

From: **Sue Chandler, Cabinet Member for Integrated Children's Services**
Sarah Hammond, Corporate Director of Children, Young People and Education

To: **Cabinet – 30 November 2023**

Decision Subject: **23-00092 - Family Hub programme**

Key decision It affects more than 2 Electoral Divisions
It involves expenditure or savings of maximum £1m

Classification: **Unrestricted**

Future Pathway of report: Implementation of decision

Electoral Division: All

Summary:

This decision brought before Cabinet relates to the implementation of the Family Hub model in Kent. This follows on from the policy decision by the Cabinet Member for Integrated Children's Services that KCC would move forward with the principle of adopting the Family Hub approach and the related agreement by KCC to accept the Memorandum of Understanding (MOU) in October 2022 with the DfE. This MOU creates obligations to meet specific provision, deadlines and timescales associated with transformation activity and demonstration of progress towards implementing Family Hubs by the end of March 2025 and sustaining this beyond the life of the grant funding.

In this report we will outline what Family Hubs are and what the model will look like. We have used a data driven methodology to analyse the results of our recent consultation undertaken to support and inform the planning of our model.

Recommendation:

Cabinet is asked to agree the proposed decision to:

- a) Approve the implementation of the Family Hub model in Kent, as per the arrangements set out in the report.
- b) Approve the development and delivery of the workstreams detailed within the Start for Life and Family Hub programme.
- c) Confirm the viability of the Kent Family Hub Model within any estate map outlined within the Kent Communities Programme.
- d) Delegate authority to the Corporate Director for Children, Young People and Education (CYPE), in consultation with the Cabinet Members for Integrated Children's Services and Adult Social Care & Public Health, to undertake the

- detailed service design and delivery within the relevant estate map, as determined via Kent Communities Programme decision-making.
- e) Delegate authority to the Corporate Director for CYPE to take other necessary actions, including but not limited to entering into relevant contracts or other legal agreements, as required to implement the decision.

1. Introduction

- 1.1 In September 2020, Dame Andrea Leadsom MP undertook a review of outcomes for babies and the first 1,001 days of a child's life. Following this review, the Department for Education (DfE) and Department for Health and Social Care (DHSC) developed a framework to support successful and ambitious local authorities (councils) to work with health partners to develop a Start for Life concept and the Family Hub model.
- 1.2 We know that reducing health inequalities and improving health and wellbeing requires organisations to work closely together. KCC's proposal is to integrate, Children's Centre services, Health Visiting and community-based midwifery care and youth services with other key community services into 0-19 years of age (and up to 25 years of age for young people with special education needs and disabilities [SEND]) countywide service. This will bring services and organisations together to provide a single point of access to a range of family support services.
- 1.3 The 1,001 critical days from conception to the age of two are crucial for development and impact a child's health for the rest of their life. The Start for Life offer targets these first 1,001 days and is part of the core offer that the DfE requires Local Authorities to provide. This includes parent/carer support with Infant Feeding, Perinatal Mental Health (parents' mental health during pregnancy and the first 12 months after birth) and parent/carer– infant relationships. The Family Hub grant funding requires us to both do more in these and other mandated areas, enhance existing provisions and innovate in these mandated areas to provide new supports and services. The DfE Family Hub model fits perfectly into KCC's 'Framing Kent's Future' strategic vision for children, young people, and families. It also supports the wider national and community challenges following the pandemic.
- 1.4 In August 2022 the DfE launched the national Family Hub Programme Framework alongside an application for 75 Local Authorities to apply for transformation funding to create multiagency community-based provision. Kent was identified as one of the eligible Local Authorities for funding aligned to the Family Hub and Best Start for Life strategy.
- 1.5 Following Kent's successful application for Family Hubs Transformation Funding we signed an MOU with the DfE. This was the beginning of a series of Decisions which are outlined below:
- 14 October 2022 - MoU signed and urgent Key Decision taken (22/00094) – to endorse the development of Family Hubs in Kent. The implementation or full delivery of a Family Hub model in Kent is subject the development of detailed proposals, appropriate consultation, engagement and governance through normal Executive Decision-making arrangements.

- The principle of adopting a Family Hub Model of provision for Open Access Services in Kent, in accordance with the Government Policy on Family Hubs and Start for Life which align with the priorities of the Executive and the Council as per the Strategic Statement.
 - To accept relevant funding via the Family Hub Transformation Authority programme, including agreement to the terms of the Memorandum of Understanding requirement to participate as a Transformation Authority
 - To confirm that any implementation or full delivery of a Family Hub Model in Kent will be subject to the development of detailed proposals, appropriate consultation, engagement and governance through normal Executive Decision-making arrangements.
 - Delegate authority to the Corporate Director of Children, Young People and Education, in consultation with the Cabinet Member for Integrated Children's Services, to undertake relevant actions, including but not limited to entering into contracts or other legal agreements, as necessary to implement the decision.
- 8 March 2023 - Key Decision Family Hub Transformation Funding (23/00015)
 - commence development and co-design of the Family Hub model for Kent in line with Government Family Hub framework for delivery and associated plans.
 - Note and confirm the expenditure, activity and planning for funding already allocated under Key Decision 22/00094, progressed under the delegation to receive and deploy initial funding in accordance with the requirement to develop and explore detailed transformation plans.
 - Note that the implementation of the full range of changes required to transform KCC's existing provision to meet the requirements set out in the Government's Family Hub model plan will be subject to future Executive decision-making.
 - To delegate authority to the Corporate Director of Children, Young People and Education, in consultation with the Cabinet Member for Integrated Children's Services and the Cabinet Member for Adult Social Care and Public Health, to take necessary actions, including but not limited to entering into contracts and other legal agreements, as required to implement the decision.
- 20 April - Scrutiny Committee - Response to call-in request on 23/00015
- August 2023 - Officer Decision for submission of Delivery Plan to the DfE (OD 23/0007)
 - Approve the updated Family Hubs Delivery Plan for submission to the DfE.
 - Highlight to the DfE that implementation of the Family Hub model and related service changes / updates detailed in the Delivery Plan remain subject to ongoing formal decision-making.
- 12 September 2023 - Key Decision – Infant Feeding 23/00076
 - Approve the service development to increase current infant feeding activity through amendments to the Co-Operation agreement relating to Public Health Services dated 22 March 2021 (as accepted under key decision 19/00064); approve the required expenditure, via the Family Hub Grant Funding, to deliver the activity.

- Delegate authority to the Director of Public Health to take necessary actions, including but not limited to, allocating resources, expenditure, entering into contracts and other legal agreements, as required to implement the decision.
- 12 September 2023 – Key Decision – Parenting Support - 23/00081
 - Approve the service development and activity increases for Parenting Support as part of ongoing development and improvement work, making use of Family Hub Grant funding where this aligns to KCC’s existing Start for Life commitments.
 - Approve the required expenditure to deliver this activity via Family Hub Grant Funding up to £2,032,065 for the period ending April 2025.
 - Delegate authority to the Corporate Director of Children, Young People and Education, in consultation with the Cabinet Member for Integrated Children’s Services and the Director of Public Health, to take necessary actions, including but not limited to allocating resources, expenditure, entering into contracts and other legal agreements, as required to implement the decision.
- 12 September 2023 – Key Decision – Home Learning Environment - 23/00082
 - Approve the service development and activity increases for Early Language and Home Learning Environment, as part of ongoing development and improvement work, making use of Family Hub Grant funding where this aligns to KCC’s existing Start for Life commitments.
 - Approve the required expenditure to deliver this activity via Family Hub Grant funding up to £1,325,435 for the period ending April 2025.
 - Delegate authority to the Corporate Director of Children, Young People and Education, in consultation with the Cabinet Member for Integrated Children’s Services and the Director of Public Health, to take necessary actions, including but not limited to allocating resources, expenditure, entering into contracts and other legal agreements, as required to implement the decision.
- 12 September 2023 – Key Decision – Perinatal Mental Health - 23/00075
 - Approve the development and improvement activity to deliver Perinatal Mental Health and Parent Infant Relationships Interventions
 - Approve the required expenditure, via the Family Hub Grant Funding (£3,051,809 – expires 2025) and, subject to evaluation and availability of funds the Public Health Grant (post March 2025), to deliver and sustain this activity for up to two years beyond the Family Hub Grant period – total service period – 2023 – 2025 with the potential for 2 x 1 year extensions;
 - Delegate authority to the Director of Public Health, in consultation with the Cabinet Member for Adult Social Care and Public Health, to exercise relevant contract extensions and enter into relevant contracts or legal agreements;
 - Delegate authority to the Director of Public Health, to take other necessary actions, including but not limited to allocating resources, expenditure, and entering into contracts and other legal agreements, as required to implement the decision.

1.6 On 17th August 2023 Cabinet agreed the provisions set out in the report ‘Securing Kent’s Future – Budget Recovery Strategy and Financial Reporting’. The

provisions outlined in that report has guided the proposals for the approach towards the Family Hub model. At the core of all our decision making is an understanding that we must be able to sustain any service we provide from our base budget beyond the programme grant funding.

- 1.7 On 5th October 2023, Cabinet considered 'Securing Kent's Future – Budget Recovery Strategy'. This report set out the Council's strategy for achieving both in-year and future year savings to assure a more sustainable financial position for the Authority.
- 1.8 Section 3 of the report sets out why the Council must prioritise our Best Value statutory responsibility. Department for Levelling Up, Housing & Communities (DLUHC) have recently issued revised statutory Best Value guidance which reconfirms our duties under Part 1 of the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to the combination of economy, efficiency and effectiveness." The report goes on to state that our Best Value duty must frame all financial, policy and service decisions in the future and that best value considerations must be explicitly demonstrated within decisions.
- 1.9 Securing Kent's Future represents a fundamental shift in the strategic priorities of the Council since the inception of the Family Hub Network and the agreement of the DfE Family Hub MOU. However, we still have a legal responsibility to meet the requirements of the grant balanced with a need for efficient spending across all areas of service.

2. Family Hub services Consultation

- 2.1 The Kent Family Hub public consultation ran from 19 July to 13 September 2023 and gave service users, members of the public and strategic partners the opportunity to review our proposals in detail and provide their response.
- 2.2 As part of the consultation 908 consultees took part in the consultation questionnaire. The KCC team also received feedback via email/letters. Emails/letters were passed to Lake Market Research to review and include comments in this report accordingly.
- 2.3 Consultees were asked if they currently use, or may use in the future, eleven proposed Family Hub services. These are outlined below:

Education for parents on child development
Activities for children aged 0-5
Activities for older children and young people

Information, advice and guidance about support services for children and young people with Special Education Needs and Disabilities (SEND)
Information and signposting to mental health services (children and adults)
Support for parents/carers of adolescents (teenagers)
Online safety for children and young people
Support for young people with substance misuse (alcohol/drugs)
Domestic abuse support
Debt and welfare advice
Signposting to information to support separating and separated parents

- 2.4 During the consultation we set out the rationale behind the programme and also proposed changes to youth services delivering discretionary services that are commissioned by KCC and to no longer continue with commissioned youth services after the end of their current contract in March 2024.
- 2.5 The consultation used a data driven approach, our data shows that there are differences in outcomes for people across Kent depending on where they live. Our data aligned with the Needs Framework which provided the methodology underpinning the Kent Communities proposal. The Needs Framework used a wide range of data and indicators that when combined profile the different level of need for services within our communities.
- 2.6 The consultation was available on the Council's "[Let's talk Kent](#)" website. There were 22,256 page views made by 8,752 visitors during this time. Two questionnaires were available, aimed at different audiences: residents/service users, and staff/professionals. The former had 908 responses (95 of which were easy read) and the latter had 263 responses. The consultation was actively promoted at children's centres and youth hubs, with paper copies of the consultation materials available at these sites.
- 2.7 Staff were available at a number of activity events during the consultation period (24 events across the county) to engage with participants about the proposals, answer queries and encourage participation. In addition to service user feedback, feedback was sought through attendance at meetings from District Councils, Health services and wider partnerships.
- 2.8 Young people were engaged directly and had the option of how they participated (for example, questionnaires, group discussions etc).
- 2.9 To raise awareness of the consultation and encourage participation, the following activities were undertaken:
- Promotional material sent to Health Visiting service and community-based midwifery

- Social media via: Open Access district Facebook pages, and KCC's corporate Facebook, X (Twitter), LinkedIn and Nextdoor accounts
- Paid Facebook advertising
- Posters and promotional postcards in Children's Centres, Youth Hubs, Kent Libraries, and Gateways
- Promoted on Kent Library PC welcome screens
- Emails to stakeholder organisations (e.g. health, schools, district councils, Kent Association of Local Councils, Healthwatch etc)
- Invite to over 9700 people registered on Let's talk Kent who had asked to be kept informed about new consultations
- Articles in KCC's residents' e-newsletter
- Articles on the Kelsi website and e-bulletin for education professionals in Kent
- Article in NHS newsletter
- Media release issued at the launch of the consultation
- Banners/information on Kent.gov.uk homepage
- Articles on KCC's staff intranet and e-newsletters and email to staff groups.

2.10 The [consultation website](#) contained a short introduction and all the consultation information (the full document, summary document, Equality Impact Assessment, questionnaires, other background information, and easy read and large print documents. A Word version of the questionnaire was available for those that did not want to complete the online form.

2.11 Promotional materials (and the website) included details of how to request alternative formats. Postcard content was translated into 3 languages (Punjabi, Polish and Slovak) for centre staff to use to engage relevant service users where necessary. A telephone number and email address were available for queries and feedback.

2.12 A breakdown of the feedback received from the consultation is included within the consultation report which was collated and assessed by LAKE market research, this is included at Appendix 1. The feedback from the consultation has been considered and evaluated in preparation for this proposal.

3. Consultation and consideration of responses

3.1 Resident Feedback

3.1.1 Of the eleven proposed Family Hub services put forward to consultees, the most commonly used are activities for children aged 0-5 (70%) and activities for older children and young people (48%). This is followed by education for parents on child development (35%), information, advice, and guidance about support services for children and young people with Special Education Needs and Disabilities (31%) and information and signposting to mental health services (children and adults) (31%). This has been built into the model and Family Hubs will utilise our partnership working with the wider universal system which offers SEND support and Family Hub staff will be able to signpost and refer into more specialist SEND services.

- 3.1.2 Of the same eleven proposed Family Hub services, the most common activities likely to be used in the future are activities for older children and young people (87%), support for parents / carers of adolescents (teenagers) (73%) and online safety for children and young people (73%). This will be offered in the model, and the model will include focused activities for young people and digital information on activities for young people as well as topic-based support for parents/carers of adolescents through a digital offer and/or face to face.
- 3.1.3 Potential interest is also high for information and signposting to mental health services (69%), activities for children aged 0-5 (65%) and information, advice, and guidance about support services for children and young people with Special Education Needs and Disabilities (SEND) (62%); reflecting an interest in a wider range of services for future use compared to those currently used. This will be reflected through wider information to families and improved connectivity to the Family Hub network to improve access to services.
- 3.1.4 When asked to indicate what other services should be available for children, families and young people through the Family Hub network, the most common suggestion put forward is a place specifically for teenagers / activities for teenagers / support for teenagers / youth activities (32%). We will retain a dedicated space in each district for youth provision recognising there are many other youth facilities and services, not provided by KCC, across districts.
- 3.1.5 Of the three means of potential access to Family Hub services put forward to consultees, face to face is the most popular with 90% of consultees indicating they feel comfortable with this access route. 76% indicated they would be comfortable with accessing information services online. 55% indicated they would be comfortable with accessing virtual services (e.g., groups, course, live chat). The main reasons put forward for lower comfort levels with virtual access are a preference for face to face / in person approach, anxiety / feeling awkward, limited / no access to internet / equipment and a perception that face-to-face access is more effective. Family Hubs will offer a hybrid approach to services and online and virtual services are an enhancement and not a replacement for the opportunity to meet a KCC staff member face to face, either in a one-to-one or group activity. The main enhancement will be improved access to online information through a new website covering 0-19 and up to 25 for SEND. Later in the report, we go into detail regarding each potential access to Family Hub services.
- 3.1.6 When asked to comment on the concept of Family Coaches, just under half of consultees answering (45%) commented that the concept was a good idea / beneficial to families. However, concerns are also expressed with regards to the training / expertise of these coaches and how this can be managed / ensured. In response to these concerns, we recognise that there will need to be regular support for Family Coaches through meetings, training, and peer support through Family Hub practitioners. Family Hub Coaches training will include safeguarding advice and clear protocols around offering information, advice and guidance and any links to professionals where there is a need for more specialist advice.
- 3.1.7 When asked to comment on any other considerations for the development of Family Hub services, consultees commented on physical access to such services

in terms of travel / public transport / the ability to travel needs to be considered. Face to face contact and retaining current centres / contact is also highlighted. Family Hub face to face services will be delivered either through KCC owned buildings or outreach locations in the community. The Kent Communities proposal will determine where KCC buildings can be used to deliver Family Hub services and the Kent Communities proposal has used a Needs Framework which has considered, amongst other factors, a review of the transport network and how this may impact access to buildings.

3.2 PROFESSIONAL / ORGANISATION FEEDBACK

- 3.2.1 Consultees were asked to select the access methods they consider suitable for delivering the pre-defined eleven services featured in the resident consultation questionnaire.
- 3.2.2 Face to face (in person) contact is considered the most suitable access route across all eleven services with between 82% and 97% selecting this access route for each service. This will form part of the service offer alongside any online information.
- 3.2.3 When prompted to comment on Family Coaches, some consultees were positive towards the concept and felt it was a good idea / beneficial to families. However, concerns were expressed with regard to the level of training / expertise required and questioned whether the service can be effective with volunteers only. Some also highlighted that there is potential duplication in delivery of these services both currently and historically. In response to this, there will be Family Hub practitioners with the level of training and expertise to support families where needs are identified. Family Coaches will be supported by Family Hub practitioners and offer support at a lower level of need, focussing on access to information that is new in the Family Hub model such as Perinatal Mental Health through being available to listen, provide information or refer to a professional where needs are higher.
- 3.2.4 There is a high level of interest in the support, advice and opportunities presented to consultees. A high proportion would like to see opportunities for organisations to share their knowledge and expertise (80%), opportunities for organisations to deliver their services alongside other Family Hub network partners (79%) and training and development opportunities (78%). This is a very important part of the model to ensure Kent Families experience and report improved access to a range of services through partner organisations having improved knowledge of local services and being able to help families navigate the wide range of information and services available that best meet their needs.
- 3.2.5 Finally, when asked to provide suggestions for anything else that should be considered in the development of Family Hub services, consultees expressed some concerns with regards to user access in terms of transport, location and distance and stressed the importance of keeping youth / adolescent support services and the resources / organisations / staff required to deliver these effectively. The Kent Communities Programme Needs Framework has been reviewed following their consultation to include a more detailed review of the

public transport network that has informed the Family Hub 0-19 sites within the options set out in the paper.

4. Family Hub Model

4.1 Aims and Vision

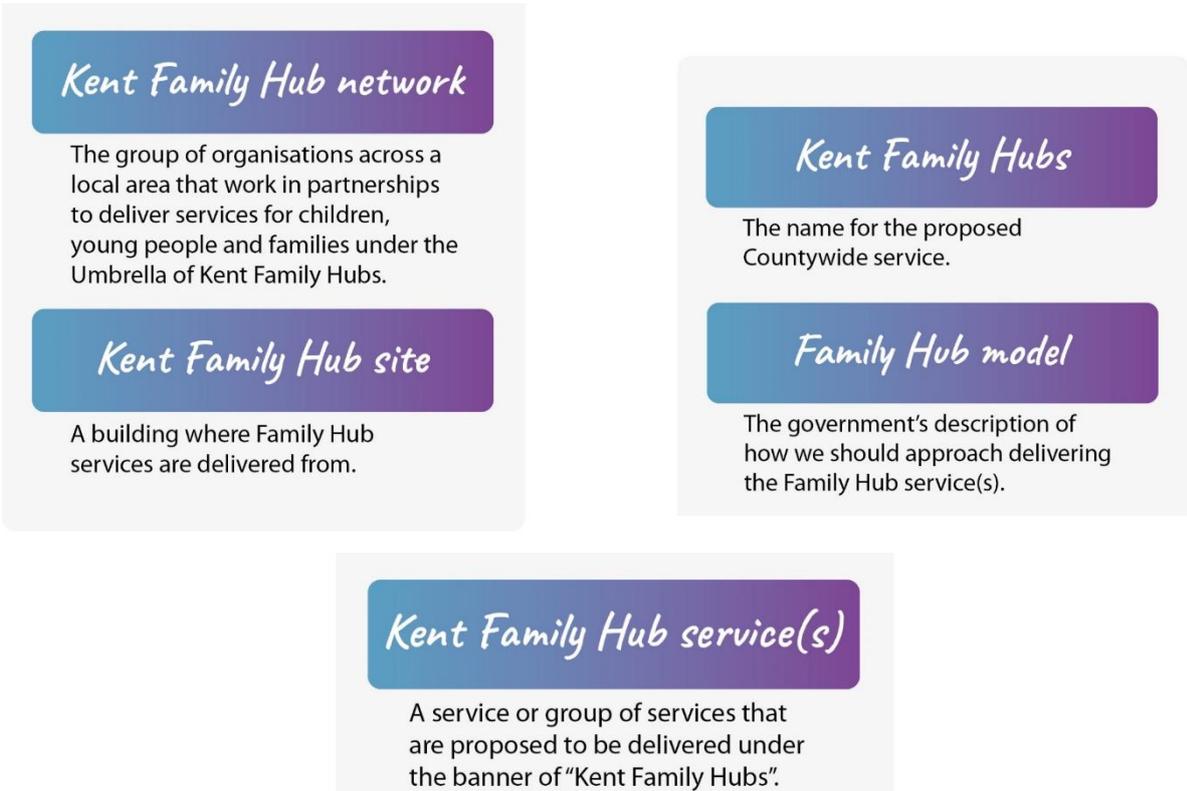
- 4.1.1 The central desire for Family Hubs across the UK and in Kent is to give confidence to parents, carers, and all families to be able to give children the best start for life in their early years and throughout childhood, adolescence and into adulthood. To enable this there must be high quality and easily accessible access to information and advice to empower parents and carers to develop their own knowledge on how best to support their children from 0-19 (25 SEND) years.
- 4.1.2 KCC is committed to delivering the best outcomes through a hybrid of universal and targeted support for children, young people, and their families, delivering services identified through the Family Hub guidance. This will include a community based universal offer to provide information and advice on child and adolescent development. This access to universal advice complements existing universal services accessed through partners such as schools, Health Visitors and GP's.
- 4.1.3 For families and young people with additional needs there will be a more targeted support approach. Family Hub will also develop a new offer of advice and guidance to parents of adolescents including supports for their children's emotional wellbeing, support for young people at risk of or involved in alcohol and substance misuse and children at risk of extra familial harm. There will also be a more targeted intervention offer for vulnerable young people and their families in support of these areas and other identified need areas.
- 4.1.4 For families with a more specialist need as outlined above, the support will be tailored to their level of need. First and foremost, when approaching a Family Hub site, you would be offered signposting to appropriate advice and guidance from a Family Hub staff member. If your need is more complex you will be provided with advice, and where appropriate, support specific to your area of need from a trained Family Hub practitioner. Finally, if your level of need requires specialist support you will be referred into a specialist service specific to your need.
- 4.1.5 We will continue to further develop our partnership workforce in relation to skills and knowledge to provide more information and advice to children and families. To ensure families can receive universal advice we will introduce Family Hub coaches and more peer-to-peer groups. Our Family Hub Coaches and volunteers will have access to more training to develop their own knowledge and skills in a wide range of areas, such as Perinatal Mental Health for mothers and fathers, child and parent attachment, and wider family support, e.g., debt and financial signposting. Within the Family Hub families will be able to receive advice and guidance to help them navigate the support they need for their child, including where needed through coordination of a partnership supported approach. We will support families to build resilience and assist them to more easily access the tools and provision available to them.

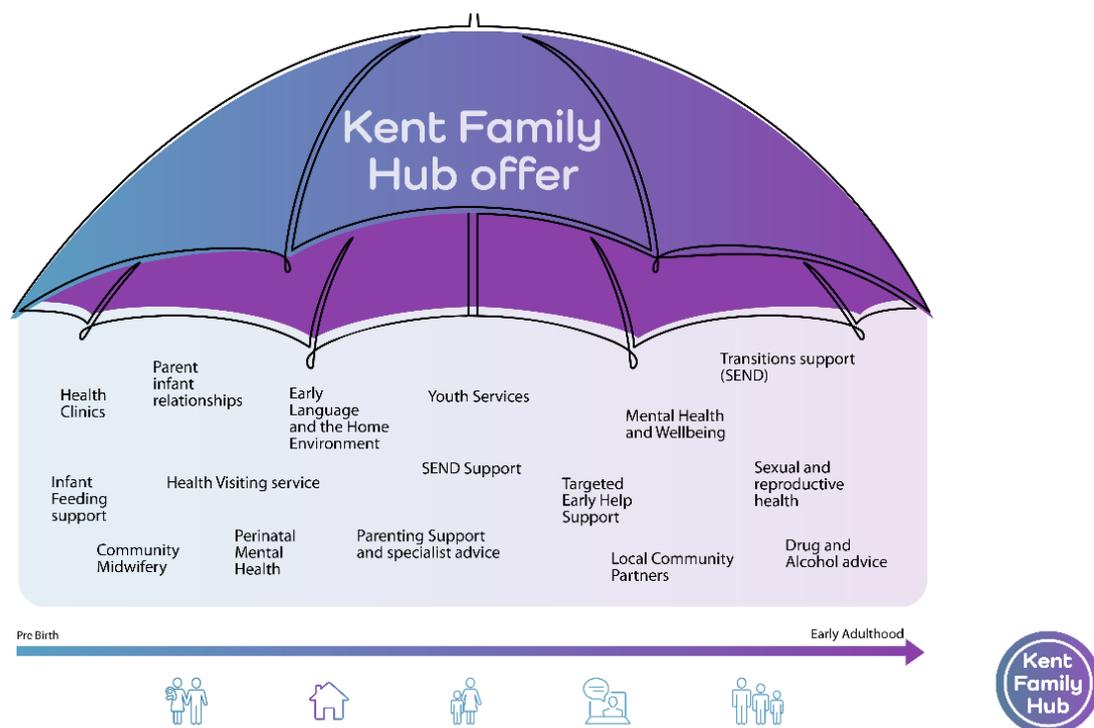
4.2 Core Principles

4.2.1 The key themes highlighted through the Family Hub services public consultation have allowed us to set out a series of key principles which have defined the options presented within this paper for consideration.

- Further develop our services and support for children and families for 0-19 (25 with SEND)
- Develop a whole system approach with integrating public health priorities, working with colleagues across KCC, both within Integrated Children's Services and Public Health, Housing and wider partnerships.
- Co-location of services within our Family Hubs, building on our current model including health visitors and community midwifery.
- Working with the voluntary and community sector to become partners within the Family Hub Network and offer relevant training on areas such as child and adolescent development, safeguarding, mental health and emotional wellbeing. The Family Hub Network will improve access to local services by enhanced sharing of knowledge and information.
- Build a sustainable model upskilling staff and those within the wider Family Hub Network, retaining specialist knowledge within our network to deliver this support and provision beyond 2025. The wider Family Hub Network is an all-encompassing term to cover partners who wish to be part of the services under the Family Hub umbrella and want to work in partnership under this term to help families access local services.

4.2.2 Family Hub will encompass a number of core services as defined by the national programme. We will also further develop targeted supports and services within our districts to offer provision based on the identified need, taking a data driven approach.





4.3 Supports and services delivered through our Family Hub model

4.3.1 The following services are required to be delivered through the Family Hub network as mandated through the DfE and stated within the MOU. There is no flexibility in regard to this spend as outlined in the DfE Family Hub Guidance Annex E (appendix 2).

- Develop Early Language skills through the Home Learning Environment
- Preparation and support for pregnancy, and parenthood
- Enhanced Infant feeding support
- Perinatal Mental Health
- Introduce a Family Hub Digital offer
- Implement a new range of outreach support
- Improve and diversify our Information, advice, and support
- Integrate our recording and reporting
- Co-design and evaluation

- Workforce development

4.3.2 Many of our existing services that families will recognise will continue to be delivered in similar ways, although the offer may be increased or enhanced as part of our transformation programme. This will include, but is not limited to the following:

- All families will continue to be offered the mandated health and wellbeing reviews
- Healthy Child Clinics, and Infant Feeding drop-in sessions
- Specialist Infant Feeding service
- Opportunities for early years learning and development
- Opportunities to support the personal, social and emotional development of vulnerable young people
- Opportunities to build the capabilities that young people need for learning, work, and transition to adulthood.
- Support for parents' emotional wellbeing and understanding child development.
- The current digital and online support offer
- The current participation networks
- Parenting education programmes and family courses through the network
- Support for children and young people with SEND
- Information, advice, and guidance

5. What services the Family Hub programme will deliver as defined under Start for Life and Family Hub DfE guidance that will be new or enhanced

5.1 Develop early language skills through the Home Learning Environment (HLE)

5.1.1 Early language skills support all aspects of babies and young children's development including how they are able to manage their emotions and communicate their feelings.

5.1.2 We will develop a package of support for Parent/Carer Education, focused on developing early language for babies and preschool children in and around the home. The Family Hub service will expand the access to this support across the Family Hub network to ensure the knowledge to provide appropriate advice and support is well understood across communities. This will include the sharing of a range of tools, resources, and knowledge. As part of the Family Hub model, development of evidence-based home learning programmes will be implemented such as Early Talk Boost, and Making it Real.

5.1.3 BBC Tiny Happy People is being rolled out to families and 3-4 year old BookStart packs will be distributed to nursery's in targeted areas.

5.1.4 We will run parenting support groups for children, young people and their families who would be affected by:

- Domestic abuse
- Emotional health and wellbeing concerns

- Low early childhood attachments
- Difficulties in developing play and engagement with children
- Social, emotional and behavioural complex needs

5.2 Preparation and support for pregnancy and parenthood

5.2.1 The Parenting Education offer will provide parents/carers with knowledge to support their child's development from birth through to adulthood. This includes a good awareness of infant, child and adolescent development and the positive parenting skills required at each stage of their development.

5.2.2 Family Hub services will work with parents and carers to identify how they would like to learn more about child and adolescent development and include this in the procurement of digital learning opportunities.

5.2.3 We will use evidence based parenting programmes including Triple P (positive parenting programme) and Solihull (understanding children's behaviour), to support parents of younger children to look after themselves and build their confidence as a new parent and make friends and support their bonding with their child and understanding how to support the healthy development of their child(ren).

5.2.4 We will continue this support for parents/carers throughout their children's development by supporting them with key areas such as child/parent-carer relationships, sleep and healthy routines, child development and understanding and managing common ailments.

5.2.5 We will deliver parent/carer group support activity that emphasises the importance of communication, play and growing together.

5.2.6 As children develop into adolescence, we will structure our support accordingly to support them and their parents/carers to address areas such as online harm & safety, child and adolescent development, support for young people with anxiety and emotional wellbeing, and child to parent violence.

5.2.7 Within our Family Hub services consultation feedback, key themes were identified in relation to access to advice and guidance for parents/carers including:

- 73% of those responding wanted access to information on online safety,
- 69% of those responding wanted information and signposting to emotional wellbeing and mental health services.
- 73% of those responding wanting information and support for parents/carers with older children.

5.2.8 Our digital offer will include advice for parents/carers and signposting to relevant external support services the offer advice on online safety and KCC's mental health support.

5.3 Enhanced Infant Feeding Support

5.3.1 We will offer all families an information session before a child is born, a virtual infant feeding session in the early days after birth and an offer of weekly sessions until the infant is 12 weeks old.

5.4 Infant Feeding and Perinatal Mental Health (PNMH)

- Responsive feeding animation films developed and available for families to access via this weblink: family.kentcht.nhs.uk/responsivefeeding which will be included in our digital advice and support offer so families can easily access. We will also work with practitioners to further develop their knowledge to enable them to promote this offer.
- Breast pump loan scheme for electric devices launched alongside hand pump scheme targeted at families eligible for Healthy Start, given out by health visitors.
- Baby Friendly Initiative (BFI) training to improve advice on responsive feeding for early help support workers and health visitors. The advice will be provided within group work with parents and through family home visits.
- Trial scheme for nursing bra e-voucher targeted to women eligible for Healthy Start, launched in August 2023 in our most deprived districts Thanet, Dover, Swale, Folkestone and Hythe and Gravesham to improve breastfeeding rates in targeted areas.
- More breastfeeding friendly spaces in the community through engagement of businesses with provision of a toolkit and grant scheme.
- Developed support videos for perinatal mental health to be uploaded to the Start for life website:
 - general awareness for the public (translated into 5 languages and BSL)
 - non healthcare support workers
 - healthcare workers
- Communications planned via social media campaign and service to disseminate.
- Developed PNMH guide for non-health and clinical professionals containing all the local service staff. Professionals are utilising the guide to appropriately signpost families to the correct service.
- “Release the pressure” telephone support service provided for families experiencing PNMH.

5.4.1 Awareness development training for practitioners working within our Family Hubs to enable them to support parents/carers in developing and strengthening the parent infant relationship and attachment with their child. This initially will form part of the ongoing support and delivery for our most at risk families before being rolled out county wide to support all families who access our universal offer.

5.5 Perinatal Mental Health

5.5.1 Our offer for perinatal mental health and wellbeing will be focused on community-based support for mothers, fathers and their wider support network to provide advice, guidance tools and other resources to self-manage their needs and to be supported by their partners/family/friends. Family Hub staff will be trained and upskilled to advise and discuss perinatal mental health with mothers, their partners and the network, and as part of our partnership working approach, signpost to those within the health service, who will have enhanced level training if their needs increase.

5.6 **Enhanced support for children and young people with Special Educational Needs and Disabilities (SEND)**

5.6.1 Our Family Hub model enables us to better support children and young people with SEND and their families at an earlier point working with them in their local communities. Following our Ofsted / CQC revisit in September 2022, partners across Kent are working together to transform SEND services, which is set out in our SEN area Accelerated Progress Plan:

5.6.2 We will align our Family Hub model with the SEND local offer. The SEND local offer is being developed to include a range of SEND Information Advice and Guidance Roadshows that are based on the premise that supporting families to access support and information when they need it will empower them to find and access help earlier. This advice and information will be available within Family Hubs without needing a diagnosis, assessment plan or lengthy waits and free at the point of access. This service will develop as part of our Family Hub development.

5.6.3 We will work closely with the Kent Portage team to further develop access to inclusive play activities; for example, additional sensory activities will be developed alongside the Home Learning Environment support.

6. **Test Sites**

6.1 During the Family Hub consultation, we tested the Family Hub model in our two commissioned Children's Centres (Millmead in Margate and Seashells in Sheerness). These centres were selected because they are based in areas where existing health outcomes are lower than in other areas of Kent.

6.2 Both centres were testing a whole family working approach and focused on the integration of services. A range of additional services were offered to the centres. These are outlined below:

- A new video stream promoting all Live Well Public Health services, including smoking cessation at the point of reception/waiting areas to promote family wellbeing services
- Enhanced signposting and advice on family health services through new Making Every Contact Count (MECC) trained champions
- Information session for new parents to access Healthy Start vouchers and new Kent Maternity Wear vouchers to promote our infant feeding aims

- Family workshop to providing Breast Pump Demonstration with supported conversation to encourage breastfeeding (this includes the access to breast pumps) –
- New advice from the Money Guiders programme from staff to give correct money guidance, including giving complex technical information
- Enhanced advice on oral health, food champions
- Reducing Parental Conflict during activities and interventions
- Developed and disseminated a perinatal mental health guide for non-health and clinical professions and gave to staff at both sites
- Developed Breastfeeding Champions with enhanced knowledge from specialist infant feeding service
- Provided sexual health advice for parents and young people accessing services

- 6.3 Within the Kent Communities Need Framework, both test sites were identified as requiring a Family Hub service. In order to better understand the lived experience of parents, focus groups were held in the test sites to help us further develop the Family Hub model proposals. This feedback was considered in developing the options.
- 6.4 Parents described their parenting challenges as concerns about online safety. They voiced that ‘kids can access everything’. Other parenting challenges included money concerns, childcare costs, children’s behaviour, lack of SEND support and needing support for siblings of those with SEND.
- 6.5 The feedback identified the following services that would help, food pantry, exercise equipment, opportunities for physical activities, family activities, mental health services for adults, children and teenagers.
- 6.6 Families also shared that having a safe and welcoming space was important to them, alongside building good relationships with staff. Parents valued signposting, opportunities to meet with staff face to face and being able to access different professionals. It is important to parents that services are easy to get to, and that services are accessible online if they can’t get to a building.
- 6.7 Parents are supportive of outreach services but felt they would need longer to make a connection with staff. They like ‘pop-up’ services which provide signposting, and suggested using churches, schools and other community spaces.
- 6.8 Feedback from parents around online services identified that they are not accessible to everyone and shared concerns that online services were a gateway to removing face to face services. Online services that parents would like to see include how to inspire your child to be creative, information such as checklists, milestones for children, teenage health, potty training, print out for colour in nature trails, information on good nutrition and cooking skills.
- 6.9 Parents identified the following professionals and services as those that they would like to see in Family Hubs; midwives, maternity assistants, sexual health,

mental health, play services, citizens advice bureau, health visitors, youth workers with experience of different ages, Domestic Abuse (DA) help and awareness, addiction awareness and financial services and signposting.

7. Delivery Model

- 7.1 Family Hub services will be delivered through a number of different avenues. This will include face-to-face, a digital offer and community outreach. Our Family Hubs will offer a one stop shop for advice and information for children and their families.
- 7.2 The Family Hub approach delivers joined up whole family services across each district. This model will be used to strengthen our arrangements with co-located partners and ensure a consistent model for Start for Life partnership across the county.
- 7.3 The model will strengthen the arrangements with health visiting and community midwifery to ensure through co-location and system arrangements, we work towards a family only needing to tell their story once.
- 7.4 Every Family Hub provision will be managed across a district, and staff will continue to work across the range of Family Hub sites ensuring that each location is appropriate for the services at that site. For example, appropriate spaces for adolescents, ensuring that services on school sites maintain safeguarding requirements, and ensuring support services to families, such as debt and welfare advice or parental conflict are delivered in an appropriate space maintaining privacy of participants.
- 7.5 Family Hub sites in each district will deliver a range of Start for Life and partnership services and will work with the voluntary and community sector to provide access to a wide range of services.
- 7.6 **Face to Face**
 - 7.6.1 Our face-to-face offer will be similar to what Kent residents will recognise within our current provision. It is the opportunity to attend a Family Hub site as and meet with a practitioner in a physical location, either in a 1-to-1 capacity or in a group setting. This could include, for example, meeting with a midwife, health visitor, a Family Hub coach or community volunteers or attend an activity. Family Hubs will provide a one stop shop for all children and families and provide advice and information as well as providing a number of supports and services.
 - 7.6.2 According to the consultation, of the three delivery media in relation to accessing our Family Hubs, face to face is the most popular with 90% of consultees responding indicating they feel comfortable with this access route. 76% of those responding indicated they would be comfortable with accessing information services online. 55% of those responding indicated they would be comfortable with accessing via a digital offer (e.g., groups, course, live chat).
 - 7.6.3 The main reasons put forward by those responding for lower comfort levels with digital access were a preference for face to face / in person approach, anxiety /

feeling awkward, limited / no access to internet / equipment and a perception that face-to-face access is more effective.

7.6.4 Some example verbatims from those responding supporting face to face can be found below:

- *“Because people need to speak to each other in person and have that human contact and relationship if the work is to be meaningful and purposeful.”*
- *“Too much emphasis is now towards online services - it is lazy, not compassionate or effective and does not capture the real person that would be face to face.”*
- *“I don't feel that online engagement delivers the best outcomes for those in need. It is a cheap shortcut to delivering services.”*
- *“Because they are not specific enough to each individual's needs and they feel like a cop out for providing real support to those in need. There is not easy, real-time way to feedback how useful/not useful they are.”*

7.7 Digital Offer

7.7.1 Our proposed digital offer will act as central point of advice, information and guidance for parents, carers, young people, our Family Hub workforce and colleagues across the Family Hub network including our volunteers. As outlined in our consultation our digital offer will provide:

- Improved access to information – through designing digital and telephone offers and using digital tools to better promote information and advice on supports and services available.
- Digital services – through better promotion of what is available for children and their families, delivery of online parenting programmes through better use of social media and inclusion within community forums.
- Digital access to parent and carer panels and digital tools

7.7.2 Outreach provision will include a digital offer supported by face-to-face sessions from practitioners, volunteers or other local community services. We envision our digital offer being utilised by families and accessible to anyone with caring responsibilities for a child or young person. The Family Hub digital offer will be easy to navigate and access and provide the range of information and advice. We are currently developing our digital offer and will co-design the provision with our parent-carer panels and further engagement with wider stakeholders, including children and young people.

7.7.3 Information will be in “bitesize format” supported by audio visual content to make this more engaging and expand access and will include advice and guidance around further support and self-help techniques.

7.7.4 Some examples from the consultation verbatims from those responding supporting digital can be found below:

- *“I felt a bit anxious when it was my first time doing live chat online but once you get that first time out of the way it becomes a lot easier! Personally, I don't think that people just get anxiety because it's a virtual online chat - I think that most people feel this way when they are doing something new e.g., first day of new job/new course, or first driving lesson or first time on aerospace etc...”*
- *“I have an extremely busy job, prefer to do it from the comfort of my house in my time.”*
- *“It's a step to overcome to excess help and support. Online might be easier but talking in person might be giving better results.”*
- *“Sometimes anxiety can cause me to not want a face to face.”*
- *“I think I am just more use to online things.”*
- *“It's comfortable to do online for me because don't need to go anywhere and especially my child is autistic and our days depend on day.”*

7.7.5 For balance, there were comments from people who would like only a face-to-face service, which can be found below:

- *“Continue as much contact face to face and through groups as possible this is what families need to avoid mental health difficulties.”*
- *“Making sure that face-face opportunities are still available. Parenthood can be isolating and it is important that there are chances for parents to engage with each other and professionals. Sometimes people do not know they need help and therefore if more services are online they require the knowledge and desire to seek these services, rather than being around professionals who might be able to see and sign post.”*

7.8 Community Outreach

7.8.1 There are four specific categories of need that have been identified through a data driven approach, as areas of focus within the Family Hub model that indicate a requirement for outreach provision within the community.

- i) Specific ‘edge-of-town’ communities falling outside the 20 min walking distance but high proportion of families and young people living in deprivation sitting outside the boundary and therefore ‘0-19’ outreach activity is required.
- ii) Larger communities ‘whole towns’ that see a high cumulative 0-19 deprivation linked need across the whole area but not enough to warrant a whole building.
- iii) Rural communities with high levels of deprivation that may otherwise be cut off, with cumulative level of need requiring specific 0-19 outreach provision.
- iv) Areas where specific flexible detached youth provision is required – often ‘in the field’ and not linked to specific building locations.

7.8.2 Outreach work in the community within the Family Hub model will be delivered across both urban and rural localities informed by need/data. Outreach is community-based provision, delivered in non-Family Hub sites e.g., libraries, community centres and may take place in family homes (for example health

visitors attending a family home). It will not be possible to have a Family Hub site in all localities, particularly in rural areas with low population density as outlined within the Kent Communities programme. Outreach delivery will improve reach to isolated and/or vulnerable communities through its flexibility/agility in responding to need and not being tied to a physical Family Hub site location. In these cases, the Family Hub offer will be delivered from existing community buildings e.g., libraries, halls, as well through a digital offer with the nature of delivery varying and informed by local need and data. The need/type of outreach provision will be reviewed on a regular basis, examples include:

- Practitioners delivering targeted groups/activities from locations such as community halls and libraries.
- Joint work with community and health partners
- Practitioners working alongside existing groups, such as toddler groups on a regular basis to extend the reach/access to information, advice, and guidance.
- Practitioners holding drop-in surgeries/sessions to provide 1 to 1 signposting and support.
- Practitioners holding targeted virtual groups and activities online.
- The frequency of outreach and rural delivery will be determined by need and data, and in some cases may be weekly, monthly, or termly.

7.8.3 From the consultation, when asked to indicate what other services should be available for children, families and young people through the Family Hub network, the most common suggestion put forward by those that responded was a place specifically for teenagers / activities for teenagers / support for teenagers / youth activities (32% of respondents). Within every district there will be a space that is accessible and identifiable as a delivery space for young people. This may be in co-located buildings with other services or in a Family Hub site. KCC are committed to working with the VCS, faith groups and the community wherever possible, to provide activities and support for teenagers are available throughout the county. These activities and supports will not always be provided by KCC staff.

8. Options For Consideration

8.1 Following the public consultation and review of the responses received, a range of options for consideration are detailed below:

8.2 Option 1: Do not implement the Family Hub model

8.2.1 This would mean the Local Authority would not meet the minimum expectations set by the DfE in accordance with the Memorandum of Understanding, with the associated risk of losing c£11m of additional funding. If this were to occur, we would not be able to offer any additionality to our existing services.

8.3 Option 2: Deliver the mandatory enhanced services set out by the DfE

8.3.1 We will continue to deliver a 0-19 (25 SEND) Family Hub model offering enhanced services only in the DfE mandated areas set out in the following Key Decisions taken by the Cabinet Members for Integrated Children's Services and Adult Social Care and Public Health;

- Infant Feeding 23/00076
- Parenting Support - 23/00081
- Home Learning Environment - 23/00082
- Perinatal Mental Health - 23/00075

8.3.2 Families will still have access to Family Hub staff members who will be able to offer them assistance in finding the help that they need to access local services through signposting only.

8.3.3 If we proceed with this option, we will meet the grant requirements for the DfE, as set out in Appendix 2.

8.4 Option 3: Wider Family Hub offer

8.4.1 We will continue to deliver a 0-19 (25 SEND) Family Hub model offering enhanced services in the DfE mandated areas set out in the following Key Decisions taken by the Cabinet Members for Integrated Children's Services and Adult Social Care and Public Health;

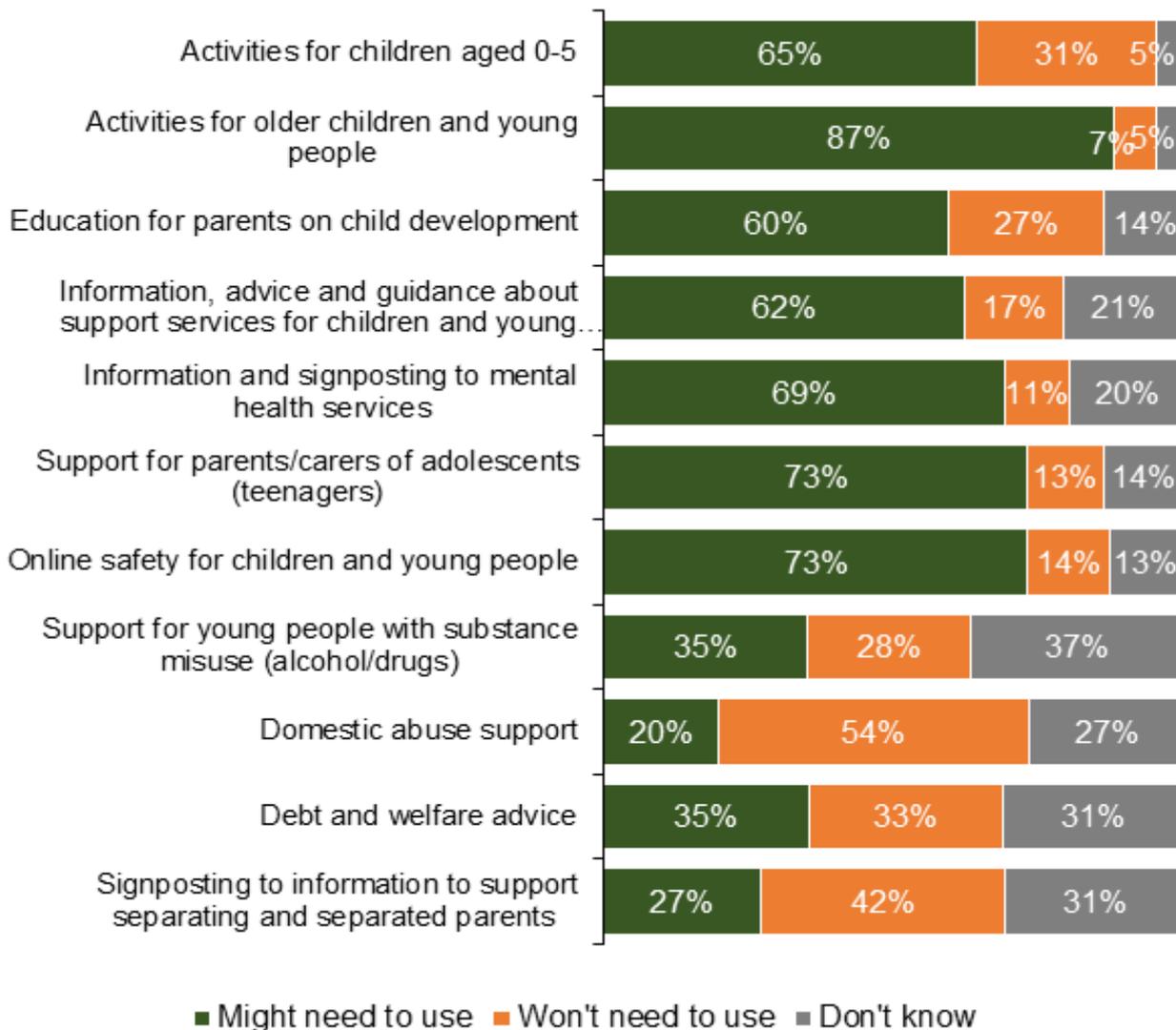
- Infant Feeding 23/00076
- Parenting Support - 23/00081
- Home Learning Environment - 23/00082
- Perinatal Mental Health - 23/00075

8.4.2 In addition, we will offer the 7 services we consulted on below that service users felt they might most use. These will be delivered by Family Hub practitioners, through enhanced and additional modes of delivery, in each district throughout the county. We have used the consultation data and the design of the Family Hub model to allow residents to access services in a way that suits their preferences and fits in with their lifestyle wherever possible; for example, some consultees clearly prefer face to face groups and appointments, however some consultees stated they find it easier to access information online and talk to experts virtually. Young people had a very clear voice in our consultation and had a clear preference for face to face delivery which we have taken into account.

- Education for parents on child development
- Activities for children aged 0-5
- Activities for older children and young people
- Information, advice and guidance about support services for children and young people with Special Education Needs and Disabilities (SEND)
- Information and signposting to mental health services (children and adults)
- Support for parents/carers of adolescents (teenagers)
- Online safety for children and young people

8.4.3 As you can see from the data below, we saw a very clear gap in the preference for services that consultees said they might use in the future.

Which of the following do you think you might need to use in the future?



SUPPORTING DATA	% might need to use	% won't need to use	% don't know
Activities for children aged 0-5	65%	31%	5%
Activities for older children and young people	87%	7%	5%
Education for parents on child development	60%	27%	14%
Information, advice and guidance about support services for children and young people with Special Education Needs and Disabilities (SEND)	62%	17%	21%
Information and signposting to mental health services	69%	11%	20%
Support for parents/carers of adolescents (teenagers)	73%	13%	14%
Online safety for children and young people	73%	14%	13%

Support for young people with substance misuse (alcohol/drugs)	35%	28%	37%
Domestic abuse support	20%	54%	27%
Debt and welfare service	35%	33%	31%
Signposting for information to support separating and separated parents	27%	42%	31%

8.4.4 If we proceed with this option, we will meet the grant requirements for the DfE, as set out in Appendix 2.

8.5 Option 4: Deliver a Family Hub model through a developed Family Hub Network. Our preferred option.

8.5.1 KCC will continue to deliver a 0-19 (25 SEND) Family Hub Model offering enhanced services in the DfE mandated areas set out in Key Decisions taken by the Cabinet Members for Integrated Children's Services and Adult Social Care and Public Health;

- Infant Feeding 23/00076
- Parenting Support - 23/00081
- Home Learning Environment - 23/00082
- Perinatal Mental Health - 23/00075

8.5.2 As outlined in option 3, the following services will be delivered by Family Hub practitioners:

- Education for parents on child development
- Activities for children aged 0-5
- Activities for older children and young people
- Information, advice and guidance about support services for children and young people with Special Education Needs and Disabilities (SEND)
- Information and signposting to mental health services (children and adults)
- Support for parents/carers of adolescents (teenagers)
- Online safety for children and young people

8.5.3 In addition to these, we will also ensure that the remaining 4 services (which are outlined below) are accessible through the Family Hub model. The additional specialist services in option 4 will be delivered through partnership working with the VCS and partners (the Family Hub Network). We have outlined each service and the changes applicable for each option in appendix 3.

- Support for young people with substance misuse (alcohol/drugs)
- Domestic abuse support
- Debt and welfare advice
- Signposting to information to support separating and separated parents

8.5.4 Option 4 does not include an exhaustive list of services, however, feedback from the consultation showed these specialist services were required by some

parents and are included because they are reflective of our understanding of the needs within our districts to reduce harm to children.

8.5.5 We do currently deliver these services in partnership across districts, however the access to services varies between each district and we want to ensure there is consistency for services users across Kent.

8.5.6 Option 4 is our preferred option because we recognise the importance of all 11 services following feedback from the consultation and within our Family Hub model we are in a position to offer, in an innovative and consistent way across the county, to deliver joined up services to meet the need of children, young people and families.

8.5.7 If we proceed with this option, we will meet the grant requirements for the DfE, as set out in Appendix 2.

8.6 Regardless of the level of service option chosen, all four Family Hub options will be deliverable within each of the five KCP options.

9. Kent Communities Consultation Links

9.1 Earlier in 2023, prior to the Family Hub services consultation a Kent Communities consultation was carried out, looking at the KCC estate. This consultation is linked to the Family Hub consultation as it will inform the buildings the Family Hub model will utilise. The options for the physical buildings the Family Hub network use will be informed by the Key Decision for Kent Communities. KCC will reconfigure existing standalone Open Access inhouse services into a whole family approach model for infants, children, young people and their families aged 0 to 19 (25 with SEND)".

9.2 We have included below a summary of the responses to the Family Hub model proposal, from the **Kent Communities consultation**:

9.2.1 Consultees were also given the opportunity to provide any comments in their words on what they believe to be important to consider when transitioning to the Family Hub Model. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the table below. 34% of consultees provided a comment at this question.

9.2.2 The most important consideration put forward by consultees for consideration of the Family Hub transition is users being able to get there / travel there / location (46%). This includes consideration that some would prefer to, or only be able to, walk to reach the location or access via convenient and reasonably priced public transport.

9.2.3 This is followed by ensuring access is possible for everyone that needs to (with consideration to different age groups / demographics and possible needs - 27%). This includes provision of service for all concerned and the equipment / space setting / staffing for all needs.

9.2.4 24% of consultees commented that they believe it is important that individual services provided under the Family Hub offering isn't diluted / remains distinct for each user group.

9.2.5 21% of consultees expressed concerns about the suitability of proposed space / buildings for the services under consultation and 18% expressed concerns about the compatibility of the range of services being provided in one place.

9.3 We support the Kent Communities options proposals. It is important to note that utilising a higher number of Family Hub buildings (sites) that we have to integrate into the model will have a staffing cost implication that will affect savings outlined in our Medium Term Financial Plan (MTFP). All four Family Hub options will be deliverable within each of the five KCP options.

10. Financial Implications

10.1 The Family Hub Grant from the DfE totals to £11,051,715 over a 3-year period and is distributed across a number of mandatory programme strands.

10.2 The transformation project is entirely funded by DfE grant monies, but long-term service delivery will have to be funded through base budget. Therefore, the model must be sustainable and this has influenced the model development.

10.3 Overall Grant allocation by DfE funded areas:

Programme Strand	Total Grant
Family Hubs Transformation Funding - PROGRAMME	£2,314,483
Family Hubs Transformation Funding - CAPITAL	£578,559
Parent-Infant Relationships and Perinatal Mental Health	£3,162,147
Parenting Support	£2,032,065
Infant Feeding	£1,271,332
Early Language and Home Learning Environment	£1,325,435
Publishing the Start for Life Offer	£184,695
Parent and Carer Panels	
Trailblazer	£183,000
Total	£11,051,715

10.4 Existing Service cost:

10.4.1 The current affected service cost is £11.9m. This includes a range of different funding streams including Public Health and the Dedicated Schools Grant (DSG).

11. Legal implications

- 11.1 KCC entered into a Memorandum of Understanding (MOU) in October 2022 towards becoming a Family Hub Authority and Key Decisions were taken as part of that process. Consideration has been given to KCC's statutory duties and will continue as the project is implemented.
- 11.2 KCC has engaged external legal advice and Counsel to support the review of the key processes and documents. Advice has been provided to the operational team on an iterative basis and advice provided to decision makers. The legal risks will need to be balanced against the requirements of the Programme and wider benefits of implementation.
- 11.3 The new model, linked with the Kent Communities Programme decision, involves a reduction in sites, for which a consultation was completed and consideration about such changes have been taken into account as part of the decision process.

12. Equalities implications

- 12.1 Initial assessment and Equalities Impact Assessment (EqIA) has identified negative implications on young people within the Age, Disability, Sex, Race, Pregnancy and Maternity Protected Characteristics because the linked decision with Kent Communities programme will result in a reduction in the number of buildings available for service users.

13. Governance

- 13.1 The Family Hub programme delivery will be an iterative process. The decision required is agreement to the initial transition from existing Open Access to the new Family Hub approach across a reduced estate map (as per KCP decision). The decision also confirms the Family Hub grant spend across the lifetime of the programme.
- 13.2 Ongoing development work and detailed implementation planning will be delegated to the Corporate Director in consultation with the Cabinet Member for Integrated Children's Services.

14. Recommendation

- 14.1 Cabinet is asked to agree the proposed decision to:
- a) Approve the implementation of the Family Hub model in Kent, as per the arrangements set out in the report.
 - b) Approve the development and delivery of the workstreams detailed within the Start for Life and Family Hub programme.
 - c) Confirm the viability of the Kent Family Hub Model within any estate map outlined within the Kent Communities Programme.
 - d) Delegate authority to the Corporate Director for Children, Young People and Education (CYPE), in consultation with the Cabinet Members for Integrated Children's Services and Adult Social Care & Public Health, to undertake the detailed service design and delivery within the relevant estate map, as determined via Kent Communities Programme decision-making.
 - e) Delegate authority to the Corporate Director for CYPE to take other necessary actions, including but not limited to entering into relevant contracts or other legal agreements, as required to implement the decision.

15. Appendices

1. Full Consultation Report including an executive summary
2. Annex E: Family Hub Model Framework
3. Options Service Table

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