



City of Westminster

Children, Sports & Leisure Policy and Scrutiny Committee

Date:	26 January 2015
Classification:	General Release
Title:	The Early Help Strategy 2014-2018 Consultations regarding Children's Centres, Play and Youth Services
Cabinet Member Portfolio:	Children's Services
Wards Involved	All
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1. EXECUTIVE SUMMARY

- 1.1. In the context of continuing reductions in the local authority's funds, there is an increasing requirement to ensure that resources providing early help and support for families are effectively targeted to meet local priority outcomes and needs. The Early Help Strategy 2014-2018 provides the framework to deliver this effective targeting, and sets out clearly the priority outcomes that Westminster is focused upon delivering.
- 1.2. In the Early Help Strategy a key objective is to 'revise our service model of investment in universal services together with key partners in line with our priority outcomes, in particular in respect of Play, Children's Centres and Youth Services'.
- 1.3. With regards to each of these services, consultation is now being undertaken with service users and key stakeholders on specific proposals, the detail of which is summarised within this paper.

2. KEY MATTERS FOR THE COMMITTEE'S CONSIDERATION

- 2.1. The members of the committee are asked to review the proposals and plans for consultation in each of the focus areas and comment as appropriate.
- 2.2. Responses to this report and the discussion of the members of the Scrutiny Committee will form part of the on-going consultation process.

- 2.3. Members are also asked to consider a review by Councillor Barbara Arzymanow, which evaluates the effectiveness of nursery provision in delivering the 2, 3 and 4-year-old offers of childcare and early education in Westminster. This report is attached at appendix 2a and 2b.

3. BACKGROUND

Early Help Strategy

- 3.1. Evidence suggests that an early response is a more effective and more efficient way of delivering services. It is better to provide an intense, focused intervention when problems first emerge, rather than delivering a more costly statutory intervention when the needs have escalated. This includes using targeted services to reduce or prevent specific problems from getting worse and becoming deep seated or entrenched.
- 3.2. 'Early Help' relates to the early identification of needs within families, and providing preventative support before problems become complex and more intractable. Westminster has a strong track record of delivering effective Early Help, and has refined this approach building on the foundations of the successful locality model of delivery that was introduced in 2009.
- 3.3. Via a multi-agency project team the Children's Services department has worked with key partners to develop a Tri-borough Early Help Strategy, which is attached at appendix 1.
- 3.4. Our vision is to promote the wellbeing and resilience of families with children from conception to 18 in a timely way by offering high quality and effective services. Through the implementation of the strategy from 2014-2018, our ambition is to offer help as early as possible to families who need support. The aim is to identify families with additional needs as early as possible through close partnership with a range of services. Our goal is to work together and build relationships with families in order support children and young people to achieve good outcomes.
- 3.5. The strategy confirms that Early Help will focus on improving the following six outcomes:
- For children to have strong and effective parents
 - Healthy young children who are ready to thrive at school
 - Improved participation in education and training
 - Prevention of harm and keeping children safe
 - Improved outcomes for children on the edge of care
 - Prevention of crime and serious youth violence
- 3.6. In order to deliver these outcomes, the strategy identifies six key objectives:
- Focus rigorously upon our six priority outcomes.

- Improve early identification of the children with the highest predictive probability of poor outcomes, and improve long-term tracking of the impact of our interventions with these key cohorts.
 - Revise our service model of investment in universal services together with key partners in line with our priority outcomes, in particular in respect of Play, Children's Centres and Youth Services.
 - Improve the effectiveness of our targeted Early Help teams through our Focus On Practice programme which will deliver: fewer but more effective practitioners; a shared set of four evidence based interventions; smaller caseloads in order to work with families more intensively; integrating with key partners to maximise impact and positive outcomes, create posts that are more focussed on system support enabling more face-to-face time with families, and enable practitioners to work on a mobile basis.
 - Develop a Children's Health and Social Care Integration Programme.
 - Identify opportunities to deliver more effectively and efficiently where there is a business case to work together across Hammersmith & Fulham, Kensington and Chelsea, and Westminster.
- 3.7. Early Help does not only mean offering support to very young children. Support may be offered early in life, or early after the emergence of a particular need. Although research shows that the most impact can be made during a child's early years, problems may emerge at any point throughout childhood and adolescence.
- 3.8. We will ensure that children and young people are supported through the key transitions that occur during their lives that may cause disruption to their well-being, including transitions between schools, between services, between professionals and between localities.
- 3.9. Within a context of continuing reductions in the local authority's funds, there is an increasing need to ensure that expenditure on Early Help is effectively targeted towards local priority outcomes and needs of children, young people and families.
- 3.10. The three main strategies we propose adopting to meet this work, and as outlined in our Early Help strategy, are:
- More rigorous targeting and support for children and families with additional needs;
 - Achieving this through greater integration of services working with children and families and reducing duplication and inefficiencies;
 - Improved joint commissioning.

4. CURRENT IMPLEMENTATION ACTIVITY

- 4.1. As outlined in paragraph 3.6, one of the commitments in the Early Help Strategy is to 'revise our service model of investment in universal services together with key partners in line with our priority outcomes, in particular in respect of Play, Children's Centres and Youth Services'.

- 4.2. With regards to each of these areas, consultation is being undertaken with service users and key stakeholders on specific proposals, the detail of which is summarised in the following sections.

5. BEST START IN LIFE – towards a new model

- 5.1. Early Years is a key part of the Early Help Strategy because it offers a unique opportunity to intervene early and improve outcomes for children, their families and communities. Despite the integrated services that are offered through Children's Centres many early years services are still delivered by separate organisations with little joint planning and Children's Centres traditionally have become associated with a 'setting' or a 'building'.

- 5.2. We are proposing, as a part of improving school readiness, that we develop and co-commission a new integrated early years pathway which will include both a universal targeted and enhanced offer. This will be published for parents and improve parents understanding of services available for families with young children. This will bring together a diverse range of providers and professionals (the NHS, the early education and childcare sector, the Local Authority, the private and charitable sector and JobCentre Plus) into one joint system with a core purpose. The principles underpinning this new model are:

- A belief that intervening in the early years can transform a child's life chances and that from conception to age 2 offers the best opportunity for early intervention and we can do this more effectively together by systematically identifying children most in need;
- Families need a sequenced and co-ordinated offer of support across early years services that is easily explained and accessed;
- Our collective resources can be better used if co-ordinated together into one system and effectively targeted to the right families.
- A need to track cohorts of children to fully understand what interventions make a difference.
- That it is more effective to involve local communities in the development of local services as is emerging in a pilot in Queens Park.

- 5.3. The new model will aim to deliver improvements in the following five areas:

- 1. Better integration between organisations so that there is a single integrated early years system; bringing together the Healthy Child Programme and the Early Years Foundation Stage including a joint progress review for 2-year-olds.**
- 2. To use robust and shared assessments at key times to identify children and families with additional needs at the earliest point, starting in the antenatal period**
- 3. To achieve better long term outcomes for the most vulnerable children by delivering more cost effective evidenced based interventions.**

- 5.4. The aim will be to achieve better outcomes by improved targeting of those in most need and will depend on agreement amongst all public sector commissioners (CCGs, Local Authority and DWP) on outcomes and priority groups. With ever fewer resources, it is important to maximise impact by working together to identify and support those most in need. Commissioned services will need to reflect these outcomes and priorities.
- 5.5. The integrated service will move progressively to the use of proven and targeted interventions, including evidence-based programmes and evidence-based practice. Some of these are already in use (Positive Parenting Programme, Family Nurse Partnership); others are being developed or piloted (Coping with Crying, Circle of Security). The tri-borough Focus on Practice programme will support staff to improve front-line practice, supported by a sustained programme of professional development and the new health visitor specification, with its emphasis now on motivational interviewing and parenting has a similar emphasis. This focus will be underpinned by improved performance information, tracking of individual children, cohort analysis and business intelligence.

4. Offer high quality early years education and childcare with wrap around parenting support, for the most vulnerable children and families

- 5.6. High quality childcare and early education is critical to improve the school readiness of children from disadvantaged wards. All 3 and 4-year-old children will continue to have access to the free 15 hours of childcare. In addition, the targeted free learning entitlement for 2-year-olds provides an opportunity to improve the school readiness of those children who currently achieve least well at the Foundation Stage. From 2014 this has been extended to those 40% of families who are least well-off.
- 5.7. The 2-year-old offer is intended to reach the same families who will most benefit from other targeted services. Opportunities to co-locate 2-year-old places with other targeted services should be taken wherever possible and will often be a higher priority than other services. Schools and Private Voluntary and Independent settings with 2-year-old places will need to be linked effectively to other services in the integrated Early Years offer so that referrals between services are made quickly and effectively.
- 5.8. A joint progress assessment at 2-years will provide a unique opportunity to identify those children who require additional support or a specialist referral, in order to help them to achieve their potential and be ready for school.
- 5.9. Children under-5 with additional needs are particularly vulnerable in the period before they are issued with an Education, Health and Care Plan. The tri-borough Special Educational Needs strategy will address this area and ensure that arrangements are clear to parents and providers, and well publicised as part of the local offer.
- 5.10. The government's initiative to promote more 'wrap around' 8-6 childcare in schools offers a further opportunity to provide affordable childcare and support parental employment. Tri-borough has agreed to work with DfE as part of a London pilot to

identify schools as early adopters of this approach, assessing local demand and testing the staffing and commercial implications of such an offer.

- 5.11. This area of service delivery has also been the subject of a review by Councillor Barbara Arzymanow, which evaluates the effectiveness of nursery provision in delivering the 2, 3 and 4-year-old offers of childcare and early education in Westminster. This report is attached at appendix 2a and 2b.

5. An early focus on preparing parents for employment through a partnership with Job Centre Plus and local adult education providers.

- 5.12. The aim will be to embed and further develop the approach being trialled by the Families and Communities Employment Service (FACES) in the children's centres. The team offer a holistic approach for families providing a bespoke service tailored to client need and circumstances. All clients have a named 'coach' to provide them with the help and support they require and in a way that suits them.
- 5.13. The aim would be to integrate this approach into the early years core team so that discussing employability becomes an integral part of assessments and planning with families. Signposting to wrap-around childcare in schools and the new national subsidies for childcare must be simple and effective.

Implementing the Best Start in Life model - Children's Centres consultation

- 5.14. The changes that are being proposed to the Children's Centres in Westminster need to be seen within the context of this wider vision for an integrated early years described above, where children's needs will be identified earlier through better collaboration and information sharing across agencies and children's centre has a key role in supporting families with additional needs.
- 5.15. There are 12 Children's Centre sites in Westminster located in schools, nurseries and family centres across the borough. Some Centres are bigger than others, but they work together in their own part of the borough to make sure that families in that area have access to a full range of services and support during the early years. One Children's Centre in each area acts as a central 'hub' where a larger range of services are on offer and coordinates the local network of Centres in their Locality:
- In the North East of the borough this is Portman Early Childhood Centre in Church Street
 - In the North West it is the Queens Park Children's Centre at Bravington Road
 - In the South of the borough it is in Churchill Gardens Primary School.
- 5.16. The current offer in each of the children's centres in the borough is outlined below.

North West Locality

Children's Centre site	Current provision
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<p>Queens Park – the hub</p>	<p>Stay and Play sessions form the core part of provision in the CC – 5 days a week, 2 sessions a day (morning and afternoon).</p> <p>Parenting support – 1:1 and group. The following groups (at least 2 groups being offered at any one time) are offered in QP CC:</p> <ul style="list-style-type: none"> - Piloted and now embedding Circle of Security to promote better parent / child interaction. - Mellow parenting - Strengthening Families, Strengthening communities <p>Mini kick start – once a week for 6 weeks.</p> <p>Adult education with a crèche – NVQ in childcare and 2 sessions of ESOL with a crèche</p> <p>Antenatal clinic and support</p> <p>Childminder support</p>
<p>Bayswater</p>	<p>Stay and Play sessions – morning and afternoon. Capacity in variable and needs better targeting</p> <p>Domestic violence worker – DVIP – work</p> <p>Parenting support - FAST, Circle of Security, Triple P etc..</p> <p>Childminding support</p>
<p>Westbourne</p>	<p>Stay and Play sessions – morning and afternoon sessions</p> <p>Parenting groups and 1:1 support.</p> <p>Antenatal clinics and support 3 times a week</p> <p>Child health clinic once a week</p> <p>Housing and Benefit advice</p>
<p>Queensway</p>	<p>Language group at hallfield school delivered by speech and language therapist and CC staff – block of six sessions every 2 months</p> <p>Stay and Play at Hallfield School every morning – attendance is variable but not at full capacity</p> <p>Housing and Benefit advice session (not CC funded now)</p>

	A Bayswater FC – Stay and Play every afternoon
Harrow Road	<p>Stay and Play sessions at Essendine building every morning</p> <p>Some adult education on site</p> <p>Stay and Play sessions at Mary Pattison every afternoon</p>

North East Locality

Children's Centre site	Current provision
Portman Early Childhood Centre – the hub	<p>Stay and Play sessions form the core part of provision in the CC– 5 days a week, 2 sessions a day (morning and afternoon).</p> <p>Parenting support – 1:1 and group. The following groups (at least 2 groups being offered at any one time) are offered in Church St CC:</p> <ul style="list-style-type: none"> - Mellow parenting; - Triple P - Strengthening Families, Strengthening communities <p>Mini kick start – once a week for 6 weeks.</p> <p>Adult education with a crèche –ESOL 5 days a week.</p> <p>Antenatal clinic and support.</p> <p>Health visitor input</p> <p>Childminder support</p>
Paddington Green	Stay and Play sessions – morning and afternoon
Maida Vale	<p>Stay and play sessions</p> <p>Health advice and developmental checks from Community Health Nurses</p> <p>Ante-natal, breastfeeding and new baby sessions</p> <p>English classes, Literacy with Computers classes (both with a crèche) delivered by Westminster Adult Education Service</p> <p>Housing and benefits advice sessions</p>

	<p>Employment and training advice sessions</p> <p>Speech and Language therapy sessions</p> <p>Parents Forum meetings and activities</p>
Micky Star	<p>Stay & Play sessions on Monday Wednesday and Thursday</p> <p>Messy Play: A drop-in for babies aged 6 months -18 months.</p> <p>Baby & Me drop-in: Drop-in session to talk about antenatal, breast feeding, weaning and child development with a breast feeding Nursery Nurse.</p> <p>Fortnightly Health Clinic:</p> <p>Story & Song Time</p> <p>Saturday for Dads A Saturday Stay & Play session for dads and their children.</p>

South Locality

The Children's centre offer in the south is delivered from a hub and 2 spokes but there are also a range of other sites that make up this locality children's centre offer and these are:

- Pimlico toy library
- Fitzrovia Community Centre
- Grosvenor Hall, Vincent St
- Pimlico Academy library
- Bessborough Street Clinic
- Charing cross library
- Soho centre for Health and Care

Children's Centre site	Current provision
Churchill Gardens – the hub	<p>Stay and Play sessions 4 days a week.</p> <p>Activity sessions at Pimlico Toy Library 4 days a week</p> <p>Activity sessions at Pimlico library.</p> <p>Tine for Dads at the library on Saturday</p> <p>JCP advice all day on a Monday.</p> <p>ESOL at the hub one day a week with crèche</p>

	<p>Advice and advocacy IAPT support for postnatal women</p> <p>Parenting support – 1:1 and group.</p> <p>Childminder support</p>
West End	<p>Delivered from Soho Family Centre (now run by the London Early Years Foundation) one day a week – a stay and play in the morning.</p> <p>All other provision is delivered from Fitzrovia Centre and Soho Centre for Health and Care – Stay and Play sessions and one child health clinic.</p>
Marsham St	<p>Marsham Street run a range of the following:</p> <p>Breast feeding support café;</p> <p>Stay and play sessions (4 sessions a week);</p> <p>Sewing provided by WAES;</p> <p>Postnatal group provided by the health visitor,</p> <p>Session for children and families with a disability</p> <p>Saturday session for Dads.</p>

- 5.17. We know that Westminster Children’s Centres are valued by local parents and children, and are committed that they should remain available to those families who are most in need of our support. However, we also know that some of our Children’s Centres aren’t always being fully used by the families who need most help.
- 5.18. While the primary aim of the proposed new model is to improve service delivery it also aims to make the best use of reducing Council funds by structuring the service in a more efficient way and joining up with health to ensure that families who need our services most access them as early as possible. Through the Westminster Medium Term Planning programme, Children’s Services have an identified 2015/16 savings target of £3.3m that needs to be made from its total 2014/15 budget of £40.3m. The proposals for the remodelling of Children’s Centres plan to contribute £500,000 (15%) of this total. This saving represents 1.2% of the total net direct Children’s Services budget for 2014/15.

Proposals

- 5.19. It is proposed that all of the current Westminster Children's Centres will remain open, but the way in which some sites are used and the services they provide will change. This is summarised below:

Children's Centres in the North West

- There will be no change to the level of children's centre services at Queens Park (88 Bravington Road), or to the outreach team and the support they offer to families in the area. In fact, there are new services planned that will be developing from April 2015.
- At Westbourne Children's Centre we propose to deliver the 2 year free childcare offer for eligible families and the current Children's Centre services, to enable us to work with the families who may be missing out at the moment on the services at this Centre.
- At Harrow Road (Essendine ECM building) we propose replacing the current Children's Centre services/activities with extra 2 year old free childcare places for eligible families, and an increase in the level of Adult Education available to families at the school.

Children's Centres in the North East

- There will be no change to the Children's Centre services/activities delivered at Portman Early Childhood Centre or Maida Vale Children's Centre.
- There will be no change to the outreach team and the support they offer to families across the north east area.
- Existing Children's Centre activities at Micky Star will be replaced with additional free 2 year old childcare places for eligible families. However, we propose continuing the child health clinic at Micky Star Children's Centre.
- Existing Children's Centre activities at Paddington Green will be replaced with additional 2 year old childcare places for eligible families. We also aim to continue some level of stay and play and parenting support from the site, to run alongside the 2 year offer.

Children's Centres in the South

- There will be no change to the services currently available at Churchill Gardens.
- We will continue to deliver services in the other Children's Centre sites – Marsham Street and Fitzrovia - but we will need to reduce the number of activities, keeping those that best target local needs. We envisage a reduction of 2 or 3 sessions a week at Fitzrovia. We will work with parents to develop a programme of activities across the area, with a proposal ready for consultation in January 2015.

- 5.20. In summary, the three larger Children's Centre 'hubs' will continue to provide all the services they do now, and we will continue to develop their role as the centres

of integrated and targeted service provision with the co-location, wherever possible of health visitors and midwives.

- 5.21. It is proposed that the borough will significantly increase 2-year-old early years education provision, with extra places being provided in the Children's Centre areas in the north of the borough with further exploration of options in the south.
- 5.22. We will also work more closely with our partner colleagues in maternity services, GP's, health visiting, adult education and Jobcentre Plus, to agree shared priorities and provide joined up care and support for families. We will publish an integrated early years service offer for parents. To do this we propose to make a joint appointment with Central London Community Health (CLCH), the provider of many community health services like health visiting and speech and language therapy. This appointment will be funded separately from the Children's Centres budget. This appointment will act as a systems change leader bringing together all early years services into one integrated pathway with a universal, targeted and enhanced offer.

Practicalities and timescales for consultation

- 5.23. A public consultation on the proposed changes launched on 5 January 2015 and will run until 26 January 2015. Stakeholders will be able to give their views in a number of ways:
 - Fill in a survey at a local Children's Centre or online
 - Provide feedback to one of the three Children's Centre Parent Forums
 - Attend one of the seven information sessions that will be running in January at Children's Centres across the borough
- 5.24. The full consultation documentation for this area is available via the following link: <https://www.westminster.gov.uk/childrens-consultation>

6. SCHOOL-AGE CHILDCARE AND PLAY SERVICES

Context

- 6.1. School-age childcare and play services in Westminster are delivered by the in-house Westminster Play Service and four third-sector organisations; The Westminster Society; St John's Wood Adventure Playground; P3 and the YMCA. Four primary schools in Westminster directly manage or commission their own after-school childcare and play services at no cost to the council.
- 6.2. The key objectives of these services is to provide accessible childcare for working families, play opportunities for children in need and children with disabilities, and a community play offer for children that might otherwise be unable to access a positive play experience.
- 6.3. A summary of the current school-age childcare and play services in Westminster is outlined in the tables below:

Play Centre	Links via walking Bus Service	Type of Service
Sussex Street	St Peters, Eaton Sq Westminster Cathedral St Barnabas Churchill Gardens St Gabriels	Year Round
Bayswater	St Mary of the Angels St Stephens Our Lady Dolours Mary Magdalene St Peters Chippenham Mews Edward Wilson	Year Round
Wilberforce	Queens Park	Year Round
Essendine	St Augustines St Josephs	Year Round
St Clement Danes		Term-Time Only
St Matthews	St Vincent's De Paul	Term-Time Only
Hallfield	St James St Michaels	Term-Time Only

Service Area	Summary of Current Offer
Term-time School-Based Play and Childcare	<ul style="list-style-type: none"> • Westminster Play Service is OFSTED registered to deliver six after school play and childcare hubs. • Two community play and childcare hubs are delivered by third sector providers. • In the West End no community hub can serve all schools so two primary schools were given one-off funding to support an after school play service, one of which continues to be provided by Westminster Play Service. • Service available for children in reception and above at all except in one third sector provider that take children from 5 years. • Registered pick-ups provide an escort from a further 17 primary schools. • Four schools operate play centres directly, Soho Parish, Millbank, ARK Atwood and Minerva

	Academy.
Holiday Play and Childcare Provision	<ul style="list-style-type: none"> • Westminster Play Service provides seven summer play and childcare centres from five localities • Two community play and childcare holiday centres are delivered by third sector providers. • Provides for children and young people from 5-12 years of age and two sites also provide for children from 4 years. • Provision from 8.30-6pm
Community and Adventure Play Projects	<ul style="list-style-type: none"> • Westminster Play Service operates a Play Makers Project. • Two community play and childcare holiday centres are delivered by third sector providers. • Westminster Play Service operates an after-school and holiday play project on Grosvenor Waterside Estate in partnership with A2Dominion Housing for two nights per week during term-time and 1-2 days per week during holidays – this is externally funded. • Westminster Play Service has been commissioned by CityWest Homes and London Community Funding to operate a holiday club for 2 days per week and an after-school club for 2 nights per week on Churchill Gardens Estate.
Targeted Play	<ul style="list-style-type: none"> • Up to 15 children per centre access a targeted place based on a professional referral. In practice this equates to approximately 100 children accessing a subsidised place.
Children With Disabilities	<ul style="list-style-type: none"> • A number of children with disabilities access mainstream play. • 17 CWD referred to specialist provision, or WSPLD at Lisson Green. • Other CWD are referred to alternative specialist play provision in and out of borough. • Some CWD access short breaks through the CWD team.

6.4. Childcare and play services make a significant contribution to early help outcomes, including:

- Providing positive activities for children and young people with challenging behaviour, improving behaviour and reducing bullying.
- Providing support for children within a challenging environment, including the opportunity to develop a strong understanding of risky play.

- The development of life skills and the ability to make independent choices, enhancing coping and resilience among children and young people.
 - Enhancing the aspiration to work and study amongst whole families.
 - Engaging children in a wide range of learning activities, team work, creativity, the arts, and develops an understanding of the environment.
 - Encouraging children to develop social skills through interaction with peers and professional staff.
 - Positive play has a strong focus on physical activity through games, sports, and exploration. This improves the health and well-being of children.
- 6.5. A review of childcare and play services is underway to ensure that limited resources in this area are targeted to meet the early help needs of children and young people.

Initial findings of the review

- 6.6. The existing in-house service has relatively high management and administrative costs compared with other ways of providing the service.
- 6.7. The review found that schools can be very effective at the management and delivery of childcare and play services. There are a number of third sector organisations that already provide childcare and play in Westminster at no cost to the council.
- 6.8. In order to retain a range of good quality services the proposed options are:
- Transfer school-based childcare services to schools if they wish to take responsibility for these services.
 - Secure alternative not-for-profit third sector providers where schools do not wish to take responsibility for a school-based service.
 - Provide up to three years of transitional funding for schools and third sector providers to support the development of good quality and sustainable childcare and play services.
 - Retain funding for targeted places for children in need and low income working families.
- 6.9. While the primary aim of any new model is to improve service delivery the proposed options also aim to make the best use of reducing Council funds by structuring the service in a more efficient way. The proposals for the remodelling of the Play Service plan to contribute £150,000 (4.5%) of the total planned savings of £3.3m that Children's Services have identified for 2015/16. This saving represents 0.4% of the total net direct Children's Services budget for 2014/15.

Practicalities and timescales for consultation

- 6.10. The council are consulting with stakeholders and service users through to the end of January 2015. The consultation is focused on 'outcomes', 'service delivery and management arrangements' and the cost implications of any new service to local families.

- 6.11. The table below outlines the key groups we are consulting with, methodology and the timescales.

Cohort	When	Methodology
Service Users	21 January – 27 January 2015	Hold six service user consultation meetings for users of each in-house play centre.
Schools	1 December 2014 – 29 January 2015	Invite feedback on other potential ways to provide the service in the future
Community play third sector providers	1 December 2014 – 23 January 2015	Invite feedback on other potential ways to provide the service in the future

7. EARLY HELP YOUTH SERVICES

Context

- 7.1. Community based services are uniquely placed to engage and support children and young people. Westminster City Council commissions youth services across the borough to provide activities that are fun and engaging. The majority of these services are youth clubs, mainly in estates across the borough, particularly in the north east and north west of Westminster. The current offer is outlined in the table below:

Youth Organisation	Locality	Provision Type
All Souls Clubhouse Youth	North East	Universal access youth club
Avenues Youth Project	North West	Universal access youth club, also delivers targeted projects
Caxton Youth Organisation	South	Youth club for young people with a learning difficulty and/or disability
City West Homes Youth (Churchill youth club)	South	Universal access youth club
Crypt Youth Club	North East	Universal access youth club
DreamArts	Borough wide	Targeted Arts based project
Fourth Feathers Youth Club	North East	Universal access youth club
London Tigers Youth (WECH youth club)	North West	Universal access youth club
Marylebone Bangladesh Society (MBS) Youth Club	North East	Universal access youth club
North Paddington Youth Club	North East	Universal access youth club
Stowe Youth Club	North West	Universal access youth club, also delivers targeted projects
Westbourne Park Family Centre	North West	Universal access youth club
Westminster Society for People with Learning Disabilities - Youth	North West	Runs inclusive youth club nights for young people with a

		LDD – from Stowe
Working with Men (Amberley Youth club)	North West	Universal access youth club
Positive Activities (school holiday provision)	Borough wide split between existing projects	

- 7.2. The current youth service providers have been funded for many years and current contracts end in September 2015. We now have the opportunity as part of routine commissioning cycles and activity to enhance the early help offer and arrangements within our future contracts.
- 7.3. In developing these new contracts the Council has the opportunity to review which services best meet the needs of children and young people to improve their life outcomes, and how these services are best provided and to ask children and young people, Early Help services, youth workers and schools what they value and would like to see in their community. This will be informed by consultation.
- 7.4. While the primary aim of any new model is to improve service delivery it also aims to make the best use of reducing Council funds by structuring the service in a more efficient way. The proposals for the remodelling of the Youth Services are planned to contribute £125,000 (4%) of Children’s Services’ savings total for 2015/16. This saving represents 0.3% of the total net Children’s Services budget for 2014/15.

Practicalities and timescales for engagement

- 7.5. There will be workshops for providers and interested parties in each locality throughout January to explore these themes and questions and gather emerging ideas and views.
- 7.6. Young people are invited to feedback via an online survey¹ that is running until the 23rd January and is being widely publicised.
- 7.7. We are also liaising with youth providers to deliver a workshop in each locality in late January/early February to further capture young people’s views and ideas.
- 7.8. Engagement outcomes will then enable and inform the development of detailed service specifications for the recommissioning of youth services, which will then be advertised through a tender process.
- 7.9. The new contracts will be implemented following the end of current arrangements in September 2015.

8. FINANCIAL INFORMATION

- 8.1. The financial information provided within this report is summarised in the table below.

¹ <http://www.surveymoz.com/s3/1921224/CYP-V2>

Area	Proposed savings target 2015/16	Percentage of all Children's Services savings 2015/16	Saving as a percentage of total Children's Services net direct budget 2014/15
A Better Start in Life – Children's Centres	£500,000	15%	1.2%
Play Services	£150,000	4.5%	0.4%
Youth Services	£125,000	4%	0.3%

- 8.2. However, the final financial implications will not be known until the outcomes of the on-going consultations are known and have been analysed.
- 8.3. Any financial risks arising from the proposals that are pursued following consultation will be monitored and reported via the established project groups for these areas of work.
- 8.4. The implementation of the Early Help Strategy will ensure that the Council's resources are focused on statutory responsibilities and the delivery of priority outcomes meeting the needs of vulnerable families in the Borough.
- 8.5. The council will continue to support wider provision through the development of a Partnership Early Help Strategy which includes a commitment from universal services (most notably schools, health and voluntary organisations) to meet lower levels of need.
- 8.6. The implications of the implementation of this strategy will be reflected in the Council's Medium Term Plan and its delivery will be reported through the Council's Revenue Monitor.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact:

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BACKGROUND PAPERS