

Children & Young People Overview and Scrutiny Committee

13th June 2023

Children & Family Centre Updates and Strategic Direction

Recommendation(s)

That the Children and Young People Overview Scrutiny Committee (the Committee) considers and comments upon the performance and delivery of the Children and Family Centres.

1. Executive Summary

- 1.1 The children and family centres are commissioned services, currently delivered by two voluntary sector providers. Thirteen Centres are managed by Barnardo's and one by St Michaels. The contract will cease in August 2024.
- 1.2 An independent review of the service was completed in January 2023 which, along with contract management information and commissioning activity, has identified strengths within the current service provision whilst also highlighting some areas where improvements could be made.
- 1.3 Strengths outlined are as follows:
 - Strong 0-4 provision within core centres with positive feedback evidencing the value and support received by families.
 - Partnership working with speech and language colleagues increasing the targeted and universal elements of the speech and language programme to support school readiness.
 - Targeted support of the WCC countywide KPI for improving the take up rate of 2-year old funded nursery education places, for eligible families.
 - Partnership working with Health Visiting and Midwifery colleagues has been instrumental in facilitating baby self-weigh clinics and Baby Well clinics across the county.
 - Continued and increased support to families experiencing hardship through financial support and guidance, food parcel schemes, toy and clothes swap facilities and providing a listening ear in a safe and warm space for those families in need.
- 1.4 Outreach delivery and service provision for 5–19-year-olds remain an area for improvement. Where these gaps have been evidenced, the service needs to drive improvements to ensure that the children and family centre service supports families that are most in need, including those communities in lower

Index of Multiple Deprivation (IMD) deciles, rural communities and underrepresented groups.

- 1.5 Both providers remain committed to working in partnership with Warwickshire County Council (WCC) and its wider partners to redress gaps within the current service delivery. This work has seen a doubling of the outreach provision by Barnardo's between Q2 2022/23 and Q4 2022/23. St Michael's have worked extensively within the local community and have established networks with local faith groups that have seen their reach into the communities grow, whilst focusing on those families most in need.
- 1.6 Monthly meetings with Barnardo's in addition to the quarterly contract reviews have supported a more focused approach to addressing the current gaps within service delivery.

2. Background

- 2.1 In November 2022, the Committee received a briefing updating it on the children and family centres performance and outlining the purpose and aims for the independent review taking place from October 2022 to January 2023. The update outlined the expansion of key service priorities to drive service performance, with a particular focus on engagement of the 5-19 and special educational needs and disabilities (SEND) population as well as increasing the scope and depth of the outreach service.
- 2.2 The independent review, combined with contract monitoring and quality information, concluded the following in the relation to the children and family centre service delivery:
 - Outreach remains under KPI requirements for Districts where there is more than one centre, reflecting the resources required to operate multiple centres.
 - Delivery of services to 5-19 is mainly achieved via partner delivery.
 - Both providers facilitate and work in partnership with Health Visiting and Midwifery services.
 - KPI's do not allow for an equitable comparison of service delivery between districts and providers.
 - A 'Family Hub' model of service delivery was referenced throughout the report as the recommended direction of travel for services.
 - Feedback given by Barnardo's highlights the financial disparity between funding for a single operational children and family centre within a District, e.g North Warwickshire, to those districts where there are multiple centres within a district.
- 2.3 In March 2023, a one-year contract extension was agreed to the children and family centre service until 31st August 2024. Barnardo's will continue to manage and deliver services from 13 centres across the county and St

Michael's (operated by Coventry Diocese Multi Academy Trust) will manage and deliver services from one centre in Bedworth.

3. Partnership Working

- 3.1 In response to the findings of the independent review and commissioning activity, both Commissioning and Early Help and Targeted Support (EHTS) continue to meet monthly with Barnardo's to give strategic support and oversight to develop and drive improvements within their service provision.
- 3.2 This work has overseen the implementation and monitoring of a service action plan with specific focus on outreach and 5-19 delivery. Barnardo's continue to work in partnership with WCC to look at the most effective structures within their centres to maximise the front-line staffing contact which has supported the expansion of their outreach provision. Barnardo's are broadening the skill sets of their workforce to support the 5-19 cohort and continue to work in collaboration with community partners to deliver a more flexible service outside of school hours for older children.
- 3.3 A 'district mapping' process has been introduced that provides oversight to the outreach delivery ensuring that services are available to those communities most in need within each district. This information is shared monthly with EHTS and commissioning to align service provision in the community with all partners ensuring the right services are delivered in the right location based on local need.

4. Service Performance

- 4.1 The table below demonstrates the service performance of Barnardo's and St Michael's for 12 months from April 2022 to March 2023 against the enhanced KPI measurements introduced in April 2022.

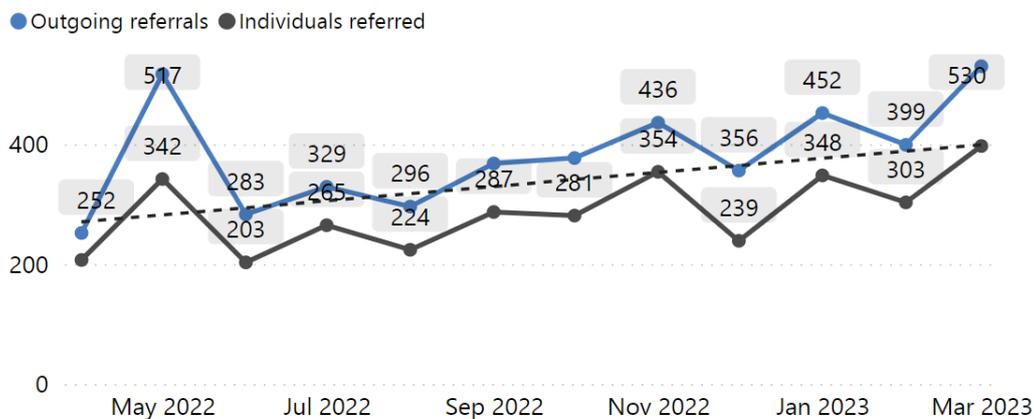
Reporting Activity	Target	Barnardo's	St. Michael's
100% delivery against core operational hours	100%	100.4%	99.97%
Average % of delivery against 6 high performance outcomes	Minimum of 50%	92.7%	85.0%
Service delivery at outreach venues <i>% of total hours delivered through outreach venues</i>	Minimum of 15%	9.6%	22.8%
Service delivery by partner services* <i>% of total hours delivered by partners</i>	Minimum of 50%	54.8%	68.5%
<i>% of total hours delivered by partners targeting 5-19</i>	Minimum of 15 %	15.1%	30.3%
Service delivery supported by volunteers <i>% of total hours supported by volunteers</i>	Minimum of 10%	23.4%	141.3%

<p>Developing and enhancing the service offer across the age range, 5-19 years</p> <p>Within the 5-19 yrs. age range, at least the following:</p> <ul style="list-style-type: none"> —15% of all CFC registrations; - 15% of all (distinct) CFC attendees; - 15% of total partner hours; <p>10% of total partner service representation at District Advisory Boards</p>	<p>% outlined as a minimum</p>	<p>6.4%</p> <p>7.6%</p> <p>15.1%</p> <p>59.8%</p>	<p>8.1%</p> <p>15.5%</p> <p>30.3%</p> <p>46.7%</p>
<p>In collaboration with the Early Years Sufficiency and Family Information Service (FIS) teams, supporting improving the take rate of 2-year funded nursery education places, for eligible families.</p>	<p>Minimum 75%¹¹ take up rates, to overall 85% target rate</p>	<p>78.3%</p>	<p>86.5%</p>
<p>Ongoing review of all outreach locations</p> <ul style="list-style-type: none"> • increase in attendances at CFC activities at outreach locations. 	<p>Minimum 20%</p>	<p>12.7%</p>	<p>19.1%</p>

- 4.2 Where KPI requirements are met or exceeded this is highlighted in green. Both providers perform well against most of the KPIs. On average St Michael’s continues to perform higher than Barnardo’s, although it is not an equitable comparison due to size of the services and the number of core sites in each district.
- 4.3 Both St Michael’s and Barnardo’s fall below the KPI requirements for 5-19 CFC registration, although St Michael’s does meet the requirements for the number of 5-19 year old attendees. Both providers continue to look creatively at how they can increase this area of the service offer. St Michael’s offer a full Holiday Activity Fund Programme (HAF) which supports a larger proportion of 5-19’s in the school holidays whilst focusing on those families that are most in need. Barnardo’s have run a trial HAF pilot in April 2023 with the view to offering a full HAF programme in the 2022/23 Summer Holidays.
- 4.4 Direct delivery by the centres highlights a challenge for the 5-19 cohort for both providers, although this remains a priority focus within their service planning. St Michael’s has expanded on its partner delivery to supports this age group whilst it continues to run some after school activities such as dance and karate. They now facilitate a weekly space for a Church led after school group which has increased their 5-19 footfall and introduced new children and families to the service. St Michael’s 5-19 partner delivery KPI remains almost double the KPI requirement. Barnardo’s are undergoing an extensive skills mapping exercise and are looking to recruit workers specifically to deliver well-being and emotional support activities to this age range which will increase their 5-19 partner offer which is currently on target with the KPI requirement.

- 4.5 Service delivery at outreach venues remains below the required 15% KPI for Barnardo's. The provider is working hard to address this area of their service provision which has resulted in outreach delivery increasing from 6.3% in Q2 2022/23 to just under 12% in Q4 2022/23. The highest increase was seen in North Warwickshire district which delivered outreach at 31% of total service delivery in Q4 and is the highest outreach delivery across all districts in this quarter.
- 4.6 Providers continue to develop and maintain partnerships with Health and Early Help colleagues and have facilitated a successful roll out of baby self-weigh clinics across all districts. Both Barnardo's and St Michael's contributed to the significant increase in the WCC KPI to improve the take up rate of Year 2 funded nursery education places for eligible families. Both providers have delivered an increase in the number of targeted speech and language sessions with all universal sessions now offering an element of speech and language focus. They continue to work in partnership with speech and language colleagues to support school readiness across the county and have established classes that support the prevention agenda.
- 4.7 Both providers have increased their levels of support to families in need to meet demands within the current financial climate. The graph below shows the number of outgoing monthly referrals made over 12 months between April 2022 and March 2023 across all districts has increased from 252 to 530.

OUTGOING REFERRALS, BY DATE



- 4.8 The service continues to support families via signposting, advice and guidance and works within each community to support specific needs with food parcels, hardship vouchers, access to grants and funding, as well as providing clothes and toy swap facilities. The centres have provided warm spaces and a 'listening ear' to families across the county.

5. Service Impact

- 5.1 The service specification requires children and family centre services work to enable every child in Warwickshire to have the best start in life through a whole family approach, that builds independence, resilience and ensures that services are accessible proportionate and seamless based on need.

5.2 Although the KPI measurements are used to determine service performance; service impact, effectiveness and value for money are also evaluated. Both the Warwickshire 0-5 JSNA and the NHS Core 20 plus 5 initiative support the underlying values of the children and family centre service in delivering services to those most in need as part of the universal and targeted stepped approach to minimise families escalating to requiring statutory interventions.

5.3 The data below for the 12-month period between January 2022 and December 2022 demonstrates that although improvements have been seen in some areas of service delivery, there remains a gap in service provision in delivering to our most vulnerable families and those most in need.

Table 1 – Attendances across the CFC estate, by IMD decile

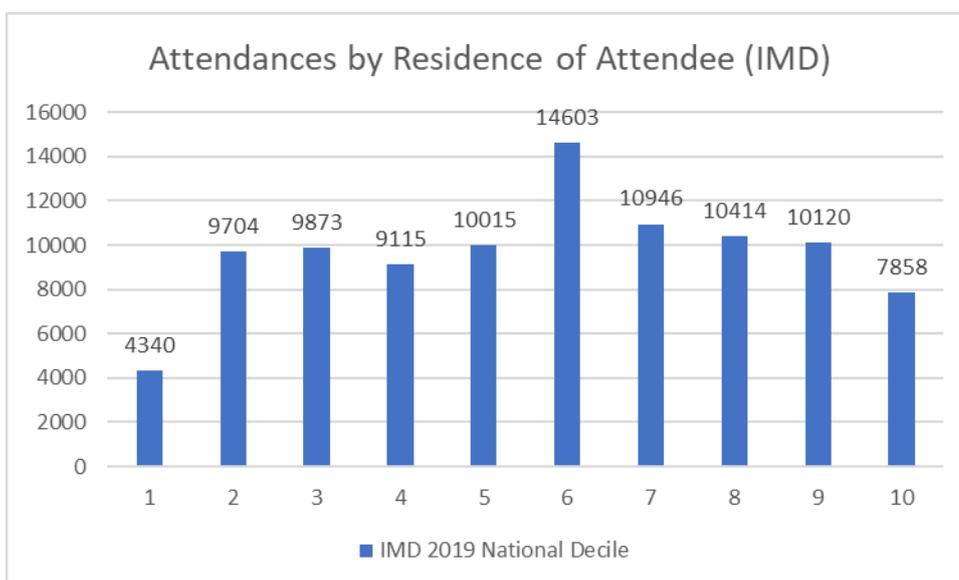


Table 2 – Percentage of attendance by IMD decile and District

District	Number of attendances from IMD 1-3	% of attendance from IMD National Decile 1-3	% of attendance from IMD National Decile 1
Bedworth	5980	45.2%	1.2%
North Warwickshire	1589	17%	3.4%
Nuneaton	11091	47.9%	16.7%
Rugby	2804	12.2%	0%
Stratford	343	3.1%	0%
Warwick	2093	12.1%	0%

- 5.4 Table 1 shows the percentage of Children and Family Centre attendance by IMD decile for each district and shows that the highest attendance is within IMD 6. The second and third highest attendances are by those living within IMD 7 and 8 respectively.
- 5.5 Table 2 shows the breakdown by district of attendances by IMD decile. Nuneaton and Bedworth Children and Family Centres attendance figures show the biggest percentage of those families living in areas of higher deprivation, which is reflective of those communities, however North Warwickshire are minimally represented by attendances within IMD decile 1 and IMD deciles 1-3 at 3.4% and 17% respectively.
- 5.6 Rugby, Stratford and Warwick districts do not have any LSOA areas within IMD 1, but the children and family centre attendance for those in IMD deciles 1-3 remain underrepresented at 12% or below.
- 5.7 The Children and Family Centre total attendances for 12 months between January 2022 and December 2022 represented 4.5% of the population within IMD 1 and only 24.7% of those within IMD 1-3.
- 5.8 A mapping exercise undertaken for outreach provision delivered in Q4 2022/23 demonstrates that the outreach provision is underrepresented in most rural areas and that existing community assets remain underutilised. Please see Appendix 1.

6. Service Development

- 6.1 Work will continue with both providers to support those communities most in need and to develop a service that offers flexibility ensuring that working parents and guardians as well families and children over the age of 5 are able to access services in the right locations at the right time
- 6.2 Areas of focus will continue to look at the outreach delivery each month and work in partnership with EHTS to ensure that services are not duplicated and deliver where needed.
- 6.3 Barnardo's have already engaged with different partners to support delivery of a 5-19 programme, and this will continue to be monitored across all provision.
- 6.4 Service delivery for both afterschool and weekend activities as well as partnership working with HAF to deliver activities during school holidays for eligible families will remain a priority for both providers.

7. Financial Implications

7.1 The budget for children and family centres for 2023/24 is £2,040,000.

St Michaels	£ 274,488.12
Barnardo's	£1,765,511.88
Total	£2,040,000

8. Environmental Implications

8.1 The environmental implications for this contract relate to the centre buildings and the potential travel implications for an outreach model. These considerations continue to apply to ensure that the service contributes to the Council's ambitions as outlined in the Sustainable Futures Strategy.

Appendices

1. Appendix 1 Outreach Mapping by District

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The report was circulated to the following members prior to publication:

Local Member(s): n/a

Other members: Councillor Kam Kaur, Portfolio Holder for Education and
Councillor Sue Markham, Portfolio Holder for Children & Families.