

CHILD AND FAMILY CENTRE UPDATE

To: Children and Young People Committee

Meeting Date: 13th March 2018

From: Wendi Ogle-Welbourn

Electoral division(s): All

Forward Plan ref: n/a **Key decision: No**

Purpose: To update Members on implementation of the Child and Family Centre offer.

Recommendation: Members are recommended to:

- a) Note the work done to date and details of the new service offer from April 2018.**

| <i>Officer contact:</i> | <i>Member contact:</i> |
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| Name: Helen Freeman Post: Children's Commissioner (Children's Centres) Email: Helen.freeman@cambridgeshire.gov.uk Tel: 01223 728177 | Name: Councillor Simon Bywater Role: Chairman, Children and Young People Committee Email: Simon.Bywater@cambridgeshire.gov.uk Tel: 01223 706398 (office) |

1. BACKGROUND

- 1.1 This paper updates Members on work done to date on the implementation of the new Child and Family Centre offer in Cambridgeshire. This service redesign was agreed by Council on 17 October 2017 following a public consultation on the future shape of Children's Centres in the county. The new offer is designed to be more responsive to the needs of a rapidly changing county by being increasingly flexible and targeted towards meeting families' needs locally, whilst delivering the agreed savings target (£900k (Business Plan Ref A/R 6.224 and F/R 6.110) in 2018/19).
- 1.2 Our new Child and Family offer will launch in April 2018 to better meet the needs of our growing and rural county with activities and events taking place in a range of locations across the county. It will be at the centre of district-based provision with an extended approach to families with children of all ages, and linking effectively with higher tier provision.
- 1.3 There will not be any cuts to frontline delivery budgets as a result of these changes. This update contains details about the new provision including new event programmes for the summer term (April-July).

2. IMPLEMENTATION BOARD

- 2.1 An implementation board has been established that provides strategic leadership, oversight, challenge and decision making to enable the successful delivery of the new service from April 2018. The board oversees and drives the work of five work streams which are:
 - Workforce
 - Specification and Commissioning
 - Service Offer
 - Property
 - Communications

An update on the progress of each work stream is given in section 3.

- 2.2 In addition the board ensures oversight of the following priorities:
 - Delivering the identified savings for 2018/19
 - Ensure the service offer maximises opportunities for integrating the delivery of services with health and other partners at a District level
 - Building capacity in the provision of child care places in Cambridgeshire to ensure the Council meets its statutory place planning duties

3. WORK STREAM UPDATE

3.1 Workforce

This work stream is responsible for the workforce restructure needed to deliver the new model. To date this workstream has:

- Carried out a workforce consultation across all providers, and produced the response to this and plans for the subsequent workforce changes in December 2017.

- Worked alongside the commissioning work stream to identify any staff eligible for transfer under TUPE. Eligible staff transferred on the 1st February.
- Ensured the protection of all frontline staff during the restructure.
- Management level restructuring is now complete. Frontline and business support staff have been allocated to districts
- Vacancies as a result of this restructure have now been advertised.

Next steps for this work stream include:

- Create and implement practice standards for the new Child and Family Centre
- Design an apprenticeship role to sit within the new structure.
- Filling outstanding vacancies

3.2 **Specification and Commissioning**

This work stream is responsible for the development of the specification for the Child and Family Centres and to ensure that the mixed provider model for it's delivery from April 2018 is re-commissioned appropriately. To date work includes:

- The Child and Family Centre Specification has been agreed
- Contracts and agreements with external providers are agreed and in the process of being finalised
- De-commissioning work on track with other providers including the completed TUPE of front line staff and transfer plans for ongoing service delivery in place.
- Community Health and midwifery services included in the new service development to ensure ongoing integrated approach to delivery.

Next steps for this work stream include:

- Performance reporting to be finalised and schedule agreed
- Linking the ongoing development of the Child and Family Centre offer with the Better Births programme for Midwifery provision
- Ensuring that the future delivery of the 0-19 Healthy Child programme is in line with and shares an integrated approach with the Child and Family Centre offer.

3.3 **Service Offer**

This work stream is responsible for the developing the new service offer, identifying opportunities for increased integration with other service providers including adult learning, health visiting, midwifery, special educational needs and disabilities (SEND) and Social Care. To engage with service users in order to finalise the local offer and ensure implementation by April 2018. To date this workstream has:

- Developed the new 'What's on' guides for each district for the summer term. This offer will continue to develop over the coming months as we recruit up to full establishment.
- Worked alongside the communications workstream to ensure that changes to our activity programme is effectively communicated to families
- Recognised areas of need of outreach provision, including new communities, and identified appropriate delivery sites. New appointed Child and Family Centre Managers are working with local community partners to further develop this provision.

Next steps for this work stream include:

- Ongoing work to ensure services are in place in growth areas as they develop
- Continue to work with key partners including Adult learning to further integrate our offer to families.

3.4 **Property**

This work stream is responsible for the implementation of agreed work plan for each building, to link in with other priorities such as childcare sufficiency and integrated health delivery, and ensure solutions will remain viable in the context of a growing and changing county. To date this workstream has:

- Identified the new arrangements needed for buildings where we are changing use, including ensuring new lease requirements are understood
- Facilities management audits have taken place for all changes to buildings relating to movement of staff and equipment
- Joint plan developed with our 0-19 place planning team to ensure that we are able to maximise opportunities for new childcare provision and in some areas school expansions

Next steps for this work stream include:

- Continue to monitor work plans/timelines for de-commissioning buildings, including costing and business cases

3.5 **Communications**

This work stream is responsible for the design and implementation of the new branding and online offer. The group is also responsible for communications to families and professionals about the transition to the new service, including implementing a new social media structure for Child and Family Centres. To date this workstream has:

- Worked with staff and local families to agree a new branding that takes into account the change of name and other changes in the service, for example the broader focus on families with children up to age 19. This branding is based on the recognisable and trusted Children's Centre brand and is designed to be an open and welcoming 'front door' for Cambridgeshire's families. The logo is shown below and full branding can be seen on the attached district 'What's on' documents.



- First phase of the online offer is ready to be launched in April which ensures that information about activities and services is easily searchable by families. This will be launched alongside new district based Facebook pages.

- The newly designed ‘What’s on’ information has been designed in consultation with local families. These are now being shared with families via our centres and social media for the summer term.
- Information about the new service offer has been sent to professionals from across local authority services and partner agencies to ensure a smooth transition to the new model

Next steps for this work stream include:

- Looking at ‘user stories’ to understand what families need from the next development of the online offer.
- Ensuring service provision in new communities and locations is well publicised to families and communities
- Reviewing future use of social media and online resources to ensure more families are enabled to find the information and support they need.

4. DISTRICT LEVEL UPDATES

4.1 Attached are newly developed ‘What’s on’ activity schedules for each of the 5 districts for the summer term. These programmes will be added to as our staffing levels are back to full capacity and additional venues in new communities are added.

4.2 Cambridge City

From April we will deliver services from Child and Family Centre at Arbury Community Centre, Shirley School in Chesterton, and the Fields in Abbey ward. There will also be zones based at Fawcett School and The Peacock Centre on the Brookfields site in Romsey. Significant outreach activities will be sited from the central library, Bewick Bridge School in Cherry Hinton and Clay Farm, alongside other community venues across the city.

4.3 South Cambridgeshire

From April we will be delivering services from our Child and Family Centre in Cambourne, alongside zones in Sawston, Melbourne, and Waterbeach. In addition to this we will be starting to deliver services from our new Child and Family Zone within Northstowe as that new community grows. As we work with colleagues to ensure we make the best use of de-commissioned buildings to meet future childcare sufficiency needs, we will be continuing provision in Papworth and Bassingbourn centres until the summer, alongside our growing outreach offer.

4.4 East Cambridgeshire

From April we will be delivering from our Centres and Zones at Ely, Littleport and Soham. We are working with Ely library to develop capacity for a range of family support to complement the existing youth support available there. Outreach across the rest of the district is outlined in the attached ‘What’s on’, with Bottisham remaining as a significant outreach location and ongoing delivery at our Sutton base in the summer term as we work with local providers to develop future childcare expansion.

4.5 Huntingdonshire

In this district we will be delivering from our Centres and zones in St Neots (Eynesbury and Eaton Socon sites), St Ives, Huntingdon, Ramsey, and Sawtry. As we work with colleagues

to ensure we make the best use of de-commissioned buildings to meet future childcare sufficiency needs, we will be continuing provision in Godmanchester and Somersham centres until the summer. This will be complemented by significant outreach in Farcet and other community venues.

4.6 Fenland

From April we will continue to deliver services in conjunction with Ormiston Families services from Wisbech (Oasis and Nene school), March, Chatteris and Whittlesey. In Murrow we are working to increase the amount of childcare spaces available to ease sufficiency concerns. Outreach to new communities is being developed.

5. IMPROVING CHILD CARE SUFFICIENCY

5.1 The realignment of building use will result in freeing up space in some Children Centre buildings for additional child care provision. Certain conditions exist in respect of the use of former SureStart grants for Children's Centres including ensuring investment continues to be used for families with children under five, and these conditions will be fully adhered to.

5.2 As a result of the Children's Centre review additional early years provision will be possible at a number of locations. We estimate that a total of 325 new early years places will be provided.

5.3 Vacation of children's centre buildings has also enabled the accommodation to be incorporated into education capital projects to expand primary school provision at sites such as Whittlesey and Sawtry where pressures are already known and basic need identified.

6. ACHIEVING THE SAVINGS

6.1 The reconfiguration programme remains on track to deliver savings of £900,000 in full from 2018/19 as set out in the table below:

| Category of Spend | Current Budget 2017/18 £ | Current Budget % of total spend | Proposed Budget 2018/19 £ | Proposed Budget % of total spend | Proposed Budget Saving £ | Proposed % Budget Saving |
|------------------------------------|-----------------------------|---------------------------------|------------------------------|----------------------------------|-----------------------------|--------------------------|
| Management costs | 1,228,942 | 23% | 772,665 | 18% | 456,277 | 37% |
| Buildings and Infrastructure costs | 706,150 | 13% | 456,702 | 10% | 249,448 | 35% |
| Business Support costs | 773,975 | 15% | 513,708 | 12% | 260,267 | 34% |
| Front Line Delivery Costs | 2,563,092 | 49% | 2,629,084 | 60% | -65,992 | -3% |
| Total | 5,272,159 | 100% | 4,372,159 | 100% | 900,000 | |

6.2 However, there will be some delay to the full delivery of the Buildings and Infrastructure savings of £249k. This is a one-off issue for the 2018/19 financial year and the cost pressure which will result, will be fully offset by expected vacancy savings. Some vacancy savings will be accrued at the start of the financial year, as recruitment commences to budgeted vacancies that remain following the selection process and preferencing to posts.

7. FUTURE UPDATES

- Officers will continue to provide updates to CYP committee on the implementation of the new Child and Family Offer.

| Implications | Officer Clearance |
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| | |
| Have the resource implications been cleared by Finance? | Yes Name of Financial Officer: Rob Stephens |
| | |
| Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? | Update only so not needed Full details cleared as part of full council paper on the 17 th October Name of Officer: Paul White |
| | |
| Has the impact on statutory, legal and risk implications been cleared by LGSS Law? | Update only so not needed Full details cleared as part of full council paper on the 17 th October Name of Legal Officer: Virginia Lloyd |
| | |
| Have the equality and diversity implications been cleared by your Service Contact? | Yes Name of Officer: Janet Dullaghan |
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| Have any engagement and communication implications been cleared by Communications? | Yes Name of Officer: Jo Dickson |
| | |
| Have any localism and Local Member involvement issues been cleared by your Service Contact? | Yes Name of Officer: Wendi Ogle-Welbourn |
| | |
| Have any Public Health implications been cleared by Public Health | Yes Name of Officer: Raj Lakshman/ Liz Robin |

| Source Documents | Location |
|--|---|
| <i>Cambridgeshire Children's centres- response document</i> | https://www.cambridgeshire.gov.uk/residents/children-and-families/children-s-centres/children-s-centres-consultation/ |
| <i>Cambridgeshire County Council meeting 17 October 2017</i> | https://cmis.cambridgeshire.gov.uk/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/650/Committee/20/Default.aspx |