 4 days
- Introduction to systemic approaches – 1 day training.
- Access for partner agencies to the borough’s specialist systemic programme
- Reflective groups for ongoing support of family learning
- Training the Trainer of the Family Hub modular programme to sustain a borough wide roll out
- “Lunch and Learns” and informal learning
- Feedback has been positive: opportunity to network; sharing experience and including best practice to engage families; learning new skills; an appetite for integrated working and having a shared learning approach

Developing services for families with children aged 5-19

- Focus on support for families with children to avoid “cliff edge” at age 5 under Children’s Centre model
- Growing menu of activities in school holidays: exam results day surgery, cooking and upcycling workshops, local days out
- Series of young carer workshops in partnership with arts charity Create
- Hosting Youth Council meetings to prepare for their Market Stall initiative, and as a venue to show artwork. Intention to follow up interest in providing careers advice and support for post 18s in a “calming and relaxing space.
- Non-Violent Resistance (NVR) group for those parenting teenagers
- Developing groups for parents based on local concerns (e.g. youth crime) delivered by social work and Youth Offending Team
- Sessional sexual health clinic returned to Bessborough potential for clinics targeted at teenagers

Link to developing Youth Hubs

- Five 'youth hubs' are being created with extra funding enhancing services
- Small grants for wider VCS youth providers to meet local needs in terms of staying safe, contributing positively to the community and developing long-term skills for adulthood.
- Commissioned providers expected to engage those young people who do not typically attend existing locality-based provision, through estate-based outreach and partnership with established community groups.
- Integration with other locality-based service providers through the Family Hubs arrangements - maximise use of joint resources and ensure effective sharing of information. The Youth Hubs will be expected to take on a local leadership role in actively brokering and fostering these relationships.
- Additional focus on engaging 17-25 year olds to address gap in local youth provision. This will enable stronger strategic responses to the cohort involved in serious youth violence.

Learning / next steps

- Revisiting vision and operating model – the organic nature of partnerships
- Enhanced partnerships facilitated our new Early Help Strategy “*From Surviving to Thriving – It Starts with Us*” – linking Family Hub work to wider early help and intervention, with key agencies making “pledges” about their contribution
- Informing commissioning strategy
- Planning for sustainment / additional funding
- Roll out of Family Hub model across the borough
- Coordination with redesign of pre-birth to five pathway
- Developing relationship with new Youth Hubs
- Wider focus on “families” in corporate strategy “City for All”