

**For General Release**

<b>REPORT TO:</b>	<b>Cabinet 22 February 2016</b>
<b>AGENDA ITEM:</b>	<b>10.2</b>
<b>SUBJECT:</b>	<b>Croydon Best Start Child Development &amp; School Readiness Services (Designated Children's Centres) 2016-2018</b>
<b>LEAD OFFICER:</b>	<b>Paul Greenhalgh Executive Director of People</b>
<b>CABINET MEMBER:</b>	<b>Cllr Flemming: Children, Young People and Learning Cllr Hall: Finance and Treasury</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT</b>	
<p>This report supports the implementation of one element (Child Development &amp; School Readiness Services) of the Best Start for the Children in Our Borough policy paper approved by Cabinet on the 15 December 2014 (Min.A112/14) relating to the Best Start service delivery model and design principles.</p> <p>Under delegation from the Leader of the Council (14.9.2015), the Cabinet Member for Children, Young People and Learning, in consultation with the Cabinet Member for Finance &amp; Treasury approved the recommendations for the implementation of Phase 1 of the Best Start Programme (2016-18). This included the following in relation to Children's Centres, "to maintain existing Children's Centre provision across the borough, through the negotiation of a direct contract award under Regulation 8 of the Council's Tendering and Contracts regulations to 9 providers of designated Children's Centres registered with Ofsted."</p> <p>To ensure that young children get the best start in life, Croydon's Best Start model aims to bring together key services including health visiting, children's centres, early years and the voluntary sector into an integrated service model by 2018.</p> <p>The Best Start programme enables the Council to meet key aspirations included in the Community Strategy 2013-18: to deliver better prevention and early intervention for people who are vulnerable (Goal 2, Priority 2)</p>	

## **AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:**

The recommendations in this award paper support the achievement of the administration's ambition to protect the most vulnerable and to enhance the life chances of children and families.

## **FINANCIAL IMPACT:**

The recommendation is to directly award contracts to the current providers of 4 designated Children's Centres, run by Academies and directly award Service Level Agreements to the current providers of 5 designated Children's Centres run by maintained schools.

The aggregated value over the total potential lifetime of the 9 contracts and service level agreements is £6,487,599 over 3 years.

**KEY DECISION REFERENCE NO.: 05/16/CAB.** This is a Key Decision as defined in the Council's Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below:

### **1. RECOMMENDATIONS**

- 1.1 Cabinet is recommended to approve the direct award of agreements for a term of two years, starting 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2018, with the option to extend for a further year, subject to satisfactory performance by way of:
  - 1.1.1 The direct award of contracts for the provision of Child Development and School Readiness Services for a term of two years, starting 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2018, with the option to extend for a further year, subject to satisfactory performance to the current providers of 4 designated Children's Centres at:
    - i. Aerodrome Academy: Aerodrome Children's Centre
    - ii. Oasis Academy Byron (Oasis Trust): Byron Children's Centre
    - iii. Fairchildes Academy: Fairchildes Children's Centre
    - iv. Forest Academy (Synaptic Trust): Shirley Children's Centre; and
  - 1.1.2 The implementation of Service Level Agreements for the provision of Child Development and School Readiness Services for a term of two years, starting 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2018, with the option to extend for a further year, subject to satisfactory performance to the current providers of 5 designated Children's Centres at:
    - i. Selhurst Children's Centre: Selhurst Children's Centre
    - ii. Crosfield Nursery School and Children's Centre: Crosfield Children's Centre
    - iii. Purley Oaks Primary School: Purley Oaks Children's Centre
    - iv. Gilbert Scott Primary School: Woodlands Children's Centre
    - v. Kensington Avenue Primary School: Kensington Avenue Children's Centre

## 2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report is to advise Cabinet of the service proposals received and the evaluation undertaken, leading to the recommendation to directly award 4 Contracts and implement 5 Service Level Agreements (SLA's) to the current providers of the 9 Designated Children's Centres in the London Borough of Croydon listed below. The terms and performance requirements of the Contracts and SLA's are the same. However, insofar as the providers listed in 1.1.2 are Maintained Schools, they and the Council are not separate legal entities, so the Council cannot enter into a contract with itself. Therefore, SLA's, rather than contracts, will be implemented with some of the terms being amended where necessary to reflect the Council's different legal relationship with the provider.

### Contracts (4)

- 1) Aerodrome Academy: Aerodrome Children's Centre
- 2) Oasis Academy Byron (Oasis Trust): Byron Children's Centre
- 3) Fairchildes Academy: Fairchildes Children's Centre
- 4) Forest Academy (Synaptic Trust): Shirley Children's Centre

### Service Level Agreements (5)

1. Selhurst Children's Centre: Selhurst Children's Centre
2. Crosfield Nursery School and Children's Centre: Crosfield Children's Centre
3. Purley Oaks Primary School: Purley Oaks Children's Centre
4. Gilbert Scott Primary School: Woodlands Children's Centre
5. Kensington Avenue Primary School: Kensington Avenue Children's Centre

- 2.2 The proposed 4 contracts and 5 SLA's are to be awarded for the provision of Child Development and School Readiness Services to the recommended providers above for a term of two years with the option to extend for a further year subject to satisfactory performance.
- 2.3 Under delegation from the Leader of the Council (14.9.2015), the Cabinet Member for Children, Young People and Learning, in consultation with the Cabinet Member for Finance & Treasury approved the recommendations for the implementation of Phase 1 of the Best Start Programme (2016-18). This included the following in relation to Children's Centres, "to maintain existing Children's Centre provision across the borough, through the negotiation of a direct contract award under Regulation 8 of the Council's Tendering and Contracts regulations to 9 providers of designated Children's Centres registered with Ofsted."
- 2.4 Providers of Child Development and School Readiness Services (the Services) are required to contribute to the delivery of all the following shared. Best Start outcomes and specifically those highlighted in bold:

- **Children are prepared and ready for school**

- Children are emotionally well
- Children are healthy and physically well
- Children are safe and protected from harm
- Parents are emotionally well
- Parents are healthy and physically well
- Parents can access employment and training
- **Practitioners are confident and skilled and work together to deliver high quality and inclusive services**

2.4.1 To realise these Best Start outcomes and as part of providing Services the Children's Centre must:

- Identify their target groups and targeted families.
- Develop effective partnerships to ensure an integrated approach to reaching and supporting target groups and targeted families.
- Work closely with the Early Learning Collaboration (ELC), linked schools and early years settings within the reach area to develop and support activities that promote school readiness. This will include:
  - Working with the ELC, through a process of challenge and support, to ensure that the Children's Centre is well placed to deliver high quality early learning experiences and able to evidence the tracking of children's attainment.
  - Working with the ELC to deliver a cross sector continuous programme which supports children's language, ensuring that impact can be evidenced within the Croydon Best Start outcomes framework.
- Develop a service offer that is appropriate and relevant for the needs of families in the reach area including target groups and targeted families. Services that should be delivered through this specification include:
  - Drop in and stay and play groups that promote children's language, communication and physical development and social and emotional health and well-being.
  - High quality childcare and early education support, delivered within the Early Years Foundation Stage (EYFS) framework, for children whose parents are attending courses delivered through the Early Help Pathway.
  - High quality childcare and early education, delivered within the Early Years Foundation Stage (EYFS) framework, to support transition sessions and transition support into early education and school and activities delivered under the community and parenting aspirations specification including participation in co-design workshops.
  - Community outreach including community centres, health clinics, early years settings, libraries etc.
  - Reading schemes, library schemes and home learning.
- Facilitate opportunities for parents to volunteer, to contribute to the running of the centre and to develop formal and informal networks of support.

2.5 The content of this report has been endorsed by the Contracts and Commissioning Board.

<b>CCB Approval Date</b>	<b>CCB ref. number</b>
7 January 2016	CCB108015-16

### **3. DETAIL**

3.1 The procurement strategy recommending a Direct Award process to existing providers, as approved through CCB on 11<sup>th</sup> June 2015 CCB1075/15-16, has been implemented.

3.2 A Provider Briefing was held for existing providers of Designated Children's Centres on the 12<sup>th</sup> November 2015. This included an update on the proposed service specification and the Direct Award Process. As part of this process, existing providers were asked to review the new service specification and complete a Service Proposal Response Document. The Service Proposal Response Submission process has been undertaken utilising the London Tenders Portal, in line with Council best practice.

3.3 9 Service Proposal Response Documents were received from the 9 existing providers of Designated Children's Centres by the 14<sup>th</sup> January 2016.

3.4 Existing providers were asked to complete responses in relation to 10 areas for delivery of the service specification, covering:

- Delivery of Best Start outcomes
- Children and Families that the service will work with
- Summary of services to be delivered
- Evaluation and measurement of impact
- Understanding and activity in relation to co-design
- Working with the wider Croydon Best Start Planning Area Multi-Disciplinary Team
- Approach to quality assurance
- Working with other Designated centres in the same Best Start Planning area, where relevant
- Staffing structure
- Approach to Safeguarding

- 3.5 The evaluation panel, made up of 4 members of the Early Intervention Support Service and 1 representative from the Health Visiting service (Croydon Health Services Trust), scored each response using a 1-5 scale. This process was completed independently initially and then moderated to agree one score for each response by each provider. The Council reserved the right not to award an SLA/Contract to any applicant if the Service Proposal Response Document scored less than the minimum threshold of 20 (based on a minimum score of 2 across each of the 10 responses).
- 3.6 All providers submitted satisfactory responses that met the Council's requirements.

#### **4. CONSULTATION**

- 4.1 The Best Start programme is built upon co-design and co-production principles and all relevant stakeholders, including parents, have been consulted. The development of commissioning intentions and priorities were co-produced with over 104 parents across Croydon.
- 4.2 The co-design process included one-to-one in-depth interviews, focus groups and workshops carried out by the Early Intervention and Family Support (EIFS) service during October and November 2014 as part of the Best Start service re-design. Consultation events took place across the borough, including at midwifery and health visitor clinics, children's centres, nurseries, pre-schools, parent and toddler groups and community settings.
- 4.3 Additionally, a series of consultation events were held during May and June 2015 resulting in the identification of a group of parents who are now actively involved in commissioning activities.

#### **5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 5.1 The costs associated with these contracts will be funded from the Best Start Programme and the aggregated value across the 9 contracts and service level agreements is £4.325m for 2 years and £6.488m for 3 years, which includes the potential 1 year extension.

## 5.2

	3 year contract forecast		
	2016/17	2017/18	2018/19
	£,000	£,000	£,000
<b>Revenue Budget available</b>	2,162.5	2,162.5	2,162.5
Expenditure			
Income			
<b>Effect of decision from report</b>			
Expenditure	2,162.5	2,162.5	2,162.5
Income			
<b>Remaining budget</b>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Capital Budget available</b>			
Expenditure			
<b>Effect of decision from report</b>			
Expenditure			
<b>Remaining budget</b>	<u></u>	<u></u>	<u></u>

### 5.3 THE EFFECT OF THE DECISION

This decision will allow a fully integrated Best Start commissioning framework to be in place by 2017/18, it is anticipated that cost benefits can be realised from this. The contract with each provider will allow flexibility within the contract payment in accordance with the corporate change control procedure, should changes to provision occur.

### 5.4 OPTIONS

There are no alternative options under consideration at this stage. Options were considered and agreed within the Best Start for the Children in the Borough - Policy Report which was presented at Cabinet in December 2014.

Approved by: Lisa Taylor – Head of Finance and Deputy S151 Officer

## 6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that the procurement process as detailed in this report meets the requirements of the Council's Tender and Contracts Regulations 2015 and the statutory duty to demonstrate best value under the Local Government Act 1999.

Approved by Gabriel MacGregor, Head of Corporate Law on behalf of the Council Solicitor & Monitoring Officer

## **7. HUMAN RESOURCES IMPACT**

- 7.1 Should the centres decide to make any staffing changes in relation to the proposals recommended in this report, it would be the responsibility of the relevant Children's Centre to manage these in accordance with their normal HR policies and procedures.

Approved by Debbie Calliste on behalf of the Director of Human Resources.

## **8. EQUALITIES IMPACT**

- 8.1 A full equality impact analysis for the Best Start Service Model has been undertaken and indicates there are no significant impacts on any protected groups that would result in a change to the commissioning of the proposed services. It is anticipated that Best Start will improve the support available to all families, including those with protected characteristics.
- 8.2 It is anticipated that Best Start will advance equality of opportunity between people who belong to protected groups and those who do not. Best Start will refocus activities and services so that those parents, carers and families who most need support get help as early as possible.
- 8.3 A proactive parent engagement and involvement strategy is ensuring that families from protected groups are instrumental in helping to shape Best Start through a co-design process, leading to aspects of Best Start being co-produced and greater mutual support through local networks and strengthening community assets. Best Start will focus on addressing inequalities in health and education
- 8.4 By targeting support in this way, Best Start will help men and women of parenting and grand parenting age, babies and young children from conception through to school age, across all ethnic communities, those with special education needs and disabilities and those living in or at risk of living in poverty and those experiencing other forms of disadvantage. Best Start will also seek better to identify and support transgender, gay and lesbian parents
- 8.5 Agreed equality outcomes will be monitored through the mainstream service monitoring framework.

## **9. ENVIRONMENTAL IMPACT**

- 9.1 There are no direct environmental impacts. However, the successful contractor will be obliged to adhere to the terms and conditions of contract/Service level agreement, which includes the obligation to comply with sustainability and environmental regulations.



## **10. CRIME AND DISORDER REDUCTION IMPACT**

10.1 There are no crime and disorder reduction implications associated with this procurement activity and any subsequent services.

## **11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

11.1 Under delegation from the Leader of the Council (14.9.2015), the Cabinet Member for Children, Young People and Learning, in consultation with the Cabinet Member for Finance & Treasury approved the recommendations for the implementation of Phase 1 of the Best Start Programme. This included the following in relation to Children's Centres, "to maintain existing Children's Centre provision across the borough, through the negotiation of a direct contract award under Regulation 8 of the Council's Tendering and Contracts regulations to 9 providers of designated Children's Centres registered with Ofsted."

## **12. OPTIONS CONSIDERED AND REJECTED**

12.1 No other options are being considered at this stage.

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**BACKGROUND PAPERS – BEST START FOR CHILDREN IN OUR BOROUGH – CABINET REPORT 15 DECEMBER 2014 (MIN.A112/14).** [www.croydon.gov.uk](http://www.croydon.gov.uk)