

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Children's & Education Policy and Accountability Committee

Date: 22/04/2025

Subject: Family Hubs Report

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Responsible Director: Jacqui McShannon - Executive Director - People

SUMMARY

The purpose of this paper is to provide an update on the progress of the Family Hubs since its launch in April 2024. It provides an overview of the Family Hub launches, coproduction and marketing, explains the services available through the Family Hub offer and evaluate initial feedback from residents, identifying areas of improvement moving forward.

Volume	2023/24	2024/25
Registrations	371	961
Children seen	5,565	10,234

Number of individual families	2023/24	2024/25
Old Oak Family Hub and Spoke	4,088	5,257
Tudor Rose Family Hub and Spoke	3,673	4,291
Stephen Wiltshire Family Hub	541	686
Randolph Beresford Children's Centre	2,545	2,732
Total	10,847	12,966

RECOMMENDATIONS

For the Committee to note and comment on the report

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Supporting all families to thrive by bringing together local partners, services and organisations to ensure the right support is provided at the right time

Creating a compassionate council	Fulfilling the strategic ambition of the Early Intervention Strategy, to work together as a local partnership to support all children, young people, and their families to thrive.
Doing things with local residents, not to them	Led by our co-production partner, the programme will involve residents and VCS partners from the start of the process, co-creating alongside them what they believe the Family Hub model should be, and ensuring community investment by utilising the expertise of families in H&F in co-producing the best family hub model possible.
Being ruthlessly financially efficient	Enhancing delivery of early intervention services, enabling possible cost savings to be released through more effective commissioning, reduced duplication between services and shared funding arrangements
Taking pride in H&F	Embedding the partnership principles established through the Early Intervention Strategy to support families to thrive, to provide the best opportunities to live, work and play in the borough.
Rising to the challenge of the climate and ecological emergency	Family Hubs will aim to reduce our asset footprint and emissions, maximising the use of existing resources to support delivery through co-production.

Background Papers Used in Preparing This Report

None

1.0 BACKGROUND

- 1.1 This has been an extremely busy and exciting time for Hammersmith & Fulham as all three Family Hubs and linked spoke sites have now launched across the borough.
- 1.2 Family Hubs are a one-stop-shop for resident support services, making it easier for families to access the support they need without visiting multiple sites and organisations. The hubs will also ensure partners can work together more effectively through improved communication and co-location.
- 1.3 The hubs have been created around Children's Centres sites. Two of the hubs, Old Oak and Tudor Rose already operated as Children's Centres but have now expanded to operate a full Family Hub model, utilising the whole building rather than just a Children's Centre space. We have created a network of linked Children's Centres across the borough to the hubs providing sessions for families wherever they may choose to attend.

- 1.4 Each hub offers a range of services, including activities for children and young people aged 0 to 19 (25 SEND), midwifery and maternity support, health visiting, mental health services, debt and welfare advice, youth clubs, drug and alcohol support, and intensive, targeted family support.
- 1.5 The Family Hubs have multiple functions, providing a place to meet and attend drop-in activities, find out more information about the support available in the local area, attend routine appointments, and access crisis support.
- 1.6 Extensive work has been undertaken to ensure the Family Hubs are a welcoming, comfortable, and supportive place at the centre of the community. This has included a refurbishment, new furniture, AV equipment, WIFI, and a network system. There is now a 'Changing places' accessible toilet at the Stephen Wiltshire Centre and CCTV and Intercom at Old Oak and Tudor Rose for increased security. All changes were proposed and agreed through co-production activities.

2.0 FAMILY HUB LAUNCHES

- 2.1 To mark the opening of each centre as a family hub, we held launch events from February to April. This was a great opportunity to introduce family hubs to the borough and really push the word out. Any organisation committed to delivering a service from either hub were invited to set up a stall, or run an activity, to engage with residents and promote their service.
- 2.2 There were 104 stalls held across the three launch events and a variety of activities on offer, such as t-shirt designing with Harrow Club, family yoga with HERE Mindfulness, interactive cooking with Nourish Hub and many more.
- 2.3 Over 300 people attended the Stephen Wiltshire Centre launch event, 203 people attended the Tudor Rose launch event and 190 people attended the Old Oak launch event.
- 2.4 Since launching as a Family Hub to the start of September, there have been 59 new registrations and 56 referrals from other organisations or services, such as GPs. In addition, there are a further 371 previously registered families in the Children's Centres.
- 2.5 Old Oak has the highest number of registrations whilst Tudor Rose has the least. Tudor Rose is based in an area which has been historically more challenging to engage with. This was one of the main reasons it was chosen as a location for a hub, and we believe through continued service delivery and promotion in this area that registrations should increase. Data for Old Oak also includes Randolph Beresford Children's Centre.
- 2.6 People are attending from across the borough in all the hubs. The hubs are in areas of most need, and this is reflected in the numbers of registrations from wards such as Old Oak & College Park, White City and Wormholt wards which make up 178 of new registrations at Old Oak Hub. Of the new registrations at Tudor Rose; 44 come from Munster, West Kensington and Walham Green wards. The specialist SEND Family hub at Stephen Wiltshire

Centre has an even spread of attendees from across the borough, but highest are from Hammersmith Broadway ward at 22 new registrations.

3.0 FAMILY HUB OFFER

3.1 There are currently 55 services that deliver regularly from the Family Hubs. There are around 85 sessions delivered weekly across the hubs and a further 23 delivered on a fortnightly or monthly basis. 43 of these sessions are delivered at Old Oak, 39 at Tudor Rose, and 26 at the Stephen Wiltshire Centre. Children's Centres in the hubs delivered 336 Learn & Play sessions across the year. Up to 25 parents attend each session.

3.2 Family Hub staff and Early Help Workers also work full time from the hubs to provide constant support to residents. Staff have completed an extensive variety of training to ensure they can provide that initial and continuous support with families as they navigate the individual services. A total of 25 training courses were delivered (see Appendix 2).

3.3 The full list of services is set out in Appendix 1 which matches against the Department for Education's guidance to what Family Hubs should offer. Although this demonstrates a wide range of support on offer already in the hubs, we will continue to strengthen this offer, particularly in the following areas:

- As shown in Appendix 1, there is a gap for Domestic Abuse Support. We are linked in with organisations that offer this support and can therefore confidently signpost families to these organisations. Family Hubs staff have also all completed Domestic Abuse training. However, we are working towards bringing in a consistent domestic abuse service into the timetable.
- There is also a gap for 'Birth Registration.' The Family Hubs team are attending a Family Hubs Network webinar in October on how to bring registrars into the Family Hubs.
- We are also keen to improve the number of attendees for youth activities. Harrow Club run youth provision from both Old Oak and Tudor Rose. However, there is still a gap for more consistent sessions for 7–11-year age range. We are working with Comms to create a social media account and will continue to work with the Youth Voice Coordinator and Youth Council to ensure the relationship between Family Hubs and young people continues to grow.
- Further Children's Centre services are available at the 8 spoke sites across the borough. Centres are based in White City, Masbro Brook Green Family Centre, Hammersmith Library and more. They are linked into the hubs as part of the wider network.

3.4 The Family Hub offer continues to strengthen with new services and activities regularly being added in. For example, services to be added into the Family Hub offer in the coming weeks:

- Chelsea FC exercise and wellbeing class at Tudor Rose
- Mama Haven coffee morning at Old Oak to support parents in poverty
- Flamingo Chicks SEND Dance Classes at SWC.

- 3.5 There are a further 125 organisations across the borough that we have contacted, and many are now built into our wider Family Hub network. Although they may not be delivering from the hubs directly, we have created that relationship, and we can signpost families to them for support. We have built relationships with other youth providers and community groups and have referral routes between the hubs and organisations such as SEPIA and Sulgrave Youth Club to ensure provision is met across the network.
- 3.6 There are also on average of 31 parents/residents per day footfall who are not attending a designated session but looking for advice and information. This is a 195% increase since introduction of Family Hubs.

Family Navigators

- 3.7 Family Navigators were created as a new role and are based within the hubs and provide support, advice and guidance to families on a range of different topics. The Navigators carry a caseload to provide support to families to access onward services. They attend the MDTs to advocate for the family and ensure the right services are linked into the family. They support with:
- Signposting to local support services in the community
 - Ensuring families need only tell their story once
 - Providing advice on support available
 - Support with accessing services
 - Supporting with step downs from services

See Appendix 3 for case study examples which detail some of the work the Family Navigators have helped families with since their arrival in the hubs.

4.0 COPRODUCTION

- 4.1 Through close collaboration with our co-production leads and residents, the development of the Family Hub offer has been embedded within an extensive co-production framework. Action on Disability, ParentsActive, and Young Hammersmith & Fulham Foundation delivery partners lead on this co-production activity.
- 4.2 Co-production for the development of Family Hubs involved engagement sessions with a diverse range of residents, such as an open evening at Old Oak, a Tudor Rose coffee morning, and Youth Picnic in the Park. Approximately 90 residents engaged across all sessions.

- 4.3 Residents were also encouraged to attend monthly meetings to communicate directly with professionals, offer their opinions and directly shape the offer. These meetings were well attended with approximately 30 attendees at each session.

Family Voices

- 4.4 To ensure continued, strong coproduction moving forward we have set up a Parent / Carer Panel called 'H&F Family Voices'. This group provides the opportunity to meet up, discuss, and feedback on how the Family Hubs are working for residents. This ensures that all who use the Family Hubs are continuously being listened to and can be fully engaged to improve and further develop the hubs moving forward.
- 4.5 There have been 4 Family Voices so far with the next due in October. We are pleased to have 13 residents on the group, and we encourage all users of the centres to join. Residents are mainly parents with children attending activities at the hubs. However, there is cross section of older residents without children. The coproduction partners and some of the organisations that work in the hubs also make up the Family Voices group.

5.0 MARKETING AND PROMOTION

- 5.1 As Family Hubs are a new concept in Hammersmith and Fulham, marketing and promotion is vital to ensure residents are aware of what is available.
- 5.2 The Family Hubs team have been working closely with the Marketing and Communications team to produce promotional materials such as posters, flyers, leaflets, signs, and t-shirts. These have been distributed across the hubs, at the launch events, and communal areas across the borough such as early years settings, schools, libraries, community centres, dentists and GPs.

Further communication activities include:

- Mailing list of 174 colleagues and partners which is used to provide updates on Family Hub services, as well as the wider Family Hub network.
 - A Family Hubs Newsletter, which is about to release its third edition. Family Hubs has also featured in other newsletters across the borough, such as the Old Oak and Park Royal Development Corporation (OPDC), Beat the Street, and GP Newsletters.
 - Local letter drops around the hubs.
 - School Staff Zone Newsletters.
- 5.3 The Family Hub team will continue to prioritise the need to promote the hubs, ensuring that residents are aware of what's on offer. We are currently working on a social media account to increase the scope of our reach and working with the Youth Council to explore how we can further promote the youth services to that age group.

6.0 Website

- 6.1 A new Family Hub website was launched alongside the opening of the hubs. This contains the most relevant information for the Family Hubs and up-to-date timetable of what's on at the hubs. We have had 84,317 views of the Family Hub website so far. The website was coproduced with families and young people to ensure they had an input on how the website should look and feel, and what information should be available.
- 6.2 The Family Hub team has received feedback regarding the website timetable and the need for more detailed information of what each individual service offers. We are reviewing the information online with the web team.
- 6.3 The council's innovative digital work (website and registration/case management Power Applications) has created interest from colleagues outside of the council and we have shared our work and findings with other boroughs at national networking events.

Power App

- 6.4 The Family Hub Power App was recently created inhouse by the BI Team and only selected individuals from the Family Hub team have received permission for access. The data will be connected to Power BI for reporting / feedback purposes. This continuous data collection and data analysis will allow us to monitor Family Hub progress and ensure they are always improving.
- 6.5 The Power App will also ensure families only have to tell their story once, and from that information captured, referrals can be made to the most appropriate service either internally or externally. This streamlining of appropriate referrals will make the overall pathway more efficient to:
- Identify needs in local populations and individual families.
 - Ensure all families known to be in need are receiving the support and advice required.
 - Enable multi-agency case discussions to coordinate support and avoid duplication.
 - Develop shared plans with relevant partner agencies and to evaluate whether relevant outcomes are being met for families in each locality.
 - Evaluate the effectiveness of integrated service provision

7.0 HOW ARE WE DOING?

- 7.1 Family feedback via the online Family Hubs Feedback Survey, was promoted around the hubs. Over 70 participants completed the survey between June and August 2024. To summarise the data from the feedback surveys:
- There is a general theme around a welcoming atmosphere at the hubs and the friendly staff. 99% of participants reported that they felt either welcome or very welcome at the Family Hubs.

- Expanding on the existing 0-5 offer derived from the previous Children's Centres, residents appreciated the variety of services with a common quote being "lots on offer." 95% of participants agreed that their needs were met by the Family Hub offer.
- However, participants have also highlighted a few areas in the offer that they would like to see more of including cooking / food-based sessions and music sessions. We will now work towards bringing this into the Family Hubs offer.
- Postnatal classes and Speech and Language Therapy for SEN has also been highlighted in the data above as services residents would like to see more of. These sessions are already being delivered from the Family Hubs and perhaps reflects the fact that this needs to be better communicated with residents.

8.0 NEXT STEPS

- 8.1 Moving forward the Family Hub team will continue to listen to feedback from partners and residents via the various coproduction groups set up to ensure the Family Hubs continue to move forward, together.
- 8.2 The service will also continue to work closely with our comms team to ensure residents are aware of Family Hubs and the services on offer. Officers will also work with the individual services to promote their offer and understand how we can better reach residents looking for targeted support, as mentioned previously for the SALT service offer.
- 8.3 The service will produce an annual report which will be supported by strong data collection and analysis available through our Power App.

LIST OF APPENDICES

Appendix 1 – Family Hub Offer
 Appendix 2 – Training
 Appendix 3 – Family Navigator Example

Appendix 1 – Family Hub Offer

Reducing Parental Conflict	- <i>Family Support</i>
Support for separating and separated parents	- <i>Family Support</i>
Debt and welfare advice	- <i>Welfare Benefit Advice</i> - <i>Citizens Advice</i> - <i>Debt Free Kiosks</i>
Mental health services (beyond Start for Life parent-infant mental health)	- <i>CAMHS 5+ clinics</i> - <i>CAMHS Under 5s</i> - <i>Hestia – Trauma Support Group</i>
Substance (alcohol/drug) misuse support	- <i>Turning Point: drug and alcohol wellbeing service</i>
Stop smoking support	- <i>Turning Point Stop Smoking Support</i>
Oral health improvement	- <i>Oral Health Support (CLCH)</i>
Nutrition and weight management	- <i>Nourish Hub</i> - <i>HENRY programme</i>
Local authority 0-19 public health services, based on local needs assessments	- <i>Family Hubs team</i> - <i>Roving Team Immunisation Support</i> - <i>Family Champions</i>
Intensive targeted family support services, including those funded by the Supporting Families programme	- <i>Early Years Practitioners</i>
Housing	- <i>H&F Housing Surgery</i> - <i>Hestia's HSIS Community Hub</i>
Youth services	- <i>Harrow Youth Club</i> - <i>Community Sexual Health Service</i> - <i>H&F Works Employability Drop-In session (16+)</i> - <i>QPR football sessions</i> - <i>Chelsea FC - free football session 8-18</i> - <i>After school club: Bubble and Squeak</i> - <i>Damiens Community Football</i> - <i>M&C Foundation Taekwondo</i> - <i>CAMHS – Mental health advice and support: Boys Club</i> - <i>Morgan Sindall Employability Support</i> - <i>Brainsparks Holiday Club</i> - <i>Bubble & Squeak Holiday Club</i>
Youth Justice Services	- <i>Gangs, violence and exploitation unit and youth justice service advice and support</i>
SEND support and services (inclusive of the Start for Life period)	- <i>Shaw Trust - SEND Employability Support</i> - <i>Action on Disability Welfare benefit advice for families with SEND</i> - <i>Fulham FC SWC football sessions</i> - <i>Stay and Play SEN Sessions Under 8</i> - <i>SENDIASS</i> - <i>Special Needs Support Sessions</i>

	<ul style="list-style-type: none"> - <i>Parentsactive – SEND information, coffee and chat, surgeries and focus sessions</i> - <i>Afterschool club</i> - <i>Weekend short break activities</i>
ECEC (Early Childhood Education and Care) and financial support (TFC, UC)	<ul style="list-style-type: none"> - <i>NatWest Finance Workshops</i> - <i>England Illegal Money Lending Team - Talk for Parents</i> - <i>Morgan Sindall Energy Advice Cafe</i>
Activities for children ages 0-5	<ul style="list-style-type: none"> - <i>Connect and babble baby group</i> - <i>Little Explorers</i> - <i>Baby Massage</i> - <i>OM:Pop Yoga and Wellbeing</i> - <i>Learn and Play</i> - <i>Giggles and Wiggles</i> - <i>Singing and Rhyme Sessions</i>
Birth registration	
Domestic abuse support	
Midwifery/maternity	<ul style="list-style-type: none"> - <i>Antenatal checks by midwives</i>
Health Visiting	<ul style="list-style-type: none"> - <i>Health Visitors (CLCH)</i>
Parenting Support	<ul style="list-style-type: none"> - <i>Family Support</i> - <i>IAPT- Improving Access to Psychological Therapies: Parents Group Workshop</i> - <i>Cygent parenting programme</i> - <i>UPG Parenting Groups</i> - <i>Perinatal Services music & wellbeing craft sessions.</i> - <i>Foodbank vouchers and Rose vouchers</i>
Parent-Infant Relationships and Perinatal Mental Health Support	<ul style="list-style-type: none"> - <i>Perinatal Mental Health Support</i> - <i>Homestart Therapist - Psychotherapy for parents with children under 5 years old</i>
Early Language and the Home Learning Environment	<ul style="list-style-type: none"> - <i>SALT</i> - <i>Pip Squeak</i>
Infant Feeding Support	<ul style="list-style-type: none"> - <i>Family Champions</i> - <i>Breast feeding support (Health Visitors)</i> - <i>Breast feeding support (Early Years Staff)</i>

Other services delivering from the Family Hubs:

- IT classes
- Friends Of Old Oak / The Sortie Project Community Groups
- Bingo
- Lumi Foundation chair based yoga
- Peabody Neighbourhood Surgery
- Zumba
- Mama Haven Coffee Morning and Canva Marketing course
- ESOL (English for speakers of other languages)
- HCGA gardening workshops
- Agewell - Pilates, Flexibility and Gentle Keep Fit and Falls Prevention
- FoodCycle Community Meals
- Chelsea FC community exercise and mobility sessions

Appendix 2 – Training

1. Multi-Agency Safeguarding and Child Protection Workshop (level 3).
2. Reducing Parental Conflict and Supporting Separated parents.
3. Debt & Welfare Training.
4. Trauma and child brain development training.
5. Systemic Training.
6. Conflict Resolution.
7. Mental Health First Aid.
8. Paediatric First Aid Training.
9. Infant Feeding Training.
10. The Cygnet parenting support programme.
11. Fire Warden Training
12. Resilience Training – Substance misuse & sexual health
13. Resilience Training – Gender identity & sexual identity
14. Gangs, Violence & Exploitation Training
15. Speech & Language Training
16. Domestic Abuse Training
17. Stop Smoking Training
18. Mental Health for Kids, Youth & Parents Training
19. Oral Health Training
20. Immunisation Training
21. Shelter's Housing Training. Introduction to housing and homelessness (for non-housing advisors)".
22. CIEH Foundation Certificate in Food Safety Level 2.
23. Virtual Interaction Guidance Training
24. Coproduction training
25. Perinatal Mental Health Training

Appendix 3 – Family Navigator Examples

Case Study 1

Circumstance:

A local mother called the Family Hubs to request advice and support with the relationship she has with her 10-year-old daughter. Mother reported that daughter can have outburst of anger resulting in her using abusive language. Also refuses to follow mothers' instructions, for example, getting up for school, washing herself, helping around the house, being dismissive of her mother and belittle her in front of strangers.

Social Care had also recorded allegations made by daughter at School in 2019 in relation to abuse committed on daughter by another pupil. NFA since 2019. No Information recorded or available between 2019 and present time.

Action from the Family Navigator:

Three meetings at Old Oak with Family Navigator
Referral to CAMHS for therapy sessions
Advice given to use CAMHS direct line 24/7
Introduction to West Zone youth club
Family support offer.

Case Study 2

Circumstance:

Family approved the Family Hubs who had arrived in the UK two years ago and they are asylum seekers. Family includes husband, wife, and 1 y/o child born in UK. They live in 1 bedroom flat and privately renting from an agency on behalf of the landlord. Husband reported the agency has issued an eviction notice in May 2024, however the family has never received a tenancy agreement. According to husband the agency has shown harassing behaviour against their family.

The agency told them their utilities will be switched off and they will be reported to social services if the family does not evacuate the accommodation, this has been done verbally and there is no evidence in writing. Due to the stress, the wife is losing hair and she has been seen by the GP, who said the hair loss may be as result of postpartum stress.

According to the husband, the Citizen advise Bureau applied to housing and the family were offered a 2-bedroom flat. The offer was declined by the husband as the rent requested was too high. The husband confirmed the family is recorded in the housing register, but he is not sure what the reference number is.

Actions from Family Navigator:

LBHF refugee team involved
LBHF Housing team involved (homelessness)
Family support provided to liaise with migrant help
Family hubs provide regular support with children sessions, clothing, rose vouchers, food bank, little village and other charities.