

* Name of proposal/policy	Targeted Early Help Service Design – Targeted Children’s Centre Services element	* Budget number	16-002-01
* Service area responsible	Children Families and Education – Quality and Performance	* Cabinet meeting date	14 th February 2017
* Name of completing officer	Michael Robinson	* Approved by Director / Assistant Director	Lesley Hagger
* Version	1.0	* Date	6 th February 2017

PART A

* Section 1a: Description of proposal under consideration/development	* Section 1b: Is this new or existing? Does it link to current provision?
<p>Review the targeted (i.e. non-universal) element of Children’s Centre service delivery in preparation for the move of the Children, Families & Education directorate to a new children’s delivery vehicle. The aim is to streamline targeted Children’s Centre service delivery to maximise Council resources and reduce potential confusion to families who are already supported by other Council services.</p>	<p>The current offer for targeted early help Children’s Centre Services is delivered in 10 localities by three different providers.</p> <p>Analysis tells us that c.30% of families currently supported by targeted Children’s Centre services are also known to and being supported by Social Care (Tier 4) with another c.40% being known to the Local Authority through its internal “Early Help Families” Programmes* (Tiers 4, 3 and 2). This means that a number of families supported by targeted early help Children’s Centre services are also being supported by other Children’s Families and Education professionals. This is not the best use of resources and can lead to confusion amongst families around which professional they should seek support from depending on their particular concerns.</p>

*** Section 2: How does this align with the Council Plan/ corporate priorities/ partnership strategies and plans/ Next Generation Council?**

Delivers increased wellbeing and/or safeguarding by ensuring that...	✓
People of all ages are safe, protected from harm and able to live happy, healthy and independent lives in our communities	
People have the information and support they need to make healthy choices and achieve wellbeing	
People achieve economic prosperity, in a healthy, low carbon economy which gives access to jobs, training and skills development	
Communities thrive in a pleasant and resilient environment, with robust transport and communications infrastructure	
Resources are utilised effectively and efficiently, in coordination with partners and providers	✓

Does it align with any NCC/ partnership strategies and plans? (if so, please list below)
NCC Children’s Trust Plan NCC Early Help and Prevention Strategy NCC Commissioning Intentions Strategy NCC Post Ofsted Children’s Services improvement plan

Does it support the transformation into a Next Generation Council? (if so, please explain below)
Yes in relation to the movement towards a Children’s Trust where it will be a federated organisation that delivers a “Targeted Operating Model” to the most vulnerable children and young people

*** Section 3: If this relates to a statutory duty, please give details of the relevant legislation below:**

2006 Childcare Act, 2010 Learning Skills and Apprenticeship Act, 2010 Child Poverty Act

Section 4: Have other alternatives been considered?

The following options have been considered :

- a) Pause the current children's centre targeted service offer until the new organisational design has been completed for the Children's Trust. This option would result in a gap in service provision for 0-5s as the Local Authority's current internal early help offer focuses on 5y+ and was therefore discounted
- b) To transfer all current services into the Local Authority until the new organisational design has been completed. However this will not deliver the savings required in 2017/18 and so has been discounted.
- c) To renegotiate the contract price and delivery schedule with current providers. This has been discounted as it would not meet the intended outcomes and ambition for the children's delivery vehicle to increase direct service delivery and reduce expenditure on management and commissioning costs.

* Section 5: Financial / resource implications

a) **Costs**

A maximum of circa £750k redundancy costs has been potentially identified. This would only be evident if all staff performing Children's Centre Services functions were transferred to NCC CFE and then subsequently made redundant. Some of these staff will be retained or options to redeploy them into other areas of CFE will be identified.

In addition, to the above there is a risk exposure c£600k for each month that all current employees delivering Targeted Children's Centre Service function are maintained above establishment.

Providers underspends are currently being reviewed to part mitigate these costs/risks, any unfunded costs will be mitigated through management actions.

b) **Staffing implications**

If the proposals proceed then within 17/18 there will be a substantial reduction in the number of employees delivering Children's Centre Services targeted activity as evident in 16/17.

c) **Savings**

A £4.5m saving will be made in 17/18 with actual or nominal expenditure reducing from £7.1m evident in 16/17 to £2.6m in 17/18

Section 6: Has a similar initiative/proposal been implemented elsewhere? What were the benefits or risks? Are there lessons that can be learned?

Nationally there has been significant reductions to children centre programmes. Our approach has considered these changes and is informed by retaining what works for families and by identifying all the support the most vulnerable children, young people and families receive through Children, Families and Education and partner services.

THIS SECTION HAS REPLACED THE EQUALITY IMPACT ASSESSMENT FORM AND MUST BE COMPLETED TO DEMONSTRATE COMPLIANCE WITH THE EQUALITY DUTY

*** Section 7: Who will be affected by this proposal? (this may be service user data, or be based on a particular geographical area or more general population data depending on the proposal) Include demographic information where this is available e.g. breakdown by gender, age, ethnicity, disability etc. BIPI can support with the provision of data. You may include staff, partner organisations and any other stakeholders who might be affected by the proposal.**

Data Source (include link where published) and summary of what it tells us for example “X number of people use this service, X are male, Y are female etc.”	Why is this relevant to the proposal?
Northamptonshire Analysis Equalities Resources http://www.northamptonshireanalysis.co.uk/bytheme?themeld=328&themeName=Equalities	Details of ethnicity in the Children’s Centre area. Details of age, religion, gender, marital status by district
Office for National Statistics Neighbourhood Statistics http://www.neighbourhood.statistics.gov.uk/dissemination/LeadHome.do?m=0&s=1400144236037&enc=1&nsjs=true&nsck=false&nssvg=false&nswid=1090	Details of ethnicity in the specific areas affected.
Joseph Rowntree Foundation research published December 2013: http://www.ethnicity.ac.uk/medialibrary/briefingsupdated/ethnicity-and-deprivation-in-england-how-likely-are-ethnic-minorities-to-live-in-deprived-neighbourhoods%20(1).pdf	Finds that people of all ethnic minority groups in England are more likely to live in deprived areas.

* Section 8: Based on the above information, will this proposal have an impact on the following? ✓ the relevant box for each line and then expand on the reasons why in Section 9				
	Positive	Negative	Neutral	Unsure
<u>Age</u>		✓		
<u>Disability</u>				✓
<u>Gender reassignment</u>				✓
<u>Marriage and civil partnership</u>		✓		
<u>Pregnancy and Maternity</u>		✓		
<u>Race</u>				✓
<u>Religion or Belief (or No Belief)</u>		✓		
<u>Sex</u>		✓		
<u>Sexual orientation</u>				✓

* Section 9: Initial impact	
* Section 9a: From your analysis in section 8 above, please explain the positive implications	
A positive implication is that if the proposals are taken forward through to implementation then they have the potential to reduce the confusion a family, who has a child under 5 within any of the groups indicated above, may face when a number of 'lead' professionals engaged with them.	
* Section 9b: From your analysis in section 8 above, please explain why you have categorised any of the implications as neutral	
N/A	
* Section 9c: From your analysis above, please explain the negative implications	* Section 9d: What actions have you identified to mitigate any negative implications?

<p>The age profile of those responding to the Children Centre Services consultation launched in December 2016 has confirmed, due to the nature of the service offered, that impact will be greatest for adults aged between 20-49 and children that are under 5.</p> <p>Relationship profile of those responding to the Children Centre Services consultation launched in December 2015 has confirmed that Families where marriage or a partnership is evident are more likely to have children under 5 than the general population and due to the nature of the service that is offered will be impacted more than the general population</p> <p>Families where pregnancy and maternity is evident perceive they will have reduced access to services that have been supported by the contracted targeted children's centre service providers.</p> <p>97% of Children Centre Services consultation responses were from females. Also more than 90% of the workforce currently delivering targeted children's centre services is female. Therefore the changes will disproportionately affect them.</p>	<p>Greater engagement and involvement of Early years providers in the Early help agenda, especially at level 2, linking this to the roll out of 30 hours free childcare for eligible 3 and 4 year olds in September 2017</p> <p>Children Centre Services Consultation launched in December 2016 demonstrated strong support for the development of community hubs on historic children's centre building where activity delivered could encompass aspects of a health offer. This will be pursued and delivery of this nature developed via engagement with First for Wellbeing and commissioners within the Clinical Commissioning Group</p>
<p>* Section 9e: From your analysis above, please explain the areas where you are unsure of the impact</p>	<p>* Section 9f: What actions have you identified to fill gaps in information?</p>
<p>Those families where there is a parent / carer with a disability and / or a child with a disability are more likely to be in receipt of targeted children's centre services than the general population registered for children's centre services. However the small number of respondents in the consultation that indicated a disability means the ability to draw firm conclusions is limited</p> <p>Those from an ethnic minority are more likely to live in deprived areas and therefore it was assumed that they would be disproportionately affected by the changes. However the small number of respondents in the consultation</p>	<p>There will be work with the Early Help Disabled Team and the Children With Disabilities Team to mitigate for any potential gaps in provision. We will also engage with the voluntary and community sector to identify and mitigate for any specific gaps in provision.</p>

<p>that indicated they would not categorise themselves as non-white English, welsh, Scottish or northern Irish means the ability to draw firm conclusions is limited.</p> <p>The majority of engagement surrounding the targeted aspect of children's centre service delivery is with females and so the changes will disproportionately affect them.</p> <p>The small number of responses in the consultation indicating they are impacted due to sexual orientation or gender re-assignment means the ability to draw any firm conclusions is limited.</p>	
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* Section 10: Internal considerations: are there any implications for the following?		
	✓ or X	If there are any implications, please explain them here and identify any actions you may need to take as a result
<u>Staff</u>	✓	Proposals, developed from the consultation are likely to impact on teams within Children, Families and Education. Services are involved in actions identified in either the project plan or as a result of appropriate associated actions being identified.
<u>Financial (NCC)</u>	✓	Ensuring indicated savings are realised
<u>Legal</u>	✓	Provision of support from a legal employment aspect around transition to the new services delivery model.
<u>NCC Policy</u>		This has the potential to affect NCC Policy and this will be monitored as the changes are developed.
<u>Performance</u>	✓	Proposals, developed from the consultation will require a new performance framework as the new delivery model is developed.
<u>Data quality / information security</u>	✓	Data / information management transfer and future requirements will be required from the reconfiguration of provision. Appropriate Officers are engaged and involved in delivering the activity required as identified in the project plan

IT	✓	Proposals, developed from the consultation will see a reduction in revenue to this service from the current contracted third party providers. Also potential impact on corporate IT infrastructure projects and core system usage (Capita). Appropriate colleagues within NCC / LGSS are engaged and involved in this aspect of delivery identified in the project plan to ensure the required changes are managed.
Strategic assets	✓	A reduction in income to the Place Directorate, relating to leases, from the current contracted third part providers will be evident. Appropriate Officers from within NCC CFE and “Place” are engaged and involved in managing the changes that will be required
LGSS / federated bodies	✓	LGSS – Human Resources – Support is being provided by this service area for the activity that needs to be undertaken to oversee and manage the transition from 16/17 targeted services delivery model to 17/18 targeted services delivery model. First For wellbeing – Proposals, developed from the consultation have implications relating to delivery of Health Visitor and other public health functions, Engagement by NCC CFE with First for Wellbeing continues to be taken forward around this matter.
Procurement	✓	No involvement is now required due to the intention to cease contracts on 31 st March 2017.
Project support	✓	Capacity surrounding consultation requirements and wider project management has been provided.
Other (if appropriate)		

*** Section 11: External considerations: are there any implications for the following?**

	✓ or X	If there are any implications, please explain them here and identify any actions you may need to take as a result
Community impact	✓	There is the potential for community concern if the proposal is implemented. Engagement of stakeholders via consultation and proactive marketing and communications campaign will be important to address concerns.
Impact on the consumer (e.g. communication needs, access, rurality, complaints)	✓	Potential reduction in volume of activity delivered. This will impact on service users’ ability to access appropriate support in a timely manner and the local venue of their choice.

<u>Reputation</u>	✓	There is the potential for community concern if the proposal is implemented. Engagement of stakeholders via consultation and proactive marketing and communications campaign will be important to address concerns.
<u>Political</u>	✓	Briefing sessions to be organised with elected members with invite extended to local MPs.
<u>Partners</u>	✓	Uncertainty to partners including those organisations where contracts are held with either NCC or via subcontracts through the current providers. Proactive marketing and communications campaign required to ensure the facts are known.
<u>Human Rights</u>		
<u>Health impact – individual</u>	✓	Use of venues exclusively used by targeted children’s centre contracted providers where they offer the ability to use said venues “in kind” by health partners. We are reviewing the use of all currently designated Children’s Centres for delivery of different aspects of the suite of services that fall under the broader Children’s Centre umbrella to ensure any impact on individuals is minimised.
<u>Health impact – wider community</u>	✓	Use of venues exclusively used by targeted children’s centre contracted providers where they offer the ability to use said venues “in kind” by health partners. We are reviewing the use of all currently designated Children’s Centres for delivery of different aspects of the suite of services that fall under the broader Children’s Centre umbrella to ensure any impact on the community is minimised
<u>Economic impact - individual</u>	✓	Provision of support to gain employment is currently offered / delivered through the targeted children’s centre services providers – libraries offer will be maintained and European Social Funding contract scheduled to commence in Jan 2017 have been identified as possible ways to mitigate this
<u>Economic impact – wider community</u>	✓	
<u>Community Safety impact</u>		
<u>Environmental impact</u>		
<u>Consultation</u>	✓	Statutory responsibility to consult on any significant change around provision of Children’s Centre services applies here – delivery of consultation around the changes to targeted children’s centre services to run concurrent to the broader corporate NCC budget consultation
<u>Other (if appropriate)</u>		

Based on the impacts and considerations above, please identify the RAG status

RAG Status	Overall RAG	Time	Proposal Delivery	Cash Saving	Risk	Issue	Dependency
	GREEN	GREEN	GREEN	Amber	Amber	Amber	Amber

* Section 12a: What are the risks associated with NOT implementing the proposal? (tick if applicable)	✓	* Section 12b: What actions have you identified to mitigate the risks? Will anything in the current arrangements need to be changed to acknowledge this risk? Is implementing the proposal the only way to mitigate the risks?
Non-compliance with legislation or NCC policy		
Financial	✓	Risk of non-delivery 2017/18 Budget savings and NCC MTFP if changes to current targeted children's centre services are not implemented
Change in performance/ data quality/ information security		
Reputational/ Political		
Increase in complaints and/ or legal challenge		
Other		

* Section 13: Budget Delivery Programme Highlight Report information – total amount allocated to savings proposal 2017-18 through to 2020-2021; profiled budget; 2017-18 action plan extended savings narrative; cost code information				
Total amount allocated to savings proposal 2017-18				
2017-18 (£000)		£4.5m		
Impact of saving within the budget profile				
Q1	Q2	Q3	Q4	
£1m	£1.1m	£1.2m	£1.2m	

	Milestone	Owner	By when
1	Stakeholder engagement through public consultation and provider consultation undertaken, considered. This is used in development of potential new targeted Children's Centre Services delivery activity, identifying how this links to broader Children's Trust developments		During January and February 2017
2	Financial implications of point 2 identified		Late Feb 2017
3	Changes proceed and / or are adapted as a result of point 2		March – May 2017
4	Confirmed model implemented		1 st April 2017

Cost code	
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*** Section 14: Do you need to undertake further work (e.g. consultation, further proposal development, further equality analysis) based on the impact and actions identified above? If yes, set this out below and then carry out the work and complete Part B:**

Complete and report the finding of the Children's Centre Services consultation which took place over seven weeks from mid December 2016 to Early Feb 2017

The next stage is to review the outcomes of the consultation and finalise the new delivery plan.

PART B

Section 15: Consultation, follow up data and information gathered from actions identified above	
	What does this information tell us?
Children Centre Services Consultation – Ended 2 nd Feb 2017 Ongoing TUPE conversation with providers.	Profile of those completing the survey has firmed up potential impact on some groups with specific characteristics.

<p>Greater clarity around how historic targeted children’s centre services will fit into the broader Early Help delivery model.</p> <p>Financial modelling around the impact of different scenarios relating to future delivery undertaken.</p> <p>Planning relating to use of historic Children’s Centre buildings as potential community hubs has advanced.</p> <p>Budget Scrutiny Review meeting in January 2017</p>	<p>495 responses were received where around 50% of these were from current or historic users of children’s centre services.</p> <p>In all aspects of the consultation more than 50% of respondents agree or strongly agree with the proposed future delivery model.</p>
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Section 16: Final impact analysis (taking the findings from Part B into account) – including review date if required

The potential impact of this proposal has been given due consideration. Taking this into account, any negative impact for the majority of service users will be minimised and mitigated by retaining what works for families as much as possible. However given the change in the budget and information outlined in consultation responses a reduction in scope of activity will be evident.