

CABINET LEAD MEMBER FOR CHILDREN'S SERVICES – CLLR LAURA MAYES

SERVICE AREA: Children's centre services – award of contracts

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REFERENCE: CS-02-16

Executive Summary

In Wiltshire a re-design process was carried out during 2015 in which officers sought the views of a range of stakeholders about the future delivery of children's centre services. The aim was to refocus the current resources to deliver more services to the wider community with less emphasis on the buildings they are delivered from whilst ensuring children's centre staff continue to deliver front line delivery of services and support.

Proposals on the future delivery of services were developed and a public consultation process was carried out between 17th September and November 6th 2015.

Following feedback from this consultation, proposals were updated to recommend that children's centre services will be delivered from 17 key buildings based in four geographical clusters – North, East, South and West from July 2016. This was agreed at Cabinet on 15th December 2015.

Building on the extensive engagement with stakeholders and recommendations of the Children's Select Committee Children's Centres Task Group (June 2015), the service specification was developed to have a strong focus on outcomes for children and families, an increased focus on vulnerable families and continued delivery of some children's centre services in each location where there is currently a children's centre building.

The tender for provision of children's centre services was advertised on 11th January 2016 with a closing date for bids of 26th February 2016. Suppliers were invited to submit a bid for each of the four cluster areas: North, South, East, West.

Bids were received from five organisations and these bids were fully evaluated in line with recommendations made by the Children's Centre Task Group (June 2015) to evaluate providers' suitability with reference to:

- cost effectiveness;
- ability to forge quality relationships and develop partnership working across the geographical area;
- ability to integrate with other early help and early years services;
- balance efficiencies of scale and the quality of local provision.

Following completion of the tender evaluation process the following suppliers were assessed as the strongest bidders based on the most economically

advantageous tenders which fully met the requirements of the service specification. This includes a strong focus on community service delivery, working in partnership and offering excellent added value.

North Cluster: The Rise Trust

South Cluster: Spurgeons

East Cluster: Spurgeons

West Cluster: Spurgeons

Proposal(s)

The Lead Member for Children's Services (under delegated decision making powers) is asked to confirm acceptance of the decision to award the contracts to successful bidders as set out in this paper and to delegate authority to the Associate Director (Commissioning, Performance and School effectiveness) in consultation with the Associate Director (Legal and Governance) to finalise and enter into the new Children's Centre Services Contracts and all associated documents including property documents and LGPS related documents.

Timetable:

1st April 2016- Report published on the Council's website for 5 working days and all bidders informed of outcome of the tender and recommendations to Cabinet.

8th April 2016 – Formal acceptance of recommendations by the Lead Member for Children's Services, Cllr Laura Mayes, under delegated decision making authority

11th April – Final report along with formal decision published on the Council's website for 5 working days

18th April 2016 - Bidders informed of Cabinet decision and commencement of 10 day standstill period.

28th April 2016 – Award of contract

1 July 2016 – Contract commencement

Reason for Proposal

This proposal is made in the context of needing to find ways to continue to meet the needs of young children and their families through re-shaping service delivery whilst looking at opportunities to save money. The award of contracts to run children's centre services across four clusters will ensure that the Council maximises support in the most deprived areas whilst retaining some access to children's centre services across the county.

Carolyn Godfrey - Corporate Director and Director for Children's Services

Wiltshire Council Cabinet

Delegated Decision

Subject: Children's centre services – award of contracts

Cabinet member: Cllr Laura Mayes – Lead Member for Children's Services

Key Decision: Yes (Delegated)

1. Purpose of Report

- 1.1 The current contracts for children's centres finish in June 2016 and the Council has entered into a procurement process for the re-provision of children's centre services across Wiltshire.
- 1.2 This report provides information on the background to the project, an update on the outcome of the tender evaluation process, and the Children's Centre Services Re-design Steering Group's recommendation to proceed to formal award of contracts.
- 1.3 This recommendation is to be agreed by Cllr Laura Mayes as a Delegated Decision as agreed by Wiltshire Council Cabinet on 15th December 2015.

2. Relevance to the Council's Business Plan

- 2.1 This proposal fits with the Council's vision of creating stronger and more resilient communities. It is also an essential element of the key priority to protect those who are most vulnerable and, in particular, enables the following key actions:
 - Provide opportunities for every child during the early years to improve their attainment and skills so they can achieve their full potential;
 - Focus service delivery in dedicated children's centre buildings in more deprived areas in line with the Council's priority to continue to support more vulnerable children and families.

3. Main Considerations for the Councillor making the delegated decision

- 3.1 The main considerations for the Councillor making this delegated decision are confirming that the procurement process has been correctly followed and the preferred providers meet the following criteria:
 - Delivery of all service specification elements
 - Quality of service delivery
 - Safeguarding
 - Ability to develop partnership working across the geographical area;
 - Ability to integrate with other early help and early years services;
 - Balance efficiencies of scale and the quality of local provision

4. Background

- 4.1 There have been changes in national and local policy on early years since Wiltshire's children's centre contracts started in 2010. Nationally the Childcare Minister has emphasized the importance of delivering support in the community rather than focusing on the buildings these services are delivered from.
- 4.2 Locally our focus is on supporting the most vulnerable children and families at the earliest opportunity through effective partnership working with services such as Midwifery and Health Visiting, with providers of childcare and with primary schools to ensure that children are ready to start school.
- 4.3 The Government's policy on free entitlement to childcare for disadvantaged two year olds and the recent announcement on the increase in free entitlement to childcare for three and four year olds of working parents (from 15 to 30 hours) means that the Council needs to look at how to create more childcare places as part of its early years strategy. This agenda has been considered alongside the re-design of children's centre services.
- 4.4 A re-design process was carried out during 2015 in which officers sought the views of a range of stakeholders about the future delivery of children's centre services. The aim is to refocus the current resources to deliver more services to the wider community with less emphasis on the buildings they are delivered from whilst ensuring children's centre staff provide help to those families that most need it.

Communication and Engagement

- 4.5 There has been a robust programme of communication and engagement to ensure that both professionals and parents have been able to contribute to the development of the service specification (Appendix 2).
- 4.6 Public consultation on proposed changes to delivery of children's centre services commenced on 17th September and ended on November 6th 2015. During the consultation period, officers attended 44 events to present the proposals and seek feedback including at Area Board meetings (where invited), Children's Centre Advisory Boards, parent consultation meetings in each area and a range of professional meetings including with Health Visitors, Midwives, District Specialist Centre leads and Early Years Professionals. Letters were received from Town Councils in some areas, from schools and a GP practice.
- 4.7 Following feedback from this consultation proposals were updated and agreed at Council Cabinet on Cabinet on 15th December 2015.
- 4.8 The updated proposals that were agreed by Cabinet included the following key changes :
- Children's centre services will be delivered from 17 key buildings based in four geographical clusters – North, East, South and West from July 2016.
 - Potential use of an additional two buildings to be used for delivery of children's centre services is to be included in the children's centre services tender process as optional for bidders to use (Wilton and Chippenham).

- 4.9 Further exploration of community venues is required in the Bradford on Avon area to ensure that services will continue to be accessible. This updated information was sought from the community and provided to all bidders during the tender process (Appendix 1).
- 4.10 The Council will make savings of £500K on the contract values as a result of the re-design of these services.

Service specification

- 4.11 Building on the extensive engagement with stakeholders and recommendations of the Children's Centre Task Group in June 2015 (Appendix 3), the service specification (Appendix 2) was developed to have a strong focus on outcomes for children and families and delivery of services throughout communities. Outcomes and service delivery expectations were developed around the following principles:
- Working in partnership to support families to live healthy lifestyles;
 - Working in partnership to support children aged 0-5 to make the best progress in their development and early learning and preparing them for school;
 - Working in partnership to support parents to improve their parenting skills so that their children are safe and have their emotional and physical needs met;
 - Working in partnership to enable parents to improve their education and employability skills.

Tender evaluation process

- 4.12 A formal procurement process was carried out under the Public Procurement Regulations 2015 and Wiltshire Council Standing Orders. Further detail of the procurement process is included in Appendix 4.
- 4.13 The tender was advertised on 11th January 2016 with a closing date for bids of 26th February 2016. Suppliers were invited to submit a bid for one or more of the four cluster areas: North, South, East, West. The scoring methodology was clearly set out as part of the tender documentation. The scoring of written proposals was based on 90% of overall marks awarded for the quality of service delivery with 10% of overall marks awarded for the proposed cost of running services in each cluster.
- 4.14 Bids were received from five organisations and these bids were fully evaluated with reference to the recommendations made by the Children's Centre Task Group (June 2015) to evaluate providers' suitability with reference to:
- cost effectiveness;
 - ability to forge quality relationships and develop partnership working across the geographical area;
 - ability to integrate with other early help and early years services;
 - balance efficiencies of scale and the quality of local provision.
- 4.15 The evaluation team consisted of core members with responsibility for commissioning services for children, with additional expert evaluation for relevant parts of written proposals including public health, safeguarding, early years, adult learning, finance, information governance/IT and facilities management. A full list of evaluators is included in Appendix 4.

Members of the evaluation team scored each question individually. Individual evaluator scores were then discussed at moderation meetings. For each question an agreed moderated score was recorded. All scores were then calculated using the weightings formula applied.

- 4.16 If a Bidder were to achieve a mark of 5 out of 5 for every question, the sum of these weighted scores would secure them the maximum available weighted quality score, ie, a score of 90.
- 4.17 Each bidding organisation was invited to present their service model, including plans for income generation and proposals to involve parents in service development and delivery, for each of the cluster areas they had bid for and answer questions raised by the audience. The presentations were heard by parent representatives from each of the cluster areas alongside key stakeholders including Public Health, Health Visitors and early years staff. Guidance was given to parents on their role as parent representatives (rather than as users of a specific children’s centre) to ensure objectivity. Wiltshire Parent Carer Council also provided a parent representative for each presentation. Feedback on presentations was used by evaluators to confirm or review scoring of the bidders’ written proposals in relation to their service model and proposals for parental involvement.
- 4.18 For each cluster area, all scores were then collated into an overall score for each bidder. This identified the highest scoring bidder for each of the cluster areas. A full report on the scoring agreed by evaluators has been produced by the procurement lead so that detailed feedback can be provided to organisations that submitted bids to run children’s centre services.

5. Tender evaluation outcome

- 5.1 Following completion of the tender evaluation process the following organisations scored the highest marks and were assessed as fully meeting the requirements of the service specification.

Cluster area	Successful bidder
North	The Rise Trust
South	Spurgeons
East	Spurgeons
West	Spurgeons

- 5.2 The recommendation to award contracts to The Rise Trust and Spurgeons was presented to the Children’s centre Services Re-design Steering Group on 30th March 2016 and was approved.
- 5.3 The contract is to be awarded for 5 years with an optional extension of 2 years.
- 5.4 All bidders have been informed of the intention to award contracts to The Rise Trust and Spurgeons following the procurement process and that formal contract award will be confirmed following agreement by Cabinet under delegated decision-making by the Lead Member for Children’s Services on 18th April. All bidders will be given feedback on the quality of their written proposals and their presentations following formal award of contracts.

- 5.5 Commissioners expect that Spurgeons will have further discussions with the Wilton Middle School Education Trust regarding proposals to use refurbished church buildings for delivery of children's centre services.
- 5.6 The Rise Trust included continued delivery of children's centre services from the King's Rise Childrens Centre building within their bid.
- 5.7 Commissioners will discuss with Spurgeons potential additional savings through aggregation/ economies of scale on overheads as they are the preferred provider for 3 of the 4 cluster areas.

6. Next steps

The Lead Member for Children's Services, under delegated decision making powers, is asked to confirm acceptance of the recommendation to award contracts to The Rise Trust and Spurgeons as set out above.

Timetable:

18th April 2016 - Bidders informed of decision and commencement of 10 day standstill period
28th April 2016 – Award of contracts
1 July 2016 – Contract commencement

7. Safeguarding Considerations

- 7.1 The service specification clearly sets out the responsibilities of the new providers in relation to safeguarding, particularly partnership working with the Council and other agencies. Each successful bidder is required to complete the Wiltshire Council Safeguarding and Safer Recruitment Framework.

8. Public Health Implications

- 8.1 Children's centre services will continue to work in close partnership with health professionals such as midwives, health visitors and GPs to meet public health targets.
- 8.2 The importance of a healthy pregnancy and the first years of life in laying the foundations for a child's future health and wellbeing remains a priority for Wiltshire Council and key public health outcomes continue to be integral to the children's centre specification.
- 8.3 The Healthy Child Programme for 0-5 year olds, led by the health visiting service, will continue to be provided in its entirety to all children and families in Wiltshire. This universal public health programme offers all families a programme of screening tests, immunisations, developmental reviews, information and guidance on parenting and healthy choices to enable every child to have the best start in life. Its universal nature also ensures those families in need of additional support and children at risk of poor outcomes are identified early and given the appropriate support.
- 8.4 Public Health and Protection, working with maternity and health visiting services, will ensure there remains equitable and easy access to the Healthy Child Programme across Wiltshire, paying attention to the needs of those requiring greater support and who may not easily engage with services.

- 8.5 An emphasis on child development and improving family health will continue through delivery of children's centre services with key areas such as breast feeding support remaining a priority.

9. Procurement Implications

- 9.1 The contracts for delivery of children's centre services come to an end in June 2016. The new contracts will start from July 2016. The procurement process has been undertaken in line with statutory requirements.

10. Equalities Impact of the Proposal

- 10.1 The Steering Group working on the reshaping of the children's centres has given consideration to equalities throughout the process. The Equality Impact Analysis including an action plan (Appendix 5) will be monitored throughout the life of the contract.
- 10.2 Following comprehensive consultation with the public and service users, it has been deemed that there will be no adverse equality impact considerations. There will be no adverse effects on staff as TUPE applies.
- 10.3 The service specification sets out clearly how the preferred provider is required to work to promote equality and reduce health inequalities and an Equality Impact Analysis has been completed at each stage of the process. The new service model will facilitate improved access to services for all Wiltshire children under the age of 5 years and the service provider will be required to meet the requirements of the Public Sector Equality Duty.

11. Environmental and Climate Change Considerations

- 11.1 The reduction in the number of children's centres will reduce the energy usage and carbon footprint of the service. There will be positive benefits to environmental protection and impact on climate change from improved ways of working such as shared office base, improved use of IT, mobile working and less reliance on paper records.
- 11.2 Although staff may potentially be increasing their travel to work in a wider range of community locations this will be mitigated by families reducing their travel as services are more likely to be delivered nearer to where they live.
- 11.3 The service specification includes the requirement to ensure that public transport routes are considered when any new services are planned in community settings and the service providers will be required to reduce their energy and fuel use and successful bidders have been mindful of this.

12. Risk Assessment

- 12.1 A risk log has been completed throughout the project with mitigating actions undertaken. The most significant risks relate to ensuring the continued delivery of accessible services to the most vulnerable families within fiscal constraints and the potential for demotivating and destabilising the current workforce during a time of change.

12.2 The most significant risks that may arise if the recommended decisions on future delivery of children’s centre services are not taken are:

- Risk of legal challenge from bidding organisations;
- Risk that services will continue to be less accessible to families with young children in rural areas of Wiltshire;
- Risk to the effectiveness of the Council’s focus on early help and intervention.

12.3 Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks:

Risk	Action to mitigate the risk
1. Reduced awareness of how and where to access services	Clear expectation of providers around information for parents is set out within service specification
2. Risk of buildings being left empty and unused	Confirmed agreements in place with schools and childcare providers to ensure that buildings are used for delivery of services for young children.
3. Risk of clawback of funding previously allocated to development of children’s centre buildings from the Department for Education	Clear and timely communication with the DfE around the proposals to continue to deliver local services to young children from buildings previously used as children’s centres.

13. Financial Implications

13.1 The total contract value for the delivery of children’s centres through four clusters is £3.485m per annum. The Council will make savings of £500K on the current contract value of £3.985m. Commissioners will discuss with Spurgeons potential additional savings through aggregation/ economies of scale on overheads as they are the recommended provider for 3 of the 4 cluster areas.

14. Legal Implications

14.1 To avoid the risk of legal challenge around the change process for children’s centres there has been rigorous adherence to public consultation requirements and procurement regulations.

14.2 Draft leases were annexed to the documentation provided to the bidders so that they have had notice of the terms on which the various Children’s Centres will be occupied.

15. Conclusions

- 15.1 The delivery of children's centre services in four cluster areas from a reduced number of designated children's centre buildings offers an opportunity to deliver a flexible, innovative service to meet the needs of the most vulnerable families with young children in Wiltshire.
- 15.2 A rigorous tender evaluation process has been carried out and the strongest bidders identified.
- 15.3 The Lead Member for Children's Services is asked to approve the recommendation of the Children's Centre Steering Group to award the contract to The Rise Trust for the North cluster and to Spurgeons for the South, East and West clusters.

Carolyn Godfrey, Corporate Director

Report Author:

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Appendices

- Appendix 1 Updated community venue information - Bradford on Avon
- Appendix 2 Service Specification for Wiltshire Children's Centre Services
- Appendix 3 Recommendations of the Children's Service Task Group June 2015
- Appendix 4 Tender evaluation process
- Appendix 5 Equality Analysis

Appendix 1

Updated community venue information - Bradford on Avon

- Bradford on Avon Library – available all-day on Tuesdays with a small cost for utilities only; meeting rooms upstairs behind the museum could accommodate up to 100 children; spaces downstairs in the library area are already used for family learning events; parking available on site.
- Bradford on Avon Youth and Community Centre – available on Wednesdays for hire from the Town Council; suitable spaces in the Music Room, Art Room and Sports Hall; limited parking on site.
- Fitzmaurice/Christchurch/ Winsley Primary Schools – all offering use of halls and office space at a rent to be agreed.
- The Hub in Church Street – suitable for parenting classes but not for young children. Desk space could also be available here.
- Continue a presence in Village Halls, Church Halls etc. in the wider community area.
- The Heath Centres at Station Approach and St Margaret's Buildings would have been ideal to hold a baby clinic, but these premises have no spare capacity.
- Preschools and nurseries have offered spare space for meetings if required.

SERVICE SPECIFICATION

Wiltshire Children’s Centre Services

1. Background

Wiltshire’s children’s centre services are a key element in the delivery of a number of Wiltshire’s Children’s Trust Partnership strategies including the Early Help Strategy 2014-2017, the Child Health Improvement Strategy 2014-19 and the Reducing Child Poverty Strategy 2014 – 20. All these strategies have a focus on achieving the best start in life for children.

Children’s centre service providers will be part of delivering a cohesive early help offer for families with young children in Wiltshire by ensuring there is:

- Open access services for all families with young children through use of dedicated children’s centre buildings, a range of accessible community buildings and increased partnership working with Community Child Health professionals including Midwives and Health Visitors.
- Focused and targeted delivery of evidence-based interventions for more vulnerable families with young children.

Delivery of children’s centre services will take place in geographical clusters. Organisations running services in one cluster will work closely with other children’s centre service providers in the county to ensure a consistent Wiltshire-wide service is delivered.

Children’s centre service providers will ensure there is a single point of telephone contact for information and advice for families in each cluster. Providers will work closely with Wiltshire Council who will support the coordination of a single point of information about the provision of children’s centre services across the county.

Designated children’s centre buildings will act as hubs for delivery of children’s centre services. The term ‘Sure Start Children’s Centre’ should be used on all signage for designated children’s centre buildings along with the Wiltshire Council logo. However, within each cluster, some children’s centre services will be delivered from other buildings in local communities. The designated children’s centre buildings are set out below.

North cluster	South cluster
<u>Children’s Centre buildings</u> Cricklade; Royal Wootton Bassett; Chippenham (The Rise) , Chippenham (Spring Rise) ; Calne	<u>Children’s Centre buildings</u> Salisbury City; Salisbury (Little Folly); Bulford; Tisbury (Nadder Community Health & Wellbeing centre), Mere
East cluster	West cluster
<u>Children’s Centre buildings</u> Tidworth (Windmill Hill) ; Pewsey; Devizes South	<u>Children’s Centre buildings</u> Trowbridge Studley Green Trowbridge Longfield Westbury (White Horse) Melksham (Canberra)

Whilst these buildings are mandated as designated children's centres from the commencement of this contract, the Council will consider proposals from providers for future change of use of buildings/ alternative sites at any time during the contract period. Providers will be expected to carry out consultation around any proposed changes to designated children's centre sites. The Council reserves the right to propose changes to the location of mandated children's centre buildings during the life of the contract.

It is expected that alongside the designated children's centres, services will be delivered from a range of community settings at flexible times to meet local need.

2. Aims of the Service

The core purpose of children's centre services is to improve outcomes for young children and their families and reduce inequalities in children's life chances through a focus on:

- Child development and school readiness
- Parenting aspirations and parenting skills
- Child and family health and wellbeing

The core purpose relates directly to the wider duties local authorities have to improve the well-being of young children in their area and reduce inequalities between young children in the area. Children's centre services will support the local authority in meeting the duties placed upon it by Section 1 of the Childcare Act 2006 to improve the well-being of young children.

Wiltshire's core offer

Children's centre service providers in each cluster will deliver, as a minimum, the following:

- Identification and work with families who are and will be eligible for Better2gether Funding (free entitlement to childcare for 2 year olds living in financially disadvantaged households) and Early Years Pupil Premium.
- Provision of, and effective signposting to, information and advice for parents of young children on providing the best start in life.
- Targeted support using evidence-based interventions for more vulnerable families with young children.
- Promotion of healthy lifestyles including evidence-based programmes of intervention and support targeted at local identified need (eg, healthy eating).
- A range of activities for parents and children aged 0-5 that support good early learning and development in line with the requirements of the Early Years Foundation Stage Profile so that children are ready to start school.
- Nationally accredited, evidence based parenting programmes.
- Time limited and needs-led outreach to support individual families with the greatest levels of need, including as part of a Team Around the child/Team Around the Family approach. This will particularly include those identified as 'Troubled Families' in line with the national programme.
- Promotion of volunteering opportunities within the service to support parents to gain new skills.
- Advice, information and support to parents on training and employment opportunities.
- Advice and opportunities for parents to gain qualifications to support them into employment.

3. Who Children's Centre Services are for

Some children's centre services will be available for all expectant parents and families residing in Wiltshire with young children up to the age of 5 years (open access sessions). However, the priority will be to reach and target services to those families with low household income, households living in poverty and where young children are at greatest risk of poor outcomes - through lack of parenting capacity, lack of resilience, and/or lack of secure attachment between parents/carers and their young child.

Target groups: Although target groups may vary according to local need, they will include the following:

- pregnant teenagers and teenage mothers and fathers
- children from low income households
- children living with domestic abuse, parental mental health issues and substance abuse
- children 'in need' or with a child protection plan and children who are in the care of the local authority
- families with young children identified by the local authority as 'troubled families' using the criteria within the national programme
- children of offenders and/or those in custody
- those with protected characteristics¹, as defined by the Equality Act 2010

Whilst children's centre services are part of the delivery of effective early intervention, there will, when appropriate, be a requirement to provide support for families with young children who have a Social Worker where children's centre staff can provide interventions to help meet the needs of the family as part of the statutory plan.

4. Key principles and outcomes of the service (please also see appendix 2)

PRINCIPLE 1

Working in partnership to support families to live healthy lifestyles

High level outcome

- Families of young children are able to make informed choices to promote good health in a child's early years

Detailed service outcomes

- Parents report increased awareness of healthy lifestyles in pregnancy and the early years
- Parents report increased awareness of the importance of healthy eating
- Increased % of mothers choosing to stop smoking during pregnancy
- Increased % of mothers choosing to breast feed for the first 6-8 weeks
- Increased numbers of mothers attending breast feeding support groups
- Increased number of families/children accessing open access services offered by centre

¹ Children and families with protected characteristics may include: those for whom English is an additional language; those from minority ethnic groups; those from Gypsy, Roma and Traveller families; those from lesbian, gay and transgender families

- Increased number of families/children from targeted groups accessing groups/1:1 family support
- Parents demonstrate increased awareness of safety issues
- Parents report increased awareness of the importance of immunizations
- Parents report they are implementing good oral hygiene with their children and understand the importance of oral health
- All children accessing children's centres are registered with a dentist

What this means in practice

- Working closely with a range of partners to ensure that families of young children are informed and supported to make healthy lifestyle and wellbeing choices.
- Responding to and supporting the delivery of the Wiltshire Health and Wellbeing Strategy, the Wiltshire Child Health Improvement Strategy, the Wiltshire Children & Young People's Plan, the Wiltshire Breastfeeding Strategy and the Wiltshire Clinical Commissioning Group 5 year Strategy in relation to children.
- Establishing effective communication and working arrangements with local health professionals (e.g. maternity staff, named Health Visitors, GPs, Speech & Language Therapists), local authority staff and the voluntary and community sector to promote consistent messages on good health and development in the early years.
- Providing access to a range of information on promoting good health in the early years in accessible and variable formats.
- Assisting families to access the services and support available locally and, where appropriate and agreed with commissioners, helping to deliver aspects of these services which may include, but not be limited to:
 - Family Nurse Partnership (FNP)
 - Baby Steps
 - Health Visitor clinics
 - Information, guidance and support on bonding and attachment, breastfeeding, healthy start, nutrition, healthy weight, hygiene, oral health, healthy lifestyles, dental health, child safety and smoking cessation
 - Initiatives to promote breast-feeding rates (including Mum2Mum) and ensure women and their partners have access to quality breastfeeding support and information during pregnancy and the early years.
 - Promotion of positive mental health and emotional wellbeing among parents and young children, including support for those suffering from maternal anxiety and depression, linking with services such as the LIFT service accessed through GP surgeries.
 - Support for children with special needs and disabilities, including speech and language support

PRINCIPLE 2

Working in partnership to support children aged 0-5 to make the best progress in their development and early learning and preparing them for school

High level outcome

Families will be able to support their children to make the best progress to meet age

appropriate milestones and children are prepared for school.

Detailed service outcomes

- Parents demonstrate an increased understanding of how children develop in the early years, and how families themselves can support this development
- Increased % children demonstrate improved learning through structured play opportunities
- Parents demonstrate an increased understanding of the importance of good communication and play.
- Parents understand the importance of, and are, regularly reading to their child
- Parents report that children experience smooth transition into school
- Improved developmental progress of children identified as at risk of developmental delay
- Increase in the number of parents of young children who attend early years settings accessing children's centre services

What this means in practice

- Targeted child development and educational services and support are delivered in accordance with Early Years Foundation Stage (EYFS) guidance.
- Families eligible for Better2gether and Early Years Pupil Premium funding are identified and supported.
- Targeted support is provided to families with children at risk of developmental delay including Bookstart and 1-1 outreach.
- Working closely with the Family Learning Service to ensure this resource is utilised for parents who most need help so they can support their young children's early learning.
- Establishing good relationships with local primary schools to ensure consistent messages are given to families to support transition into school.
- Liaising and collaborating with local childcare providers to ensure a universal offer of support and advice for parents is provided alongside early recognition and intervention with families with identified need.
- Developing and sustaining a suitably qualified, skilled and experienced workforce to ensure early learning activities and interventions are delivered to a high standard within each cluster.
- Completing and reporting on the Wiltshire Child Development Progress Tracking Tool in liaison with Early Years Advisory Teachers.

PRINCIPLE 3:

Working in partnership to support parents to improve their parenting skills so that their children are safe and have their emotional and physical needs met

High level outcome

All parents and carers of young children understand principles of good parenting and can access appropriate advice and guidance and receive support when needed to meet their children's emotional and physical needs.

Detailed service outcomes

- Increased number of parents in target groups attending specific evidence based parenting courses
- Increased % of families in target groups are identified and supported to access children's centre services
- Parental feedback demonstrates they have the information, skills and aspiration to effectively fulfil their parenting role
- Increased number of families in target groups are provided with outreach support tailored to their specific need
- Increased number of parents experiencing domestic violence or with mental health or substance misuse difficulties are supported to access children's centre services

What this means in practice

- Information and advice about the range of family support services and activities is made available in the children's centre cluster in a variety of accessible formats including use of digital and social media.
- Involvement with local Multi-agency Forums focussing on effective early help.
- Close working with Health Visitors to support the delivery of the national Healthy Child Programme for 0 – 5 year olds, including a focus on promoting attendance at 2 year development checks.
- Working collaboratively with the Council's Early Help Service and Safeguarding Teams, and attending Gateway Panel when needed.
- Resources are focused on those children and families with greatest need within an open access delivery framework.
- Close working with GPs, Midwives and Health Visitors to ensure that families with the greatest needs are identified and supported.
- Innovative models of joint working arrangements are developed, implemented and evaluated to meet specifically identified local need
- Delivery of targeted evidence-based parenting programmes and activities designed to increase families' understanding of child development and to raise parenting skills, such as "The Incredible Years" – Carolyn Webster-Stratton.
- Provision of an outreach service (i.e. individual support to families) that is time limited and needs led. This may also be part of a Team around the Child (TAC), Children in Need (CIN) or Child Protection Plan (CP) in accordance with the WSCB Multi-Agency Thresholds document ([link](#)).
- Delivery of, and promoting access to, evidence based programmes of support for

families experiencing domestic violence, parental mental health difficulties or substance misuse (in collaboration with other relevant services that support adults).

Principle 4

Working in partnership to enable parents to improve their education and employability skills

High level outcome

Parents have sufficient education and employment skills to enable them to take advantage of work opportunities where appropriate

Detailed service outcomes

- More parents have the skills and qualifications needed to secure and maintain employment, particularly those furthest away from the labour market
- Increased % of families report that they have the information they need to secure and maintain employment and training
- Increase in the number of parents who have secured employment as a result of volunteering in the centre.
- Increased % of parents volunteering within and outside the children's centre
- Increased % of parents achieving specific qualifications through children's centre services
- Increased parental and community representation on children's centre Advisory Boards and in service planning

What this means in practice

- Promoting opportunities for voluntary and community participation in the planning and delivery of services.
- Offering accessible information on training opportunities and the local job market.
- Using the Advisory Boards as a key mechanism for engaging with parent/carers in accordance with the statutory guidance on children's centres (2013).
- Encouraging and supporting parents/carers who wish to consider training and employment through working with a range of agencies e.g. Job Centre Plus, Adult and Community Learning providers, the Family Learning Service, Learning Curve, local colleges.

5. Participation and Involvement of Parents and Families

Children's centre service providers will ensure:

- Families and parents are involved in developing local services and support.
- Feedback from families and parents is collected routinely, reported on and used for development of services.
- Good feed-back loops are established so that families and parents are aware of the impact of their feedback and ideas and how this leads to changes in service delivery.
- Each children's centre cluster area has an Advisory Board, in accordance with statutory guidance, that supports the involvement of parents and families in the service.
- Parents are encouraged and supported to take up volunteering opportunities.

6. Access Arrangements

Children's centre service providers will offer provision which is accessible to all families with children aged 0-5 years, and will have both open access and targeted provision.

There will be a single point of telephone access within each cluster and clusters will work together to ensure the services are accessible.

Services should be delivered in a flexible way that responds to local need including evening and weekend activities where appropriate.

A range of services will be developed to meet locally identified need and delivered in a variety of appropriate community locations including libraries, leisure centres and Health and Wellbeing Centres.

In communities where there is no longer a designated children's centre building, an open access service will continue to be provided for the equivalent of a minimum of one day per week where parents are able to access children's centre staff.

Information will be available in a variety of formats using a range of media including websites, social media and local community resources.

Programmes of activities/support will be widely promoted to families with young children throughout the cluster area.

7. Case Management

Children's centre service providers will:

- Ensure each cluster provides a targeted, time limited, outcome focused outreach service.
- Operate a case management system which records activity but is not overly bureaucratic.
- Work closely and share information with other services and agencies with appropriate information sharing arrangements in place.
- Where the child is named in a Child Protection Plan, Child In Need Plan and/or Team around the Child Plan liaise with the Lead Social Worker or Lead Professional to ensure the appropriate level of support is provided by children's centre staff to achieve the specified outcomes. Note: the Lead Social Worker/Lead Professional will retain responsibility for the case.

8. Safeguarding

Children's centre service providers will:

- Meet the requirements of Wiltshire Council's Safeguarding Framework for Commissioned Services.
- Operate recruitment and training policies and procedures having regard to the need to safeguard and promote the welfare of children and vulnerable adults.
- Comply at all times with the provisions of the Safeguarding Vulnerable Groups Act 2006.
- Ensure appropriate safeguarding protocols are in place where sites are shared with other services.

- Ensure that where community venues are used to deliver services these are child and family friendly and meet health & safety standards including access to adequate baby-changing and toilet facilities.

12. Relationship with other services

Children's centre service providers will:

- Develop close working relationships with other services and professionals including but not limited to other children's centres, local child care providers, primary schools, parenting support advisers, staff in the Council's Early Help Service and the SEND Service, social workers, health visitors, Job Centre Plus, substance misuse providers, local voluntary and community sector organisations and other services as listed in the OFSTED Inspection Guidance.
- Communicate effectively with other services and agencies about the range of services they provide.
- Communicate effectively with other services and agencies about when it is appropriate to signpost families to children's centres and when it is appropriate for a referral to children's centre staff for a specific piece of work, helping to ensure that expectations are realistic and barriers to families accessing support are minimised.
- Develop good working protocols with other services in line with the Multi-Agency Thresholds Document and in line with the Common Assessment Framework (CAF) process.
- Implement appropriate information sharing protocols with other services in accordance with the Government's Information Sharing Guidance for Practitioners and Managers and the relevant legislation.
- Adhere to the spirit of Wiltshire Council's Behaviours Framework, treating people from other services and agencies with respect.
- Use the children's centre Advisory Boards as a key mechanism for engaging with other services and stakeholders in accordance with the 2013 statutory guidance on children's centres.

13. Workforce requirements

Children's centre service providers will:

- Recruit and develop appropriately trained and experienced staff with an excellent understanding of early childhood and how to provide effective support for vulnerable families.
- Ensure that sufficient numbers of people of appropriate ability, skill, knowledge, training or experience are available to deliver the required outcomes as set out in this service specification.

- Provide staff with the training and supervision necessary to develop appropriate levels of expertise. This will include staff training on safeguarding, the protection of vulnerable adults and children and early help/CAF/integrated working.
- Ensure that a safeguarding training needs analysis is undertaken of relevant staff and reviewed annually and that all staff attend safeguarding training at required intervals.
- Ensure managers involved with recruitment have undertaken safer recruitment training (one day) and that at least one member of the selection and interview panel has undertaken the safer recruitment training.
- Work with commissioners so that all new E-start users attend training before being given access to the system and attend E-start refresher training every two years.
- Recruit and develop staff to level 3 in an appropriate subject.
 - NVQ Children, Care, Learning and Development (CCLD) such as in Early Years and Education, or Playwork
 - CACHE/NCFE/NOCN/Edexcel/City & Guilds/PLA Level 3 Certificate or Diploma such as Diploma in Childcare & Education (DCE), Diploma in Pre-school Practice (DPP), Certificate in Early Years Care & Education, in Caring and Working with Children, in Childminding Practice
 - NNEB
 - Certificate of Professional Development in work with Children and Young People (CPD)
 - BTEC National Certificate/Diploma/Award e.g. in Early Years, in Health and Social Care, in Children, Care, Learning and Development
 - Early Years Educator
 - Working with Parents
- Recruit staff with expertise in working with children with autism and learning difficulties in order to effectively support parents in managing challenging behaviour.

14. Legal and Policy Framework

Children's centre service providers will comply with all relevant legislation and be aware of relevant statutory guidance including:

- Equality Act 2010 which replaces all previous anti-discrimination laws and provides a framework covering nine 'protected characteristics' (race, gender, disability, religion/belief, sexual orientation, age, gender reassignment, pregnancy & maternity, marriage & civil partnership). For more information on the Equality Act 2010 visit <http://homeoffice.gov.uk/equalities/>
- The Children Act 1989, 2004
- The Mental Health Act 1983, 2007
- Health and Safety at Work Act 1974
- National Service Framework 2011
- Working Together to Safeguard Children 2015
- The Childcare Act 2006

- Apprenticeships, Skills, Children and Learning Act (ASCL) 2009 which inserted new provisions into the Childcare Act 2006.
- The Statutory Framework for the Early Years Foundation Stage (EYFS).
- The Childcare (Early Years Register) Regulations
- The Safeguarding Vulnerable Groups Act 2006
- Sure Start Children's Centre Statutory Guidance 2013
- Ofsted Framework and Guidance for Children's Centre Inspections
- Children and Families Act 2014 incorporating reforms for children with special educational needs and disabilities.

Children's centre service providers will be granted leases of the Children's centres and must, on an annual basis, self-certify that they have adequate systems in place to manage the duties and obligations under the terms of the lease. This will include an overview of policies and procedures to include, but not be limited to, how the provider keeps itself up to date with relevant facilities management related legislation and how it ensures that it will continue to be compliant..

15. Information Sharing and Governance

Children's centre service providers will work within information sharing protocols as set out in procedures and guidance developed by Wiltshire Safeguarding Children Board and as specified by commissioners. Providers will be and remain for the period of the service, accredited by the Information Commissioners Office (ICO) and make use of the Information Governance Toolkit.

16. Performance Management

A detailed performance framework will be agreed with commissioners at commencement of the contract and will include, as a minimum, the following indicators alongside detailed outcome measurements as set out in the outcomes framework found at appendix 2.

16.1 Indicators

16.1.1 Direct impact indicators

The Service Provider shall set up systems to collect the following monitoring information:

How much do you do? Activity information

- Number of hours of service
- Number of referrals.
- Number of cases worked with.
- Number of inappropriate referrals and final destination.

How well do you do it? Quality

- Timescale for responding to referrals.
- % engagement
- Effective working with other agencies

Is anyone better off? Outcomes

- % of goals outlined in individual agreements with families achieved
- Do parents feel more able to cope as measured by a validated evaluation tool? (tool to be agreed with commissioners).
- Do children feel safer / happier at home / are more resilient as measured by a validated evaluation tool

Is it cost effective?

- Unit cost per hour of service (fully inclusive e.g. no separate management costs)

16.1.2 Other outcome data

Commissioners may use the following data analysed by children's centres/community areas as part of monitoring delivery of outcomes by children's centre service providers.

- Percentage of children achieving a 'good level of development' in the Early Years Foundation Stage.
- Reception baseline assessment
- Gap between the lowest achieving 20% of children and their peers in EYFS
- Hospital admissions caused by unintentional and deliberate injuries to children aged 0-4 years
- Number of children on a child protection plan and rate per 10,000 children
- Children becoming the subject of a Child Protection Plan for a second or subsequent time
- Preventable child deaths
- Proportion of children in poverty
- Excess weight (obesity and overweight) among primary school age children in Reception Year
- Breastfeeding at 6-8 weeks
- Child immunisation coverage
- Under 18 conception rate

16.2 Contract monitoring arrangements

Children's centre service providers will:

- Attend quarterly contract review meetings arranged by the authorised representative of the Council.
- Provide quarterly review reports in advance of the contract review meetings.
- Support visits to children's centres by representatives of the Council to be mutually agreed.

Service Specification Outcomes framework

Principle 1 : Working in partnership to support families to live healthy lifestyles		
High level outcome: Families of young children are able to make informed choices to promote good health in a child's early years		
Area of focus	Service outcome	Partnership outcome (achieved by collaborative working with partners)
Parents are able to access a range of information on promoting good health in the early years in accessible and variable formats.	Parents report increased awareness of healthy lifestyles in pregnancy and the early years	Increase % of children born with healthy birthweight. Reduction in Infant mortality rates
Parents are offered information , advice and support on healthy eating	Parents report increased awareness of the importance of healthy eating	Increase in % of children having an average body mass index at end of reception.
Expectant mothers are supported to stop smoking	Increased % of mothers choosing to stop smoking during pregnancy	Decreased % of women smoking during pregnancy.
Breast feeding advice and support is offered to mothers	Increased % of mothers choosing to breast feed for the first 6-8 weeks Increased numbers of mothers attending breast feeding support groups in children's centres	Increase in % of mothers breastfeeding for the first six weeks of their baby's life.
Promotion of positive mental health and emotional wellbeing among parents and young children.	Increased number of families/children accessing open access services offered by centre Increased number of families/children from targeted groups accessing groups/1:1 family support	Reduction in numbers of parents of children aged 0-5 experiencing mental health difficulties. Improved Post Natal depression scores (reported by HV's)
Parents are able to access good information on child safety	Parents demonstrate increased awareness of safety issues	Reduction in the % of accidental injuries in children 0-5 Increase in % of most vulnerable families given advice and support on child home safety (per year) Increase in % of most vulnerable families attending paediatric first aid session (per year)
Promotion of the importance of uptake of	Parents report increased awareness of the importance of	Increase% of uptake of

child immunisations	immunizations	childhood immunisations rates Uptake of annual flu vaccination for 2-6 year olds a minimum 40%
Evidence based oral health promotion messages are incorporated in whole service provision	Parents report they are implementing good oral hygiene with their children and understand the importance of oral health All children attending the children centre are registered with a dentist	Reduction in % of children aged 0-5 experiencing tooth decay
Principle 2: Working in partnership to support children aged 0-5 to make the best progress in their development and early learning and preparing them for school		
High level outcome : Families will be able to support their children to make the best progress to meet age appropriate milestones and children are prepared for school.		
Area of focus	Service outcome	Partnership outcome (achieved by collaborative working with partners)
Targeted child development and educational services and support are delivered in accordance with Early Years Foundation Stage (EYFS) guidance. Families eligible for Better2Gether and Early years Pupil Premium funding are identified and supported.	Parents demonstrate an increased understanding of how children develop in the early years, and how families themselves can support this development.	Increased %families from early years settings access the full range of universal services Increased % of families eligible for 2 year old funding taking up free entitlement to good quality childcare. Increased % of parents of funded 2 year olds receive family support
Targeted support is provided to families with children at risk of developmental delay including Bookstart and 1-1 outreach. Working closely with the Family Learning Service to ensure this resource is utilised for parents who most need help so they can support their young children’s early learning	Increased % children demonstrate improved learning through structured, outcomes focused play opportunities Parents demonstrate an increased understanding of the importance of good communication and play. Parents understand the importance of, and are, regularly reading to their child	Increased % of children with age appropriate comprehension of spoken and written language. Increased % of children achieving a good level of development at the end of reception year Increased % of improved development demonstrated by the Health Visitor Ages and Stages Questionnaire
Establishing good relationships with local primary schools to ensure consistent	Parents report that children experience smooth transition	Increased % of children/parents supported in

messages are given to families to support transition into school.	into school	transition to school Increased % of children are assessed as school ready at school entry
Completing and reporting on the Wiltshire Child Development Progress Tracking Tool in liaison with Early Years Advisory Teachers.	Improved development of children identified as at risk of delay.	Increased number of families of children with additional needs supported to access 'open door' services which augment specialist services. Increased % of improved development demonstrated by the Health Visitor Ages and Stages Questionnaire
Liaising and collaborating with local childcare providers to ensure a universal offer of support and advice for parents is provided alongside early recognition and intervention with families with identified need.	Increase in the number of families who attend early years settings accessing children's centre services Increase in the number of target families identified from childcare settings	More families are accessing the full range of universal support services.

Principle 3:
Working in partnership to support parents to improve their parenting skills so that their children are safe and have their emotional and physical needs met

High level outcome:
All parents and carers of young children understand principles of good parenting and can access appropriate advice and guidance and receive support when needed to meet their children's emotional and physical needs.

Area of focus	Service outcome	Partnership outcome (achieved by collaborative working with partners)
Information and advice about the range of family support services and activities is made available in the children's centre cluster in a variety of accessible formats including use of digital and social media.	Increased numbers of families attending parenting courses	Increased number of children meet their full developmental potential
Close working with Health Visitors to support the delivery of the national Healthy Child Programme for 0 – 5 year olds	Increased number of parents in target groups attending specific evidence based parenting courses	Parents have an increased knowledge of, and are able to apply, good parenting. Children are able to live at home safely for longer
Close working with GPs, Midwives and Health Visitors to ensure that families with	Increased % of families in target groups are identified and	Decreased % of children from

<p>the greatest needs are identified and supported. Working collaboratively with the Council's Early Help Service and Safeguarding Teams, and attending Gateway Panel when needed.</p> <p>Involvement with local Multi-agency Forums focussing on effective early help.</p>	<p>supported to access children's centre services</p>	<p>target groups experiencing developmental delay</p>
<p>Delivery of targeted evidence-based parenting programmes and activities</p>	<p>Increased numbers of families in target groups attending parenting courses</p> <p>Parents demonstrate they have the information, skills and aspiration to fulfil their parenting role</p>	<p>Fewer children identified with emotional and social difficulties on school entry</p> <p>Reduction of numbers of child protection plans and children in care</p>
<p>Provision of an outreach service (i.e. individual support to families)</p>	<p>Increased number of families provided with outreach support tailored to their specific needs.</p>	<p>Reduction in % of children identified with emotional and social difficulties on school entry</p> <p>Reduction of numbers of child protection plans and children in care</p>
<p>Delivery of, and promoting access to, evidence based programmes of support for families experiencing domestic violence, parental mental health difficulties or substance misuse</p>	<p>Increased number of parents experiencing domestic violence supported to access support services</p>	<p>Reduction in % of domestic violence incidents within families of children aged 0-5</p> <p>Reduction of numbers of child protection plans and children in care</p>
<p>Principle 4: Working in partnership to enable parents to improve their education and employability skills</p>		
<p>High level outcome: Parents have sufficient education and employment skills to enable them to take advantage of work opportunities where appropriate</p>		
<p>Area of focus</p>	<p>Service outcome</p>	<p>Partnership outcome (achieved by collaborative working with partners)</p>
<p>Promote opportunities for voluntary and community participation in the planning and delivery of services</p> <p>Using the Advisory Boards as a key mechanism for engaging with parent/carers in accordance with the statutory guidance 2013.</p>	<p>Increased number of parents who are volunteers within children's centre services</p> <p>Increase in the number of parents who have secured employment as a result of volunteering in the centre.</p>	<p>Increased % of parents of young children working as volunteer's</p>

Encourage and support parents/carers who wish to consider training and employment. This shall be through working with a range of agencies e.g. Job Centre Plus, Adult and Community Learning providers, the Family Learning Service, Learning Curve, local colleges.	More parents have the skills needed to secure and maintain employment, particularly those furthest away from the labour market	Increased % of parents of young children accessing the labour market
Offer accessible information, advice and support on training opportunities and the local job market.	Increased % of families report that they have the information they need to secure and maintain employment and training	Increased % of parents have improved levels of basic skills, particularly in literacy and numeracy Increase in number of parents in target groups accessing work Increased % of parents of young children accessing training

Appendix 3: Recommendations of the Children's Service Task Group June 2015

1. On the basis of the evidence collated, the Task Group has formulated two sets of recommendations: one for the Council and one for Children's Centres to be included in any contract.

2. The Task Group recommends that the Council:
 - Take a holistic approach with regard to the provision and support that Children's Centres offer and explore further the concept of Centres becoming 'family hubs';
 - Increase the length of the contract used for commissioning the services of Children's Centres to a minimum five year initial term with break clauses and regular reviews;
 - Evaluate the number of providers contracted in light of the following factors:
 - cost effectiveness;
 - ability to forge quality relationships and develop partnership working across the geographical area;
 - ability to integrate with other early help and early years services;
 - balance efficiencies of scale and the quality of local provision;
 - any boundaries for provision should be outcomes focussed.

 - Encourage and promote partnership working with Children's Centres among schools, midwives, social workers and early years providers;
 - Include a good working relationship with the Multi Agency Forum (MAF) should be the minimum requirement and work to enable the Early Help service to better support MAFs where needed to ensure that they are working effectively;
 - Encourage closer partnership between GP surgeries and Children's Centres, recognising the legitimate requirements of data protection;
 - Recognise that the ideal geographical location, including the type of building that is most appropriate to serve a community should be individually determined with particular reference to ensuring there is: adequate dedicated space, ease of access, an open door policy and quality facilities.
 - Ensure that universal services are always provided as they act as a gateway to identifying need and enable appropriate targeting;
 - Develop and adopt a county-wide outcomes framework, to measure the 'value-add' of Children's Centre provision. This should include qualitative and quantitative, and limited longitudinal measures;
 - Adopt an 'Invest to Save' approach and actively pursue additional funding by way of Social Investment Bonds and/ or additional borrowing;

Recommendations to be included in any contract with Children's Centres

- Centres should be proactively encouraged to generate supplementary income via fundraising activities and pursuing other grants;

- Monies raised by local fundraising activities should be ring fenced for spend in Wiltshire;

- Centres be required to establish and evidence how partnership working is contributing to and achieved the collective outcomes, such as ensuring that children are ready for school;

- A protocol be established between the various Children's Centre providers and between Centres and other partners to enable appropriate and effective data sharing;

- Data collated on Children’s Centres should demonstrate trends that emerge year on year.
- A workforce of volunteers is built up, to include those from the retired population, to enable more universal provision so retain the preventative focus of Children’s Centres work;
- The following work streams should be a standard requirement from all Children’s Centres:
 - Working with vulnerable and hard to reach families via outreach work with the definition of vulnerable families to include: those with alcohol or drug misuse, are transient, military, workless and have teen parents;
 - the promotion of effective parenting;
 - enabling a clear, strong attachment between the baby and the caring adult(s);
 - the support of resilient and respectful couple and family relationships for the benefit of the child to feel safe and secure;
 - pre and ante natal clinics;
 - peer-to-peer support;
 - support the economic wellbeing of families through signposting to financial advice.
- Any parenting programmes used by Children’s Centres are required to be evidence based and agreed with the Council prior to use;
- The services provided by Children’s Centres should be focussed on 0-2 years, with an overview of families and children up to the age of 19 years; include particular reference to vulnerable families;
- Standard terminology should be used across all Centres to enable effective comparisons to be drawn.

Appendix 4 Tender evaluation process

The evaluation process was set out in two parts.

Part One was a standardised pre-qualification questionnaire with a series of pass/fail questions relating to organisational policy and procedure to assess the suitability of the bidder to deliver the Authority's contract requirements.

Part Two of the evaluation process assessed the quality and cost of the bids.

Bids from five organisations were evaluated by a panel of evaluators, overseen by the Council's Strategic Procurement Hub, including:

- Julia Cramp, Associate Director (joint with CCG) for Commissioning, Performance and School Effectiveness, Children's Services
- Lucy-Anne Bryant, Lead Commissioner
- Russell Martin, Lead Professional for targeted early years support
- Debbie Hirons, Project Manager for Children's Centre Services Re-Design
- Sally Johnson, Head of Service - Maternal Health and Wellbeing, Public Health
- Sarah Heathcote, Head of Service – Children's Health Improvement, Public Health
- Judy Vanderpump, Learning Partnership & Organisational Development Lead – Communities
- Angela Brennan, Manager, Childcare Team, Commissioning, Performance and Schools Effectiveness
- Natalia Reyner, Lead Professional for Early Learning & Development
- Debbie Mason-Smith, Information Security Assurance Architect
- David Wilson, Information Technology Manager
- Anna Cox, Estates Officer
- Marie Taylor – Business Partner for Children's Services, Finance
- Jacqui Corp & Karen Benwell, Health Visitor Team Leaders

The scoring methodology was set out in full in the tender documentation and is summarised below. The following ratio of cost and quality was applied to identify the highest scoring acceptable and Most Economically Advantageous Tender for each cluster.

		Weight
1.	Quality	90%
2.	Cost	10%

Each question was scored out of a maximum of 10 marks. The scoring methodology for awarding marks was as follows:

Score	1 Performance	Judgement
5	Exemplary response , with a high level of substantiating information and detail provided	Excellent
3	High quality response , with good level of substantiating information provided	Good
1	Standard response with majority of requirements met, but with some minor reservations	Satisfactory
0	Unsatisfactory Response which barely meets minimum requirements or is inadequately substantiated	Poor/Does Not Meet Criteria

All questions were weighted according to their relative importance as follows:

- High importance 5 points
- Medium importance 3 points
- Low importance 1 point

Scoring example: Judgement score + (plus) Weighting Score = Total points

3 (Good) + 3 (Medium Importance) = 6 points awarded

Selected officers scored each question individually. Individual evaluator scores were discussed at moderation meetings for each question with an agreed moderated response recorded. All scores were then calculated using the agreed weightings formula.

If a Bidder were to achieve a mark of 5 out of 5 for every question, the sum of these weighted scores would secure them maximum available weighted quality score i.e. 90.

Each bidder was invited to present their service model for each of the cluster areas they had bid for. The presentations were heard by parent representatives from each of the cluster areas alongside key stakeholders including Public Health, health visiting and Early Years. Feedback on these presentations was used to confirm or review scoring for section Ca and Cb for each of the cluster area bids .

All scores for each of the individual cluster areas were then collated into an overall score for each bidder.

This identified the highest scoring bidder for each of the cluster areas.

Appendix 5 – Equality Analysis

Equality Analysis Evidence Document					
Title: What are you completing an Equality Analysis on?					
Shaping the future of children's centres in Wiltshire					
Why are you completing the Equality Analysis? (please tick any that apply)					
Proposed New Policy or Service	Change to Policy or Service ✓	MTFS (Medium Term Financial Strategy)	Service Review		
Version Control					
Version control number	4	Date 30.3.16	Reason for review (if appropriate)	The contracts for children's centres finish in June 2016. The Council has completed a procurement process and suppliers have been identified as suitable for award of contract.	
Risk Rating Score (use Equalities Risk Matrix and guidance) **If the Risk Score is 1 or 2, an Impact Assessment does NOT have to be completed. Please check with equalities@wiltshire.gov.uk for advice				Inherent risk score on proposal	6
				Residual risk score after mitigating actions have been identified	6
Section 1 – Description of what is being analysed					
<p>The national program to develop children's centres started in 2004 with a focus on pre-school children and their families. In Wiltshire a re-design process was carried out during 2015 in which officers sought the views of a range of stakeholders about the future delivery of children's centre services. The aim is to refocus the current resources to deliver more services to the wider community with less emphasis on the buildings they are delivered from whilst ensuring children's centre staff continue to deliver front line delivery of services and support.</p> <p>The tender for provision of children's centre services was advertised on 11th January 2016 with a closing date for bids of 26th February 2016. Suppliers were invited to submit a bid for each of the four cluster areas: North; South; East; West.</p> <p>Following completion of the tender evaluation process the following suppliers were assessed as the strongest bidders, fully meeting the requirements of the service specification, with a strong focus on community service delivery, working in partnership and offering excellent added value.</p> <p>North Cluster: The Rise Trust South Cluster: Spurgeons East Cluster: Spurgeons</p>					
Section 2A – People or communities that are currently targeted or could be affected by any change (please take note of the Protected Characteristics listed in the action table).					

Where children's centre buildings are de-registered, services will be delivered by staff in the community through outreach support – making the service more accessible to some vulnerable groups than it is at present. Areas with the greatest levels of need and more young children will continue to have access to a designated children's centre building in or very close to their local community. All children's centres will work together to deliver services and some children's centres may deliver more support than they do now. Open access services for all families with young children will continue through more use of community buildings and increased partnership working with Midwives and Health Visitors. Increasing provision of childcare in some buildings for deregistration will provide greater availability of childcare places in communities where more provision is needed.

As part of performance management the children's centres have a range of targets. There is specific emphasis on the inclusion of priority and excluded groups. They will continue to report on the quantitative and qualitative data of engaging with the following groups of people:-

- * Teenage mothers and pregnant teenagers
- * Lone parents
- * Families on low income
- * Children in black and minority ethnic groups
- * Disabled children and children of disabled parents
- * Other groups that are vulnerable in the children's centre area e.g. Armed Forces, traveler families

- **Age** - the service is designed and funded for children under five and their families
- **Disability** - the buildings are all Equality Act 2010 compliant and they have been designed to meet the latest legislation.
- **Gender/gender re-assignment**- the centres will continue to welcome everybody. In the guidance there is a commitment to reaching fathers who traditionally have had less contact with their children's service provider.
- **Race** - BME groups are included in the Governments performance indicators and centres will be regularly monitored on their success in including these identified groups
- **Religion/belief** - No identified issues
- **Sexual orientation** - No identified issues

Section 2B – People who are **delivering** the policy or service that are targeted or could be affected (i.e. staff, commissioned organizations, contractors)

Wiltshire children's centre services are currently delivered by four voluntary sector providers. Following a procurement process two voluntary sector providers were successful in meeting all the requirements of the specification and scored the highest on evaluation.

Staff currently working from buildings that are to be deregistered will continue to deliver services via outreach and using community buildings – ensuring that children's centre staff continue front line delivery of services and support.

Organisations who are recommended to be awarded the contract have clear processes and plans in place for communication with staff around the change of provision and around Equality Duties.

TUPE rules will apply to all staff

Section 3 –The underpinning **evidence and data** used for the analysis (Attach documents where appropriate)

- Each children’s centre cluster will have a steering group. This is made up of the centre governance structure, staff, health and social care representation and other agencies such as health visitors, early years advisory teachers, the library service, childminding network coordinators and Jobcentre Plus. The function of these groups is to challenge the questions being asked to ensure equality of access to services. Customer satisfaction is one of the performance indicators below.
- Consultation events have taken place with providers, parents using the centres and other professionals, a workshop was held with partners of the Children’s Trust Executive and further consultation has taken place for three months. Where buildings are proposed for deregistration advisory boards have been consulted as well as area boards.
- Each new provider has plans in place to communicate changes to staff and the public from July 1st 2016.
- It has been identified that in areas where a building will no longer be used for the delivery of children’s centre services there will be a need to relocate the health visitor clinic to another premises if one is currently set up to run from the building. Commissioning officers have agreed these alternatives with colleagues in health to source alternative venues in the community.

Children’s centres collect a range of data about clients that is used to measure performance and inform future planning of service delivery. The guidance and performance indicators are based on national research. Each provider must complete a self-evaluation that includes all aspects of the take up of services and identified barriers for each cluster.

An example of the data collected is:

Performance indicator
% children with a total of at least 78 points in the Foundation Stage Profile. With at least 6 points in each of the personal, social and emotional development and communication language and literacy scales
% teenage mothers 16-19 in education, employment or training
% access to the most excluded groups: * Teenage mothers and pregnant teenagers * Lone parents * Children in workless households * Children in black and minority ethnic groups * Disabled children and children of disabled parents * Other groups that are vulnerable in the children’s centre area
% children in YR who are overweight or obese (BMI falls above the 85 th to 95 th centiles respectively of the reference curve for their age and gender)
% mothers initiating breastfeeding
% parents in the children’s centre area satisfied with services
% children 0-4 years living in households dependent on workless benefits

There is no evidence / indicators / data collected through consultation that suggests there may be an impact on any of the protected characteristics

***Section 4 – Conclusions** drawn about the impact of the proposed change or new service/policy

The steering group working on the reshaping of the Children’s centres has given consideration to equalities throughout the process. The Equality impact analysis will be monitored throughout the life of the contract.

There was a comprehensive consultation process that took place between September 17th and November 6th 2015. This included:

- On line publication of a consultation document setting out the proposals for change
- Online survey - advertised widely via all children’s centres, libraries, community professionals, Wiltshire Parent Carer network. Paper copies of this survey were also made available through children’s centres.
- Presentations and Q & A with parents in each of the areas in Wiltshire with a current children centre building
- Presentations to local community Area Boards where invited
- Presentation and Q&A with key professionals groups

Specific contact was made with parents of children with disabilities and hard to reach communities via children’s centre staff who encouraged members of these communities to attend consultation events and/or complete the survey.

Following this comprehensive consultation with the public and service users, it has been deemed that there will be no adverse equality impact considerations. TUPE will apply to all staff currently working in the service.

The service specification sets out clearly how the preferred provider(s) are required to work to promote equality and reduce health, social and educational inequalities. The new service model will ensure that areas with the greatest levels of need and more young children will continue to have access to a designated children’s centre building in or very close to their local community.

The service provider will be required to report on their performance and engagement with vulnerable groups at quarterly monitoring meetings throughout the life of the contract.

A number of buildings currently used to deliver children’s centre services would change their use so that additional childcare provision or other support for young children can be provided in local communities. This will provide more free early education places for three and four year olds and will have a positive impact on vulnerable children under 5

***Section 5 – How will the outcomes from this equality analysis be monitored, reviewed and communicated?**

- The service will be measured against the Early Years Outcomes Framework that is currently being developed.
- The requirement for each centre to have in place a multi-agency advisory board which will include parents will remain to ensure stakeholders are regularly consulted.
- The Lead Commissioner will undertake:
 - Quarterly contract monitoring with each centre
 - Scrutiny of Advisory Board minutes
 - Centres will continue to produce a Self evaluation form
 - Data about take up of services will continue to be collected and used as a performance management tool.
- A customer satisfaction survey is conducted annually.

Completed by:	D Hirons
Date	30.3.16
Signed off by:	J Cramp
Date	30.3.16
To be reviewed by:	Associate Director and Lead Commissioner
Review date:	December 2016
For Corporate Equality Use only	Compliance sign off date:

Equality Impact Issues and Action Table : To be updated with new providers following contract award					
Identified issue drawn from your conclusions (only use those characteristics that are relevant)	Actions needed – can you mitigate the impacts? If you can how will you mitigate the impacts?	Who is responsible for the actions?	When will the action be completed?	How will it be monitored?	What is the expected outcome from the action?
Age					
Disability					
	Alternative community buildings being located with parking				
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Support for young mothers and teenage pregnancy	Front line services will be protected in areas where there is no building by community delivery with continued focus on prioritising and targeting identification of young, vulnerable mothers.	Lead Commissioners	Quarterly monitoring.	Performance management against data collected.	All young parents will receive the level of support they need from increased health visitor input and outreach support from the children's centre.
Location of health Visitor clinics where current building will no longer be available	Increased partnership working with Midwives and health Visitors.	Lead Commissioner and Lead Health Visitor	June 2016	Strategic meetings with Health	Families will continue to access a health Visitor clinic in their community area.
Race (including ethnicity or national origin, colour, nationality and Gypsies and Travellers)					

Ensure that all families continue to be able to access support that is appropriate to their culture .	Families from BME communities will be targeted for offer of specific support. New service providers will be expected to offer inclusive services and highlight any local needs that are specific to BME populations.	Lead Commissioners and Troubled Families co-ordinator	Quarterly monitoring.	Performance management against data collected. Analysis of referrals for children under 5 to gateway panel of Children's Social Care.	Improvement in levels of development for children in families in this category.
Religion and Belief					
Sex					
Sexual Orientation					
Other (including caring responsibilities, rurality, low income, Military Status etc)					
Military families remain a high priority. The rebasing of these families over the coming year will impact on the service required to support the increased number of children under 5.	It is proposed to keep both the centres servicing army families in Wiltshire – Tidworth and Bulford.	Lead Commissioners Troubled Families Employment Advisers Family Learning	Quarterly monitoring Strategic Meetings between providers of Family learning and return to work programmes.	Army Welfare represented on the Advisory Boards of these centres to ensure families' needs are met.	Children will be kept safe and will enjoy improved health and educational attainment. Parents out of work will receive skills/ support to gain employment.