



Children's Centre's Services Independent Review 2023 **Summary**



Prepared by Place Group
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Summary Report

Introduction

An independent review of the City of London's Child and Family Centre Services took place in the summer of 2023. The independent review was completed by Place Group, who were appointed following a competitive tendering process.

The purpose of the independent review was to evaluate the current services provided by the Children's Centre services and to identify future options for delivery in the context of the national move to a Family Hub model. A comprehensive report outlining the findings of the review was presented to the Head of Service - Education & Early Years at the City of London Corporation in September 2023.

The engagement and analysis for the independent review was undertaken during the period early April 2023 to mid-July 2023. The key findings of the review and its strategic recommendations were informed via a methodology which incorporated the following elements:

- An online survey with local parents and carers
- Open consultation meetings
- Consultation and engagement with stakeholders, providers, educators and professionals through structured interviews
- Analysis of relevant financial information
- Analysis of relevant monitoring and metric data – including such data collected by the City Child and Family Centre
- Analysis of delivery and commissioning models of neighbouring London Boroughs.

The background context includes that the City of London has a resident population of approximately 8,760 residents, found in densely populated pockets of the Square Mile primarily in four housing estates. The resident population, found within 4,400 households, has grown slowly over the last decade and there are consistently circa 50 to 60 new births in the City of London each year.

Population forecasts show that overall there will be a decline in the number of 0–14-year-olds resident in the City from 2023 to 2030. This is common to most London Boroughs, with only two of the 32 London Boroughs seeing a different trend (the Royal Borough of Kingston on Thames and the London Borough of Croydon).

However, this forecast is likely to be affected by the forthcoming new Local Plan, called City Plan 2040 (previously City Plan 2036) which sets out the future development of the City of London. It reiterates the requirement that the local authority deliver 1,460 new homes during

the period 2019/2020 to 2028/2029, with the annual average rate continuing beyond 2028-2029 until such time as the Greater London Plan is further reviewed.

These 1,460 new homes will, in all likelihood, incorporate a number of new families as well as young professionals with no children, and this could therefore offset the population trend that has been predicted by the GLA.

As a result of the above, Children’s Centre services delivered via The Aldgate School will continue to have a pivotal role in serving the local City of London community.

The Aldgate School has hosted a Children’s Centre since 2002. Over those 21 years the Children’s Centre has supported local children and families with 0-4 year olds and a delivery model has evolved whereby the Centre combines the Children’s Centre services provision for the City of London with the nursery and reception classes of The Aldgate School. The nursery provides full and part time day care for children aged from 12 weeks and is open 48 weeks a year from 7.45am to 6.00pm.

In 2018, the City of London initiated a review of its Children’s Centre services and a recommendation from this review was that it moved from a single centre to a ‘Hub and Spoke’ model. The new model, established in October 2019, included the City of London Child and Family Centre as a hub, with other centres such as the community libraries and then site of the Museum of London as spokes/delivery centres.

Developing national and regional policy

In March 2021, the Government announced a national initiative which will necessitate national, regional and local change: The Family Hubs and Start for Life programme.

This programme will help to address Government commitments that were outlined in the report: The best start for life: a vision for the 1,001 critical days, and will support the creation of a network of national, regional and local Family Hubs.

The Family Hubs and Start for Life programme guide outlined what local authorities, including the City of London, are expected to deliver and achieve to meet the expectations of the programme and its key objective, which is to:

‘Join up and enhance services delivered through transformed Family Hubs in local authority areas, ensuring all parents and carers can access the support they need when they need it’.

An organisation which has developed to accompany the programme’s inception is the family hubs network ¹. The family hubs network regularly publishes developing practice and progress aligned to the Family Hubs and Start for Life programme.

¹ <https://familyhubsnetwork.com/>

It can be noted that this organisation's recent evolving conclusions include:

- However good Children's Centres are, they are necessary but not sufficient in family help systems. That is why there is an emphasis on a need to draw Children's Centres into the local Family Hubs network of connected buildings, services and virtual help, at the heart of which are Family Hubs themselves.
- **Family Hubs should not just become re-badged Sure Start Children's Centres.** They should build on its "*considerable*" legacy and extend its founding vision of good quality family help, including couple relationship support, to ensure it is accessible to families not just in the early years but throughout childhood, and delivered in a relational and integrated manner.
- Rather than a costly outlay on new infrastructure, a Family Hub model should make use of existing facilities wherever possible and extends and adapts buildings where necessary.

A number of trailblazing and specifically funded² local authorities, including some of the City of London's neighbours such as the London Borough of Islington and the London Borough of Hackney (see section 7), have been establishing their Family Hubs programme model to incorporate community resources including: GP surgeries, Children's Centres, health clinics, schools, registry offices, community centres, church and faith community venues, Citizens Advice Bureaux and local libraries.

Therefore, key questions that the City of London summer 2023 independent Children's Centre review was obliged to consider was: ***how far away is the City of London from the establishment of its own Family Hub and Start for Life programme? How can the existing Children's Centre services delivery model, which has become a key community-focused dimension of The Aldgate School, evolve to best realise the potential of the programme?***

² <https://www.gov.uk/government/publications/trailblazers-for-the-family-hubs-and-start-for-life-programme>
As well as the 75 local authorities eligible to receive Transformation funding (see link above), there are an additional 12 local authorities receiving additional Family Hub Transformation Funding.

The remaining 65 local authorities - of which the City of London is included - are not eligible to receive specific Family Hub Transformation funding at this time. However, the outcomes from the additional government-funded research programmes and grants will be publicly accessible and are designed to benefit and support all 152 local authorities in developing an integrated service model.

Services that should form an effective Family Hub

The following list of services includes those recommended by the relevant Government guidance, and additional services highlighted by the Family Hubs Network:

Government Service Expectations
Activities for children aged 0-5
Birth registration
Debt and welfare advice
Domestic abuse support
Early language and the Home Learning Environment
Early Childhood Education and Care and financial support
Health Visiting
Housing
Infant feeding support
Intensive targeted family support services
LA 0-19 public health services
Mental health services
Midwifery/maternity
Nutrition and weight management
Oral health improvement
Parent-infant relationships and perinatal mental health support
Parenting support
Reducing parental conflict
SEND support and services
Smoking cessation support
Substance (alcohol/drug) misuse support
Support for separating and separated parents
Youth services – universal and targeted
Additional Services*
Adverse childhood experiences programmes
Child to violence parent programmes
Childcare advice
Community volunteers
Couple relationship support
Employment, education and adult education
Engaging fathers
Family law advice
Gambling addiction support
GP outreach
Outreach
Welfare and benefits advice

It is within this context of Government initiatives, and the changing needs of service users that the review was undertaken to ascertain current position and recommendations moving forwards.

Key Findings of the Independent Review

- 1) The review received total support from engaged stakeholders for the Children's Centre services model to evolve and progress to a Family Hub and Start for Life programme.
- 2) The majority of the London Boroughs that neighbour the City of London, including the affiliated London Borough of Hackney (from a Public Health and health needs perspective), have an in-house commissioning model for their evolving Family Hub programmes.
- 3) The City of Westminster, like the neighbouring City of London, is not one of the designated 75 local authorities that is receiving funding to support the transformation to a Family Hub model. However, that borough has actively pursued such a course of action as an early trailblazer.
- 4) There existed among stakeholders, professionals, educators and providers a view that any eventual City of London Family Hub and Start for Life programme should prioritise the achievement of enhanced early help and intervention, including through strengthened communication and joint working involving the City of London's own Early Help service.
- 5) As an outcome of the review, and the models of practice analysis, it is evident that the City of London Libraries service should have a continued, though magnified, role with regard to a localised City of London Family Hub and Start for Life programme, including from the perspective of satellite provision and connecting an all-age continuum of provision.

Recurrently, those that engaged with the review believed that consideration should be given to certain spaces and resources within the City of London that could viably offer alternative sites as part of an extended Family Hub and Start for Life programme, with two recurrently cited venues being perceived to be (a) Artizan Library adjacent to Middlesex Street estate and (b) Golden Lane Community Centre.

- 6) There existed among parents/carers, stakeholders, professionals, educators and providers engaged a view that a future City of London Family Hub and Start for Life programme delivery model should have a significant health services theme, including a pronounced focus on:
 - immunisation;
 - peri-natal mental health and
 - advice on infant feeding.
- 7) There was also evident support for a stronger partnership with the Child and Adolescent Mental Health Service Alliance for young people in City and Hackney, due to the increasing incidence of SEMH needs within both localities.

- 8) There existed among parents/carers, stakeholders, professionals, educators and providers a belief that any future City of London Family Hub and Start for Life programme should be a pivotal element of the City of London's SEND Local Offer for 0-25 year olds, including as a first point of access for carers and young people aged 19-25 years with SEND.
- 9) As an outcome of the engagement phase of the independent review, there was a notable disposition among certain parents/carers for them to support the transformation towards a Family Hub and Start for Life programme/delivery model, including via them being members of a dedicated parent/carer panel. As an outcome of the question included in the engagement phase online survey, i.e. '*would you be interested in being part of an advisory panel to help shape the City of London's Start for Life offer?*', 30% of responding parents/carers have stated that they would be.
- 10) A recurrent belief among relevant parents/carers, stakeholders, professionals, educators and providers consulted for the review was that the physical indoor space that the City Child and Family Centres currently occupies is too limited and that a journey to evolve to a Family Hub and Start for Life programme could necessitate a tangible need for a greater degree of resource and indoor space, including aligned to the themes of both programme management/administration and delivery.
- 11) A recurrent belief among relevant stakeholders, professionals, educators and providers was that *extended* adult education opportunities, including those that can help to strengthen local families, through their education, skills, qualifications and resilience, should be a priority of any eventual City of London Family Hub and Start for Life programme.
- 12) A number of both parents/carers and relevant stakeholders, professionals, educators and providers believed that youth services in the City of London could and should be energised by any eventual Family Hub-themed future delivery model, and that young people will need to feel attuned to accessing such a provision and not deterred by any misconception that it was not co-aimed to their cohort.
- 13) The engagement phase of the review indicated that the 5 most frequent **early health** issues that parents state that they envisage requiring help and support within future years were (in order of frequency):
 - Breastfeeding
 - Child's physical health and wellbeing
 - Parent's physical health and wellbeing
 - Establishing and cementing sleeping routines
 - Mental health and wellbeing

14) Evidence from other local authorities and an analysis of advised good practice by national forums indicates that there could be a cost attached for any change from a Children’s Centre delivery model to a Family Hub and Start for Life programme delivery model, including in relation to:

- Staffing, salaries, equipment and travel
- Commissioning
- Marketing and revised branding
- Parent and Carer Panel initiation
- Consultation and engagement
- Family Hub and Start for Life programme website development

15) A number of London Boroughs have been initiating and/or recruiting to a Family Hub Senior Project Officer/Family Hub Transformation Officer role which incorporates a significant change management responsibility.

Strategic Recommendations of the Independent Review

The findings of the review also informed a commissioning model options analysis and series of **recommendations** regarding the future delivery model of the Child and Family Centre services as follows:

Three Options for a future delivery and commissioning model

Option A	Option B	Option C
<p>City of London takes on leading the development of a Family Hub (type) programme and they become the (in-house) responsible delivery authority.</p>	<p>A joint commissioned: partnership-themed mixed <i>delivery</i> Family Hub (type) model, which:</p> <ul style="list-style-type: none"> (a) Brings certain services in-house to City of London (b) Transfers strategic and delivery oversight away from one single (commissioned) organisation 	<p>Extending the contract of the existing delivery/ commissioning model providers - i.e. The Aldgate School - or undertaking a re-commissioning process for such an external provider to deliver a Family Hub (type) model</p>

Additional key recommendations relate to how the City of London might move successfully towards a future Children’s Centre services and Family Hub delivery model, to best meet the needs of its local residents – i.e.:

Recommendation (1)

Evidence accumulated for this review indicates that the majority of local authorities in England and London (including the boroughs that border the City of London) are establishing a Family Hub and Start for Life programme/commissioning model. The majority of incidences of local authorities/London Boroughs establishing such a model involve an in-house commissioning model.

Some local authorities have already implemented an in-house commissioning model for their Family Hubs, whereas others are at a consultative and planning stage. A number of these local authorities/London Boroughs are merging their workstreams/programmes for children and families and aim to have one commissioned in-house service.

It is therefore recommended that the City of London also, like the majority of other English local authorities and London Boroughs, including the closely aligned London Borough of Hackney, could consider establishing a complementing and transformative in-house, local authority-vision driven Family Hub and Start for Life programme/model.

Progression towards an in-house commissioned model for its Family Hub and Start for Life programme/model would enable the City of London to utilise its own resources and expertise, including for example, through its Early Help Service, to meet the Family Hub model specification, to also support families with 5-19 year olds and those families with 19-25 year olds with SEND³.

Recommendation (2)

Evidence gathered for this review indicates a significant incidence of library resources being utilised by other local authorities as an additional approach to reaching local families of 0–19-year-olds and families that have 19-25 year olds with SEND, as part of a transformative Family Hubs and Start for Life programme. This has included utilising local authority library spaces as one of a number of active locations aligned to such a programme.

The City Child and Family Centre already has good connections with the City of London libraries - and as an outcome of the review, including the engagement phase, it is recommended that any progression towards a Family Hub and Start for Life programme incorporates:

- involving the library service in planning for the development for a Family Hub programme
- clarifying the associated library offer within the wider delivery model
- Including a Family Hub and Start for Life programme *library offer* in communications to families

³ The City of Westminster - like the bordering City of London - is *not* one of the designated 75 local authorities that is receiving funding to support the transformation to a Family Hub model. However, that borough has actively pursued such a course of action as an early trailblazer.

- recognising the library service as part of the local speech and language pathway
- further cementing the City of London library team/staff as part of the wider children and families workforce.

Recommendation (3)

The review has highlighted that assisting a move to a Family Hub model would require a significant degree of transformation, transformative thinking and change management - including in terms of the senior leadership of an associated Family Hub and Start for Life programme team.

Aligned to the approach undertaken by national local authorities, if the City of London did decide to develop a Family Hub and Start for Life programme, a key managerial role is needed and would require a notable degree of transformative co-ordination and change management experience, in order to steer the initial stages of the re-organisation of the City Child and Family Centre delivery model.

An associated community outreach role would also require consistent engagement with local families resident in all geographical areas of the City of London to ensure their voice was heard and that they played an active role in the co-production of the transformation process. At this stage, it is critical that this aligns with proposals for the development of the neighbourhood model – City and Hackney Health.

Recommendation (4)

Governance and rigor of oversight will be a key consideration for the development of a City of London Family Hub and Start for Life programme, including to oversee the generation of momentum. There is evidently a very notable degree of support among local stakeholders, professionals, educators and health service providers for the establishment of such a programme.

It is therefore recommended that the Reference Group, that has been established to support, inform and supervise the independent review, evolve so as to become a Transformation Steering Group, with it retaining its representation from key partners including: The Aldgate School, Early Years Providers, City and Hackney's Public Health team, the City of London's early help team, the City of London Adult Learning and Skills Service and City of London Community Libraries. The steering of the transformation would also benefit from the establishment of a Family Hub Parent and Carer Panel, which would also feed into ongoing governance of the City of London Family Hub and Start for Life programme.

Recommendation (5)

A transformation to a Family Hub and Start for Life programme/delivery model will require an enhanced emphasis on the reporting of outputs and outcomes - and ongoing impact evaluation. The Department for Education (DfE) Family Hubs programme guidance ⁴sets out how: *“monitoring and reporting is an important element of tracking spend and the delivery of outcomes, as well as spotting where LAs may need more support, or where they have good practice that could be shared with other local authority areas. Management information*

⁴ <https://www.gov.uk/government/publications/family-hubs-and-start-for-life-programme-local-authority-guide>.

reporting will provide us with the data we need to monitor programme delivery”.

Therefore, it is recommended that a key priority of a transformation process to a City of London Family Hub and Start for Life model is to: (a) develop more robust data sharing protocols with partners, including Public Health, North East London Integrated Commissioning Board and; (b) develop a good quality, robust and systematic approach to data collection, recording and utilisation of the Synergy Case Management system.

Recommendation (6)

Aligned to recommendations (4) and (5) above, and the conclusions focusing on priorities for action which were reported in the 2023 City Child and Family Centre Self Evaluation Framework, i.e. to:

- Continue to strengthen and establish links with key partner agencies
- Establish a strong joined up working approach with all City of London partner agencies to raise the profile of *Children Centre* and eventual Start for Life programme services,

it is recommended that a key role of a Transformation Steering Group will be to deliver stronger joined-up partnership-working. This includes:

(a) sharing monitoring data that can inform the impact on children and families; (b) increasing awareness of City of London family needs and; (c) planning responses to such family needs. A Transformation Group should ideally focus on how co-creation of a Family Hub and Start for Life programme can, including through close partnership working with the City of London and City and Hackney’s Public Health team, generate steps such as pool of resources, co-locating staff and aligning family and health themed services, including with the London Borough of Hackney’s evolving Children and Family Hubs model of delivery.

Recommendation (7)

A City of London Family Hub and Start for Life programme should retain a core outreach function, including through dedicated team member(s) who would continue to: (a) work in collaboration with other family support related practitioners and partners and; (b) prioritise steps to reach families that are resident across the whole of the City of London’s geographic area continuing to help counter a perception that the current Children’s Centre services are associated with the east of the City of London. These team members would have a key role in terms of ensuring amplified services and support were integrated and joined up and that there was a systematic approach to referral, aligned to the full Government directed portfolio of Family Hub and Start for Life programme services and activities.

Recommendation (8)

A City of London Family Hub and Start for Life programme should ideally be responsive to ongoing priorities and needs identified by service users, i.e. families, parents and carers, including those identified by such stakeholders that engaged with this review. It can be noted that these priorities and needs were recurrently:

- A need for support for challenging behaviour and a growing incidence of Social, Emotional and Mental Health Needs

- Increased support with problems associated with social isolation or a lack of extended family support
- Increased accessibility to support with breastfeeding
- Increased accessibility to support with parent and child physical health and wellbeing
- Increased accessibility to support with baby and infant sleeping routines.

Recommendation (9)

A City of London Family Hub and Start for Life programme delivery model should acknowledge a belief among those that engaged in the review - including parents, carers and guardians - that a future programme delivery model should have a significant early health services focus, including a pronounced focus on: (1) immunisation; (2) peri-natal mental health and (3) advice on infant feeding.

Recommendation (10)

A City of London Family Hub and Start for Life programme delivery model should complement and indeed enhance the City of London's SEND Local Offer for 0–25-year-olds and its early years COLTALE programme (where preparation for adulthood begins in early years), including as it would be a first point of access for carers and young people aged 19-25 years with SEND.

Recommendation (11)

The journey to evolve to a potential Family Hub and Start for Life programme could necessitate a tangible need for a greater degree of resource and indoor space, and therefore other additional City of London venues should be considered to become associated key programme venues - to complement a digital offer - with it being plausible that a range of settings (aligned to their accessibility and geography) could *include*:

- The Aldgate School
- Artizan Street Library and Community Centre
- Shoe Lane Library
- Barbican Library
- Portsoken Community Centre
- Golden Lane Community Centre
- City of London early years settings

Equality Impact Assessment

The City of London has a diverse resident community, with a number of specific communities and ethnicities resident within its area – notably the Asian Bangladeshi community resident in the eastern/Portsoken locality. It has also, recently, been home to a number of Afghan refugee families. The City of London’s Draft Equality Objectives document for 2023-2027⁵ sets out a recognition that Equality, Diversity and Inclusion (EDI) is central to every single function that the Local Authority performs and also sets out key ambitions – which include to:

- Promote equality and inclusion in health (including) through outreach to working, learning and residential communities and better service design and delivery
- Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities
- Provide access to world-class heritage, culture and learning to people of all ages, abilities, and backgrounds
- Promote effective progression through fulfilling education and employment
- Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance
- Support access to suitable community facilities, workspaces and visitor accommodation.

As part of an independent review of the City of London Children’s Centre services an Options appraisal for a future delivery and commissioning model was undertaken – again aligned to the three possible fundamental approaches below:

Option A	Option B	Option C
City of London takes on leading the development of a Family Hub (type) programme and they become the (in-house) responsible delivery authority.	A joint commissioned: partnership-themed <i>mixed delivery</i> Family Hub (type) model, which: <ol style="list-style-type: none"> Brings certain services in-house to City of London Transfers strategic and delivery oversight away from one single (commissioned) organisation 	Extending the contract of the existing delivery/ commissioning model providers - i.e. The Aldgate School - or undertaking a re-commissioning process for such an external provider to deliver a Family Hub (type) model

Essentially, Option A and Option B would represent a change to the current commissioning model, which is outlined in option C, i.e. whereby the Child and Family Centre services are overseen, planned and delivered by The Aldgate School.

⁵ <https://www.cityoflondon.gov.uk/assets/about-us/plans-and-policies/draft-equality-objectives-consultation-2023-27.pdf>

This independent review report, and options analysis presented, will be used by the City of London Corporation to consider the most appropriate future (commissioning) model of delivery - within the context of a national move to a Family Hubs and Start for Life programme. The City of London wish to ensure that its residents have access to the best support and services possible, and therefore have a duty to consider and evaluate alternative models of commissioning that will deliver this. Under the Public Sector Equality Duty (2011), the City of London must:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not,

and being mindful that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

As part of the Options analysis, it is therefore of vital importance that any potential change in commissioning approach is assessed in terms of an impact on equalities.

An *initial* **Screening Equalities Impact Assessment (EqIA)** has been completed below for all three Options - as opposed to a full impact assessment. However, appropriate recommendations have been made where it is assessed that a full EqIA is required.

	Option A City of London takes on leading the development of a Family Hub (type) programme as responsible delivery authority.	Option B Mixed commissioning & delivery model	Option C Fully commissioned external delivery
Evidence			
Is there any evidence or reason to believe that in relation to this model, there may be a difference in?			
Levels of participation?	Yes – potential positive impact identified in relation to opportunity to broaden a service range to families with 5-19 year olds and 19-25 years with SEND. Wider range of venues for delivery of services also has the potential to increase levels of participation.	Yes – potential impact identified in relation to opportunity to broaden a service range to families with 5-19 year olds and 19-25 years with SEND. Wider range of venues and delivery <i>partner(s)</i> for delivery of services also has the potential to increase levels of participation.	Yes – potential impact identified in relation to opportunity to broaden a service range to families with 5–19-year-olds and 19-25 years with SEND.
Uptake by different groups	Yes – wider range of venues used (e.g. libraries, community centres, early years settings) encourages an increase in uptake by different groups.		Yes – service will be required to expand provision to meet the needs of 5-19 year olds and 19-25 year olds with SEND.
Needs or experiences of different groups	Yes – Coordination of services centrally by the City of London (including its early help service) may allow greater oversight of the service provision meeting the needs of different groups, especially if as stated above, there is an increase in uptake and participation by residents.	Yes – a heightened degree of coordination of partner services centrally by the City of London (including its early help service) may allow greater oversight of the service provision meeting the needs of different groups, especially if as stated above, there is an increase in uptake and participation by residents.	Yes – service will be required to expand provision to meet the needs of 5-19 year olds and 19-25 year olds with SEND.
Priorities	No – as per current arrangements, the priority is the diverse residents of the City of London.		

Impact			
Identification of groups the option has the potential to impact upon: (where impact - positive or negative identified, details are provided)			
	Option A City of London takes on leading the development of a Family Hub (type) programme as responsible delivery authority.	Option B Mixed commissioning & delivery model	Option C Fully commissioned external delivery
All groups in society generally	Yes – potential positive as services coordinated across strategic delivery areas leading to improvement in service relevance and delivery efficiency and/or quality.		Yes – service will be required to expand provision to meet the needs of 5–19-year-olds and 19-25 year olds with SEND.
Older or younger people	Yes - potential positive impact on more younger people aged 5-25 years – and their families		
People with caring responsibilities	Yes – as carers of 5–25-year-olds will benefit from a broader partnership and enhanced ability to access City of London early help service.		
People with a disability	Yes – Potentially positive: Coordinated CoL approach can integrate CFC activities with SEND priorities. Move to Family Hub model will incorporate service delivery to include 0–25-year-olds with SEND.	Yes – Potentially positive: Coordinated CoL approach can integrate CFC activities with SEND priorities. Move to Family Hub model will incorporate service delivery to include 0–25-year-olds with SEND.	Yes – Potentially negative in terms of access for young people in 11-25 age bracket wishing to engage with services in a Primary School setting, which is not appropriate and/or appealing to them and leads to disengagement. Potential physical accessibility issues may be present when delivering services from one main site. Using a wider variety of sites would allow a greater degree of physical accessibility.
Women or men	Ability for both to access support and services remains unchanged.		
People who are from an ethnic minority	Yes - Potential positive impact on residents of the Mansell Street Estate where there is a vibrant Bangladeshi community. Harnessing an even wider variety of community venues, such as Artizan library to deliver services may increase access and engagement with services.		No
People with a religion or belief (or who choose not to have a religion or belief)	Ability for both to access support and services remains unchanged and will remain an identified strength.		

People who are LGBTQ+	Ability to access support and services remains unchanged.		
People who are transitioning from one gender to another	Ability to access support and services remains unchanged.		
Recommendations / Actions			
Considering answers to above, is a full EqIA required?			
	Option A City of London takes on leading the development of a Family Hub (type) programme as responsible delivery authority.	Option B Mixed commissioning & delivery model	Option C Fully commissioned external delivery
Rationale:	Yes - A full EqIA is recommended to assess the true impact on groups once a proposal is fully formed.	Yes- A full EqIA is recommended to assess the true impact on groups once a proposal is fully formed.	Yes- A full EqIA is recommended to assess the level of impact on groups once a proposal is fully formed – including for those potential service users who may have a physical disability, as highlighted in screening assessment above.