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To: CYPE Cabinet Committee, 18<sup>th</sup> January 2018

Subject: **FUTURE ARRANGEMENTS FOR RIVERSIDE  
COMMISSIONED CHILDREN'S CENTRE**

Classification: Unrestricted

**Summary:**

- This paper follows on from previous discussions at CYPE Cabinet Committee on 22<sup>nd</sup> November 2017 and 5<sup>th</sup> December 2017, for the key decision relating to the six Commissioned Children's Centres in Early Help and Preventative Services (EHPS).
- CYPE Cabinet Committee was provided with the business and financial case for reviewing the disparity in cost, the effectiveness and the value for money delivered by the six commissioned children's centres across the county, when compared to the other KCC directly delivered children's centres as part of the Early Help offer. As part of this review, consideration was given to the added social value offered across some community hubs.
- On the 5<sup>th</sup> December 2017, CYPE Cabinet Committee endorsed a recommendation to bring four of the six currently Commissioned Children's Centres into internal provision, which included the Riverside Centre in Canterbury, provided by Canterbury City Council.
- Following the Cabinet Committee discussions further consideration has been given in relation to ensuring that the internal offer continues to meet the needs of the Riverside community, specifically in relation to the location of the centre and how this ensures that vulnerable families in specific wards are able to access support.
- It was felt that the case for Riverside Children's Centre needed some further exploration to ensure that the in-house offer would maintain the support to those vulnerable wards. Therefore, the decision for this Centre has been postponed to the end of January 2018 to allow for a further discussion with CYPE Cabinet Committee on the 18<sup>th</sup> January 2018. As a result, the current contract has been extended for 1 month.
- Senior Officers in EHPS have liaised with Canterbury City Council to discuss the options available and this paper sets out the outcomes of those discussions, to inform the recommendation(s).

## **1. Introduction**

- 1.1 There are 85 Children's Centres across Kent. Of the 85, six are commissioned Children's Centres, provided by six different organisations. The remaining 79 Centres are provided directly by KCC. Of the six commissioned Centres, five are subject to a contract and one is managed via a Service Level Agreement (SLA).
- 1.2 In order to develop proposals for future options for the commissioned centres, commissioning officers have undertaken a review of each of the centres comparing unit costs, quality of provision, performance against key performance indicators (KPIs) and added social value.
- 1.3 Each of the contracts and the SLA are subject to a 3-month notice period for either their termination or reduction in funding. Any variation therefore needs to be built into the planning of timelines moving forward.
- 1.4 Since the start of the commissioning arrangements in 2012, the commissioned Children's Centres have seen an average 5% saving across all 6 commissioned centres which took effect in the 2013/14 budgets. Over the same period, the in-house Children's Centres have seen a 47% reduction in their funding. This has led to a significant and increasing gap in the levels of funding available.
- 1.5 The Canterbury Early Help District team are responsible for running 7 Children's Centres, at an average cost of £101,543 per centre. The total running cost of the Riverside Centre is £277,695k.
- 1.6 The Riverside Centre in Canterbury is owned by Canterbury City Council. The provision is then sublet to the directorate within Canterbury City Council who are responsible for the provision of the service. The Children's Centre then sublets approximately 80% of the physical space to a private nursery.
- 1.7 In recent years, there have also been changes to both the Ofsted framework and the way in which Children's Centres are embedded into the local Early Help offer, where Children's Centre staff are expected to take on additional support caseloads, domestic abuse notifications, targeted parenting work and cases stepped-down from Specialist Children's Services in order to reduce the impact and caseloads within SCS.

## **2. Review Findings**

- 2.1 Throughout the review, the commissioning team took into account a number of key factors; performance, unit cost and value for money as well as property and buildings.
- 2.2 There are a number of standard key performance indicators that can be compared against the county performance. Two of these relate to the numbers of families that a centre has registered, and how effective they are in reaching to support them. There is a particular focus on how effective a centre is at reaching the 0-2 age group of children as this best represents 'new families' coming into the centres rather than relying on maintenance of the same client group. Access to good early years education is a key indicator for school readiness.

2.3 The data at Fig. 1 below shows the performance of the Riverside Centre, when compared to the performance of the KCC directly delivered centres against the Kent baseline. The Riverside Centre demonstrates average performance, despite its enhanced budget position.

Fig. 1

Centre	Target Group	Children's Centre					District				
		Reach Area Baseline	Registration	Reach	Reg/BL	Reach/BL	District Baseline	Registration	Reach	Reg/BL	Reach/BL
Riverside	All Children 0-5	1,494	1,236	817	82.7	54.7	7,613	5,771	3,882	75.8	51.0
	All Children 0-2	573	441	331	77.0	57.8	2,876	1,999	1,573	69.5	54.7
65% and better											
50-65%											
Less than 50%											

2.4 In order to properly compare activity cost and value for money, the commissioning team undertook a unit cost exercise. In all cases, corporate landlord costings were included but figures which counted attendance at any onsite nurseries or services/activities funded by sources other than the commissioned children's centre budget in question were removed.

2.5 The table at Fig. 2 below demonstrates these findings for Riverside and Canterbury. The costings are a volume unit cost for each individual user who steps over the threshold. Using these figures for the Riverside Centre, it costs £14.12, so a family visiting the centre for one stay and play session that is made up of one parent and two children would cost £42.36. Families using the Riverside Centre are also charged £1.50 per group attendance. If brought into internal provision, this charge would cease, as it is not part of any internal KCC Children's Centre practice.

Fig. 2

Current Total Budget	Riverside Volume Unit Cost	Canterbury District Average Unit Cost
£277,695.00	£14.12	£8.21

2.6 Whilst not forming part of the contract and therefore not monitored against KPIs, social value is an important element of any community based service and discussions at both Cabinet Committee and with Members and Officers from Canterbury City Council identified some areas of social value which Members felt were important and have now been included in the conclusions of this report. Furthermore, drawing on these discussions, it has been recognised that the location of the Riverside Centre plays a significant role in ensuring that vulnerable families in specific wards are able to access services.

2.7 In earlier iterations of the proposals regarding the Commissioned Children's Centres, as discussed at meeting of the CYPE Cabinet Committee on 22<sup>nd</sup> November 2017 and 5<sup>th</sup> December 2017, consideration was already given to delivering a number of services from the existing Riverside site. Following these debates and discussions with Canterbury City Council, it is proposed that Kent County Council commits to sustaining existing services at the Riverside Centre. At the same time, bringing service provision in-house can, through economies of scale and integration with existing the Children's Centre network, deliver the required savings.

2.8 In order to deliver the identified activities at the Riverside Centre, KCC and Canterbury City Council have reached an in principle agreement for a 3 year lease in the amount of £22k per year (£66k in total) for EHPS to operate a full service from the Riverside centre. This cost is in addition to the £102k budget for the in-house proposal.

### 3. Proposed District Replacement Offer

3.1. Using the £277,695 budget, the current service offer at the Riverside Centre, provided by Canterbury City Council includes:

- Sign and Rhyme
- Saturday Fun Time (once a month)
- Polish Group
- Health Clinics
- Bumps to Walkers
- Breast Feeding Group
- YAPs Group
- Domestic Abuse One Stop Shop
- Sensory Room
- Toddler Group\*
- Stay and Play x 2\*
- Japanese Group\*

\*outreach work

3.2. The proposed in-house offer will be delivered within a budget of £102,000 and consists of:

- All of the current Riverside provision (listed above)
- Family First Aid
- Little Talkers
- Targeted Home Visits
- Flying Start – School Readiness
- Adult Education
- Parenting Programmes
- Additional Support (incl. case holding)
- Support to Child Protection Work

3.3. Appendix 1 shows the detail of the proposed in-house offer, including those activities/services which would be delivered at the Riverside Centre and those that could be delivered in other community settings, as part of outreach work. The EHPS District Manager responsible for Canterbury has suggested that outreach provision would be achievable, utilising community buildings in the area (e.g. community halls, faith properties etc).

### 4. Conclusion

4.1. The extensive in-house support that can be offered within a budget of £102k, which includes the in principle agreement for a 3 year lease arrangement (£66k) to utilise the necessary space at the Riverside Centre, delivers a saving of £153,695 p.a (Fig. 4).

Fig. 4

<b>Current Budget</b>	<b>New Budget (-63%)</b>	<b>Budget Variance</b>	<b>Lease Cost (per annum)</b>	<b>Saving (per annum)</b>
£277,695	£102,000	£153,695	£22,000	£153,695

#### 4.2. Advantages:

- Cost savings associated with the end of this contract with a transfer to internal provision, would equate to £153,695 p.a. and contributes to an overall saving of £503,567 saving p.a. across the Commissioned Children's Centres.
- EHPS staff and managers are confident that, by moving to an internal provision delivery model, service delivery and flexibility would be improved.
- The proposal would maintain the added social value by running specific activities within the Riverside Centre.

### 5. Recommendation

- 5.1. To bring Riverside Children's Centres into KCC directly delivered provision fully within the Early Help model and re-provision the existing Early Help offer with services continuing to be delivered at the Riverside Centre, as set out in Appendix 1, through a 3 year lease agreement with Canterbury City Council.

**Appendix 1**

<b>Commissioned Childrens Centre Review - District Replacement Offer (Canterbury)</b>		
<b>Service/Activity</b>	<b>Descriptor of Service/Activity</b>	<b>Proposed Location</b>
ABC	Course for First Time Parents	Riverside Centre
About Boys Course	Course for parents with Boys, looking at boys development, strategies, learning opportunities, etc	St Stephen's Community Centre
Adult Ed - District Offer (including English and Maths when there is an identified need)	Course Delivered by Kent Adult Education at St Stephen's Community Centre	St Stephen's Community Centre
<b>Baby Massage</b>		Riverside Centre
<b>BookStart Visits</b>		Riverside Centre
Breast Pump Loan Scheme	Pump loan scheme for mother's with a medical need	Riverside Centre
<b>Breastfeeding Group with Peer Supporters</b>	Delivered by volunteers	Riverside Centre
<b>Bumps To Walkers</b>	Universal group from pregnancy to child walking	Riverside Centre
Canterbury Childminding Group	Group run by Childminders	Riverside Centre
Counselling Sessions	Counselling Session delivered by volunteer	Riverside Centre
Employment & Training Drop-in	Training and employment advise - drop in session	Riverside Centre
Family First Aid - Part of District training offer	Course delivered by Kent Adult Education	St Stephen's Community Centre/Spring Lane Community Centre
Family Fun Events across the district, including areas of most need e.g. at Howe Green, Northgate	<b>Holiday Events</b>	Howe Green, Northgate, Querns, etc
Free For 2 (FF2) Contact	Contacting FF2 families, bookstart visits	All contact (centres/home visits, etc)
Flying Start - part of the District training offer	Course for Families whose children are starting school - Delivered by Kent Adult Education	St Stephen's Community Centre/Spring Lane Community Centre
Food Bank Vouchers		All contact (centres/home visits, etc)
Health Visitor Clinic	Thursday - 1pm to 3pm - Delivered by NHS	Riverside Centre
Health Visitor Development Checks	Not on timetable	Riverside Centre
Health Trainer	Health trainer session delivered by NHS	Riverside Centre
Healthy Start Vitamins Child		Riverside Centre
Home Safety Visit Checks	These visits would merge with KCC processes - included in targeted and additional support requests	District Additional Support Offer (at home)
Introducing Solids Workshop	Delivered by NHS	Riverside Centre
Japanese Group	Volunteer Led group	Riverside Centre
Little Library		Riverside Centre
Little Talkers	Course designed for parents with children needing speech and language support	St Stephen's Community Centre/Spring Lane Community Centre
Midwife Clinic	5 Days per week	Riverside Centre
Messy Mondays		Riverside Centre
Multi-sensory Room		Riverside Centre
One Stop Shop	Supporting victims of domestic abuse. Run by the Canterbury Domestic Abuse Forum	Riverside Centre
Polish Group	Volunteer Led group	Riverside Centre
Resilient Parents Programme - part of the District Parenting Offer	Course for parents to build confidence and raise self esteem - Would be renamed 'Building Resilience' to fit in with district offer	St Stephen's Community Centre/Spring Lane Community Centre
Saturday Family Funtime (1 session per month)	Universal Stay and Play group for families on a Saturday	Riverside Centre
SIGN & RHYME	Course for parents and children to learn basic signing	Riverside Centre
Smoking Cessation Clinic	Sessions delivered by NHS	Riverside Centre
Solihull - part of the District Parenting Offer	12 week Parenting Course to support families with their child's behaviour	St Stephen's Community Centre/Spring Lane Community Centre
Stay & Play at Poets	Session delivered by CDEYP	Session delivered by CDEYP at Poet's Corner
Stay & Play at St Stephens	Universal group from children aged 0 - 5 years	St Stephen's Community Centre
Stay & Play/Weekly Activity at Howe Green/Spring Lane	Universal group from children aged 0 - 5 years. Howe Green is a target area. Spring Lane would need to be used	Spring Lane
Targeted Home Visiting	These visits would merge with KCC processes - included in targeted and additional support requests	District Additional Support Offer (at home)
Time for You	Post-Natal Depression Support Group	St Stephen's Community Centre/Spring Lane Community Centre
Volunteers Action Support Group / Training		Riverside Centre
Welcome Visits	Welcome visits offered	District Additional Support Offer (all centres)
YAP's Group	Young Parents group - Year long course	Spring Lane currently used, low take up this year, new venue being discussed at annual conversation
Your Future Your Choices		St Stephen's Community Centre/Spring Lane Community Centre