

Lincolnshire Family Hubs Feasibility Study

Study Reference	Build Back Better – East Midlands Regional Grant Funding
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Date	25/03/2022

Date	Version	Description	Author	Distribution
25/03/2022	1.0	Final draft of Lincolnshire's Family Hubs Feasibility Study	Tara Jones	Jo Kavanagh

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Executive Summary

In July 2021 the government announced that a new programme with £24 million of funding had been created with an aim of levelling up outcomes for vulnerable children and building back a fairer, more resilient system. This new fund, as well as looking at projects tackling the issues facing the most vulnerable children in society, would be funding the acceleration and roll out of more Family Hubs, which would be delivered by the nine Regional Improvement and Innovation Alliances.

East Midlands RIIA were awarded a total of £473,000 funding for this Build Back Better grant. This included funding for the delivery of feasibility studies on Family Hubs across the regional authorities of £40k per authority. It also provided funding for a full time Regional Family Hubs Co-ordinator, Lincolnshire were the nominated authority to lead this.

This Family Hub feasibility assessment has been undertaken in line with the Regional Improvement and Innovation Alliance (RIIA) Executive Group approved priorities for the DfE Building Back Better Fund. Family Hubs - Strand 2: Project 1.

This report provides information on the current delivery of Universal and Early Help services to families and identifies options for Family Hubs Transformation to fulfil the vision of accessible, seamless support, responding to the needs and strengths of the local population from the first **1001** critical days of life to 19 years (25 years for young people with SEND).

The East Midlands region is enthusiastic to engage with the Family Hub agenda to support the further development of integrated early help services across the region. Building Back Better funding has been secured to produce the feasibility assessment of Lincolnshire moving towards the Family Hub model and inform the political decision.

This feasibility study contains information that describes the justification for moving to a model of Family Hub delivery. This feasibility is to be presented at the Children and Young People's Scrutiny Committee on the 17TH June 2022 and if agreed by the Executive, we will commence the development of a full business case, starting with a self-evaluation against the DfE Start for Life and Family Hubs Programme Guide.

The Options Appraisal identifies:

- **Option 1** - Do nothing

- **Option 2** – To continue to capitalise on the progress to date and enable early planning to progress a full business case through the self-evaluation against the DfE Start for Life and Family Hubs Programme Guide. To seek approval for delegation to the Executive Director Children’s Services in consultation with Executive Cllr for Children’s Services, Community Safety and Procurement that once the Family Hub Funding Programme is released (expected Summer 2022), she can accept the selection and submit evidence of Lincolnshire's ability to meet the grant requirements ahead of the funding of the grant monies expected to be released in Autumn 2022.

- **Option 3** - Pause at the Feasibility Stage until further guidance is published in respect of the Family Hubs Grant, expected Summer 22, with the funding for pre-selected LA’s being finalised by Autumn 22. If the decision is not agreed to commence to the development stage of the Family Hub approach, then the work to date would cease, losing momentum and engagement.

Background

There have been various announcements of funding to support children, young people and families with transformation initiatives and a clear direction of the vision, communicated by the government over the last few months.

In June 2021 the government announced a £1.4 billion Education Recovery Package which includes £153 million to be provided to offer training to early years staff.

In July 2021 the government announced a new programme with £24 million of funding aimed at levelling up outcomes for vulnerable children and building back a fairer, more resilient system. This new fund, as well as looking at projects tackling the issues facing the most vulnerable children in society, would be funding the acceleration and roll out of more Family Hubs. This would be delivered by working with the nine Regional Improvement and Innovation Alliances.

In August 2021, the Government announced a further £20 million boost for Family Hubs, awarded from the Treasury's Shared Outcomes Fund and split into two separate projects:

- Transformation Fund to help 10 LA's launch Family Hubs
- Growing Up Well to improve information sharing between professionals and improve the 'user experience' for families

In November 2021, the Government then announced £500 million of funding within the Spending Review towards families and early years services, in line with their 2019 manifesto promises. The £500m package includes:

- Family Hubs: £82m to develop a network of Family Hubs (75 LA's of which Lincolnshire has been pre-selected)
- Parenting programmes: £50m
- Start for Life offer: £10m
- Breastfeeding support: £50m
- Infant and perinatal mental health: £100m
- Workforce pilots (in a small number of LAs): £10m
- £200m towards expanding Supporting Families programme over the coming three years, bringing total investment in the programme over the period to nearly £700m.

The £82 million specifically for Family Hubs indicates the government's increasing commitment to supporting families, providing the right help at the right time. In the words of Minister for Families, Will Quince, at the launch of the National Centre for Family Hubs, "The Government believes in the Family Hub model." He is also clear that Family Hubs are a way of delivering the Supporting Families vision of an effective Early Help System.

What are Family Hubs?

A Family Hub is a system-wide model of providing high-quality, joined-up, whole-family support services. Hubs deliver these services from conception, through a child's early years until they reach the age of 19 (or 25 for young people with special educational needs and disabilities).

Family Hubs aim to make a positive difference to parents, carers, networks and their children by providing a mix of physical and virtual spaces, as well as outreach, where families can easily access non-judgmental support for the challenges they may be facing.

Family Hubs will provide a universal 'front door' to families, offering a 'one-stop shop' of family support services across their social care, education, mental health and physical health needs, with a comprehensive [Start for Life](#) offer for parents and babies at its core.

Although each Family Hub is bespoke to the local community and LA it serves there are three key [delivery principles](#) that underlie all Family Hubs:

❖ 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.

❖ 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 have to 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.

❖ **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.

Government Policies informing Family Hubs:

- Department for Health and Social Care – Best Start in Life – **1001** Critical Days.
- Department for Levelling Up, Housing & Communities – Supporting Families Programme and the Early Help System Guide.
- Department for Work and Pensions – Reducing Parental Conflict.

Government funding supporting the agenda has been released with further funding anticipated to support development and implementation. The Government is committed to championing the roll out of Family Hubs as Hubs can improve the accessibility of support services for vulnerable families.

There is an initial focus on the Best Start for Life offer within the Family Hub approach, with Dame Andrea Leadsom MP, strongly hinting that LA's performance within the **1001** critical days may be subject to light touch inspection.

The ambition of the Family Hub model includes:

- Build community resilience to help neighbourhoods flourish
- Give children the best possible start in life
- Make sure families can live safely
- Make the best use of buildings and funding

Lincolnshire is in a strong position, with a mature Early Help System and is ready to build upon our successful Children's Centre offer. Family Hubs sits at the heart of our Early Childhood Strategy, Early Help Strategy and Supporting Families agenda.

Early Help in Lincolnshire

In Lincolnshire we believe Early Help is a collaborative approach, not a provision, every professional working with or engaging with children and families, regardless of organisation, status or position has a responsibility to deliver Early Help and support families to access appropriate services.

By working together, sharing information and resources, the best outcomes can be achieved for all children, young people and families. As part of our recovery, post restrictions, it is necessary to rethink how the whole system works to give children and families the most co-ordinated and effective services. Our commitment to building and supporting family networks, and community-based help has never been more crucial.

Our Early Help offer was critical during the challenge of the Covid 19 pandemic and associated lockdowns. The multi-agency support to respond effectively and creatively during times of crisis has enabled us to continue to maximise opportunities such as improving our digital platform and virtual offer and harnessing community resources.

We have much to be proud of in Lincolnshire, and the maturity of our Early Help system continues to drive and maintain excellent outcomes for children and families, but we can build upon this further and the Family Hub model can support this.

Supporting Families

Supporting Families Agenda

The Government believes in the Family Hub model, they are also clear that Family Hubs are a way of delivering the Supporting Families vision of an effective universal offer and Early Help System.

The new Supporting Families outcomes framework is expected to be published by the Government within the coming weeks. There was wide consultation on proposed changes, which suggest a move to achieving, measuring and sustaining outcomes for families in ten areas. There is expected to be a transition period of six months for the move to the new framework which will need further work with regard to leadership, data and practice.

Proposed Supporting Families New Outcomes Framework:

- Good attendance, behaviour and engagement with education
- Good early years development
- Good mental and physical health
- Better managed substance misuse
- Good family relationships
- Children being safe from abuse and exploitation
- Secure housing
- Families safe from domestic abuse
- Families diverted from crime
- Financial stability

The above outcomes framework encompasses the vision for Family Hubs, together with increased funding of £200 million nationally will help up to 300,000 more families facing multiple issues access whole-family support.

This is around a 40% real-terms uplift in funding for the programme by 2024-25, taking total planned investment across the next three years to nearly £700m.

Requirements Statement

Business Drivers

- Build Back Better agenda and grant fund for the completion of this feasibility
- Early Years Healthy Development Review covering the following six action areas:
 - Seamless support for every family
 - A welcoming Family Hub for every family to attend
 - Information when families need it
 - Empowered workforce
 - Continually improving the Best Start for Life offer
 - Leadership for change
- Best Start in Life 1001 Critical Days Report
- Supporting Families Programme
- Early Help System Guide
- Reducing Parental Conflict
- Early Childhood Strategy
- Early Help Strategy
- Lincolnshire JSNA

- LGA Review of Early Years
- Children's Services SEF – 'to provide an excellent range of early help and health services to identify need at the earliest point'
- SEND Transformation Programme
- Children in Care Transformation Programme
- Care Review

Business Requirements

- Scope best practice in Family Hubs development locally, regionally, nationally and tailor to meet the needs of Lincolnshire's diverse communities
- To reduce the number of children coming into care. Numbers are not sustainable and impact on LCC budget
- To reduce re-referrals and build community support for those families
- To reduce numbers of children with Education and Health Care Plans through increasing numbers of families gaining support through universal and targeted services
- To increase support to families who have children with disabilities in their communities
- To increase children starting school with a good level of development
- To increase support in their communities to families around the most common primary needs for children open to social care
 - Domestic abuse
 - Mental health – parent/carer
 - Abuse and neglect
- To build efficient and sustainable services within communities
- There is a very strong indication that we will be subject to light touch inspection
- To develop whole family way of working across range of services ensuring the Supporting Families outcomes are at the heart of design
- To consider governance arrangements ensuring all partners have equal 'buy in' to the Family Hubs agenda.

Our Landscape

Contribution to Strategic Priorities

The **Council's Corporate Plan** – sets out what the Council wants to achieve for local residents and communities. The Corporate Plan underpins a "One Council" approach, ensuring all services are working towards shared goals and help different areas of the Council to work together more effectively. The Council's vision for *Working for a Better Future* includes the Council leading the way with others to support people and communities in the coming years to have:

- **High aspirations for their lives and their communities.** This includes championing educational excellence, so every child has a high-quality education to succeed in life.
- **The opportunity to enjoy life to the full.** This includes promoting safe and secure homes to help those who look after others, aspire for all children to have a caring home, give children the best possible start and provide opportunities for a fulfilling life.
- **Thriving environments.** This includes making sure families can live safely and have access to great choice and high-quality education.
- **Good-value Council Services.** This includes innovative services making best use of technology to meet the needs of our customers; effective and efficient partnerships operate across Lincolnshire and are responsive to emerging opportunities; people's needs are met in a timely, responsive and efficient way; high- quality public services are delivered in a cost-effective way.

Local Context

Lincolnshire is a large rural county with communities whose needs differ. We respond to this by ensuring everyone works collaboratively with children and families to meet their needs. The county comprises of one County Council, one City Council, five District Councils and one Borough Council. One of the greatest challenges for Lincolnshire is the size, scale, and complexity of the environment in which all services operate. Lincolnshire is the fourth largest county, where 95% of the land area is designated rural and 48% of people live in rural areas compared to the national average of 18%.

We have a population of approximately 783,083, which is projected to grow by 94,000 by 2043 and the number of children aged 0 to 19 has grown by 3.9% in the last 10 years. There are just over 142,950 children and young people aged between 0 and 19 living in

Lincolnshire, of which 22,730 (15.9%) live in poverty; of the total of those aged under 16 (121,636), 16.5% live in poverty. These figures are below the national averages of 21.6% for under 16s and 20.9% for 0-19s

We provide for approximately 98,200 children aged between 4 and 16 years of age, with 56,200 educated within primary schools, 40,100 in secondary and approximately 1,900 in special/alternative provision. The school provision within the county is:

- 5 nursery schools
- 280 primary schools (including infant and junior)
- 1 all through school catering from the ages of 3 to 18*
- 19 special schools
- 52 secondary schools
- A University Technical College (UTC) catering for years 10 to 13

We celebrate a strong partnership ethos:

- With an Outstanding Ofsted rated Children's Services
- Clear vision for the work with children and families
- Diverse good quality childcare sector
- 48 Children Centres (7 maternity hubs)
- Integrated locality delivery across four areas
- Strength in our strategic partnership with schools
- Almost 930 providers registered to deliver childcare and funded early education places.

Children's Services Vision – Putting Children First



Our Principles and Values

- Child and Family at the centre of all we do and understood as a whole family.
- Listening to children and families and giving importance to what they say.
- Building on strengths as well as identifying the difficulties.
- Focusing on building family networks that families have in place, to support them to come to their own solutions.
- Identifying the right support at the right time and by the right person.
- Open and honest communication.

Problem Statement

Although Lincolnshire is not, yet formally 'registered' as a Family Hub with DfE, we are in a strong position to develop from our existing strengths and successes within our Early Childhood and Early Help arena and the work we have done in meeting the Supporting Families agenda.

What is required is a place based, welcoming hub approach, linked with local community resources to ensure that families can access what they need when they need it to connect to the right service first time. Currently, the way services are organised for families can sometimes be too fragmented, resulting in missed opportunities to identify early signs of need and then coordinate support.

Better integration can mean better public services for families who do not have to repeat their story to different professionals and get the help they need more swiftly. Unnecessary and wasteful duplication can also be avoided.

Lincolnshire is engaged in work to implement the following approach:

- Having a configuration of early help services that are increasingly integrating and taking a family-based approach, linking groups of related policies and services
- Having consolidation of services which became necessary through the pandemic accelerated integration, and this can be further enhanced through the Family Hub model
- Preparing to go through the political process in April following the completion of the feasibility study
- Mapping of the current offer is supporting the move towards a Family Hub approach which will place Children's Centres, community buildings and services along with a digital and virtual platform at its core
- Data analysis has been completed at a county level, which will be subject to a further analysis at postcode level if moving to the design and development phase
- Consultation and engagement have been limited during the feasibility stage. We have engaged with LCC staff and partners through existing partnership groups around the challenges and opportunities. This has provided rich feedback which supports the need for more co-ordinated support. (**Appendix 1**).

What have we done?

The methodology has used a Theory of Change (**Appendix 2**) which has been built from:

- Government policy development
- LCC current policy drivers
- LCC staff engagement feedback
- Public Health data analysis
- Children's Services data analysis with specific reference to:
 - Supporting Families
 - Social Care data
 - Early Years data
 - Better Births
 - 0-19 Health Services
 - Early Help data
- The Anna Freud National Centre for Family Hubs through regular meetings, webinars, and workshops
- A light touch assessment
- Initial mapping of universal, preventative, and early interventions across the County through the activity of the Community and Voluntary Sector.

What have we found?

Deprivation - Urban areas and East Lindsey are generally more deprived than the rest of the county.

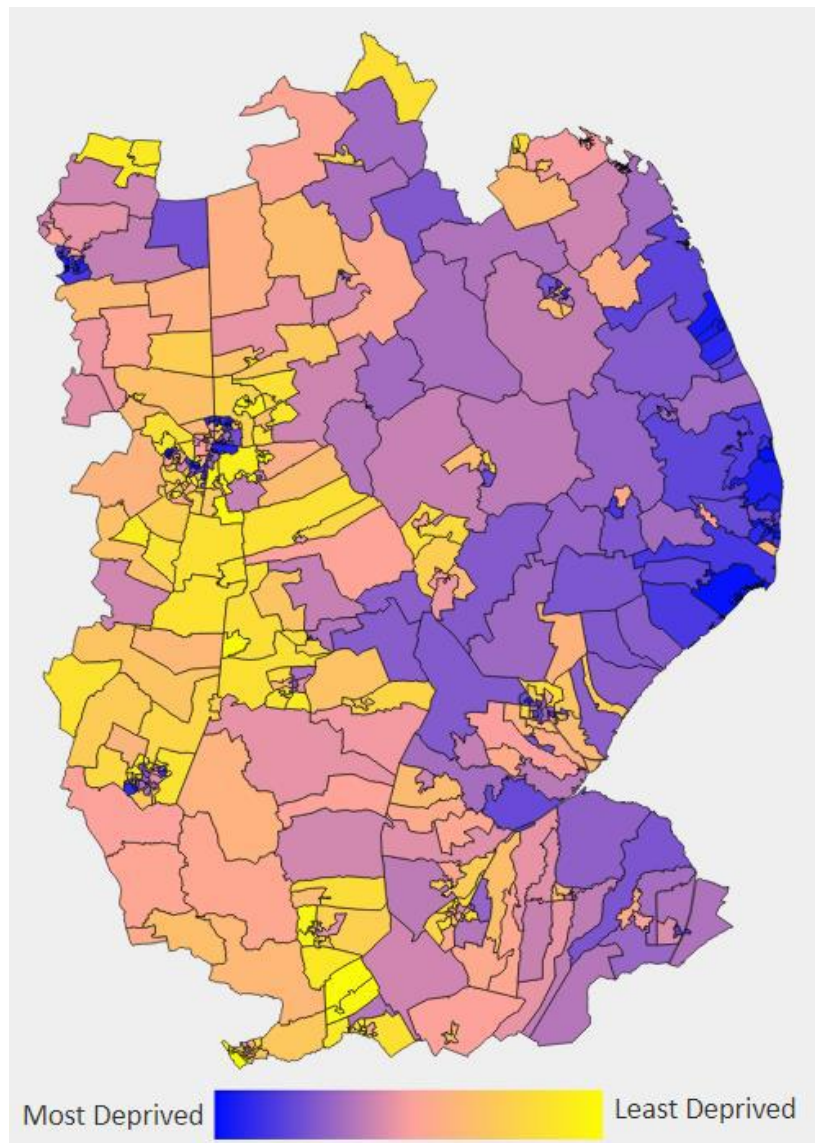


Figure 2 – Deprivation across the county

Figure 2 shows IMD 2019 data for Lincolnshire. Looking more closely at the pattern of deprivation across the County, clear contrasts can be seen in the urban areas of Gainsborough, Lincoln, Grantham and Boston in comparison to areas in the rest of the County.

A contrast can also be seen when comparing the East Coast to the rest of the County. The general pattern of deprivation across Lincolnshire is in line with the national trend, i.e., that urban and coastal areas show higher levels of deprivation than other areas.

The Lincolnshire coastline particularly the towns of Skegness and Mablethorpe are amongst the most deprived 10 percent of neighbourhoods in the country. In addition, the surrounding LSOAs are within the most deprived 30 percent which, for a rural area, is quite unusual.

The pattern of deprivation seen here is based on the overall IMD rankings, but the individual domains need to be investigated more closely in order to fully understand the reasons why these areas have scored so low. Individual deprivation domains may well reveal a very different pattern, and in terms of identifying and evidencing deprivation those are just as valid.

Area	% persons living in most deprived areas	Change from IMD 2015	Direction of change (↓↑)
Boston	15.5	4.1	↓
East Lindsey	34.0	4.2	↑
Lincoln	29.2	2.8	↓
North Kesteven	0.7	0.4	↑
South Holland	2.1	0.0	-
South Kesteven	3.5	1.1	↓
West Lindsey	16.1	3.0	↑

Table 2 – Percentage of people living in most deprived areas

As can be seen in Table 2, since the release of the 2015 IMD the percentage of people living in the most deprived areas has increased for 3 of the districts that comprise Lincolnshire (East Lindsey, North Kesteven, West Lindsey), decreased for 3 districts (Boston, Lincoln, South Kesteven), and has remained the same for 1 district (South Holland)

Children and young people

Aligned with the Children’s Commissioner for England, we aspire for our younger generation to have the brightest future possible. Key inequalities affecting children and young people in Lincolnshire include: living in poverty; being a child in care, speaking English as an additional language, having parents with poor mental health or having experienced or witnessed traumatic events.

Approaches in partnership to addressing those wider social determinant factors of poor health, mental health and wellbeing in communities are therefore critical in improving the lives of our young generations and their future health outcomes.

Key data

Level	Number	Source	
TAC Internal	558	January 2022 Performance Reporting	
TAC External	2201		
F4M	199		
CIN	3294		
CP	388		
CiC	717		
CWD	239		
SEND	6538		
Education Outcomes	Percentage	Descriptor	Source
GLD Foundation Stage	69.6% in 2019 72% National average	Good level of development across all prime areas	Best Start Comm ICAM Early Childhood Strategy
Key Stage 1 (Age 7)	61.5% in 2019 64.9% National average	Local measure of Reading, Writing & Mathematics combined	Scrutiny Committee report EY's and School recovery
Key Stage 2 (Age 11)	61% in 2019 64.9% National average	National measure of Reading, Writing & Mathematics combined	Scrutiny Committee report EY's and School recovery
Key Stage 4 (Aged 16)	42.5% in 2019 43.4% National average	Pupils achieving strong grades 9-5 in English and Maths GCSE	National Statistics DFE
Education Health Care Plans (EHCP)			
EHCP Data	6,236 Lincolnshire 4,277 East Midlands 5,286 National	Numbers of children with EHCP	January 2022 Performance data

Under 5 yrs	191	Numbers of children with EHCP	January 2022 Performance data
Aged 5 – 10	2,322	Numbers of children with EHCP	January 2022 Performance data
Aged 11 – 15	2,370		
Aged 16 – 19	1,363		
Aged 20 – 25	292		
Free School Meals		Descriptor	Source
Free School Meals (FSM) Eligibility		Count of pupils on roll: 109,078 Count of eligible pupils: 25,005 Percentage eligible pupils: 22.92%	FSM Data – January 2022

Lincolnshire Children's Centres



Area	Children's Centre	Postcode
Boston North	Norfolk Lodge	PE21 6PW
	Fishtoft Road St	PE21 0AA
	Christophers	PE21 8HY
	Carlton Road	PE21 8QX
	Old Leake	PE22 9HR
Boston South	Sutterton	PE20 2JN
	Swineshead	PE20 3EN
East Lindsey Coastal	Skegness	PE25 2QT
	Alford	LN13 9PS
	Mablethorpe	LN12 1DP
	Wainfleet	PE24 4DD
East Lindsey North	Louth	LN11 8DQ
	Holton Le Clay	DN36 5DR
	Binbrook	LN8 6DU
East Lindsey South	Spilsby	PE23 5EP
	Horncastle	LN9 6DA
	Tattershall	LN4 4QZ
Lincoln North	Lincoln North	LN2 2DD
	Carholme	LN1 1PU
	St Giles	LN2 4NP
Lincoln Central	Lincoln Central	LN5 7XT
	Bracebridge	LN5 8QT
	Abbey Moorland	LN2 5AX
		LN6 7DT
Lincoln South	Birchwood	LN6 0JE
	North Hykeham	LN6 8QZ
North Kesteven South	Sleaford	NG34 7TW
	Billingham	LN4 4HU
	Caythorpe	NG32 3DR
North Kesteven North	Waddington	LN5 9BN
	Washingborough	LN4 1BW
	Witham St Hughs	LN6 9WF
South Holland	Spalding	PE11 2JQ
	Crowland	PE6 0JA
	Holbeach	PE12 7LZ
	Sutton Bridge	PE12 9TB
South Kesteven - North	Grantham Belton Lane	NG31 9PP
	Grantham Swingbridge	NG31 7XQ
South Kesteven - South	South Witham	NG33 5PH
	Bourne	PE10 9DX
	Stamford	PE9 1HE
	Market Deeping	PE6 8JE
West Lindsey Gainsborough	Gainsborough Market Arcade	DN21 2DY
	Hemswell CC	DN21 5XS

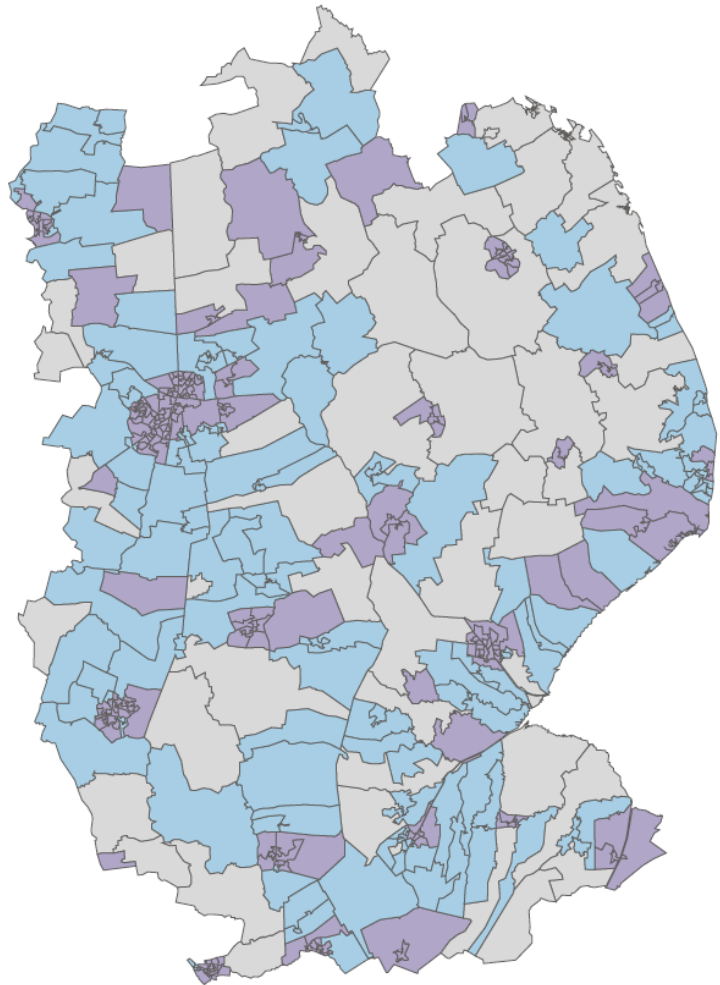
Travel Times

Transport & Service Accessibility: Lincolnshire's rurality also means a significant element of the population live in dispersed, small communities without quick & easy access to support services. Family hubs are also a way of joining up locally, bringing together existing family help services across health (physical and mental health) and social care, as well as VCS and education settings, to provide a single point of access and through a mix of community physical spaces and virtual spaces,

This accompanying map displays (in grey) wards where the majority of the local 0-19 population live further than a 30-minute walk or public transport journey from their local CC. We can see this to be a widespread issue in Lincolnshire, particularly pronounced in areas of rurality. Children and young people living in urban areas are more likely to live within a 30-minute journey time of their local CC.

Lincolnshire Childrens Centres 30 Min Walk or Public Transport

Travel Time ● ≤30 mins by public transport ● ≤30 mins either on foot or by public transport ● More than 30 mins



Max 30 mins walk

Local Authority	Population
Boston	46389
East Lindsey	60833
Lincoln	100049
North Kesteven	54310
South Holland	27797
South Kesteven	88959
West Lindsey	43851
Total	422188

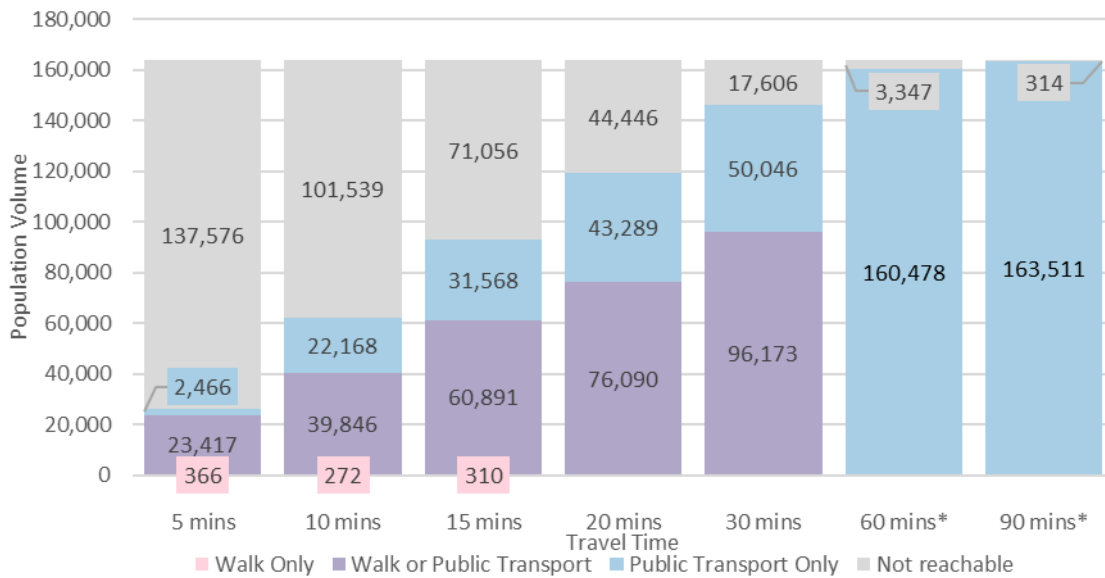
Max 30 mins either on foot or by public transport

Local Authority	Population
Boston	64389
East Lindsey	110156
Lincoln	100049
North Kesteven	107024
South Holland	78293
South Kesteven	130934
West Lindsey	80264
Total	671109

More than 30 mins away

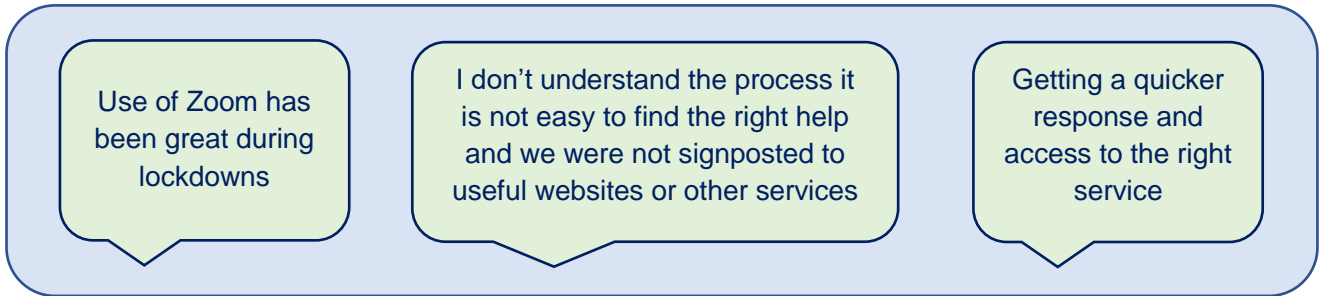
Local Authority	Population
Boston	6448
East Lindsey	31874
North Kesteven	11125
South Holland	17564
South Kesteven	12291
West Lindsey	15922
Total	95224

The graph below shows the number of children and young people aged 0-19 at various journey times to CCs according to SHAPE data. It shows 10.7% of 0-19s live at an address located greater than 30 minutes away from their local CC either on foot (at an adult's brisk walking pace) or by public transport. Over 3,300 0-19s live further than a 60-minute journey away by public transport.



Stakeholder Feedback

Consultation with families has told us:



Consultation with LCC staff and partners has told us:



Need: Existing issues and rationale for the Family Hub model

The rationale for Family Hubs is underpinned by a need for a wider range of services for families that are:

- **Equitable:** So, they address the fragmentation of services and provide equitable access to support and services in every community across Lincolnshire, but which are also relevant to local context and needs
- **Efficient:** Maximise the use of buildings, resources and reach by working with the community and voluntary sector and other partners
- **Inclusive:** Maximise the initiatives to promote male carer engagement and other seldom heard families in Family Hub services
- **Responsive and accessible:** to ensure all families, particularly vulnerable groups, will be able to easily access services locally. Including encouraging families of 5–19-year-olds to increase their use of Family Hub services.
- **Digital Offer:** good navigation and self-serve to improve the experience for children and families, who need to access services through a Family Hub and improve information sharing between those professionals who work in a Family Hub
- **Integrated:** to encourage all services to work closely together reducing the need for families to 're-tell' their stories

Opportunities

Link with universal provision further to take a joined-up approach

Work with partners to develop a welcoming place based hub creating one point of access

Develop a co-ordinated virtual offer enabling families to access seamless support through one place

Map current Children Centres offer against population needs assessment identifying any gaps

Opportunities What we can begin doing

Undertake stakeholder engagement workshops gaining community knowledge and experience

Build on high level Community and Voluntary Sector mapping to postcode level identifying opportunities in local areas

Build links with existing Community Connectors working to build community resilience

Build links with Social Prescribers aiming to support low level mental health and reduce isolation

Work more with universal and preventative services providing earlier intervention in communities, so problems don't escalate

Further build links with universal and preventative services building community networks supporting families stepping out of targeted interventions

Review parenting support pathways and work with all partners to gain a consistent approach

What we want to do

Conclusion and Options

A whole-system approach to Family Hubs Transformation will be designed and developed which will be articulated through a more detailed self-evaluation, theory of change, full business case and delivery plan. This will enable local stakeholders to make explicit and considered choices about key service design issues using the local assessment of community needs and contextual issues to create Family Hubs that, whilst bespoke to the local community, retain a sharp focus upon strong universal services for all. The developed theory of change will help foster a shared language and model of integrated service provision and reinforce the use of evidence and evaluation to identify shared outcomes.

The Early Help System Guide, DfE Start for Life and Family Hub self-evaluation tool and co-production workshops with stakeholders, will be used to further develop the theory of change and support the design and development of our Family Hubs approach.

Recommendations:

1. The Executive Cllr Children's Services, Community Safety and Procurement approves **Option 2**
2. The Executive Cllr Children's Services, Community Safety and Procurement delegates approval to the DCS that once the Family Hub Funding Programme guide is released (expected Summer 2022), Lincolnshire can accept the selection and submit evidence of it's ability to meet the grant requirements.

Timescales to Develop the Full Business Case

The DfE grant funding is a 3 year programme. Whilst the final Programme Guide for the eligible LA's is still being developed, we know that LA's will need to evidence that they will be able to meet a number of minimum expectations by year 3. There is additional funding available for those pre selected LA's who are more advanced in their Family Hub approach to demonstrate that they can meet the Go Further expectations and also to become trail blazers. Trail blazers will need to lead the way on early development/delivery across all strands of the programme, creating quick change and establishing best practice.

OPTION 1:	Do Nothing	
Option Description	The Family Hubs model will not be adopted in Lincolnshire and services will continue to be delivered as currently configured	
Assumptions	Continuation of current levels of funding	
Financial Implications	None	
Benefits & Dis-Benefits		
Benefits	<ul style="list-style-type: none"> • Staff continue to deliver within known parameters of service with ongoing practice development • No financial cost to the council 	
Dis-Benefits	<ul style="list-style-type: none"> • Services are overwhelmed by increased demand from families. • Actual costs exceed projected budgets. • Demands on specialist services continue to increase as fewer families access help early in life or when needs arise in their communities 	
Risks		Risk Grading Low / Medium / High
	<ul style="list-style-type: none"> • DfE have confirmed further funding streams will follow this Build Back Better Family Hubs feasibility regional work which Lincolnshire has been pre selected. The Council will not be able to draw down on the Grant should it not approve a move towards a Family Hub approach for Lincolnshire • Light touch inspection of Family Hubs which is likely to focus on first 1001 critical days • Assurance checks for the impact of the supporting families programme and validity of Payment by Results (PBR) claims 	High
Supporting changes	Business as usual	
Deliverability & Timescale considerations	Annual planning cycles	
Other considerations	None	

OPTION 2:	Progress To Design and Development Phase
Option Description	To continue to capitalise on the progress to date and enable early planning, begin to progress a full business case through the self-evaluation against the DfE Start for Life and Family Hubs programme guide. To seek approval for delegation to the Executive Director Children's Services in consultation with Executive Cllr for Children's Services, Community Safety and Procurement that once the Family Hub Funding Programme is released (expected Summer 2022), she can accept the selection and submit evidence of Lincolnshire's ability to meet the grant requirements ahead of the funding of the grant monies expected to be released in Autumn 2022.
Assumptions	Self-evaluation process can be delivered within existing resources until the grant funding is released in the autumn of 2022.
Financial Implications	None
Benefits & Dis-Benefits	
Benefits	<ul style="list-style-type: none"> • By end of second stage there will be a full business case for the Family Hub approach along with a theory of change demonstrating why this approach is needed and delivery plan. • Sufficient staff time, capacity, and resources to successfully steer the transformation process and ensure co-production with families, community sector and partners • The development phase will enable the Family Hub approach and the Supporting Families programme to be fully considered and brought together in support of the development of a place based model of Early intervention and support. • Family Hubs are expected to improve children's wellbeing, educational attainment and life chances, reduce family poverty, improve mental health and lead to lower crime, unemployment and other negative outcomes which carry significant cost to the public purse. These centres enhance integrated working by enabling easier access to support, better outcomes for families, more effective service delivery and smarter use of budgets.
Dis-Benefits	<ul style="list-style-type: none"> • Self-evaluation is completed and the Council fails to meet the minimum expectations to draw down the grant funding.

Risks	Risk Grading Low / Medium / High
<ul style="list-style-type: none"> • Strategic concerns may be mitigated by stressing the economic case and community benefits of Family Hubs • CVS partners may not be open to the development of Family Hubs • Move through development phase and unable to meet minimum expectations to draw down funding available. 	LOW
Supporting changes	<ul style="list-style-type: none"> • DfE Start for Life and Family Hubs programme and self-evaluation will be co-ordinated through an experienced steering group to ensure all dependencies are mapped and the risk of duplication is mitigated against. • From the First 1001 Critical Days to young adulthood, Family Hubs co-created with communities will support improved educational, health and wellbeing outcomes and enable our families to flourish. • We will refine the theory of change with partners through stakeholder engagement involving community and voluntary sectors and children, young people, and families. • Further work will be undertaken to analyse data at postcode level to inform development alongside stakeholders to ensure co-production remains at the forefront.
Deliverability & Timescale considerations	<ul style="list-style-type: none"> • Self-evaluation <ul style="list-style-type: none"> ○ Evidence of ability to meet minimum expectations and go further expectations submitted to the DfE end of summer 2022 • Develop trajectory to move through the development phase, which will include <ul style="list-style-type: none"> ○ Drilling down into postcode level data ○ Undertake stakeholder engagement workshops, beginning co-production ○ Further exploration of key partners in local areas, CVS, families being key • Refine the Theory of change
Other considerations	<ul style="list-style-type: none"> • Moving to design will provide the opportunity to involve all partners in co-production • Strengthen universal, preventative and earlier intervention services in local communities • Identify efficiencies of buildings and resources • Bringing together key policy drivers encompassing the whole early help system

OPTION 3:	Pause at Feasibility Stage	
Option Description	Pause at the Feasibility stage until further guidance is published in respect of the Family Hubs Grant, expected Summer 22, with the funding finalised for pre-selected LA's by Autumn 22. If the decision is not to commence further to the development stage of the Family Hub approach, then the work to date would cease, losing momentum and engagement.	
Assumptions	Following publication of the Family Hub funding guide, the Council wishes to accept the grant.	
Financial Assumptions	None	
Benefits & Dis-Benefits		
Benefits	<ul style="list-style-type: none"> • Findings to date would be held and reviewed to inform next steps should further funding be secured. • Staff continue to deliver within known parameters of service with ongoing practice development. • No financial cost to the council 	
Dis-Benefits	<ul style="list-style-type: none"> • The opportunities of the model would not be realised and the motivation and momentum will not be maintained. • Demands on specialist services continue to increase as fewer families access help early in life or when needs arise in their communities 	
Risks		Risk Grading Low / Medium / High
<ul style="list-style-type: none"> • Development opportunities would not be realised • Development work would not continue which will impact upon outcome of any inspection • Light touch inspection of Family Hubs which is likely to focus on first 1001 critical days 		Medium

Supporting changes	<ul style="list-style-type: none">• Business as usual
Deliverability & Timescale considerations	Current secondments supporting this initial feasibility study end on 31 st March 2022
Other considerations	None

Appendices

Appendix 1 – High Level Findings from Engagement Workbook



High Level
Engagement Workbook

Appendix 2 – Theory of Change



Lincolnshire Family
Hubs TOC - Final.pdf

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