

**UPDATE ON CHILD AND FAMILY CENTRES AND EXEMPTION TO EXTEND THE CONTRACT WITH ORMISTON FAMILIES FOR THE PROVISION OF CHILD AND FAMILY CENTRE SERVICES FOR MARCH, CHATTERIS AND WHITTLESEY**

*To:* **Children and Young People Committee**

*Meeting Date:* **13th November 2018**

*From:* **Executive Director: People & Communities**

*Electoral division(s):* **All**

*Forward Plan ref:* **2018/075**                      *Key decision:* **Yes**

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

*Recommendation:* **The Committee is asked to:**

- a) **note work done to date and details of the new service offer from April 2018;**
- b) **agree the direct award of a contract with Ormiston Families Trust for the provision of Child and Family Centre services to March, Chatteris and Whittlesey to 31st March 2020; and**
- c) **consider how often it wishes to receive an update on this area.**

<b><i>Officer contact:</i></b>	<b><i>Member contacts:</i></b>
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## 1. BACKGROUND

- 1.1 This paper updates Committee on the progress to date on the implementation of the Child and Family Centre offer, and requests the agreement of the committee for the extension of the contract with Ormiston Families via direct award for a further 12 months (see section 3).
- 1.2 This service redesign was agreed at full council in October 2017 following on from 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).
- 1.3 The Child and Family Centre model is delivered in a mixed model approach of providers. This consists of internally delivered provision, delivery via Memorandums of Understanding with two maintained nursery schools, and a contract with Ormiston Families Trust in South Fenland.

## 2. IMPLEMENTATION UPDATE

- 2.1 As previously reported to this committee on 13th March 2018, 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, and communications.

Following an intensive period of work to implement the new model, the implementation board is now moving in to business as usual. This report gives an update on the progress of these workstreams.

- 2.2 Specification and Commissioning  
A new specification for Child and Family Centres was developed as part of this process. This specification reflects the key changes brought about from the consultation.

New contracts and Memorandums of Understanding with external providers have been established. External providers no longer commissioned to deliver services to the new model were decommissioned from 1st April 2018. 19 Staff transferred over to Cambridgeshire County Council as part of this process.

- 2.3 Workforce  
A large workforce consultation to move to the new structure was completed at the end of 2017. Between January and March, management and frontline staff were reconfigured to the new model. This included 19 people transferring in under TUPE to the Local Authority from 5 external providers.

As vacancies were responsibly managed in the period leading up to the consultation, this restructure was held without any compulsory redundancies being necessary.

Recruitment to remaining vacancies took place between March and July 2018, vacancy levels across the county are now at a low level.

The opportunity was taken to align the Family Work role with the wider District Early Help offer, and the Child and Family Centre Worker post was also regraded to better reflect their district wide role.

## 2.4 Property

All of this work was done ensuring we were in keeping with the clawback regulations with respect to protecting use of these sites for families with young children. These are outlined in the finance section.

The new model allows us to work in a new way, moving from a large number of fixed delivery sites to a smaller number of centres and zones supported by a flexible and responsive outreach offer. As a result of this, we have worked with colleagues from our 0-19 Sufficiency team and Property Services to change the use of a number of sites and to enable expansion of childcare space. An update for each district is given below.

### 2.4.1 *Cambridge City*

<b>Site</b>	<b>Update</b>
North Cambridge, The Fields, Chesterton and Trumpington (Fawcett)	These four sites now operate as Child and Family Centres and Zones.
Brookfields (Peacock Centre)	The Child and Family Centre is now delivering regular services from the newly opened Peacock Centre including a new parent group and family worker support sessions.
Central Library	Youth support services are held regularly in the Library alongside family activities. We are working with library colleagues to look at how we can further enhance this offer.
Clay Farm	The Child and Family Centre is now delivering regular activities from the newly opened Clay Farm Centre.
Arbury	This small venue is no longer used as a Children's Centre. The building which was mainly an office base is owned by Cambridge City Council and has been handed back to them. Service delivery for the area continue from community venues such as St Luke's church.
Cherry Hinton	The site is no longer used as a designated Children's Centre, however the Child and Family Centre and Health teams continue to deliver regular groups from the building.
Homerton	This site is no longer used as a Children's Centre. The space is now used by the Nursery School for the delivery of Early Years childcare.
Romsey Mill	This site is no longer used as a Children's Centre. The Romsey Mill organisation own the building and continue to deliver services for children and young people from the building.

#### 2.4.2 *East Cambridgeshire*

<b>Site</b>	<b>Update</b>
Ely, Littleport, and Soham	These three sites now operate as Child and Family Centres and Zones.
Ely Library	Youth and Adult Learning services are run regularly in the Library. There is currently some work taking place in the building to update the lift and make the space more suitable for all members of the community. There will be further work to increase the delivery of Child and Family Centre services from this building.
Bottisham	This site is no longer a designated Children's Centre. The District Early Help team remain based in the building. Midwifery and Health Visiting teams continue to deliver clinics and groups, and the Child and Family Centre continue to offer outreach sessions from the building.
Sutton	Sutton is no longer a designated Children's Centre. The building is used by a range of providers for the delivery of childcare for 0-5s, as well as community activities. There will continue to be delivery of Child and Family Centre outreach sessions from the building including health visiting clinics.

#### 2.4.3 *Fenland*

<b>Site</b>	<b>Update</b>
Chatteris, March, Wisbech South and The Oasis Centre (Wisbech)	These four sites now operate as Child and Family Centres.
Whittlesey, New Road/ Scaldgate	The New Road site currently operates as a Child and Family Zone, however it is planned that this will move to the nearby Scaldgate building. This will allow for the existing space to be used to create additional school places and for the Child and Family Zone to be located with a range of other family and youth services already based at Scaldgate. It is planned that the new site will open in early 2019.
Murrow	This site is no longer a designated Children's Centre. The building is now used for delivery of childcare for 0-5s. The Child and Family Centre continue to serve Murrow and the surrounding villages via outreach sessions delivered from a range of community venues.

#### 2.4.4 *Huntingdonshire*

<b>Site</b>	<b>Update</b>
Eaton Socon, Eynesbury, Huntingdon Nursery, Ramsey and St Ives	These five sites now operate as Child and Family Centres and Zones.
Huntingdon Youth Centre	This site now operates as a split site Child and Family Centre with Huntingdon Nursery, with youth activities being delivered from this site.
Sawtry, Infant School/ Youth and Community Centre	The Child and Family Zone has now moved from the infant school site to the Youth and Community Centre. There will continue to be 0-5 childcare delivered from the infant school site. The move to the newly refurbished Sawtry Youth and Community Centre allows people to access Child and Family Centre services alongside a range of other services delivered from the building, including the Library.
Farcet	This site is no longer used as a designated Children's Centre. There will continue to be delivery of 0-5 childcare from the building, as well as a range of Child and Family Centre outreach sessions, Health clinics, Special Educational Needs and Disability (SEND) activities and delivery by other Cambridgeshire County Council (CCC) services.
Godmanchester	This site will no longer be used as a designated Children's Centre, space will be used for the delivery of childcare for 0-5s. The Child and Family Centre team will continue to deliver a range of outreach activities in the area including Godmanchester Baptist Church.
Brampton	This site is no longer used as a designated Children's Centre. The space will be used for the delivery of childcare for 0-5s. The Child and Family Centre team will continue to deliver a range of outreach activities in the area including at RAF Brampton
Somersham	This site is no longer used as a designated Children's Centre. The space will be used for the delivery of childcare for 0-5s. The Child and Family Centre team will continue to deliver a range of outreach activities in the area including from this site.

#### 2.4.5 South Cambridgeshire

Site	Update
Cambourne	This site now operates as a Child and Family Centre.
Waterbeach	This site now operates as a Child and Family Zone.
Northstowe	This new site will operate as a Child and Family Zone. There is already some Child and Family Centre outreach delivered from the site including a weekly stay and play.
Sawston	This site now operates as a Child and Family Zone. It is planned for the Child and Family Zone to relocate to the Sawston Community Hub building in due course.
Melbourn	This site now operates as a Child and Family Zone. Due to an extension to the space for the onsite pre-school we now have increased capacity at this site.
Bar Hill	This site is no longer used as a designated Children's Centre. The space is now used for the extended delivery of childcare for 0-5s by a local provider.
Bassingbourn	This site is no longer used as a designated Children's Centre. The space will be used for the delivery of childcare for 0-5s. Health services, including midwifery, and regular Child and Family Centre outreach activities will continue to be delivered from this site.
Caldecote	This site is no longer used as a designated Children's Centre. The space will be used for the delivery of childcare for 0-5s. The school site is still used for SEND activities.
Histon	This site is no longer used as a designated Children's Centre. Histon Early Years Centre will continue to deliver childcare for 0-5s from the site. The Child and Family Centre team will continue to deliver a range of outreach activities in the area including a stay and play in Cottenham.
Linton	This site is no longer used as a designated Children's Centre. The Child and Family Centre team will continue to deliver a range of outreach activities from the site including a young parents group and midwifery services.
Papworth	This site is no longer used as a designated Children's Centre. The space will be used for the delivery of childcare for 0-5s. The Child and Family Centre team will continue to deliver a range of outreach activities in the area from the Papworth Studio.

## 2.5 Service Offer

### 2.5.1 *South Cambridgeshire*

There has been a significant staffing restructure in this district, joining together three separate staff teams across a large area. Recruitment to the final management posts was completed in July and the new team has already been able to see the benefits of district-wide working such as simplified processes and less transitions between service teams.

The team has prioritised working with local communities to ensure the expanded outreach offer delivers the right services in the right places, building on existing community-based provision. The first groups have started in Northstowe, with ongoing community engagement alongside local partners continuing to assess the rapidly changing needs of this growing new community.

### 2.5.2 *Cambridge City*

Families in Cambridge City can now access Child and Family Centre services from a range of sites. These have been complemented by the outreach offer from existing venues such as Storey's Field Centre and Bewick Bridge Primary School, in addition to delivery of activities from the new Peacock Centre and Clay Farm venues.

Prior to the consultation the Children's Centre teams in the City were employed by four separate employers. A major achievement for the staff has been the integration of these teams and processes in a short timescale. This has enabled the staff to deliver a full and varied programme of services for families in Cambridge without disruption even during the implementation period.

#### **Delivering to New Communities**

The new service was designed to be more responsive to the needs of a rapidly changing county by being increasingly flexible and targeted towards meeting families' needs locally. Our work in emerging and developing new communities across the county is a good example of this.

The southern fringe of Cambridge City is one such area, and our activities delivered from the newly opened 'Clay Farm' centre are serving this expanding community. As well as supporting parenting classes in the centre, our weekly Story and Rhyme time session is attracting an average of 70 people per week. Sarah who runs this session has been pleased with how much the group is enjoyed and how positive the links with the onsite library have been. There has been noticeable improvements in the speech and language abilities of a number of the children attending the sessions.

### 2.5.3 *East Cambridgeshire*

In East Cambridgeshire Child and Family Centre services are now delivered from Child and Family Centres and Zones in Ely, Littleport and Soham. The period of change had resulted in this team operating at a high vacancy rate, and the implementation of the new offer has enabled these posts to now be filled so the district is fully staffed.

The service is now feeling settled is looking at developing the local vision for how and

where services are delivered in the future to best suit the needs of the area. New projects include partnership work with the district council and third sector partners to better support families accessing local foodbanks, also piloting the use of Instagram to communicate with families.

#### 2.5.4 *Fenland*

Child and Family Centre services in Fenland continue to be delivered directly by the County Council in the Wisbech area, with Ormiston Families Trust delivering Child and Family Centres for the south Fenland area (March, Chatteris and Whittlesey). These have been complemented by a growing range of outreach venues (see below).

The Wisbech team is about to pilot a new integrated approach to antenatal education, alongside colleagues for health visiting and midwifery. This will use the 'pathway to parenting' model that has been successful across the border in Norfolk. Colleagues in South Fenland are focusing on the development of a new parent support offer for SEND families, and looking into new communication methods with parents via Twitter.

##### **Building the outreach offer**

As part of the new Child and Family Centre approach agreed at full council last year, we decided to no longer keep a designated centre in the village of Murrow, and instead serve the north Fenland villages via an expanded outreach offer.

The Wisbech team have developed a new 'Happy Hands' activity programme, designed to support children's early development and improve parental skills and confidence. Happy Hands launched in Friday Bridge last term will be delivered to families in Murrow and Parson's Drove this term. This is alongside supporting other outreach activities in villages including Gorefield and Tydd St Giles. A parent attending one of our new Happy Hands sessions told us:

"Absolutely brilliant- thank you. So grateful for something happening in the village so we can easily get to it and get out of the house."

#### 2.5.5 *Huntingdonshire*

There has been significant changes in this area, bringing together two separate teams into a single management structure across a large geographical patch. Filling vacancies, including to the management structure is now nearly complete. The team's focus has moved from ensuring a stable delivery of services during the transition, to focusing on future development of the offer in response to understanding local need.

The district team is contributing to the support of a large proportion of local families open to social care, in line with the ambition in the restructure to ensure a particular focus on our most vulnerable families. A 'Healthy Relationships' course is a new programme being piloted to offer support to families affected by domestic abuse.

## 2.6 Communications

### *Branding*

The new Child and Family Centre logo is in use in branding across all Child and Family Centres. There is some outstanding work to complete the updating of signage on buildings across the county to reflect the change to the new offer. This work is being

completed in conjunction with Communications and Property colleagues.

#### *Website*

Updates have been made to the website to reflect the new offer. Additional work is planned to enhance the online offer for families as part of the larger piece of work looking at integrated services across health and children's services.

#### *Social Media*

The Child and Family Centre social media offer has been updated across the county to reflect the new offer. New branding is in place, and there are now District rather than locality based Facebook pages. Child and Family Centres continue to receive good engagement on their Facebook pages, and are currently exploring how Instagram or Twitter could be used to enhance the online offer.

Cambridge City - <https://www.facebook.com/cambridgeshirechildandfamilycentre/>  
East Cambridgeshire - <https://www.facebook.com/EastCambsChildandFamilyCentres/>  
Huntingdonshire - <https://www.facebook.com/huntingdonshirechildandfamilycentres/>  
South Cambridgeshire - <https://www.facebook.com/SouthCambsChildandFamilyCentre/>  
South Fenland - <https://www.facebook.com/ormistoncambs/>  
Wisbech - <https://www.facebook.com/Oasis-Wisbech-South-Murrow-Childrens-Centres-1677535419163298/>

## 2.7 Finance

#### *Sure Start Capital*

We identified as part of these changes the need to be mindful of any liability for capital clawback from the Department for Education which had been invested under the Sure Start programme. The guidelines around this meant that we needed to protect any asset wholly or partly funded for delivery of services for 0-5s.

Officers have worked closely with colleagues from the Department of Education (DfE) to update on the new use of these buildings. The DfE have confirmed that Cambridgeshire County Council are not liable for the payment of any clawback as a result of the change of use of these sites. The DfE retain an interest in these sites, and any future changes to the use of these buildings must be reported to the DfE via the pro forma process.

#### *Update on the Programme Savings*

We are currently forecasting that overall, the agreed savings target of £900k will be delivered in full in 2018/19, with savings from management costs, buildings and infrastructure costs and business support costs.

Of the available budget to deliver the Child and Family Centre Offer, £672k is allocated to external providers; two maintained nursery schools - Huntingdon Nursery and The Fields - and Ormiston Families Trust in South Fenland. Within the terms of the Memoranda of Understanding and service contracts respectively, the providers set their own budget to deliver to the service specification, apportioning their costs across the key areas of Management, Buildings and Infrastructure, Business Support and Front Line Delivery. For the internally delivered provision only, in 2018/19 we have budgeted to spend £712k on Management, £422k on Business Support and £2,213k on Front Line Delivery.

As outlined in section 2.4, there has been some delay in moving out of some properties. Consequently this has delayed the delivery of approximately £30k of the planned property and infrastructure element of the saving. This is a one-off issue for the 2018/19 budget only and we expect this element of the overall planned saving will be delivered in full on a permanent basis from 2019/20. In 2018/19, we will cover this pressure in full by allocating salary vacancy savings that were accrued at the start of the financial year as we worked to recruit to vacancies that remained after the initial staff preferencing process and recruitment to management posts.

## 2.8 Next Steps

Officers would welcome guidance on how often updates are required. We have planned to come back to Children and Young People Committee with a full year one report next summer. Following that updates could be part of business as usual if that approach is agreed.

## 3. **PROVISION OF SERVICES IN SOUTH FENLAND**

### 3.1 Ormiston Families Trust is commissioned to deliver Child and Family Centre services to the South Fenland area (covering March, Chatteris and Whittlesey). Their current contract is due to end on the 31st March 2019.

We are requesting agreement to extend the current contract with Ormiston Families Trust, until 31st March 2020, in order to maintain service continuity until proposals for the wider Children, Young People and Families (CYPF) workstream are further developed. The CYPF programme is aiming to integrate services across Peterborough and Cambridgeshire and includes within scope the Healthy Child Programme (health visiting, Family Nurse Partnership, school nursing), Clinical Commissioning Group (CCG) commissioned and specialist therapies. Looking at the Child and Family Centre offer as part of this process will enable us to identify opportunities for more joined-up support for families.

We are asking Committee to agree an extension to the contract that was directly awarded to Ormiston without competition in April 2018 for a further 12 month period, based on current specifications and financial costings (£399,000 PA). There was no extension option included in the current contract, so this is an extension outside of the original contract terms and conditions. This will allow for ample time to determine the health delivery moving forward and to properly evaluate future requirements in order to conduct the necessary steps to ensure the alignment and integration of services.

The Joint Commissioning Board gave approval, subject to member agreement at its September meeting. It was noted that until further work had been completed as part of the CYPF programme, options for the continuation of services delivered through other contractual arrangements cannot be progressed.

If this is agreed by committee, officers will publish a voluntary ex ante transparency notice (VEAT Notice) in the Official Journal of the European Union outlining our intention to enter into the contract.

#### **4. ALIGNMENT WITH CORPORATE PRIORITIES**

##### **4.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority as this is an update on implementation of a previously agreed change.

##### **4.2 Helping people live healthy and independent lives**

There are no significant implications for this priority as this is an update on implementation of a previously agreed change.

##### **4.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority as this is an update on implementation of a previously agreed change.

#### **5. SIGNIFICANT IMPLICATIONS**

##### **5.1 Resource Implications**

The report above sets out details of significant implications in section 2.7.

##### **5.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

The report above sets out details of significant implications in section 3.

##### **5.3 Statutory, Legal and Risk Implications**

The report above sets out details of significant implications in section 3.

##### **5.4 Equality and Diversity Implications**

There are no significant implications within this category as update on implementation only.

##### **5.5 Engagement and Communications Implications**

There are no significant implications within this category as update on implementation only.

##### **5.6 Localism and Local Member Involvement**

There are no significant implications within this category as update on implementation only.

##### **5.7 Public Health Implications**

The ability to extend via direct award the contract for South Fenland provision to

Ormiston Families will allow time to determine the health delivery moving forward and to properly evaluate future requirements in order to conduct the necessary steps to ensure the alignment and integration of CYPF services.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Virginia Lloyd
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Sarah-Jane Smedmor
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Jo Dickson
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Wendi Ogle-Welbourn
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Raj Lakshman/ Liz Robin

### **SOURCE DOCUMENTS**

<b>Source Documents</b>	<b>Location</b>
Children's Centre public consultation response document	<a href="https://cmis.cambridgeshire.gov.uk/ccs_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/650/Committee/20/SelectedTab/Documents/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccs_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/650/Committee/20/SelectedTab/Documents/Default.aspx</a>