



Essex County Council

AGENDA ITEM 5

Report to Cabinet	Forward Plan Reference Number: FP/467/04/16
Date of Meeting: 21 June 2016	County Divisions affected by the decision: All Divisions
Title of Report: Procurement of a New Model to Deliver Integrated Pre-birth to 19 Health, Wellbeing and Family Support Services	
Report by: Cllr Dick Madden – Cabinet Member for Adults and Children	
Responsible Director: Chris Martin, Director for Commissioning – Children and Families	
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1. Purpose of report

- 1.1. To ask the Cabinet to agree to launch a procurement for an Integrated Pre-Birth to 19 Health, Wellbeing and Family Support model which incorporates the following services:
 - 0-5 Healthy Child Programme;
 - 5-19 Healthy Child Programme;
 - Healthy Schools;
 - Family Nurse Partnership; and
 - Sure Start Children's Centres.
- 1.2. To ask the Cabinet to agree that in the west quadrant of Essex the above service will be commissioned jointly with West Essex Clinical Commissioning Group (West Essex CCG) along with the following NHS community services:
 - therapies;
 - paediatrics; and
 - children's nursing and community continence outreach services.

2. Recommendations

- 2.1. Agree that Essex County Council (ECC) should commission integrated Pre-Birth to 19 (PB19) Health, Wellbeing and Family Support services on a quadrant basis to commence on 1 April 2017.

- 2.2. Agree that the Children's Centres should be part of the integrated services, and that ECC should adopt a delivery model as set out in Appendix 1 with the locations as set out in Appendix 2 which, in summary, means:
- A reduction from 37 Children's Centres to 12 Family Hubs;
 - A reduction from 38 Children's Centre Delivery Sites to 25 Family Hub Delivery Sites;
 - A range of Family Hub Outreach Sites which will be determined on a local basis by families through further consultation to be carried out by the selected provider; and
 - Secured outreach space in four buildings that will no longer be used for Children's Centre delivery to provide an option for community use as appropriate.
- 2.3. Agree to enter into an agreement with West Essex CCG under section 75 of the National Health Service Act 2006 under which the proposed services will be jointly commissioned with therapies, paediatrics, children's nursing, continence outreach service, continence products, specialist school nursing in selected schools and paediatric liaison services.
- 2.4. Agree to procure the contracts using a streamlined competitive dialogue process as outlined in section 3.
- 2.5. Agree that the Cabinet Member for Adults and Children shall authorise the award of the contracts following completion of the procurement process.

3. Background and proposal

- 3.1. This report concerns a proposal for the integrated commissioning of a number of ECC services:
- **0-5 Healthy Child Programme**
Includes Health Visiting
 - **5-19 Health Child Programme**
Includes School Nurses
 - **Healthy Schools Programme**
Improving the health and wellbeing of children in school
 - **Family Nurse Partnership (FNP) model of working**
Support for young mums with their first child
 - **Sure Start Children's Centres**
Community based support for children and families
- 3.2. ECC currently has 16 contracts with seven different providers for the above services. Fifteen contracts end on 31 March 2017, and the remaining contract ends on 31 January 2017 and is in the process of being extended to 31 March 2017. All services other than Children Centres were inherited from the NHS as part of the transfer of public health services to the Council. All services, other than children centres and health visiting are discretionary.

- 3.3. The Childcare Act 2006 states that the arrangements made by the Council must secure early childhood services in an integrated manner and must, so far as reasonably practicable, include arrangements for sufficient provision of Children's Centres to meet the need of parents, prospective parents and young children in Essex.
- 3.4. There are currently 37 Children's Centres across Essex supported by 38 Children's Centre Delivery sites and in excess of 120 locally determined outreach sites.

Whole System Approach

- 3.5. The majority of children and young people in Essex have the opportunity to fulfil their potential and live, healthy, fulfilling lives, but there are areas across the County where the outcomes for children and families are not as we would want them to be. Improving outcomes for children before they start school can make a positive, life-long impact.
- 3.6. In 2015 ECC carried out engagement with families and practitioners who said:
- Current services are fragmented and confusing. This can lead to parents receiving inconsistent support and to a heightened risk that families will not receive the support they need at all.
 - Additional service delivery is not required but that existing provision needs to be more joined up and more co-ordinated, and needs to take a whole family approach. This will reduce the frustration experienced by families who repeatedly have to tell the same story to different professional and will ensure families can access the support they need from the most appropriate person.
- 3.7. In April 2014 the number of Children's Centres in Essex reduced from 86 to 37. One intention of this change was to free staff up from Children's Centre buildings to allow them deliver services more locally and in venues that were easier for families to access as well as provide more support in family homes. In the financial year before the reduction in the number of buildings (2013-14) the Children's Centres reached 34,596 families – this is the total number of families who had significant engagement with children's centres rather than a total number of visits or the total number of unique visitors. Releasing staff from Children's Centre buildings saw an improvement in the number of families reached to 42,274 in the 2015-16 financial year - an increase of 22.19%.
- 3.8. The service has a number of priority groups with which it wishes to engage. This includes single parent families, families where a member has mental health problems. Since 1 April 2014, providers have been asked to target priority groups. The services are therefore seeing more people and are likely to be reaching more priority groups, although we did not collect statistics on these groups before March 2014. We know that in the 2014-15 financial year the service reached 7,177 families from Priority Groups and in the 2015-16 financial year 10,587 such families were reached.

- 3.9. In 2015/16, Children's Centre services were delivered from 37 Main Children's Centres site buildings, 38 delivery sites designated for the delivery of Children's Centre services and in excess of 120 locally hired outreach venues. A review of the timetable of activities at a main site reveals 20-30 hours a week of activities although the site is open for general advice and guidance for 50 hours a week.
- 3.10. The improvement in the number of families reached, especially that for our priority families, has been primarily due to enabling the Children's Centre staff to be out in communities offering local services in local venues and providing support in family homes.
- 3.11. Children's Centre staff have been able to significantly increase their ability to reach and engage with local families by providing services rather than being as tied to staffing buildings. An examination of the Children's Centre service delivery timetables across Essex for Q3 (2015 / 2016) showed that, with one or two exceptions, the buildings were not fully being accessed by families and often no services were delivered at all during beginning and end of the day. In many children's centres services are being delivered for no more than 30 hours per week – although the buildings have longer opening hours.
- 3.12. The impact of releasing staff from buildings to reach families in communities, along with the findings of the Ethnographic research, Early Years Review, engagement activities and the 2015 online survey informed the design of the Integrated model and the proposals which were the subject of consultation in the 2016 Children's Centres consultation.
- 3.13. Along with the information outlined above, a number of other factors were also taken into consideration to inform the Children's Centre property proposals that were consulted on:
- footfall of families into the individual buildings, between 1 April 2015 to September 2015;
 - hours of service delivery, based on the published timetable for September 2015 to December 2015;
 - geographical location, including proximity to other potential outreach venues such as Libraries and local buildings currently be used alongside the named children's centre buildings;
 - size of the buildings;
 - Department for Education capital investment;
 - capacity to deliver new childcare places if a building was de-designated as a Children's Centre.
- 3.14. What families have shared with us has been powerful and has significantly influenced the proposals included in this paper. Feedback includes:
- Parents having few strong and supportive relationships leading to feelings of isolation and loneliness which impact on their ability to access support;
 - Some parents feeling that the system is failing them and that they aren't getting the quality of service they expect;

- Some parents felt that would not feel confident to visit buildings, including Children's Centres but that they would be happy to be approached informally;
 - Recognition of good advice from professionals but difficulty implementing it, particularly in the case of the most disadvantaged or vulnerable parents who require more targeted support;
 - Difficulty knowing where to go for help or who to contact and problems making contact with Health Visitors or School Nurses;
 - Particular difficulties in finding support for children with Special Educational Needs or a Disability;
 - A real need to be able to access help and support through one conversation.
- 3.15. Children's Centre providers have told us that they still feel restricted by the current contractual requirement to staff buildings at times when there are few or no visitors. The requirement to staff centres for 50 hours a week can mean that staff resources which could be spent on providing support is spent on ensuring that there is someone in a building. At the heart of these proposals is the requirement to make support accessible to the most vulnerable families by moving beyond delivery from Children's Centre buildings into a greater number of more relevant, community based locations. We believe that this will better able the services to meet need, whilst still ensuring that there are 12 family hubs open for 50 hours a week.
- 3.16. Over the last two years the council has undertaken an Early Years Review which has sought to take a 'whole system' view of the services. This has been built around regular and detailed conversations with parents facilitated through ethnographic research, user engagement surveys and online questionnaires as well as face to face research to shape the new model through the experience and voice of families.
- 3.17. The review has resulted in the System Vision (Appendix 3) which has been developed by the Council working alongside families and other stakeholders.
- 3.18. The new way of working will give greater flexibility to practitioners, allowing them to respond to the needs of families and to allow work with families where they want to receive support, for example in their homes or in clinics or play areas etc. Being more flexible and more innovative in the way in which services and support are delivered will allow providers to increase the engagement with priority groups and those with whom the system currently fails to effectively reach.

Whole System Proposals

- 3.19. The proposed model focuses on the needs of children and families and will provide support that is easier to understand and makes more efficient use of the skills and experience of the workforce as well as seeking to utilise, capitalise and build upon the existing capabilities of families, neighbourhoods and communities. It will cover the period from conception to age 19 (or 25 in the case of people with special educational needs or a disability). The mandatory services will continue to be delivered and we will expect the

current services to be provided as effectively as the current services although the mode of delivery may be different.

- 3.20. In addition West Essex CCG wishes to integrate its specialist community children's services in West Essex. This will mean an additional £4.2m per annum of services being provided through the contract and the provision of the following services:
- West Essex Children's Community Nursing;
 - West Essex Community Paediatrics (including autistic spectrum disorder and Looked After Children Medicals);
 - West Essex Community Therapies (speech and language, occupational therapy, physiotherapy);
 - West Essex Community Specialist Continence Outreach Service (Including Products);
 - West Essex Specialist School Nursing;
 - West Essex Paediatric Liaison;
 - West Essex Community Dietetic Service.
- 3.21. It is proposed to create an integrated service which will:
- Create an integrated Pre-Birth to 19 workforce galvanised around a common set of outcomes, as articulated via our system vision. By improving communication and collaboration, and by removing the historical silos created by individually commissioned services, the workforce can concentrate on the needs of families
 - Allow support to be provided to families in greatest need throughout childhood, not withdrawing access to services at age five
 - Harness and support families to develop their own group activities using the network of sites where appropriate
 - Retain a 50 hour per week Family Hub in each district
 - Create 25 Family Hub delivery sites - 20-30 hours of services provided each week (comparable to many of the current children's centre levels)
 - Establish a network of outreach sites where services are provided
 - Redistribute resources to the areas of greatest deprivation
 - Free staff resource currently occupied in staffing Children's Centre buildings to maintain opening hours to engage with families in other places which means services in more locations
 - Allow the services to continue to increase the percentage of families in priority groups and greatest need reached by the services, allowing a greater opportunity to intervene early and help to create strong, resilient families who are able to identify when things need addressing and have the skills and confidence to find solutions or ask for help.
 - Retain universal services such as health visitors to help identify families in greatest needs

2016 Children's Centres Consultation

- 3.22. The proposals to re-shape the portfolio of Children's Centre buildings across Essex were the subject of a public consultation exercise held between February and April 2016; 2,100 people completing the full consultation. The results of the consultation are at Appendix 4.

3.23. 18.1% of respondents supported the proposal to have one Family Hub in each district. Most respondents disagreed with the location of the proposed hub, with respondents generally proposing that their local centre should be the hub for the district. We asked families and practitioners for feedback on the proposed Family Hub model and whilst many of those that responded shared with us their concerns about the proposals there were no suggestions of alternative models of delivery that would provide the increased flexibility in the service that is needed.

3.24. Key issues raised in the consultation include:

3.24.1. Distance to Family Hub and travel and parking issues. It is clearly the case that many people will live significantly further away from their Family Hub than they do from their current nearest Childrens Centre. However, a key intention of the integrated service is that services to those who need them will be provided in convenient locations. Families will not have to visit the hubs in the same way that they visit the Children's Centres because services will be provided in other locations in the locality and in many cases the current Children's Centre will continue to be used as a delivery site. It is also expected that some services will continue to be available in each locality. The exact services to be provided will be determined by the provider in consultation with families and the Council.

3.24.2. A suggestion that there should be more family hubs. The integrated service will only need one hub in each district as they are designed to provide a co-ordinated base for the integrated workforce. The hub will be located in a main population centre. Provision of more Family Hubs would undermine the proposed model for delivery and reduce the flexibility of support that the Council is able to provide in future.

3.24.3. Concern about the loss of local activities. Whilst activities will be provided in all localities the range of universal activities may be reduced. The actual range of activities will be determined by the provider according to local needs. Local targeted service provision it will be preserved. Services will be provided in all current localities. It is likely that the overall number of hours of support provided will be increased once support to individuals provided away from settings is considered.

3.24.4. Preference of an alternative venue as the family hub. For example:

3.24.4.1. Harwich – several consultation responses, including that from Harwich Town Council called for the Windmill CC to be retained as a Family Hub., However many families we spoke to at the public events in Harwich told us they cannot access the Windmill Centre as it is out of town. The proposals have been revised to keep Harwich Library as a Family Hub Delivery site open for 20 – 30 hours a week but also suggest retaining some secured outreach delivery space in the Windmill CC to meet both needs presented to us.

3.24.4.2. South Woodham Ferrers – several consultation responses called for Chetwood CC to be the Family Hub for the Chelmsford

district. On review it was felt that it was still the most appropriate for the district Family Hub to be Chelmsford Library due to its central location and potential of the service delivery space, but the proposals have been revised to retain Chetwood CC as a Family Hub Delivery site open for 20 – 30 hours per week.

3.24.4.3. Witham – there was significant feedback that Witham should have its own Family Hub and also responses called for the Harlequin CC to be retained. On review it was felt that the original proposal to have one Family Hub per district should remain, but proposals should be amended to retain Harlequin CC as a Family Hub Delivery site, with service provision of 20 – 30 hours per week.

3.24.4.4. Canvey Island – several consultation responses called for the Little Lions CC to not be closed as a Family Hub was required on Canvey Island. On review it was felt that the proposal for Castle Point should be amended so that Little Lions CC becomes the Family Hub, and Little Handprints (which was to have been the Family Hub) to be a Family Hub Delivery site open for 20 – 30 hours per week.

3.24.4.5. Wickford – several responses on the proposals for Wickford was for Highcliffe to be the Family Hub for the area and that the 20 – 30 hours delivery time would not be sufficient to cover the delivery needs, although at present in practice less than 20 hours of services are currently provided during the 50 hours during which the centre is open. However on review it was felt that the revised proposal for Northlands Park CC to be the Family Hub for Basildon district made most sense due to the location and size of the building. Also the timetable was reviewed for Highcliffe and it is felt that the 20-30 hours delivery time for Highcliffe as a Family Hub Delivery site would allow the same level of services to be provided, albeit that 'walk in' advice would not be available for 50 hours a week as is currently the case. Some people expressed a concern that the closure of South Woodham Ferrers would impact on Wickford, but it is now proposed to retain a delivery site in South Woodham Ferrers.

3.24.4.6. Basildon BC expressed concern about making Fryerns Farm the Family Hub as Northlands Park CC and Kaleidoscope CC serve more deprived communities. As a result of this and other suggestions it is now proposed to locate the Family Hub at Northlands Park, with Fryerns Farm becoming a delivery site. Basildon BC also expressed concern about closure of Kaleidoscope. Although it is proposed that the Kaleidoscope centre will close, outreach services will be provided at Vange library. Although there will be a reduction in building based services in this location, Kaleidoscope CC is situated 1 mile away from Fryerns Farm. The aim of the proposal is that the services will be able to reach an increased number of priority families because resources will be diverted away from staffing buildings for walk-in callers to obtain guidance and support at times when no services are being provided which is often not a good use of resources. Basildon BC supported proposals for families to support each other but expressed concern that this might not happen. Basildon BC was concerned about the impact on Pitsea which is a deprived area and

currently receives 5 hours of outreach. It is proposed that it outreach services will in future be provided from the library.

3.24.4.7. Epping Forest – feedback on the proposals for Epping Forest was for several other children’s centre in the area to become the Family Hub. On review it was felt that the original proposals for Brambles to be the Family Hub were still valid as this is the most central centre and location in the district, with a number of other agencies also delivering from the building strengthening the integrated service delivery principles.

3.24.4.8. Epping Forest DC and Loughton TC also opposed proposal to close Sunrise Childrens Centre as this is conveniently located for some schools and they considered that Little Oaks Childrens Centre, which will be retained is too small to be a Delivery Hub. However, it is considered large enough for the proposed purpose. It is proposed that secured outreach space will be maintained in this area of Sunrise Childrens Centre. Epping Forest expressed concern about conversion of True Stars CC in Chigwell to a delivery site. The conversion is likely to see a similar level of service delivery as currently takes place in this location, albeit with a reduction in opening hours when parents can walk in for advice.

3.24.4.9. Uttlesford – significant feedback from the consultation was that Spangles CC in Stansted Mountfitchet should be the Family Hub for the district and not Little Goslings CC in Dunmow. In the light of these comments it is now proposed that Spangles CC should be the Family Hub and Little Goslings CC should be a Family Hub Delivery site open for 20 – 30 hours per week.

3.24.4.10. Chelmsford - many people suggested that Chelmsford Central Library was a worse location for the Family Hub than the West Chelmsford Childrens Centre in Dixon Avenue, which is proposed to become a delivery site. However, central Chelmsford is more accessible to more people and the West Chelmsford site, which will become a delivery centre open for 20-30 hours per week will remain available, meaning that most people will be able to access whichever is convenient. It is felt that given this is the better site given the accessibility of the City Centre, the potential for expansion of the delivery space in this location and the ability to offer office accommodation make this a better location for the Chelmsford Family Hub.

3.24.4.11. Colchester Borough Council does not support closure of any children’s centres and asked a number of questions. It is of the opinion that services should be locally provided and about the impact on women and deprived communities. The aim of the proposals is enable contractors to work with those in the greatest need in a more efficient way that involves the deployment of resources in delivering services rather than in staffing buildings.

3.24.5. Concern about proposed reduction in opening hours. Firstly, current Children’s Centre hours are not considered to be convenient by all parents, with very little weekend provision. At present all main children centre sites are open for 50 hours a week (although some centres are open for telephone

advice only for 10 of the 50 hours). In every case the actual hours of service delivery from the centres is for much less than 50 hours a week. The Family Hubs will all be open to personal callers for 50 hours a week – longer than many current Children's Centres. Some of the Children's Centres sites which are converted to Family Hub delivery sites will see an increase in actual service delivery hours from 10 – 15 hours a week to 20 – 30 hours. There will also be more flexibility to provide services at weekends and at other times when they are needed within the 20–30hours. Priority family groups and those in greatest need should see an improvement in services.

- 3.24.6. It is clear that there is considerable opposition to the loss of a small buildings and some building based services. It is understandable that this will be perceived as a loss of service, and for those not in the priority groups or in greatest need it is possible that people will notice a reduction in availability of universal services directly provided by ECC provider in their area. A key aim of the new contracts will be for the provider to organise the provision of activities for young children for by themselves using, where necessary, Family Hub Delivery Centres and Family Hubs. The consultation showed that a significant number of parents are interested in organising themselves to provide these activities. The incoming providers will facilitate this by providing training and support for interested parents to do this. The intention is that services will continue in all locations, albeit some services will be more targeted on those who need it most. Universal service delivery will continue to be available in each locality even for those are not in particular need. There will also continue to be full availability of services in each district. For these reasons, the Family Hub model remains the preferred option.
- 3.25. Through our conversations with families during the last two years families have told us that what they value most from the support that Children's Centres provide is the relationships with staff and the development of relationships with other parents. Rather than over-emphasising the importance of buildings to deliver support, the Family Hub model encourages development of supportive relationships with families that can assist with the building of relationship networks that will promote resilience rather than create dependency. The large majority of buildings will continue to be used for children's centre activities.
- 3.26. Provider/s will need to be creative and innovative and deliver flexible support where it makes sense for parents and families. By doing this we expect to increase the numbers of sites and places in the community where support can be accessed. We also expect to be reach families from priority groups, through the community who have historically chosen not to access support.
- 3.27. Through the consultation, families were asked about the days and hours of opening for Family Hubs and Family Hub Delivery Sites. The times when support is delivered is a theme that has frequently arisen in conversation with parents who have told us that they are unable to access support as it is not delivered flexibly around their working pattern or the children's school day.

- 3.28. Consultation feedback reinforced the view that the times when families prefer to access support varies greatly, based on individual circumstances. People do not always find the hours of operation of the current services to be convenient but there was no consensus as to when the services should be provided. This is not surprising - everyone's personal circumstances are different. The aim of the proposals is to provide more flexibility to provide services to those in the greatest need at a time and place convenient to them. The proposals in this report should lead to an increase in the availability of support.
- 3.29. Support will be delivered to those that need it most through a more flexible and integrated workforce, a combination of buildings, community outreach and home support across days, evenings and weekends as families require it.
- 3.30. Through our work with families, they have told us that support is not necessarily best provided by the 'state', for example breast feeding where peer support was much more highly valued than that provided by Health Visitors. As part of the spectrum of support provided the development of peer support programmes is a clear priority within these proposals and we will encourage future providers to create the conditions that explore and develop peer support as a means of valuing and fostering greater resilience within and between families. This is an integral element of families supporting themselves and developing more sustainable networks of support in the future.
- 3.31. The consultation concentrated on the locations Sure Start Children's Centre buildings rather than the types of services and support being delivered at each location. This is because providers have always worked within the contract to ensure that Children's Centres meet local needs and demands and we expect this to continue, in a more flexible way, under the new contract. This aspect of the services will not change.
- 3.32. These proposals will improve the support for families in greatest need but also seeks to assist those families whose capabilities are far greater and who are in need of high quality Early Years and Childcare provision. Buildings no longer be required will provide opportunities for a range of childcare provision to support working families across Essex alongside additional provision of Free Early Education Entitlement for 2, 3 and 4 year olds which is proposed to be extended from 15 to 30 hours per week for children of working parents from September 2017. These may be provided on a commercial basis or by other providers if there is interest. The additional provision will support working families and those wishing to return to education as well as supporting the Council to meet its duty to ensure that sufficient childcare is available. Proposals and arrangements will be the subject of separate decisions when they are formulated.

Proposed model from April 2017

- 3.33. These proposals will see an integrated service which reduces the existing 37 Children's Centres with 12 Family Hubs, one in each District, (open for 50hrs

per week) and will reduce the 38 Children's Centre Delivery Sites currently operating to 25 Family Hub Delivery Sites open for 20-30 hrs per week.

- 3.34. In addition the Proposed Family Hubs and Family Hub Delivery Sites will be supported by a range of Family Hub Outreach Sites which will be determined on a local basis by the Providers in conjunction with families and the Council through further consultation to be carried out by the provider(s). These proposals will enable future providers to potentially operate from even more sites and locations than the current model allows. When coupled with a more integrated work force consisting of the current health visiting and school nursing provision, this flexibility will ensure that providers will be more able to reach and support those families in greatest need and thus improve our offer to them.

Proposed Tender Approach

- 3.35. The Council will develop key performance indicators via engagement with the potential providers from a range of Early Years, Childcare, Voluntary and Community sector organisations as well as health backgrounds. These will measure the success of the contracting model, the impact of the support on improving outcomes for children in Essex and the impact of the contract on delivering change across the whole system.
- 3.36. The work involved in integration of delivery of all these services across a quadrant together with the implementation of the proposed Sure Start Children's Centres property/delivery model by providers will require a longer term contract than has previously been offered for these services. Following consideration of the market's views, a contract duration of 7 years with an option to extend for 3 years is proposed to allow time for the integration and outcomes to be realised. It should however be noted that the proposed form of contract will allow either side to terminate on 1 year's notice, expiring no earlier than 3 years from the commencement date.
- 3.37. A longer contract has greater potential to deliver efficiencies and can attract higher levels of interest and encourage competition in the market in order to deliver better value for money for the Council.
- 3.38. It is also proposed to procure the contract to allow other services to be added during the life of the contract, whether Council or CCG services.
- 3.39. It is proposed that prospective providers will be able to bid for services in any or all of four quadrants in Essex (North, South, Mid and West). The Council will award up to four contracts depending on the outcome of the evaluation process. West Essex CCG will be procuring their services jointly with the Council in the west quadrant.
- 3.40. The maximum budget for each quadrant is set out in section 5 of this report. Any tender in excess of that affordability envelope will be excluded.
- 3.41. It is proposed to award the contract using a streamlined version of the competitive dialogue process. This will allow officers the opportunity to test

each bidder's proposals before bids are submitted – an unscored presentation by bidders of their solution is being proposed.

- 3.42. It is proposed that contracts will be awarded on the basis of a 50:50 price: quality weighting.
- 3.43. It is proposed that a maximum of four bidders per quadrant will be shortlisted at the Pre-Qualification Questionnaire (PQQ) stage to be invited to dialogue and tender, although it may be necessary to shortlist more if multi-quadrant bids are submitted.
- 3.44. Bidders will be assessed on a quadrant basis against set evaluation criteria relating to quality, designed to ensure that the required integration and outcomes will be delivered. Minimum score thresholds will also be used to ensure that only bids which meet minimum quality standards will be considered.
- 3.45. Bidders will be required to complete a pricing spreadsheet for each quadrant they bid for. If they wish to bid for more than one quadrant then they will be asked to submit separate prices for each quadrant, depending on how many quadrants they win. All submitted prices will be ranked, with the lowest price for each quadrant awarded the full 50% available score.
- 3.46. Quadrants will be awarded to the combination of bids which together produces the highest total score across the four quadrants. Where a provider is awarded more than one quadrant, they will be paid the price bid for that combination of quadrants awarded.
- 3.47. This process means that the highest individual quality score or lowest price for any individual quadrant may not be awarded the contract. If tied scores occur on a quadrant or multiple quadrant basis, then the lowest price between the tied scores will be taken forward and if that does not resolve the tie, the higher quality score will be taken forward.

4. Policy context and Outcomes Framework

- 4.1. These proposals support the delivery of the Corporate Outcomes Framework.
- 4.2. They directly deliver the Children in Essex get the best start in life, and they make a significant contribution towards delivering the following:
 - People in Essex enjoy good health and wellbeing
 - People have aspirations and achieve their ambitions through education, training and lifelong-learning
 - People in Essex live in safe communities and are protected from harm
- 4.3. The impact of these proposals will deliver the objectives set out in the Children and Young People's Plan 2016 to:
 - Protect the most vulnerable
 - Close the gap for the most vulnerable

- Make efficient use of collective resources to deliver outcomes
 - Make better use of community assets
- 4.4. Importantly the system wide approach to the design and delivery of these proposals will drive forward the objectives in the Children and Young People's Plan to develop the 'whole system' workforce and bring about behaviour change in professionals and parents that builds resilience in families and encourages positive choices.
- 4.5. There is a vital role for all practitioners across Essex to act quickly to protect children from harm and neglect. ECC support to families is dependent on levels of need and is set out in the Essex Safeguarding Board (ESCB) guidance 'Effective Support for Children and Families in Essex'.
- 4.6. The proposed model provides a key link between early identification, through universal activities, support for children with additional needs, vulnerable children and families and children subject to statutory interventions. The proposals play an important role in providing accessible early help for children and families.
- 4.7. These proposals will be integral to the delivery of the vision set out in the Joint Health and Wellbeing Strategy for Essex 2013-2018 to provide residents and local communities in Essex with greater choice, control, and responsibility for health and wellbeing services and to give every child and adult more opportunities to enjoy better health and wellbeing.

5. Financial Implications

- 5.1 The approved budgets for 2016/17 and medium term resource strategy (MTRS) budgets through to 2019/20, are below (this is before the savings that will be realised through the implementation of the recommendations outlined):

Service	2016/17 (£m)	2017/18 MTRS (£m)	2018/19 MTRS (£m)	2019/20 MTRS (£m)
0-5 Healthy Child Programme Including Family Nurse Partnership (FNP)	21.738	20.723	20.185	19.660
5-19 Health Child Programme	4.222	4.222	4.222	4.222
Healthy Schools Programme	0.068	0.068	0.068	0.068
Sure Start Children's Centres	9.556	9.556	9.553	9.553
Total	35.584	34.569	34.028	33.504

- 5.2 The budget for 2015/16 was £25.524m which was marginally underspent at £25.242m. This only included 6 months for 0-5 which was transferred from the

NHS with effect from 1 October 2015. Full year equivalent would have been £36.565m.

- 5.3 When offering an integrated service the budgets, currently separated by service line for each quadrant, will be amalgamated (with South East and South West treated as a single quadrant) to facilitate the delivery of best value for money whilst meeting the specified outcomes.
- 5.4 It is anticipated that by offering an integrated approach within a quadrant a minimum saving of 10% is achievable (£3.558m) without impacting on outcomes. The contract values will be reduced by £3.558m from the start of the contracts, i.e. 1 April 2017.
- 5.5 This saving will in part be used to offset the impact of the Public Health funding already reflected in the budget table above. The impact of doing this will be:

Year	2017/18	2018/19	2019/20
10% saving (£m)	3.558	3.558	3.558
Baseline reduction not in MTRS (£m)	1.479	1.479	1.479
In Year saving not in MTRS (£m)	1.065	0.524	
Allocated to offset baseling Public Health funding reduction - already in MTRS (£m)	1.014	1.555	2.080
Revised budget	32.025	32.025	32.025

- 5.6 There is a strong desire to ensure funding is utilised where need is greatest and to achieve this three specific factors have been identified and weighted. In so doing officers have considered different approaches including that taken when revising the allocation of Children's Centre budgets previously and weightings used in another Authority bordering Essex and it is proposed to use:
- Deprivation, 60%, using the 2015 IMD (Index of Multiple Deprivation)
 - 0-19 population figures, 30%
 - Accessibility of services, 10%, using the 2015 Barriers to Housing and Services index

This redistribution of budgets will impact the level of funding available to the quadrants, moving resource from lower to higher need areas.

- 5.7 Notably, the forecast growth of the 0-19 population across Essex during the contract term indicates that the three districts that make up West quadrant are predicted to individually all have higher 0-19 population growth than any district in the other quadrants.
- 5.8 0-19 population growth projections are: -

Year / Quadrant	North East	Mid	South	West
2017 to 2026	10.77%	6.29%	7.54%	14.24%

5.9 The redistribution of budgets would have the following effect:

Quadrant	North East	South	Mid	West	Total
a) 2016/17 budget (£m)	10.389	10.294	8.154	6.747	35.584
b) 10% baseline reduction (£m)	(1.039)	(1.029)	(0.815)	(0.675)	(3.558)
c) Reduced 2017/18 budget before redistribution (£m)	9.350	9.265	7.339	6.072	32.025
d) Proposed weighted distribution (£m)	6.943	9.809	7.517	7.757	32.025
Variance to reduced budget c) (£m)	(2.407)	0.544	0.178	1.685	0
% change to reduced budget c)	-25.74%	5.88%	2.43%	27.74%	
Variance to reduced budget a) (£m)	(3.446)	(0.485)	(0.637)	1.010	(3.558)
% change to reduced budget a)	-33.17%	-4.71%	-7.81%	14.97%	-10.00%

5.10 Suppliers will be required to price against the relevant annual affordability envelope(s) identified in line (d) of the table above. for each year of the potential 10 year duration. In the West quadrant the annual affordability envelope for WECCG community services of £4.2m will also apply. Suppliers may be able to offer additional savings where multiple quadrants are awarded to a single supplier and/or where additional efficiencies can be identified as part of their winning bid. An approach that allows suppliers to determine the period of financial stability required as well as the size and timing of any in contract savings is favoured as it is anticipated that this will lead to greater overall savings and: -

- Greater continuity for service users
- Reduced redundancy costs allowing funding to be focused on service delivery

5.11 At the time of commencing the procurement exercise these additional savings will not be known. The proposed annual budget envelope of £32.025m will potentially be a commitment for the duration of the contract, although after year 2 the Council has the right to terminate on a year's notice and there will be change control provisions within the contract. There is no provision in the contract for inflation.

5.12 In addition to any contractual savings, it is hoped that in light of post contract award delivery experience suppliers will be able to find further efficiencies delivering underspends. In order to incentivise this it is proposed to use a 50:50 gain share mechanism. In the West quadrant, that will only apply to ECC services.

5.13 4% of the agreed annual contract value with the winning bidder(s) will only be paid if the provider meets key performance indicators annually. In the West quadrant, that will only apply to ECC services.

5.14 West Essex CCG's affordability envelope is £4.2m per annum for the duration of the contract.

- 5.15 It is acknowledged that Central Government funding has been used with regard to the Sure Start Children's Centres which, if centres were to be closed or no longer used for integrated early childhood services, may be subject to a 70% claw back, depending on the terms of the documents used at the time the funding was paid.
- 5.16 The size of this potential liability is linked to the number of current Children's Centres that would no longer offer any form of Early Years' service and ranges between ca. £0.5m and £4.4m. The risk of clawback is mitigated through proposals to utilise buildings that are no longer required to deliver the Pre-Birth to 19 model for the delivery of Early Years and Childcare where this meets with local need and the Council's duties under childcare sufficiency.

6. Legal Implications

- 6.1 The Childcare Act 2006 places Essex County Council under a duty, so far as reasonably practical, to provide sufficient Children's centres to meet local need. Local need means the need of local parents and children.
- 6.2 A Children's Centre is defined as a place or group of places where, collectively, the range of early childhood services are provided alongside activities for young children. The early childhood services are:
- Early years provision (early education and childcare)
 - Children's social services
 - Health services for children
 - Assistance for employment and training opportunities for parents or prospective parents
 - Provision of Information and assistance for parents
- 6.3 The Department for Education views Children's Centres as a key way for local authorities to discharge their duties under section 1 of the Childcare Act 2006 which places the Council under a duty to improve the well-being of young children and reduce inequalities in the areas of
- Physical and mental health and emotional well-being
 - Protection from harm and neglect
 - Education training and recreation
 - Contribution made by them to society
 - Social and economic wellbeing
- 6.4 Local Authorities are required to consult before closing a children's centre.
- 6.5 The Department for Education has issued statutory guidance which says that local authorities should 'not close an existing children's centre site in any reorganisation of provision unless they can demonstrate that the outcomes for children, particularly the most disadvantaged would not be adversely affected and will not compromise the duty to have sufficient children's' centres to meet local need. The starting point should therefore be a presumption against the

closure of children's centres.' In this case the Council is reducing the number of Childrens Centres but the number of sites where services are available is likely to increase and resources will be refocussed on the most disadvantaged. It is considered that the changes are likely to improve outcomes for the most disadvantaged without adversely impacting on non-disadvantaged children.

6.6 The guidance also states that the Council should:

- Ensure that a network of children's centres is accessible to all families with young children in their area;

A network of children's centres will continue to be available across Essex. With the network of hubs, delivery sites and outreach centres the number of locations will be maintained. Universal services will be provided.

- Ensure that children's centres and their services are within reasonable reach of all families with young children in urban and rural areas, taking into account distance and availability of transport;

Childrens centres can be groups of places; most people will have no further to travel to the nearest location where service delivery is taking place. Some people will have less distance to travel with the new emphasis on outreach services – more support will be provided in people's homes or in other locations where they want to engage.

- Together with local commissioners of health services and employment services, consider how best to ensure that the families who need services can be supported to access them;

The services constantly engage with the CCGs and employment services with respect to supporting people to access services. The revised services will be easier for those in need to access, given that some people have told us that they lack the confidence to visit the centre.

- Target children's centres services at young children and families in the area who are at risk of poor outcomes through, for example, effective outreach services, based on the analysis of local need.

The services have priority family groups largely consisting of families where children are considered to be at the greatest risk of poor outcomes. Those priority groups will increasingly be targeted through outreach services. This review proposes to reallocate funding according to need and providers will be expected to constantly target their activities at those at the risk of poor outcomes.

- Demonstrate that all children and families can be reached effectively.

The proposed change will help us reach more people, particularly those in the greatest need. Universal services will continue to be provided.

- Ensure that opening times and availability of services meet the needs of families in their area.

The current services have opening hours which do not meet everyone's needs. The new proposals are more flexible and will allow more services to be provided outside the school day and at weekends, making it easier for more people can access the services.

- 6.7 Although the headline number of children's centres will reduce, the network of locations where services are provided will be maintained and extended, with greater potential for outreach and for services to be provided at different times. The changes will free staff to provide support where it is needed rather than staffing buildings. The new services will be more integrated with other services and reduce the need for hand offs. It is considered that the revised services will lead to an improvement in support.
- 6.8 The other services to be integrated with children's centres are funded by public health grant. The health visitor services are required to be provided by the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 (as amended).
- 6.9 West Essex Clinical Commissioning Group is responsible for commissioning health services pursuant to the National Health Service Act 2006. In order for the Council to commission on behalf of West Essex CCG, an agreement pursuant to section 75 of the National Health Service Act 2006 is required to be entered into so that West Essex CCG can delegate the relevant function to the Council and to record the terms on which the parties have agreed to collaborate and commission the relevant West Essex CCG services prior to the commencement of the proposed procurement.

Procurement

- 6.10 The Services fall within 'social and other specific services' within the Public Contracts Regulations 2015 (the Regulations) and the total contract value of each quadrant Contract will exceed the threshold of £589,184. This means that procurement of these contracts is subject to the 'light touch' regime under the Regulations. The Council is required to publish a contract notice and must apply principles of transparency and equal treatment but beyond that the Council can choose how to procure.
- 6.11 As we are asking providers to propose new ways of combining these services and we wish to test the bidder's proposals before final bids are submitted, it is proposed to use a competitive dialogue process. This type of procurement can be more costly but it enables an iterative and collaborative process to find the best way of meeting the Council's needs.
- 6.12 Form of Contract – in order to incorporate the West Essex CCG requirements and any future health requirements, it is proposed that the NHS Standard Contract is used. Market feedback has indicated that providers most likely to bid as lead providers are familiar with the form of contract. The contract will be used in the best way to meet the Council's needs. Some adaptations will be agreed with West Essex CCG before the contract is published with the contract notice. There are some issues to note regarding the NHS standard terms:

- a) The Council will have to implement all national variations required by NHS England.
- b) There is a no fault termination clause which the Council and the Provider can exercise. The impact of this has been mitigated by setting the earliest termination date at three years from the service commencement date of 1 April 2017, exercisable on 12 months' notice. The contracts could therefore only last 3 years. This clause also provides the Council with flexibility during the life of the contract to respond to changes.
- c) The Council may only exercise the option to extend after seven years in one block of three years.
- d) The inflationary changes will not apply to Council payments.
- e) The Council will be Data Controllers in common with the provider in respect of Personal Data processed for the purposes of quality assurance, performance management and contract management and any other circumstances as may be specified by the Council in the Contract or at law.

Public Services (Social Value Act) 2012

6.13 This requirement is subject to the Public Services (Social Value Act) 2012 and as such a Corporate Impact Assessment has been conducted and a number of areas of social value have been identified and tested within a series of market engagement events with providers. There are opportunities within this contract for apprenticeships, volunteering, building of community resilience, provision of additional funding and national partners/networks supporting aims of the service.

7. Staffing and other resource implications

- 7.1. All current services are provided by contractors so there will be no implications for ECC other than running the procurement.
- 7.2. ECC will work closely with the successful (providers) following completion of the procurement exercise to ensure that there is a smooth transition for existing staff and to ensure that any changes to the current workforce are clearly articulated.

8. Staffing and other resource implications

- 8.1. These proposals seek to make the best use of resources by focusing support where it is most required, prioritising those families who are most disadvantaged and in greatest need of support.
- 8.2. The increased flexibility in the model will free up staff from buildings to support families who most need the support, wherever they are in the County. Emphasis will be placed on developing the confidence of parents who require less support and finding ways in which they can support themselves and each other by utilising existing community and neighbourhood capabilities and developing new ideas.

- 8.3. Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when ECC makes decisions it must have regard to the need to:
- a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act;
 - b) Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 8.4. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation.
- 8.5. The Equality Impact Assessment on the proposals for services (Appendix 6) considered the impact using a range of demographic and service user data alongside the outcome of a variety of engagement activities undertaken with families, parents, carers, young people and stakeholders. The Assessment indicated that the proposed changes to existing service provision for families of children pre-birth to 19years (25 years for children with special educational needs or a disability) would not have any disproportionate adverse impact on any equality group.
- 8.6. The Equality Impact Assessment undertaken on the proposed changes to Sure Start Children's Centres (Appendix 7) considered the impact using a range of demographic and service user data alongside the outcome of a variety of engagement activities undertaken with families, parents, carers, young people and stakeholders. The Assessment identified that there was a potentially negative impact on young people, on disabled people with mobility difficulties and on women. These impacts would arise primarily because the changes to service delivery locations could mean that some people will have to travel further to access the services. It is proposed to provide outreach service in local venues in order to mitigate this impact as far as possible. Freeing up staff to work away from buildings will also see greater opportunities to work in other locations convenient to parents where this helps families in priority groups. Actions were required to mitigate the impact of the proposals on new parents and to ensure that individuals were not disadvantaged as a result of socio-economic group or environment (rurality). Where families are supported to support themselves we will ensure that equality training is available to encourage inclusive provision.
- 8.7. The provider/s will assess community needs through engagement with local families and will target support to those who are most in need regardless of where they are in the County. Data relating to the priority groups in each area will inform the work that takes place to support families and make services accessible.

9. List of Appendices

(available at www.essex.gov.uk if not circulated with this report)

- 9.1. Appendix 1. Definitions for Children's Centres proposed model
- 9.2. Appendix 2. Sure Start Children's Centre proposals by quadrant
- 9.3. Appendix 3. System Vision
- 9.4. Appendix 4. Sure Start Children's Centre Consultation Analysis 2016
- 9.5. Appendix 5. Essex Effective Support Windscreen
- 9.6. Appendix 6. Equality Impact Assessment Pre-birth to 19 services
- 9.7. Appendix 7. Equality Impact Assessment Sure Start Children Centres

10. List of Background Papers

Ethnographic research report
Corporate Impact Assessment

Definitions for Children's Centres proposed model

Family Hubs

There will be one Family Hub in each District which will open for 50 hours a week. A range of support services and activities will be delivered at the hub. The Family Hub will co-ordinate all of the support and services for families with children from pregnancy up to the age of 19, through to 25 for young people with special educational needs or a disability.

Family Hub Delivery Sites

These will be local places and buildings that will offer services for between 20 – 30 hours a week, including weekends. Families will be able to obtain more information in one visit from a team which works as one service, providing holistic support. This is aligned with the number of service delivery hours which a typical children's centre might currently offer, although the overall opening hours are shorter.

Family Hub Outreach Sites

Family Hub Outreach Sites will provide opportunities for face to face Information, Advice and Guidance through local libraries or similar community buildings. These locations have not all been identified to allow detailed conversations with families about what buildings and locations would make the best Outreach Sites in each district.

Outreach Sites with secured community use

Family Hub Outreach Sites will be supported by secured outreach space in buildings that will no longer be used for Children's Centre delivery to provide an option for the future provider/s to use. This usage has been secured as these buildings currently represent places which families are able to access.

Childcare

The existing Children's Centre buildings that we are not proposing to use as a Family Hub, Family Hub Delivery Site or Family Hub Outreach Site could be used to provide more childcare places

These proposals will be developed separately in the coming months after a decision has been taken on the Children's Centres buildings.

Appendix 2

Sure Start Children's Centres Proposals by Quadrant

		The numbers at the moment		How things may look from April 2017		The proposed difference between now and 2017 in numbers of buildings	
↓		↓		↓		↓	
Quadrant	Current Children's Centres	No.		Proposals from April 2017	No.		
All Quadrants	Main Sites	37	➡	Family Hub	12	-25	
	Delivery Sites	38	➡	Family Hub Delivery Sites	25	-13	
		0	➡	Family Hub Outreach Sites	25	+25	
		0	➡	Additional Childcare locations	3	+ 3	
		0	➡	New Childcare locations	4	+ 4	
		0	➡	Additional Childcare with secured outreach delivery space	4	+4	

Please note the following:-

- A new category has been introduced as a result of the consultation for additional childcare with secured outreach delivery space
- In the Recommendation to Cabinet column – green shading indicates there has not been any change to the original proposal and blue shading indicates there has been a change to the original proposal

Sure Start Children's Centres Proposals by Quadrant

North Essex Children's Centres

Colchester and Tendring

Quadrant	Current Children's Centres	No .		Proposals from April 2017	No .	Difference
North Essex	Main Sites	9	➡	Family Hub	2	-7
	Delivery	7	➡	Family Hub Delivery Sites	5	-2
		0	➡	Family Hub Outreach Sites	2	+2
		0	➡	Additional Childcare locations	0	0
		0	➡	New Childcare locations	2	+ 2
		0	➡	Childcare locations with secured delivery space	2	+2

Current Centre Name	Current Centre Type and Opening Hours	Childrens Centres Consultation proposals	Recommendations to Cabinet
Beehive Children's Centre Queen Boudicca Primary School, Cowper Crescent, Colchester CO4 5XT	Main site Open for 50 hours per week	Create a new Childcare opportunity	Create a new Childcare opportunity Local support and services for families will be provided via local outreach sites that are currently used such as the health clinic at Highwoods, and access to information via any new childcare provider
Berechurch Children's Centre The Ormiston Centre, School Road, Monkwick, Colchester CO2 8NN	Main site Open for 50 hours per week	Convert Children's Centre to a Family Hub Delivery Site open for 20 – 30 hours	Convert Children's Centre to a Family Hub open for 50 hours
Birch and Rural Children's Centre Birch C of E Primary School, School Hill, Birch, Colchester CO2 0LZ	Delivery Site Open for 5 hours per week	Close Delivery Site	Close Delivery Site Local support and services for families will be provided via local agreement with the school to use community space as required
Colne Children's Centre YMCA Hall, 55 High Street, Brightlingsea CO7 0AQ	Delivery site Open for 20 hours per week	Close Delivery Site	Close Delivery Site Create a Family Hub Outreach Site at Brightlingsea Library
Discovery Children's Centre King George V Pavilion, Clairmont Road, Colchester CO3 9BE	Delivery site Open for 15 hours per week	Close Delivery Site	Close Delivery site and create a new childcare opportunity. Local support and services for families will be provided from currently used outreach sites such as Stanway Youth

Current Centre Name	Current Centre Type and Opening Hours	Childrens Centres Consultation proposals	Recommendations to Cabinet
			Building, Creffield Road GP surgery
Greenstead Children's Centre Greenstead Community Centre, Hawthorn Avenue Colchester CO4 3QE	Main site Open for 50 hours per week	Centre will become a Family Hub open for 50 <u>hours</u>	Close Childrens Centre and relocate services to be delivered via Greenstead Library, Colchester Greenshoots and outreach services in Greenstead Community Resource Centre by booking the hall and/or the community cafe
Harwich Town Children's Centre <i>Noah's Nursery (administrative site)</i> Barrack Lane, Harwich CO12 3NS <i>St Nicholas Hall (delivery site)</i> Stour Road, Harwich CO12 3HS	Administrative site Delivery site Open for 20 hours per week	Close Administrative Site and Delivery Site to Create a Family Hub Outreach Site at Harwich Library open for 20 – 30 hours	Close Administrative Site and Delivery Site. Establish services to Harwich. Create a Family Hub Delivery site at Harwich Library open for 20 – 30 hours
Hemmington House 51-53 Broadway, Jaywick CO15 2EX	Delivery site Open for 15 hours per week	Close Delivery Site and create a new Childcare opportunity	Create additional childcare with secured outreach delivery space actual hours to be agreed based on local need
Little Hands Children's Centre Stanway Fiveways Primary School, Winstree Road, Colchester CO3 0QG	Main site Open for 50 hours per week	Close Children's Centre and create additional childcare	Convert to a Family Hub Delivery site open for 20 – 30 hours
New Town Children's Centre St Stephens Church Centre, Canterbury Road, Colchester CO2	Delivery site Open for 20 hours per week	Close Delivery site	Local support and services for families will be provided from local outreach site being used in Merith Road

Current Centre Name	Current Centre Type and Opening Hours	Childrens Centres Consultation proposals	Recommendations to Cabinet
7RY			Church hall and the Garrison
Rainbow Children's Centre 13 Old Pier Road, Walton-on-the- Naze CO14 8AW	Main site Open 50 hours	Convert Children's Centre and establish as a Family Hub Delivery Site open for 20 – 30 hours	Convert Children's Centre and establish a Family Hub Delivery Site open for 20 – 30 hours
Shrub End Children's Centre Shrub End Community Way, Boadicea Way, Colchester CO2 9BG	Main site Open for 50 hours per week	Close Children's Centre and create a Family Hub Outreach Site at Prettygate Library	Close Children's Centre. Create a Family Hub Outreach Site at Prettygate Library
St Anne's and Castle Children's Centre Harwich Road, Colchester CO4 3DH	Delivery site Open for 25 hours per week	Convert Delivery Site	Convert Delivery Site to establish as a Family Hub Delivery Site open for 20 – 30 hours
St James Children's Centre Unit 4 30 Oxford Road, Clacton-on-Sea CO15 3TB	Main site Open 50 hours	Convert Children's Centre to establish as a Family Hub Delivery Site open for 20 – 30 hours	Convert Children's Centre to establish as a Family Hub Delivery Site open for 20 – 30 hours
Sydney House Children's Centre Sydney House, 61a Langham Drive, Clacton-on-Sea CO16 7AG	Main site Open for 50 hours per week	Centre will become a Family Hub open for 50 hours	Children's Centre will become a Family Hub open for 50 hours
Windmill Children's Centre Two Village Primary School, Mayes Lane, Ramsey, Harwich CO12 5EL	Main site Open for 50 hours per week	Close Children's Centre and create additional childcare	Close Children's Centre and create additional childcare with secured service delivery space - actual hours to be agreed based on assessed local need

South Essex Children's Centres

Basildon, Brentwood, Castle Point, Rochford

Quadrant	Current Children's Centres	No .		Proposals from April 2017	No .	Difference
South Essex	Main Sites	10	➡	Family Hub	4	-6
	Delivery	13	➡	Family Hub Delivery Sites	8	-5
		0	➡	Family Hub Outreach Sites	10	+10
		0	➡	Additional Childcare locations	2	+2
		0	➡	New Childcare locations	0	0
		0	➡	Additional Childcare with secured outreach delivery space	0	0



Current Centre Name	Current Centre Type and Opening Hours	Childrens Centres consultation proposals	Recommendations to Cabinet
All About Children's Centre James Hornsby High School, Leinster Road, Laindon SS15 5NX	Main site Open for 50 hours per week	Convert Children's Centre to a Family Hub Delivery Site open for 20 – 30 hours with opportunity for increased childcare	Convert Children's Centre to a Family Hub Delivery Site open for 20 – 30 hours with opportunity for additional childcare
Billericay Children's Centre Billericay Library, 143 High Street, Billericay CM12 9AB	Delivery site Open for 5 hours per week	Close Delivery Site and establish a Family Hub Outreach Site within Billericay Library	Close Delivery Site and establish a Family Hub Outreach Site within Billericay Library
Canvey Community Children's Centre Canvey Resource Centre, Little Gypps, Canvey Island SS8 9HG	Delivery site Open for 15 hours per week	Close Delivery Site and establish Family Hub Outreach Sites within Canvey Library and at Thorney Bay Caravan Park	Close Delivery Site. Establish a Family Hub Outreach Site within Canvey Library and at Thorney Bay Caravan Park
Cherrydown Children's Centre Relate South Essex Building, 4 Cherrydown West, Basildon SS16 5AT	Delivery Site Open for 15 hours per week	Close Delivery Site	Close Delivery Site Local support and services for families will be provided via local outreach sites such as Basildon Library
Cherry Tree Children Centre The Knightsway Centre 32 A Knightsway Brentwood CM13 2AZ	Delivery Site Open for 15 hours per week	Close Delivery Site	Close Delivery site Local support and services for families will be through hiring the Knightsway Centre community hall as required
Fryerns Farm Children's Centre Greenshoots Adult Community College, Ely Way, Basildon SS14 2EQ	Delivery Site Open for 15 hours per week	Family Hub open for 50 hours	Family Hub Delivery Site open for 20 – 30 hours
Highcliffe Children's Centres Rettendon View, Wickford SS11 8JX	Main site Open for 50 hours per week	Change to Family Hub Delivery Site open for 20 – 30 hours	Establish a Family Hub Delivery Site open for 20-30 hours
Kaleidoscope Children's Centre	Main site Open for 50	Close Children's Centre and create	Close Children's Centre and create opportunity

Current Centre Name	Current Centre Type and Opening Hours	Childrens Centres consultation proposals	Recommendations to Cabinet
27 Riverview Court, Basildon SS16 4NF	hours per week	opportunity for increased childcare. Establish a Family Hub Outreach Site within Vange Library	for additional childcare. Establish a Family Hub Outreach Site within Vange Library
Ladybird Children's Centre The Grange Community Centre Little Wheatley Chase Rayleigh SS6 9EH	Delivery site Open for 15 hours per week	Close Delivery Site and consider opportunity for new childcare	Close Delivery Site to consider new childcare opportunity. Local support and services for families will be through hiring the Knightsway Centre community hall as required
Larchwood Children's Centre Larchwood Primary School, Larchwood Gardens, Pilgrims Hatch CM15 9NG	Main site Open for 50 hours per week	Centre will become a Family Hub open for 50 hours	Family Hub open for 50 hours
Little Acorns Children's Centre Westwood Academy, Beresford Close, Hadleigh, Benfleet SS7 2SU	Delivery site Open for 10 hours per week	Close Delivery Site and establish a Family Hub Outreach Site within Hadleigh Library	Close Delivery Site. Establish a Family Hub Outreach Site within Hadleigh Library
Little Handprints Children's Centre Thundersley Primary School, Dark Lane, Thundersley SS7 3PT	Main site Open for 50 hours per week	Centre Will become a Family Hub open for 50 hours	Convert to Family Hub Delivery site 20-30 hours
Little Lions Children's Centre Northwick Park Primary School, Third Avenue, Canvey Island SS8 9SU	Main site Open for 50 hours per week	Close Children's Centre and consider opportunity for new childcare	Convert to Family Hub open for 50 hours
Little Tewkes Childrens' Centres Dovervelt Road, Canvey Island SS8 8EJ	Delivery site Open for 15 hours per week	Close Delivery Site	Close Delivery Site. Establish a Family Hub Outreach Site within Canvey Island Library
Northlands Park Children's Centre,	Main site Open for 50	Close Children's Centre to consider	Convert to Family Hub open for 50 hours

Current Centre Name	Current Centre Type and Opening Hours	Childrens Centres consultation proposals	Recommendations to Cabinet
Davenants, Basildon SS13 1QX	hours per week	opportunity for additional childcare	
Sea Shells Children's Centres, Great Wakering Primary School, High Street, Great Wakering, Southend-on-Sea SS3 0EJ	Delivery site Open for 15 hours per week	Convert Delivery Site to Family Hub Delivery Site open for 20 – 30 hours	Convert to a Family Hub Delivery Site open for 20 -30 hours
Startbright Children's Centre Pitsea Library, Northlands Pavement, Pitsea SS13 3DU	Delivery site Open for 5 hours per week	Close Delivery Site and establish a Family Hub Outreach Site within Pitsea Library	Close Delivery Site. Establish a Family Hub Outreach Site within Pitsea Library
Sunnyside Children's Centre Rosebay Avenue, Billericay CM12 0GH	Main site Open for 50 hours per week	Convert Children's Centre to a Family Hub Delivery Site Consider opportunity for increased childcare	Convert Children's Centre to a Family Hub Delivery site open for 20 – 30 hours
Sunshine Children's Centre Shenfield Library,63 Hutton Road, Brentwood CM15 8NJ	Delivery site Open for 5 hours per week	Close Delivery Site and establish a Family Hub Outreach Site within Shenfield Library	Close Delivery Site. Establish a Family Hub Outreach Site within Shenfield Library
The Limes Children's Centre 93 New Century Road, Laindon SS16 6AQ	Delivery site Open for 25 hours per week	Close Delivery site	Close Delivery Site. Establish a Family Hub Outreach Site within Laindon Library
The Oak Tree Children's Centre Grove Wood Primary School, Grove Road, Rayleigh SS6 8UA	Main Site Open for 50 hours per week	Centre will become a Family Hub	Family Hub open for 50 hours
The Triangle Children's Centre Downtowner, Irvon Hill Road, Wickford SS12 0AQ	Delivery Site Open for 10 hours per week	Close Delivery Site	Close Delivery Site. Establish a Family Hub Outreach Site within Wickford Library
Willows Children's Centre Riverside Primary School, Ferry Lane, Hullbridge SS5 6ND	Delivery Site Open for 15 hours per week	Convert Delivery Site to a Family Hub Delivery Site open for 20 – 30 hours	Convert Delivery Site and establish a Family Hub Delivery Site open for 20 – 30 hours

Current Centre Name	Current Centre Type and Opening Hours	Childrens Centres consultation proposals	Recommendations to Cabinet
Wishing Well Children's Centre Waterman Primary School, The Boulevard, Rochford SS4 1QF	Main site Open for 50 hours per week	Convert Children's Centre to a Family Hub Delivery Site open for 20 – 30 hours	Convert Children's Centre to a Family Hub Delivery Site open for 20 – 30 hours

West Essex Children's Centres

Uttlesford, Epping Forrest, Harlow

Quadrant	Current Children's Centres	No .		Proposals from April 2017	No .	Difference
West Essex	Main Sites	9	➡	Family Hub	3	-6
	Delivery Sites	5	➡	Family Hub Delivery Sites	6	+1
		0	➡	Family Hub Outreach Sites	4	+4
		0	➡	Additional Childcare locations	0	0
		0	➡	New Childcare locations	1	+1
		0	➡	Additional Childcare with secured outreach delivery space	1	+1

Current Centre Name	Current Centre Type and Opening Hours	Children's Centres consultation proposal	Recommendations to Cabinet
Abbeywood Children's Centre Waltham Abbey Library, 37 Sun Street, Waltham Abbey EN9 1EL	Delivery Site Open for 15 hours per week	Close Delivery Site and establish a Family Hub Outreach Site in Waltham Abbey Library	Convert Delivery Site an establish a Family Hub Outreach Site in Waltham Abbey Library
Brambles Children's Centre Epping Library, St John's Road, Epping CM16 5DN	Main Site Open for 40 hours per week 10 hours telephone service	Centre will become a Family Hub open for 50 hours	Family Hub open for 50 hours
ABC Children's Centre Aneurin Bevin Centre, Garden Terrace Road, Old Harlow CM17 0AT	Outreach Site	Close Outreach Site	Close Outreach Site. Local support and services for families will be provided via local outreach such as Old Harlow Library and other community buildings
Burnt Mill Children's Centre Burnt Mill Secondary School, First Avenue, Harlow CM20 2NR	Delivery Site Open for 15 hours per week	Close Delivery Site and consider opportunity for new childcare Establish a Family Hub Outreach Site within Harlow Central Library	Close Delivery Site and consider opportunity for new childcare. Establish a Family Hub Outreach Site within Harlow Central Library
Fairycroft Children's Centre 37a Fairycroft Road, Saffron Walden CB10 1ND	Main Site Open for 40 hours per week / 10 hours telephone service	Close Children's Centre and establish a Family Hub Outreach Site within Saffron Walden Library	Close Childrens Centre. Establish a Family Hub Outreach Site within Saffron Walden Library
Hazelwood Children's Centre Hill House Primary School, Ninefields, Waltham Abbey EN9 3EL	Main Site Open for 40 hours per week 10 hours telephone service	Convert Children's Centre to a Family Hub Delivery Site	Convert Children's Centre to a Family Hub Delivery Site open for 20 – 30 hours
Little Goslings Children's Centre Little Goslings, North Street, Great Dunmow CM6 1AZ	Delivery Site Open for 15 hours per week	Create a Family Hub open for 50 hours	Create a Family Hub Delivery Site open for 20 – 30 hours delivery

Current Centre Name	Current Centre Type and Opening Hours	Children's Centres consultation proposal	Recommendations to Cabinet
Little Oaks Children's Centre Loughton Resource Centre, Torrington Drive, Loughton IG10 3TD	Delivery Site Open for 15 hours per week	Close Delivery Site and establish a Family Hub Delivery Site	Close Delivery Site and establish a Family Hub Delivery Site open for 20 – 30 hours
Little Star Children's Centre Shelley Primary School, Milton Crescent, Chipping Ongar CM5 0FF	Delivery Site Open for 15 hours per week	Close Delivery Site and establish a Family Hub Outreach Site within Ongar Library	Close Delivery Site. Establish a Family Hub Outreach Site within Ongar Library
Potter Street Children's Centre Carters Mead, Harlow CM17 9EU	Main Site Open for 40 hours per week 10 hours telephone service	Close Children's Centre	Close Children's Centre. Establish a Family Hub Delivery Site open for 20 – 30 hours
Spangles Children's Centre Lower Street, Off Chapel Hill, Mountfitchet, Stansted CM24 8LR	Main Site Open for 40 hours per week 10 hours telephone service	Convert Children's Centre to a Family Hub Delivery Site	Family Hub open for 50 hours
Sunrise Children's Centre Alderton Schools, Alderton Hall Lane, Loughton IG10 3HE	Main Site Open for 40 hours per week 10 hours telephone service	Close Children's Centre and consider opportunity for increased childcare	Close Children's Centre. Create additional childcare opportunity with secured outreach delivery space actual hours to be agreed based on assessed local need
Meadows Children's Centre Harberts Road, Harlow CM19 4DL	Main Site Open for 40 hours per week 10 hours telephone service	Convert Children's Centre to a Family Hub Delivery Site open 20 – 30 hours	Convert Children's Centre to a Family Hub Delivery Site open for 20 – 30 hours
Treehouse Children's Centre Parnall Road, Harlow CM18 7NG	Main Site Open for 40 hours per week 10 hours telephone service	Centre will become a Family Hub open for 50 hours	Family Hub open for 50 Hours
True Stars	Main Site	Convert Children's	Convert Children's

Current Centre Name	Current Centre Type and Opening Hours	Children's Centres consultation proposal	Recommendations to Cabinet
Children's Centre The Limes Centre, Limes Farm, Chigwell IG7 5LP	Open for 40 hours per week 10 hours telephone service	Centre to a Family Hub Delivery Site	Centre to a Family Hub Delivery Site open for 20 – 30 hours,

Mid Essex Children's Centres

Maldon, Chelmsford, Braintree

Quadrant	Current Children's Centres	No .		Proposals from April 2017	No .	Difference
Mid Essex	Main Sites	9	➡	Family Hub	3	-6
	Delivery	11	➡	Family Hub Delivery Sites	6	-4
	Local Outreach Sites currently used by Children's Centres	40	➡	Family Hub Outreach Sites	9	+9
		0	➡	Additional Childcare locations	1	+1
		0	➡	New Childcare locations	1	+1
		0	➡	Additional Childcare with secured outreach delivery space	1	+1

Current Centre Name	Current Centre Type and Opening Hours	Children's Centres consultation proposals	Recommendations to cabinet
Acorn Children's Centre The Old School Hall, Beridge Road, Halstead CO9 1JH	Main Site Open for 40 hours per week 10 hours telephone service	Close Children's Centre and establish a Family Hub Delivery Site at Halstead Community Resource Centre open for 20 – 30 hours	Convert Children's Centre to a Family Hub Delivery Site open for 20 – 30 hours
Beeches Children's Centre Adult Community College, Beeches Close, Chelmsford CM1 2SB	Delivery Site Open for 10 hours per week	Close Delivery Site	Close Delivery site Local support and services for families will be provided via local outreach sites the Community Hall in Forest Drive
Bumblebee Children's Centre The Old School House, Main Road, Danbury CM3 4NQ	Delivery Site Open for 10 hours per week	Close Delivery Site and consider opportunity for new childcare Establish a Family Hub Outreach Site within Danbury Library	Close Delivery site and create new Childcare opportunity Establish a Family Hub Outreach Site within Danbury Library
Carousel Children's Centre Chapel Hill, Braintree CM7 3QZ	Main Site Open for 40 hours per week 10 hours telephone service	Centre will become a Family Hub open for 50 hours	Centre will become a Family Hub open for 50 hours
Chelmsford Central Children's Centre Chelmsford Library, Market Road, Chelmsford CM1 1LH	Main Site Open for 40 hours per week 10 hours telephone service	Centre will become a Family Hub	Centre will become a Family Hub open for 50 hours
Chelmsford West Children's Centre Dixon Avenue, Chelmsford CM1 2AQ	Main Site Open for 40 hours per week 10 hours telephone service	Close Children's Centre and consider opportunity for new childcare	Close Children's Centre and establish a Family Hub Delivery Site open for 20-30 hours
Chetwood Children's Centre	Main Site Open for 40	Close Children's Centre and consider	Close Children's Centre and establish a

Current Centre Name	Current Centre Type and Opening Hours	Children's Centres consultation proposals	Recommendations to cabinet
Shirebourne Vale, Off Gandalf's Rise, South Woodham Ferrers, Chelmsford CM3 5ZX	hours per week 10 hours telephone service	opportunity for new childcare	Family Hub Delivery Site open for 20 – 30 hours
Galleywood Children's Centre Galleywood Library, Watchhouse Road, Galleywood, Chelmsford CM2 8PU	Delivery Site Open for 5 hours per week	Close Delivery Site and establish a Family Hub Outreach Site within Galleywood Library	Close Delivery Site and establish a Family Hub Outreach Site within Galleywood Library
Harlequin Children's Centre Spa Road, Witham CM8 1NA	Main Site Open for 40 hours per week 10 hours telephone service	Close Children's Centre and consider opportunity for additional childcare	Close Children's Centre and establish a Family Hub Delivery site open for 20 -30 hours
Larkrise Children's Centre Larkrise Primary School, Dorset Avenue, Great Baddow, CM2 9UB	Main Site Open for 40 hours per week 10 hours telephone service	Close Children's Centre and establish a Family Hub Outreach Site within Great Baddow Library	Close Children's Centre and establish a Family Hub Outreach Site within Great Baddow Library
Maldon Children's Centre Maldon Library, Carmelite House, White Horse Lane, Maldon CM9 5FW	Main Site Open for 40 hours per week 12 hours telephone service	Centre will become a Family Hub	Centre will become a Family Hub open for 50 hours
Perryfields Children's Centre Perryfields Community Centre, Lawn Lane, Chelmsford CM1 7PP	Main Site Open for 40 hours per week 10 hours telephone service	Close Children's Centre and consider opportunity for additional childcare Establish a Family Hub Outreach Site within Springfield Library	Close Children's Centre and create opportunity for additional childcare Establish a Family Hub Outreach Site within Springfield Library
Rainbow Children's Centre Hedingham High School, Yeldham Road, Sible Hedingham, Halstead CO9 3QH	Delivery Site Open for 5 hours per week	Close Delivery Site	Close Delivery Site and establish a Family Hub Outreach Site within Sible Hedingham Library

Current Centre Name	Current Centre Type and Opening Hours	Children's Centres consultation proposals	Recommendations to cabinet
Roundabout Children's Centre Templars Infant School, Cressing Road, Witham CM8 2NJ	Delivery Site Open for 10 hours per week	Close Delivery Site and consider additional childcare Establish a Family Hub Outreach Site within Witham Library	Close Delivery Site Establish a Family Hub Outreach Site within Witham Library
Seesaw Children's Centre Lancaster Way, Braintree CM7 5UL	Main Site Open for 40 hours per week 10 hours telephone service	Close Children's Centre and consider opportunity for additional childcare	Close Children's Centre; Create additional childcare opportunity and space for secured outreach based on assessed local need
Silver End Children's Centre Silver End Village Hall, Broadway, Witham CM8 3RQ	Delivery Site Open for 20 hours per week	Convert to Family Hub Delivery Site open 20 – 30 hours	Convert to a Family Hub Delivery Site open 20 – 30 hours
Sunflower Children's Centre Broomfield Library, 180 Main Road, Broomfield, Chelmsford CM17AH	Delivery Site Open for 5 hours per week	Close Delivery Site and establish a Family Hub Outreach Site within Broomfield Library	Close Delivery Site and establish a Family Hub Outreach Site within Broomfield Library
The Dengie Children's Centre Ormiston Rivers Academy, Southminster Road, Burnham-on-Crouch CM0 8QB	Delivery Site Open for 10 hours per week	Close Delivery Site and establish a Family Hub Delivery Site	Close Delivery Site and establish a Family Hub Delivery site open 20 - 30 hours
Valley Children's Centre Earls Colne Primary School, Park Lane, Earls Colne, Colchester CO6 2RH	Delivery Site Open for 10 hours per week	Close Delivery Site and establish a Family Hub Outreach Site within Earls Colne Library	Close Delivery Site and establish a Family Hub Outreach Site within Earls Colne Library
Yellow Brick Road Children's Centre Great Totham Primary School, Walden House Road, Great Totham, CM9 8PN	Delivery Site Open for 5 hours per week	Close Delivery Site	Close Delivery Site and establish a Family Hub Outreach Site within Wickham Bishops Library

Our new system



Our new system must... Work with and for families across Essex

We will...



Look first at families' strengths

especially those of parents (both Mums and Dads) and take time to understand their needs fully



Focus on preventing problems

before they occur and offer flexible, responsive support when and where it's required



Build the resilience of parents

and communities to support each other



Work together across the whole system

– aligning our resources so we can best support families and 'do what needs to be done when it needs to be done' (not necessarily what is on our job description)



Base all we do on evidence

of both what is needed and of what works, and be brave enough to stop things that aren't working



Be clear and consistent about the outcomes

we expect, and judge what we do against them

We will know our system is successful if it delivers these outcomes:



Children...

- Are physically and emotionally healthy
- Are resilient and able to learn well
- Are supported by their families, their community, and - when necessary - professionals to thrive and be successful
- Live in environments that are safe and support their learning and development



Parents...

- Are supporting one another in their communities
- Know where to get help if they need it
- Have trusted relationships with practitioners, neighbours and other parents
- Are well informed about how best to help their child develop, and motivated to make great choices



Communities...

- See it as their collective responsibility to support parents and young children
- Are providing sustainable support through individuals, community groups, businesses and voluntary organisations
- Are seen, understood and valued by practitioners as being 'part of the solution'



Practitioners...

- Focus first on families and their strengths
- Work closely with families to understand what they need, and build trusting relationships
- Have a shared vision and understanding of outcomes and success
- Are skilled, knowledgeable and are co-creating and co-delivering approaches that work

