

REQUEST	CHILDREN'S CENTRES	RESPONSE
Please can you provide the following information in relation to your Children's Centres / Family Centres / hubs service. If the information is available publicly, please can you sign-post me to the relevant source of information.		
1) How many children's centres do you have within your local authority area?		5 (known as Start Well Family Centres)
2) What age range do your Children's Centres cover?		Mainly 0-5 (to 19 as we move towards integrated family hub model)
3) How many of your children's centres are Ofsted registered?		5
4) How are your children's centre services managed?  o Commissioned - private provider o Commissioned - voluntary o LA managed o Other public sector organisation – please provide details		Commissioned to 5 local primary Schools
5) What is the total budget for your children's centres service (please provide details for the past 3 years)?		2019/2020 - £1,590,044 2020/2021 - £1,590,044 2021/2022 - £1,615,942
6) Please can you provide a break-down of your budget including overheads/building costs/staffing/service delivery e.g., day-care (for the past 3 years if possible).		Budget split into 80% Pay (inc NI and SuperAn) 20% - Non-Pay (Inc project costs, service delivery, building support costs, resources etc)
7) Please can you provide details of funding partners/services and their level of contribution to the budget.		N/A – Funded by LA
8) If your Children's Centres are commissioned, what building arrangements do you have in place with the provider?		Buildings are owned/Diocese leased by the LA. They are managed and maintained by the Schools.
9) If your Children's Centres are commissioned does your contract include inflationary increases (please state how this is included, e.g., yearly % increase for duration of contract).		No, this is negotiated yearly with Finance teams.
10) If your Children's Centres are commissioned, what is the current contract length (e.g., 2+2+1 years)?		4 years
11) If your Children's Centres are commissioned, please can you provide the latest service specification.		See attachment
12) How many staff are employed at each of your children's centres? Please can you send an organisational structure chart if you have one available.		Approx. 45 staff across 5 centres 1 x Start Well Family Centre Manager 1 x Senior Start Well Worker 2 to 3 x Start Well Worker 2 x Early Years Worker 1 x Receptionist
13) Please can you provide salary bandings information for the different types of roles of those employed within your children centres.		Start Well Family Centre Manager G9 (£35,411 > £40,478) Senior Start Well Worker G7 (£28,371 > £32,020) Start Well Worker G6 (£25,409 > £28,371) Early Years Worker G4 (£21,575 > £22,777) Receptionist G2 (£20,258 > £20,812)

14) If you provide childcare at your Children Centres, please can you confirm the number of places by centre (split by SEND places)	N/A information held by PVI childcare providers based within the centre												
15) How many families / children attend your Children Centres per year. If possible, please can you provide this information for the past 3 years.	<table border="1" data-bbox="789 191 1321 516"> <thead> <tr> <th></th> <th>All Families</th> <th>0-5's</th> </tr> </thead> <tbody> <tr> <td><b>Jan 21 – Mar 21 (3 months)</b></td> <td>711</td> <td>1,191</td> </tr> <tr> <td><b>Apr 21 – Mar 22 (Full Year)</b></td> <td>4,871</td> <td>4,019</td> </tr> <tr> <td><b>Apr 22 – Sep 22 (6 months)</b></td> <td>1,387</td> <td>1,308</td> </tr> </tbody> </table> <p data-bbox="789 548 1560 611"><i>1 count for each family/0-5 year olds – so doesn't count more than once if attended the centre multiple times during the period.</i></p> <p data-bbox="789 642 1568 804"><i>We cannot provide 3 full years of data due to</i>  <i>i) Implication of Covid and reopening of the SWFC's</i>  <i>ii) the transfer over to a new system (groupwork module in Liquid Logic) therefore we had no/missing data for the majority of 20-21).</i></p>		All Families	0-5's	<b>Jan 21 – Mar 21 (3 months)</b>	711	1,191	<b>Apr 21 – Mar 22 (Full Year)</b>	4,871	4,019	<b>Apr 22 – Sep 22 (6 months)</b>	1,387	1,308
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16) Please can you send a Performance Framework/list of KPI's that you use to monitor the performance of your children's centres	<p data-bbox="789 842 1057 869"><b>Overarching Outcomes</b></p> <ul data-bbox="834 873 1479 1026" style="list-style-type: none"> <li>• Improve School Readiness</li> <li>• Improve Child Health</li> <li>• Improve Child and Family wellbeing</li> <li>• Building Community Resilience to support Reduced Demand on Services</li> </ul> <p data-bbox="789 1060 1446 1087"><b>KPI's breakdown (boroughwide and into smaller LSOA's)</b></p> <ul data-bbox="834 1092 1560 1980" style="list-style-type: none"> <li>- Volume of Families attending SWFCs</li> <li>- Volume of Ages (0-19) attending sessions and activities</li> <li>- Number of individual Families attending sessions</li> <li>- Number of individual ages 0-19 attending sessions</li> <li>- No. of families registered on Groupwork (LL)</li> <li>- Top 30% Families registered on Groupwork</li> <li>- Top 30% individual Families attending sessions</li> <li>- Ages (0-19) registered on Groupwork</li> <li>- Volume of Families having Contact</li> <li>- Volume of ages (0-19) having Contact</li> <li>- Number of individual Families having Contact</li> <li>- Number of Individual Ages (0-19) having Contact</li> <li>- No of Early Help assessments open</li> <li>- Early Help assessments open broken down by reason</li> <li>- Number of All Ages mothers breastfeeding/feeding at birth <ul data-bbox="932 1606 1292 1696" style="list-style-type: none"> <li>o Breastfeeding</li> <li>o Breastfeeding and Formula</li> <li>o Formula</li> </ul> </li> <li>- Number of All Ages mothers breastfeeding/feeding at 6 weeks <ul data-bbox="932 1766 1292 1856" style="list-style-type: none"> <li>o Breastfeeding</li> <li>o Breastfeeding and Formula</li> <li>o Formula</li> </ul> </li> <li>- Early Years Data (2-4) – including take up of the 2,3,4 yo offer</li> <li>- Expectant Mums data</li> <li>- Health Start Vouchers</li> </ul>												

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|--|---|
|  | <ul style="list-style-type: none"><li>- Vitamins uptake</li><li>- Maternal Smoking Rates at<ul style="list-style-type: none"><li>o Pregnancy</li><li>o Birth</li><li>o 6 Weeks</li></ul></li><li>- Child obesity level data and information</li></ul> |
|--|---|

## Schedule 1

### Service Specification

**Ref No:**

**Service Area**

People Directorate  
Children Adults and  
Families

**Service Required**

Ince Start Well Family  
Centre

**Contract Period**

Until March 2020

## **Contents Page**

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## Service Specification

### 1. Introduction

Wigan Council's vision for the borough can be described through two key priorities:

#### Confident Place – Confident People

- **Confident Place** - An attractive, accessible and lively borough, with a prosperous economy as the location of choice for investment.
- **Confident People** - Improving life opportunities and independence, making sure people feel safe and supported in their communities; helping people to stay healthy longer.

Wigan Council is reshaping and reforming public services with the ambition to improve life opportunities and independence across the life course, supporting residents to start well, live well and age well, particularly those most dependent on public services.

**Start Well** – We want our children and young people to get the best start in life and prepare them to be confident and resilient individuals

**Live Well** – We want adults of working age to be healthy, well, financially included and engaged in work or training

**Age Well** – We want our older people to lead fulfilling lives, be independent and healthier for longer.

To help us to achieve this vision we need to work together with residents, partners and communities.

Our ambition is to make Wigan Borough the best place for children to grow up, to be healthy, resilient, happy and able to access a range of fantastic opportunities that enables them to be connected to the place that they live and be economically independent.

Making the best start in life is crucial, so we are committed to creating a Start Well Delivery model that recognises strengths and harnesses these to help families achieve the things that they aspire to through the Wigan Deal.

What is Start Well?

- Start Well is an integrated, place based early intervention service.
- Its remit is to improve school readiness, public health outcomes, reduce demand on statutory services and support young people to live healthy independent lives.
- The development of the Start Well Delivery Model saw re-design of the Council's early intervention and prevention services (Including the Gateway Service and the borough's Children's Centres).
- Start Well was always envisioned to be a model of integrated working, particularly working more closely with our Health Visitors and School Nurses to make sure that we support families jointly and gain the benefit of the public health nursing expertise that these professions bring.
- Health Visitors and School Nurses like the whole Start Well workforce having a strong presence in and connection to the place that they work. This means building robust relationships with GP's and Schools.
- Key component of the Locality Plan for the borough, the Healthier Wigan Partnership and development of the ICO/MCP mode

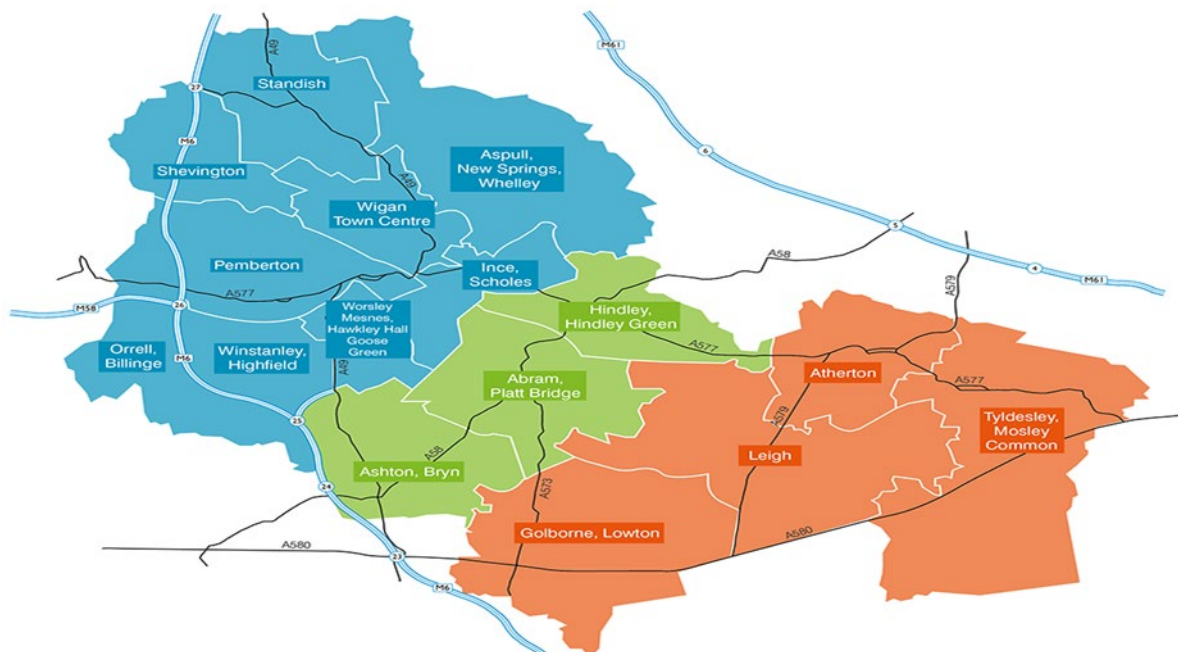
## 2. Vision

The vision – The Children, Young People and Families of Wigan Borough are confident and resilient individuals who are connected to their community and make an effective contribution as responsible citizens. They feel safe and care about their health, education and employment, and their community.

Our vision for Children's Services is built on the principles of public service reform in Wigan Borough;

- Integration around the whole family and individual, not services or single issues.
- Using intelligence together to target specific cohorts and areas.
- Reducing the number of times that children, young people and their families have to tell their story by investing more time in getting to the heart of the problem in order to get things right first time and prevent problems.
- Making the best use of community assets and investing in community led solutions where it is safe to do so.
- Access to evidenced interventions, with a focus on dealing with the heart of the problem, building resilience and reducing demand.
- Testing innovative ways of working and scaling based on evaluation and cost vs benefit.
- A shared 'Deal' with the community that sets out commitments of public services and individuals, families and communities.
- Understanding whole system demand and service use so that we can respond appropriately in a joined up way.

The geographical overview of the Wigan Borough below is set out to demonstrate the borough as localities and places. It is recognised that people are part of a number of communities, but mostly the lives people live are linked to and shaped by the place they live in.



Wigan Council currently spends approximately a third of its annual controllable base budget for children's services on 0.5% of the child population. Further to this school readiness indicators and public health outcomes do not suggest that children in the Borough are as happy, healthy and thriving as we would like. Importantly we know that this affects some of our communities

more than others. There are also financial imperatives that need to influence our approach to public service reform in children's services, namely the need to reduce the controllable base budget by £10 million.

To do this, we are committed to completely re-imagining how children's services are delivered. We call this the Deal for Children and Young People.

In particular we set out a new system for early intervention and prevention, the Start Well Delivery Model, which brings together staff from Children's Centres, Gateway, Health Visiting and School Nursing in three localities as administrative bases to reach out to Start Well Family Centres and other venues where families are able to access the services they need in their community.

## National context

Commissioning of this service is informed by key national policies including, but not limited to;

The Childcare Act 2006 <http://www.legislation.gov.uk/ukpga/2006/21/contents>

The Public Health Outcomes Framework <http://www.phoutcomes.info/>

By statutory definition a Sure Start Children's Centre is defined as a place or a group of places;

- Which is managed by or on behalf of, or under arrangements with, the local authority with a view to securing that early childhood services in the local authority's area are made available in an integrated way;
- Through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere); and
- At which activities for young children are provided.

Alongside its statutory duties local authorities are also bound to form Children's Centre policy within a wider strategic remit. The All Party Parliamentary Sure Start Group report (2013) set out that *'it is the responsibility of the Local Authority to determine what is required on the basis of need and to adopt the model of delivery , including the number and pattern of centres, which provides the best outcomes for children and families.'*

## Local Context

Our Start Well Family Centre's are:

- **Westfield Start Well Centre (Westfield Community Primary School, Pemberton)** - linked to; Hope School and Orrell Lamberhead Green Community Primary School.
- **Westleigh Start Well Centre (Westleigh Methodist Primary School)** - linked to; Golborne Community Primary School, Lowton (virtual centre), Leigh Central Community Primary School, Leigh St Thomas's (virtual centre).
- **Ince Start Well Centre (Ince Primary School)** - linked to; Douglas Valley Nursery School, Standish Library, Aspull Library, Shevington Community Primary School, Beech Hill community Primary School and Sacred Heart Catholic School.
- **Platt Bridge Start Well Centre (Platt Bridge Community School)** - linked to; Hindley Sure Start Nursery School, Ashton Library, Bryn St Peters Primary Schools.
- **Atherton Start Well Centre (Meadowbank Primary School)** - linked to; Tyldesley Clinic and St John's CE Primary School.



In Wigan, 23.8% (75, 600) of the population is aged 0-19 years. There are currently 1371 children and young people with a statement of Educational Need or an Education, Health and Care plan and 138 children and young people have a direct payment or a personal budget, some of which includes elements of health funding.

In the context of increasing demand for public services and finite resources, Wigan Council is working to develop a new contract with residents; we believe we can mitigate some of the impact of austerity and demographic pressures if residents help by doing things like recycling more, volunteering in communities and using online services. In return, Wigan Council is working hard to protect frontline services and keep council tax down. We expect all our providers to encourage their customers wherever appropriate to recycle, get online and keep themselves healthy. The 'Deal for Adult Social Care and Health' and 'The Deal for Children and Young People' underpins the Council's 'Deal for the Future'. The Deal for Children and Young People is about how Wigan Council plans to redesign services in the Wigan Borough. This will result in better outcomes, improved quality of life for children, young people and their families and ensure that we build resilience in our communities.

### **3. Service Aims & Objectives**

We have set out a new system for early intervention and prevention in the borough, the Start Well Delivery Model, which brings together staff from Children's Centres, Gateway, Health Visiting and School Nursing in three administrative bases to reach out to Start Well Family Centres and other community venues as places where families are able to access the services they need.

Staff in the Start Well Delivery Model will adopt new workforce behaviours as part of their approach, and through having different conversations to find out what matters most to families and developing community assets we will meet the needs of communities in a completely different way.

Critical to this way of working is the integration of skills, expertise and resources across public services, where we imagine a single joined up approach to getting it right first time for families, where the services that families need are more accessible at the time that they need them.

The Start Well Delivery Model is built around Wigan Schools, as delivery organisations and employers of Start Well staff as key strategic partners. Schools are places that are already in the heart of communities, often with close and trusting relationships with families and are places where children spend the majority of their time. We believe this is the best place to engage families and do effective work with them when they need it the most.

A Start Well Family Centre is an existing children's centre site and is registered as a children's centre. It will deliver against the core purpose requirements in accordance with the statutory guidance on the delivery of Sure Start Children's Centres. They will be referred to throughout this contract as Start Well Family Centres. Each Start Well Family Centre has a number of linked sites, these are the remaining Children's Centres which have been de-designated as Children's Centres, become part of our community approach and will continue to offer services for 0-5's.

The primary aim of the service is to ensure that there is an offer for everyone as part of the Start Well Delivery Model, meaning that families can access services in their community to help them live and develop well.

The Start Well offer, delivered by integrated teams from community venues, includes;

- Advice and support around improving child and family well-being

- Parenting and family support
- Sessions and interventions to improve school readiness and public health outcomes
- Advice and guidance on nursery provision, child minders, school attendance and supporting transition
- Advice and support around finance and debt and housing
- Support for families to get back into work and/or training
- Support for children, young people and their families to access provision in their communities.

The service will recognise that some families may need a greater level of support than others. In these cases a referral will be made, via a single point of access to the Early Help Hub (previously known as the Children’s Safeguarding Hub). Staff there will check systems to see whether anyone is already supporting the family, if so the referrer can join an existing team around the child approach. If not then a lead professional will be identified to co-ordinate an early help approach, supporting families to recognise their strengths and determine interventions that would be of help and support. If needs escalate, or there are safeguarding concerns identified, the Start Well Team will work closely with specialist services in order to provide an appropriate and co-ordinated approach.

The scope of Start Well in children’s services will cover Start Well Centres, Start Well Locality Teams, Locality Social Workers, Health Visitors and School Nurses, and must begin through an alignment of these functions to progress an integrated, place based delivery model. The scope of Start Well will develop over time to include other disciplines in children’s services.

#### **4. Service Requirements**

The Council wishes to commission a service that supports people in their communities to make the best start in life.

The contract will run until 2020 and be reviewed annually.

Ince Start Well Family Centres is managed by Ince CoE Primary School, who takes responsibility, with our partners for providing leadership of the new system in the defined locality covering the communities of; Wigan Town Centre, Ince, Scholes, Standish, Shevington and Aspull, New Springs and Whelley. They are responsible for ensuring that the services in each community meet the needs of that community.

They manage provision from the linked sites of Beech Hill Community Primary School, Wigan Sacred Heart Catholic Primary School, Douglas Valley Nursery School, Standish & Aspull Libraries and Shevington Miles Lane Community primary School.

Schedule 1 Part B of this Collaborative Agreement sets out the requirements of both the Start Well Family Centres and Linked Site provisions to fulfil the delivery of Services required by the children and families in these communities as part of The Start Well Delivery Model.

Schedule 1 Part B of the Agreement is set out under key thematic headings:

- Premises and Finance
- Start Well Centre Governance
- Operational Delivery of Start Well Services

This Collaborative Agreement will require signatures from the Headteacher/Executive Director and Chair of Governing Body/Board of Trustees for all respective Linked Site provisions where there are physical buildings located on the site of the school.

(See Schedule 6 outlining the Area Profile for Ince Start Well Family Centre)

The main administrative base for Ince Start Well Centre is;

Ince Start Well Centre  
Charles Street  
Ince-in-Makerfield  
Wigan  
WN2 2AL

In addition to the main administrative base, the team operates from a number of other community venues across the reach, including linked sites.

Start Well Family Centres will operate 51 weeks a year. The service will be managed specifically by appointed members of staff and supported by a team of trained volunteers. Whilst the core hours of the service will be 9am-5pm Monday to Friday, the service will be required to offer evening and weekend provision (including bank holidays) as determined by the needs of service users in their community.

During school holiday periods Start Well Family Centres will be required to have management cover and offer a full timetable of activities in the communities they serve.

The service will deliver an information and advice offer to members of the public.

The service will be expected to build and connect assets in the community to increase the start well offer and connect people into opportunities in their community.

In order to facilitate the uptake of the two year old childcare offer, the service will promote the offer providing information to families and signposting to the Family Information Service for details on childcare provision in their area.

The service will also with the information provided to them from the council on the families whose children are considered to meet the eligibility criteria and speak with the parents to determine if their children have taken up the childcare offer. Where necessary the service will support vulnerable families with visits to settings/nursery providers in order to encourage take up of the offer and to determine availability of places within the setting/nursery that is preferred by the parents. The service will also support and signpost parents of eligible 2YO to access training, volunteering opportunities to re-enter employment.

Parent Champions of the service will also support parents who may be anxious about their children taking up the childcare offer and can act as peer mentors to support parents with understanding the benefits and impact that the childcare offer can bring not only for their child's development and readiness for school but also supporting parents with improving their own parenting skills by understanding more about their child/children's ages and stages of development.

### **Early Help Process**

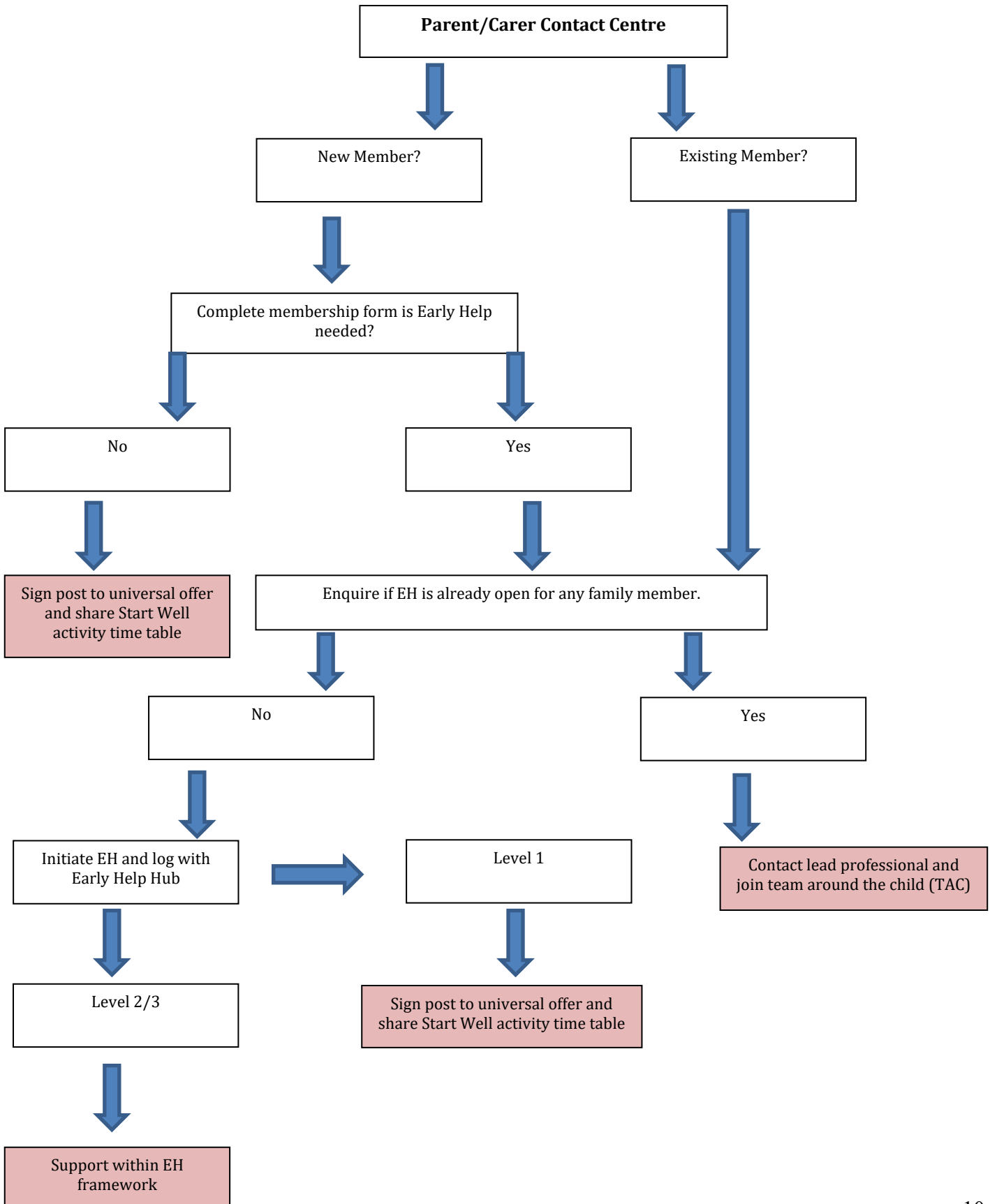
As part of the new Start Well Delivery Model Start Well workers in both the Start Well Centres and the Start Well locality teams across the system will support families at level 2&3 of the WSCB threshold of need.

Families identified at level 1 of the threshold requiring single agency support and support for universal families will be delivered across the workforce in the new Start Well system dependant on who is best placed to offer this service to families dependant on their needs.

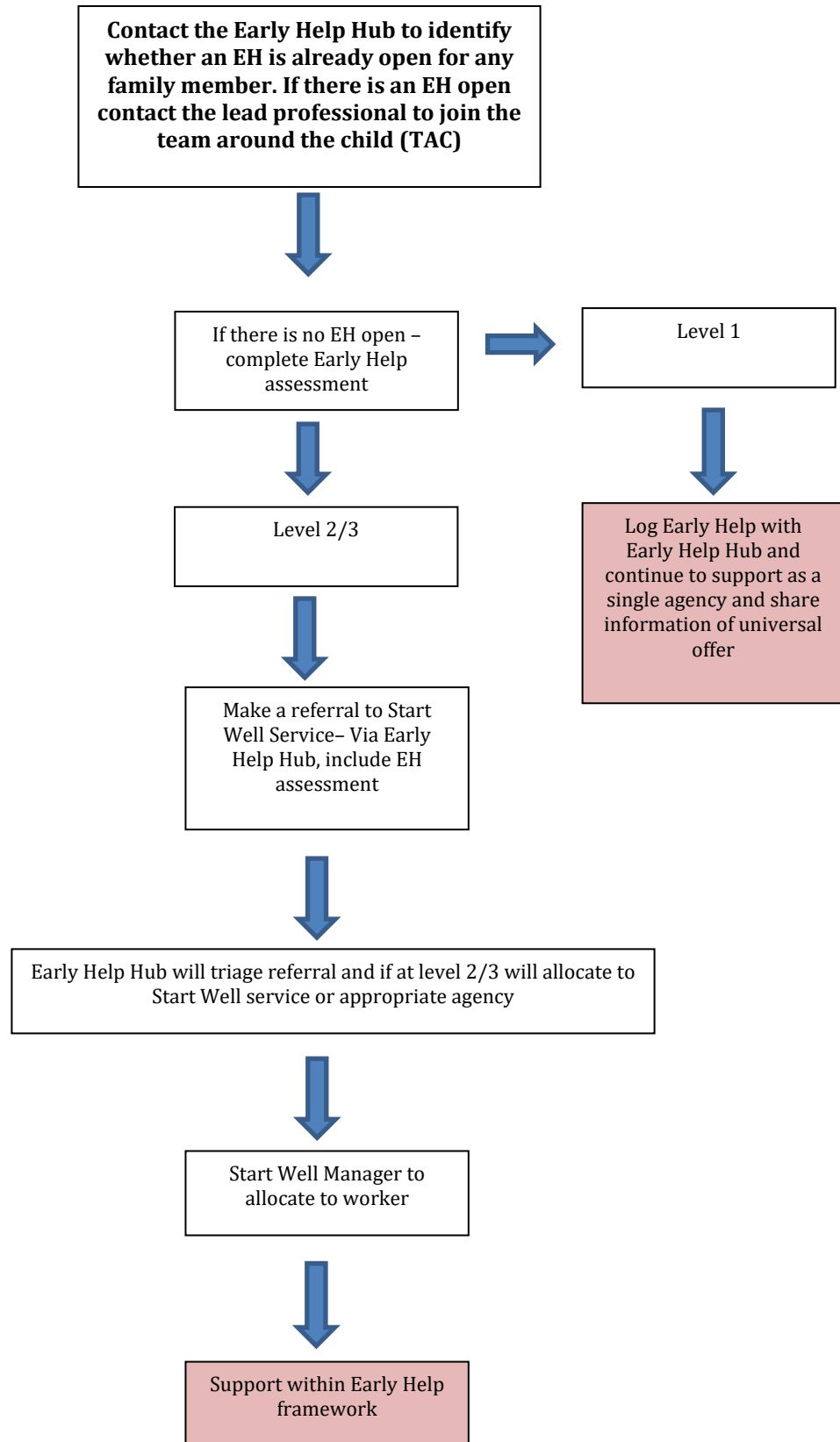
Universal families may only require information, advice and or signposting to services on offer.

A new Early Help pathway for both Start Well workers in Start Well Centres and our partners across the new system has been introduced. This will aid with the correct identification of level of need for children and families in order that resources are targeted more effectively.

# Start Well Centre Pathway



**Start Well Referral pathway for partner agencies**



The service provider will be responsible for maintaining and promoting up to date information such as timetable of services, via a range of means, including social media and using any agreed Start Well templates where appropriate.

The service provider will liaise with other providers in their reach area to identify other provision in the community, which can then be shared with service users.

### **Estates and accommodation**

We want to ensure a fully joined up approach to early intervention working with communities to improve outcomes, build resilience and reduce the demand on public services. In order to do this we plan to bring the early intervention workforce across Children's/Adult's services (Start, Live and Age Well) together and embed the Deal as a workforce approach.

The Start Well Workforce includes Health Visitor, School Nurses, Start Well Locality Staff and Start Well Family Centre Staff.

The expectation is for staff to be even more visible in our communities and connected to Schools and General Practice using technology to work in an agile way to enable this to happen.

It is proposed that the integrated Start Well workforce will eventually be structured over three localities and these localities will be broken down by Service Delivery Footprints. Each locality will have an allocated admin base for example Hindley Town Hall or the Lilford Centre. These admin bases will provide a venue for staff to be able to undertake; supervision, training and development, team meetings, locality planning and development sessions.

Start Well staff will however predominantly work on an outreach basis with families in the community. They will be equipped to work in an agile way that allows them to touch down at a range of community buildings including; health clinics, Start Well Family Centres, Schools and GP surgeries to access and share information, update records and process work that they have done without the need to travel back to an administrative base.

Start Well staff will have access to Hindley Town Hall, as an admin base, from March 2017. Access to the admin bases for the Wigan and Leigh locality are to be confirmed once location and timescale agreed.

Start Well Family Centre staff are expected to work agilely in their communities and support other professionals to touch down in Start Well Family Centres.

### **1.4.2 Information Technology and new systems**

Feedback from families and professionals, along with learning from the perfect week tells us that the current systems we use for recording and sharing data have been a barrier to integrated working. We are moving towards implementing a new recording system in Wigan called the Early Help Module, which will be accessible to a number of different agencies. The Early Help module will ensure that information about children and families (with their consent) can be shared across integrated teams and the amount of information professionals will have to record will be reduced. The implementation of this system will support multi-agency working and mean that families only have to tell their story once.

The Early Help Module includes an element called Single View. Single View brings together data and information from a number of IT systems, such as those belonging to Children's Social Care and Health, for example. This will ensure that a number of professionals can view a range of information about a child or young person, such as status of their case and other professionals working with the family.

In order to facilitate agile working in the community, as highlighted above, the Early Help Module will be supported by a mobile working application which will allow staff to access information and update systems when they are working in community spaces.

We are currently working on phase one of the implementation with Council staff, which is due to be complete by June 2017. The Early Help Module will be rolled out to partner agencies, including schools and health partners in the Borough. This will commence in the next financial year and be completed by April 2018.

Start Well Family Centres will be expected to implement the Early Help Module and support the transition from MCA to the Early Help Module if required.

## **5. Method Statement**

Making the best start in life is crucial, so we are committed to creating a Start Well Delivery model that recognises strengths and harnesses these to help families achieve the things that they aspire to through the Wigan Deal. In support of the vision for Children's Services, Start Well is an integrated, place based early intervention service. Its remit is to improve school readiness, public health outcomes, reduce demand on statutory services and support young people to live healthy independent lives.

Start Well Family Centres, as part of the contract, are expected to work in a way that supports the vision and contributes to the successful delivery of the outcomes linked to the Start Well Delivery Model.

In monitoring progress against these outcomes a set of key performance indicators and service expectations have been agreed between the Local Authority and provider.

We want to ensure there is a fully joined up approach to the monitoring of the contract and performance, and will therefore work with you throughout the year through a number of forums, including, but not limited to; Start Well Family Centre Leads meetings, termly meetings with Start Well Family Centre representatives, and the Start Well Family Centre annual conversation.

In line with the governance structures, the Start Well Family Centre Advisory Boards will be a forum for regular updates on performance and delivery, attended by Start Well Family Centre representatives, Local Authority representatives, and wider stakeholders. With ultimate accountability sitting with The Children's Trust through the delivery of the Children and Young People's Plan.

## **6. Standards / Guidelines**

The provider must have robust policies for safeguarding adults and children that reflect the principles and policies of the local authority's Safeguarding Adults and Children Policies. These can be found here:

<http://www.wigan.gov.uk/Resident/Health-Social-Care/Adults/report-abuse-or-neglect-of-a-vulnerable-adult.aspx>

<http://www.wigan.gov.uk/Resident/Health-Social-Care/Children-and-young-people/Child-protection/Child-protection.aspx>

The provider(s) is required to have regard to the Equality Act 2010, which means that it must understand who uses the service in terms of protected characteristics and improve the way it does business to ensure that they are able to access services.



To this end the provider must record all the protected characteristics of service users (where the information is willingly disclosed) so that it can effectively assess whether it is meeting its duties. We expect the provider to demonstrate evidence that their service delivery has been amended to enable people with under-represented characteristics to access it more easily.

Providers will be invited to share best practice both locally and regionally where appropriate, striving to deliver Start Well Services in Wigan which are best in class and have an excellent reputation with individuals, their families and beyond.

The Service Provider will maintain appropriate written records to assist routine and periodic review of the operation of the service and these will be available to the Council's authorised officers on request.

### **Ofsted Inspection Framework**

The inspection of a children's centre provides an independent external evaluation of its effectiveness and what it should do to improve. This is based upon a range of evidence including that from the local authority, partner organisations, parents and prospective parents who use the centre and its services, and inspectors' first-hand observation.

Inspections focus sharply on the impact of children's centres on targeted young children and their families, especially those that centres have identified as being in most need of intervention and support. They make three key judgements that contribute to a judgement on the overall effectiveness of the centre.

The three key judgements are:

- access to services by young children and their families
- the quality and impact of practice and services
- the effectiveness of leadership, governance and management.

The Start Well Family Centre must cooperate with the legal requirements of the Ofsted Inspection framework and maintain appropriate records evidencing such and these will be available to the Council's authorised officers on request.

The Start Well Family Centre must maintain both qualitative and quantitative information in respect of all Key Performance Indicators required by the Inspection framework, these are detailed in the Children's Centre Inspection handbook Annex B Sources of evidence.

The framework sets out the statutory basis for children's centre inspection conducted under the Childcare Act 2006 from April 2013. It should be read in conjunction with the *Children's centre inspection handbook*.

It applies to all children's centres provided under arrangements made by an English local authority. This includes all centres managed directly by local authorities and those that a local authority commissions on its behalf

The framework is currently suspended; however the requirements exist so that Start Well Centres are in a state of readiness.

### **Procedures**

The Service Provider will have written procedures that are readily available to Council and staff known by them and practised as follows:

- Dealing with accidents.

- Handling difficult/violent behaviour
- Procedures in the event of an emergency.
- Disciplinary procedure (staff).
- Induction and training programmes.
- Health and Safety.
- Equal opportunities (relating to both service users and staff and volunteers).
- Whistle blowing.
- Fire safety.
- Personal Safety and Out of Hours working.
- Open access to records
- Financial management
- Sexuality and personal relationships
- Risk management
- Adult Safeguarding
- Induction and training programmes
- Code of Conducts for employees and volunteers
- Protocols and procedures for entering and leaving Service Users homes.
- Data Protection / Caldicott

This is not an exhaustive list and is a sample of the procedures that will be required to operate the service.

The Service Provider will inform the Council of any amendments to procedures.

### **Complaints**

The Service Provider must have a written procedure for dealing with representations and complaints, a copy of which will be provided to the Service User.

The Council will make available copies of its Compliments, Comments and Complaints Procedures to all Service Users. The procedure for dealing with complaints will be agreed between the Service Provider and the Council's Authorised Officer prior to commencement of the contract.

The Service Provider should attempt to resolve complaints by formal discussions with Service Users. If discussion fails to provide a solution satisfactory to both Service User and Service Provider, a full written report shall be submitted to the Council who will designate a representative to investigate the complaint.

The Service Provider shall keep a complete record of all complaints made by Service Users.

### **Management Information**

It is a requirement of this Specification that the Service Provider has in place a monitoring and management information system that clearly identifies the service provision associated with this contract.

As a part of the monitoring and management information requirements the Service Provider will submit, on request, a range of information including, but not limited to the following.

- Staff sickness levels
- Disciplinary action being considered and undertaken
- Staffing details including turnover

- Health and Safety
- Complaints
- Equal Opportunities Implementation
- Compliance and Adherence to the Data Protection Act (1998)
- Compliance and Adherence to the principles and standards defined in the Caldicott Report (1997)

In addition, the Service Provider will make available the above information in such forms and at a frequency to be agreed with the Council's authorised officer.

The Service Provider will comply with all reasonable requests relating to the monitoring of any aspects of its performance, particularly those which demonstrate the Service Provider's ability to continue to meet the requirements of the terms and conditions of this Agreement.

### **Confidentiality**

Both parties agree that the information, made available as a result of this Agreement, shall be treated as confidential and both will take steps not to infringe or prejudice the right of confidentiality enjoyed by Service Users.

The Service Provider shall not, and shall take all reasonable action to ensure that their employees do not without the express permission of the Council, divulge to any third party, other than relevant parties normally entitled to information in the course of their duties, e.g. Health and Social Care Workers, any information related to the Service User which comes into its, or their, possession while providing the Service.

The Service Provider will be required to comply with and adhere to the Data Protection Act (1998) and the standards and principles outlined in the Caldicott Report (1997).

The Start Well Family Centre must deliver against the Department of Education Sure Start Children's Centres Statutory Guidance and Core purpose requirements:

The Start Well Family Centre must ensure that locally commissioned Services encourage families to become registered active members of the Children's Centre.

The Start Well Family Centre should demonstrate evidence of regular service consultation and needs analysis with children, parents and carers and a track record of participation including volunteer routes

The Start Well Family Centre must utilise the money available to promote the services operating from the Start Well Family Centre, in line with Council standards, protocols and conditions of grant.

### **National Standards/Guidelines**

The successful Contractor must demonstrate the ability to deliver against the national guidelines outlined below:

1. Data Protection Act 1998 and Human Rights Act 1998
2. Equality and Diversity and associated UK Anti-discriminatory Legislation
3. Section II of the Children's Act 2004 'Safeguarding and Promoting the welfare of Children and Young People'
4. Health and Safety at work

## **7. Core Skills / Competencies of Staff**

The Deal for Children and Young People recognises the need to build effective and trusting relationships with people, often this is in very challenging circumstances. This includes the need to get to know our children, young people and families better and work with them in a way that acknowledges their hopes, talents, aspirations and resources. Its adoption should ensure a consistent approach to asset-based working across the Council workforce and the broader partnership. By embracing The Deal principles it will enable staff to build new relationships and to gain trust.

The Start Well Centre must demonstrate that the following can be evidenced:

- All Start Well Family Centre staff have a good understanding of The Start Well Delivery Model
- All Start Well Family Centre staff have a good understanding of the Council's Deal for Children and Young People.
- All Start Well Family Centre staff will adopt an asset based approach and engage in 'new conversations' in order to build a positive relationship with children and families
- All Start Well Family Centre staff will demonstrate Wigan's workforce behaviours and attitudes; be positive, be prepared to work differently and be personally accountable for results.

### **Leadership, Culture and Values**

We expect all providers of Start Well Services to share a common set of values and characteristics which underpin and support the principles of the Deal for the Future, Adult Social Care and Health and Children and Young People. Specifically these behaviours are:

- Be Positive... take pride in all that you do
- Be Accountable... be responsible for making things better
- Be Courageous... be open to doing things differently

Start Well staff will aspire to deliver The Deal by knowing their community, having different conversations, identifying and developing assets and connecting families and young people to them.

Providers of Start Well services will aspire to get it right first time for children and families, through ensuring we remove unnecessary hand offs, duplication and inefficiencies. We are committed to one plan for each family we work with.

The Start Well Family Centre leadership role for Schools will provide mandatory input at Start Well Family Centre Advisory Boards. The Start Well Family Centre Schools will provide leadership within Start Well Huddle meetings and provide representation for Start Well across the Wigan Education Partnership to develop the wider participation of Wigan Schools in the Start Well Model.

Specifically we expect to see:

- 1) Start Well Family Centre Schools leading and managing Start Well Family Centres and ensuring the delivery of high quality services from their site and also across a network of schools and linked sites.
- 2) Start Well Family Centre Schools taking accountability for the delivery of the Start Well Vision across linked sites and all settings within their catchment areas
- 3) A commitment that every member of staff in the organisation is trained and updated in having new conversations with residents that focuses on assets rather than need. Wigan

Council are committed to supporting providers to implement and embed The Deal approach through the offer of high quality training as part of the overarching reward and support package for ethical providers, which will be co-produced with key stakeholders including providers.

- 4) That managerial arrangements across the organisation create the climate for staff from different professional backgrounds to work together in a positive, open and trusting climate. Displaying and advocating the Deal Behaviours as per described in Schedule 8.
- 5) That residents and their families are supported to be in control of their own lives, and that these principles infuse all aspects of our work.
- 6) That services are co-ordinated in a way that is informed by a deep understanding of the community assets and capability in that place to support residents to be connected to their community and each other.
- 7) Information and intelligence on the local area is analysed and utilised to strategically plan the activities and services delivered by the Start Well Family Centre within communities, specifically at periods such as school holidays which can see a peak in referrals being received and the need for activities
- 8) That service administration is organised on locality basis, allowing alignment with key public service providers organised on the same footprint.
- 9) The organisation embraces positive risk taking and permission based working, supporting and liberating the workforce to demonstrate innovation and creativity on a daily basis.
- 10) Person Centred Integration which is values driven and focussed on individual and community resilience and inclusion as the focus of integration.
- 11) The Service Provider will employ sufficient numbers of suitably qualified staff to enable it to carry out the service.
- 12) All staff employed by the Service Provider shall have written terms and conditions of employment and a job description.

Staff will work to the structures and job descriptions agreed across the five Start Well Centres. Ince Start Well Centre therefore employ;

<b>Locality 2 proposed Staffing structure</b>	<b>FTE</b>	<b>Grade</b>
<b>Post Title</b>		
Start Well Centre Manager	1 FTE	G9
Senior Start Well Worker	1 FTE	G7
Start Well Workers	3 FTE	G6
Local Intelligence Officer	0.5 FTE	G4
Receptionist	1 FTE	G3
Start Well Early Years Worker	2 FTE	G4

Total	8.5 FTE	
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In addition a financial contribution has been made to Leadership and Management costs, which is used as deemed appropriate by the Governing Body of Ince CoE Primary School to support this function.

### **Role of the Qualified Teacher**

Each Start Well Family Centre is required to have a qualified teacher role. The key role of the Start Well Qualified Teacher is to quality assure Start Well projects and activities for all children, and to work in partnership with the Early Learning and Childcare Team to improve outcomes in school readiness within the Start Well reach. The Start Well Family Centre will make provision for a staff member who must hold qualified teacher status with an early years specialism in order to deliver against the Council's core functions for the qualified teacher input with all early years providers across the area covered by the Start Well Centre.

Other key duties for the qualified teacher;

- Lead and attend the termly outcomes for under 5's meetings and devise review and evaluate an annual development plan, identifying project delivery to improve school readiness and submit the plan to the Early Learning and Child Care (ELCC) team.
- Support other lead teachers termly cluster meetings for all settings in partnership with the ELCC team to address areas for development.
- Prepare a termly report for the Start Well Centre Advisory Board.
- Maintain an overview of the PVI and maintained early years provision in the Start Well Centre area and liaise with the ELCC team and Teaching Schools to provide additional support/CPD as required.
- Develop locality based moderation of Early Years Foundation Stage Data for settings in reach with the partnership consortia.
- Analyse locality data reports through data meetings with, lead head teachers, data managers and EY raising attainment Advisor.
- Identify common trends.
- Identify strength and weaknesses in all strands of each area of learning.
- Share good practice amongst settings and schools in the area.

Work with the ELCC team Raising attainment Advisor to address areas for development.

Work in partnership with the Start Well centre lead, managers, Council's authorised representatives and other key partners to prepare/provide information to:

- Inform the Self Evaluation Form (SEF);
- Evidence practice into preparation for Ofsted inspections;

- Inform local commissioning;
- Meet Council KPI's.

Start Well Family Centres will utilise the council's My Time and My Time extra documents for the supervision of all staff, Start Well Leads will also utilise the My Time case loads document for Start Well workers supporting families at level 2 & 3 of the threshold of need.

The Service Provider must ensure that staff and volunteers have the necessary knowledge, experience, skills and attitudes to provide the service specified to each individual Service User.

The Service Provider shall be responsible for developing policies relating to staff/volunteer Conduct.

The Service Provider shall comply with any reasonable requirement of the Council as to the employment in or withdrawal of employees from the service should any disclosure prove that the continuation of employment would mean that the Service User may be put at risk.

The Service Provider will ensure that DBS checks as appropriate are obtained prior to the commencement of the Service in respect of all employees, and prospective employees.

The Start Well Family Centre undertakes Disclosure and Barring Service (DBS) checks on all Volunteers and has secured evidence of DBS checks from all providers commissioned by the Start Well Centre under local commissioning arrangements.

The Start Well Family Centre has You're Welcome accreditation / is working towards accreditation.

The Start Well Family Centre will undertake the UNICEF Baby Friendly accreditation part of a multi-agency approach in Wigan and in particular achieve the Children's Centre module accreditation.

## 8. Service Outcomes

As part of the Deal for Children and Young People we have identified 4 areas of change to improve outcomes for children and families, which are aligned to the Start Well Family Centres core purpose to help deliver the council's ambitions for children and families.

Throughout the duration of the contract the following information should be recorded:

### Key Performance Indicators:

<b>1. Improve School Readiness KPI</b>
a) Through narrowing the attainment gap between the bottom 20% of children and their peers as measured by the Good Level of Development
b) Increase in the numbers of children who attend interventions/activities delivered aimed at improving school readiness
c) Increase in the number /Percentage of attendance in top 30%
<b>Expectations:</b>
• Data analysis linked to area profile and 0-5's outcomes / cluster groups inform activity planning
• Promote access to 2 year old nursery funding for eligible families
• Promote access to 30 hour nursery funding for eligible families
• Promote universal nursery places for all children at 3 and 4 years
• Understand and promote Early Learning and Childcare inclusion processes through

working in partnership with the team and the Under 5's Outcomes Group
<ul style="list-style-type: none"> <li>• Use Public Health ASQ 2-2.5 year data and EYFS termly data as a measure of progress</li> </ul>
<ul style="list-style-type: none"> <li>• Target interventions for children not in a setting – area of priority</li> </ul>
<ul style="list-style-type: none"> <li>• In partnership with Health visitors use home learning environment checklist universally to promote quality home learning</li> </ul>
<ul style="list-style-type: none"> <li>• Measure impact from interventions provided</li> </ul>
<ul style="list-style-type: none"> <li>• Evaluate parent/child satisfaction from any interventions/activities and act upon findings (Quarterly)</li> </ul>
<ul style="list-style-type: none"> <li>• Report performance and impact to the Advisory Board (Termly)</li> </ul>
<ul style="list-style-type: none"> <li>• To ensure input from the Qualified Teacher in Early Education focused activity sessions / cluster / observation and feedback / training sessions</li> </ul>

<b>2. Improve Child Health Outcomes</b>
a) Increase in the % of children attending services provided to promote and improve healthy outcomes
b) Increase in the % of children attending services to promote and improve healthy outcomes within the top 30%
<b>Expectations:</b>
<ul style="list-style-type: none"> <li>• Use data analysis to plan and implement services linked to the area profile and Health Strategy Group action plan</li> </ul>
<ul style="list-style-type: none"> <li>• Staff to have an awareness of breastfeeding and promote breastfeeding within the SWFC and any group activities</li> </ul>
<ul style="list-style-type: none"> <li>• Promotion of health services including healthy weight management and dental health services</li> </ul>
<ul style="list-style-type: none"> <li>• Measure impact from interventions provided</li> </ul>
<ul style="list-style-type: none"> <li>• Evaluate parent / child satisfaction from any interventions/activities and act upon findings</li> </ul>
<ul style="list-style-type: none"> <li>• Report performance and impact to the Advisory Board (Quarterly)</li> </ul>

<b>3. Improve Child &amp; family Well Being</b>
a) Number of new referrals to SWFC at level 2/3 in the quarter
b) Number of Early Help children at level 2/3 currently open in a quarter
c) Number of closed Early Helps: -Percentage outcome met -Percentage escalated to level 4 -Percentage not met
<b>Expectations:</b>
<ul style="list-style-type: none"> <li>• Activities/groups linked to the area profile and all sub-groups</li> </ul>
<ul style="list-style-type: none"> <li>• Child's voice to be integral to intervention and plan and evidenced as improved at closure.</li> </ul>
<ul style="list-style-type: none"> <li>• Set a benchmark for % of good audit findings in case management</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure Asset based approach and DEAL behaviours evident in assessment, plan and review process</li> </ul>
<ul style="list-style-type: none"> <li>• Performance and impact reports to be presented to the Advisory Board (quarterly)</li> </ul>
<ul style="list-style-type: none"> <li>• Quality Assurance via audit process, staff observations, Practice Weeks and lessons learnt</li> </ul>
<ul style="list-style-type: none"> <li>• Parent satisfaction surveys evaluated from any interventions provided</li> </ul>
<ul style="list-style-type: none"> <li>• Collate family case studies and share good practice</li> </ul>

<b>4. Building Community Resilience to support the reduced demand on services</b>
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a) Number of people who attend interventions/activities delivered to promote family well-being
b) Percentage in the top 30%
c) Number of adults gaining qualifications/completing adult learning
d) Number of adults volunteering
<b>Expectations:</b>
<ul style="list-style-type: none"> <li>To work in partnership with community Deal workers to complete Community mapping and produce Gap analysis from the findings.</li> </ul>
<ul style="list-style-type: none"> <li>Increase in range of Activities/groups available linked to the area profile and Gap analysis via Community Asset Group and Parent Forum sub-groups</li> </ul>
<ul style="list-style-type: none"> <li>All service delivery to be based on agreed Quality Standards (including commissioned services)</li> </ul>
<ul style="list-style-type: none"> <li>Identified community volunteers to access Start Well volunteer induction and training opportunities</li> </ul>
<ul style="list-style-type: none"> <li>Follow agreed marketing plan activities ( What's On's, Flyers, Social Media, playground drops, Parent Champions etc)</li> </ul>
<ul style="list-style-type: none"> <li>Report performance and impact to the Advisory Board (quarterly)</li> </ul>
<ul style="list-style-type: none"> <li>Evaluate client satisfaction from any interventions provided</li> </ul>

Work is underway to develop a quarterly performance dashboard (see schedule 7) which will be used to help monitor the contract and inform delivery needs, ultimately helping to deliver outcomes for children and families.

The Start Well Family Centre is therefore expected to support the development and collection of information in line with the above approach.

### **Milestones for Implementation**

Along with the monitoring of key performance indicators, there is a need to look at proxy indicators to provide assurance about implementation of the model.

We therefore propose to collect information that could be considered as output measures which will signal how we are progressing with implementation. This will include;

- Number of volunteers recruited
- Number and type of community venues being used for session delivery
- % change termly in number of sessions on the timetable in each community
- Number of sessions delivered by partners, communities, groups of parents
- Number of sessions in schools in the Start Well reach (non-SWC/Linked site)
- Additional funding sourced e.g. CIF
- Number of Private, Voluntary and Independent settings engaged in delivery
- Communication measures such as; webpage hits, Facebook followers, timetable downloads
- Number of staff attending Deal training
- Number of evening and weekend services on offer
- Life course services on offer from SWCs and linked sites
- Activities listed on Community Book

### **Telling the story**

The start well model aims to improve outcomes for children, young people and their families, by fundamentally changing how we engage, interact and work with them in their communities. A traditional approach to performance and contract management does not lend itself to how we

are able to evaluate the experiences of families and then translate this into a demonstrable improvement in outcomes.

We recognise the need to establish and embed tools and approaches which will help us to tell the story of the difference the start well delivery model is making and realise that this will be an iterative process as we support our frontline staff to further change their practice, implementing not only a new approach to delivery, but a new approach to how we capture this valuable insight.

We are data rich in relation to the quantitative information that we need to collect to ensure our statutory duties are met and to measure the throughput of our services. We envisage developing a means by which we can gather and synthesise insight of a more qualitative nature to ensure a robust evaluation of implementation of the model.

Work is underway to develop a systematic approach to collecting;

- Case study material
- Feedback from consultation with families
- Insight from Huddle meetings
- Insight from early help cases
- Ethnographies
- Life journeys
- Asset maps of our communities

The Start Well Family Centre is therefore expected to support the collection of information in line with the above approach.

## **9. Service Management & Governance**

### **System Governance**

The strategic governance of the Deal for Children and Young People programme, and associated transformation programmes (including the Start Well Delivery Model) sits with the Children's Trust Board.

A programme board sits underneath the Children's Trust which is accountable for delivering the Children's Transformation Programme.

In addition, to achieve the level of transformation required in Children's Services, there are a number of enabling workstreams, including; Workforce, accommodation and IT.

### **Advisory Boards**

Sure Start Statutory Guidance (2013) [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/273768/childrens\\_centre\\_stat\\_guidance\\_april\\_2013.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/273768/childrens_centre_stat_guidance_april_2013.pdf) sets out the requirements for each of the Start Well Family Centres, as a registered Children's Centre, to have an advisory board in place. Advisory Boards provide an opportunity for parents and partners to challenge and support Start Well Family Centres to deliver the offer in their communities.

Given that there was no change in legislation relating to Children's Centres at the time of our move to a new delivery model, the Council took the view that existing advisory boards were appropriately constituted with the legislative requirements to remain in their current form during a period of transition. During this transitional period, we have worked with Start Well Family Centre Leads and existing Advisory Board members to consider how we could improve on the existing Advisory Boards to support the implementation of the model.

We are currently undertaking some development work with Advisory Boards to ensure they support us to deliver the aspirations set out in the Start Well Model. This includes; a dedicated slot at each meeting on parental engagement to ensure we continue to build the model with our families, the development of a community asset sub group in order to bring together key community organisations in each locality and implementing a range of measures to ensure that boards run professionally, members are clear about their roles and responsibilities and the relationship between advisory board and Start Well Family Centre school governing bodies/board of Directors is clearly described.

The Council will:

- Convene quarterly and annual formal contract monitoring meetings with the Provider to consider performance monitoring, annual report, and progress on previous service delivery and improvement plans.
- Specify additional; action points, targets and reporting arrangement proportionate to any underperformance.
- Conduct periodic and comprehensive service reviews involving interviews with service users (where appropriate), managers and support workers and inspect service files and other records concerning Service Users and staff.

The Service will ensure that all necessary consents are in place to ensure that the above information can be made available to the Council when requested.

Data will be used by the Council to monitor:

- People who are accessing the service;
- Duration of support;
- Utilisation and throughput;
- Outcomes;
- Staffing inputs;
- Protected characteristics and any under-representation.

## **9.1 The Provider**

To demonstrate continuous improvement and achievement of targets the Provider will be required to:

- Submit quarterly activity and performance data to the Council as detailed in this specification and agreed as part of the tender process submitted electronically via a secure server. This will include agreed frameworks for demonstrating outcomes for families, such as case study material.
- Produce an annual report summarising performance data and annual service delivery.
- Develop and agree a service improvement plan with the Council to address any underperformance identified as part of the contract monitoring and review processes.
- Involve Service Users and family carers in service reviews and in the production of the annual report and service improvement plan. Both documents must be available to service users and other stakeholders
- Arrange regular service user groups which focus on service users' satisfaction. The Council may wish to have discussions with the service users or groups which should be facilitated by the Service.
- Produce an annual survey based on Service User's satisfaction; the methodology used to produce this should be in line with any that the Council uses as standard for its contracts.
- Provide case studies demonstrating success and lessons learned from working with service users.

Financial information will also be submitted as part of the contract monitoring arrangements on a quarterly basis in order to identify any over or underspend on the budget allocation.

The Start Well Family Centre will complete the Children's Centre SEF in preparation for Ofsted Inspection.

The Start Well Family Centre will ensure that all information pertinent to the Start Well Children's Centre held on MCA are the most recent updated documents to assist and support Council Commissioners and contract officers in preparation for discussion at the Start Well Family Centre performance management review meetings, as an example key documents would consist of the Start Well Family Centre development plan and SEF.

The Start Well Family Centre will continue to utilise the MCA database until the Start Well Centre is phased into the new system procured as part of the Councils Transforming through Technology Programme. This will offer one integrated system for children's services.

The data requirements for inputting and recording of information pertinent to the delivery of the Start Well Family Centre services are in relation to:

- Children's Centre registration and activity
- locally commissioned services
- Data in relation to the achievement of the Council's performance management targets as part of monitoring and evaluation requirements.
- Case management module supporting families at level 2 & 3 of the WSCB threshold of need.

### **Building Maintenance and Premises Costs**

Ensure that all designated building facilities relating to the Start Well Centre are maintained and all overheads are met.

For Linked Sites provision this will be contained within Schedule 1 Part B of the Collaborative Agreement.

Should the Start Well Family Centre cease to provide the Services all assets acquired using Council funding will be transferred to the Council or a replacement provider nominated by the Council.

### **Contract variations**

Any variations to this contract will be in agreement with both parties and agreed in writing.

This contract will be reviewed annually.

### **10. Contract Value**

The total value of this contract is £1,282,843.20. The Leadership and Management proportion of this payment (£20,000) is subject to annual review.