

CHILDREN AND EDUCATION SCRUTINY SUB-COMMITTEE

Tuesday, 17 December 2019 at 6.30 p.m.

Committee Room One - Town Hall Mulberry Place

This meeting is open to the public to attend.

Members:

Chair: Councillor Sufia Alam

Vice-Chair: Councillor Gabriela Salva Macallan

Councillor Shah Ameen, Councillor Mohammed Pappu, Councillor Kyrsten Perry,
Councillor Helal Uddin and Councillor Andrew Wood

Substitutes:

Councillor Denise Jones, Councillor Eve McQuillan and Councillor Ayas Miah

Co-opted Members:

Neil Cunningham

Joanna Hannan

Ahmed Hussain

Fatiha Kassouri

Dr Phillip Rice

Khoyrul Shaheed

Parent Governors

Representative of Diocese of Westminster

Parent Governors

Parent Governors

(Church of England Representative)

Muslim Faith Community

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

Democratic Services

1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, E14 2BG

Tel: 020 7364 0842

E-mail: farhana.zia@towerhamlets.gov.uk

Web: <http://www.towerhamlets.gov.uk>

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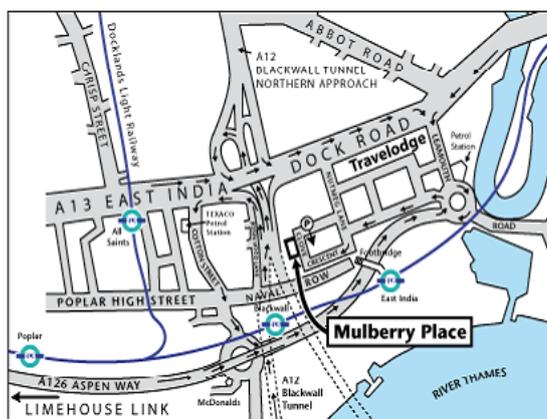
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1. APOLOGIES FOR ABSENCE To receive any apologies for absence.	
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3. MINUTES OF THE PREVIOUS MEETING To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the held on 8 th October 2019.	9 - 16
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Next Meeting of the Sub- Committee

The next meeting of the Children and Education Scrutiny Sub-Committee will be held on Tuesday, 11 February 2020 at 6.30 p.m. in Committee Room One - Town Hall Mulberry Place

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

Asmat Hussain, Corporate Director, Governance and Monitoring Officer. Tel 020 7364 4800

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CHILDREN AND EDUCATION SCRUTINY SUB-COMMITTEE

HELD AT 6.35 P.M. ON TUESDAY, 8 OCTOBER 2019

MP702 - TOWN HALL MULBERRY PLACE

Members Present:

Councillor Gabriela Salva Macallan
Councillor Andrew Wood
Councillor Eve McQuillan

Councillor Kyrsten Perry

Co-opted Members Present:

Joanna Hannan

- Representative of Diocese of Westminster
- Parent Governors
- (Church of England Representative)

Fatiha Kassouri
Dr Phillip Rice

Other Councillors Present:

Councillor Danny Hassell

Apologies:

Councillor Sufia Alam
Councillor Mohammed Pappu
Neil Cunningham

Councillor Shah Ameen
Councillor Helal Uddin
Ahmed Hussain

Others Present:

Geogre Binene
Liam McQuid
Linda Hall
Amanda Betham
Sally Davey
Judy Garwood
Alison Wagner
Layla Richards
Catalima Obeu
Jenny Miller
Husna Begum
Maxine Mullan
Rahma Shirreh
Khadra Osman
Vivien Akinremi

- ENEU
- ENEU
- NEU/SLS
- NEU/SLS
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- NEU/SLS
- SPP
- City University of London
- SEND IASS
- THDCS
- SEND Ambassadors
- SEND Ambassadors
- SEND Ambassadors
- Deputy Young Mayor and Youth Cabinet Member for Health and Wellbeing
- LBTH Youth Service
- LBTH Youth Council

Khadra Said
Saihan Islam

Officers Present:

Elizabeth Freer	– (Strategy and Policy Manager, Children and Culture)
Debbie Jones	– (Corporate Director, Children and Culture)
Christine McInnes	– (Divisional Director, Education and Partnership, Children's)
John O'Shea	– Support and Learning Service, Early Years
Farhana Zia	– Senior Committee Services Officer
	–

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Sufia Alam, Shah Ameen, Mohammed Pappu and Helal Uddin. Apologies were also received from Neil Cunningham and Ahmed Hussain co-opted Members of the Sub-Committee.

Councillor Eve McQuillan was substituting for Councillor Helal Uddin and the Vice-Chair Councillor Gabriela Salva Macallan was in the Chair.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

No declarations of disclosable pecuniary interest were made by the members.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting from the 25th June 2019 were agreed and approved as a correct record.

4. REPORTS FOR CONSIDERATION

4.1 SEND IMPROVEMENT UPDATE

SEND INSPECTION

At the request of the Vice-Chair, the Sub-Committee heard from Parents of the SEND Ambassadors group who relayed their experience of SEND Services; the challenges with Education Health Care Plans (EHCP's) and access to professional help and facilities. The parents raised the following points:

- Support parents when a child is diagnosed with a special need – preparing them for diagnosis, rather than directing them to websites.
- Being more inclusive – integrating services in the community such as “stay and play” groups. Increasing awareness in the community.

- Train staff especially Teachers and Teaching Assistants who have an understanding of special needs.
- Getting early diagnoses and intervention. Ensuring EHCP plans are put in place quickly. There are situations where parents are waiting diagnoses and are excluded from services in the meantime because they do not have an EHCP plan.

The Vice-Chair thanked the Ambassadors for their contribution.

Ms Amanda Bentham, representing the Trade Union addressed the Sub-Committee stating she had attended the meeting with her colleagues to highlight the impact of cuts to the service. She said cuts would have a detrimental effect on the most vulnerable and deprived children. She said the SEND team had been set up 23 years ago to provide support to such families and it was a credit to the Council that 98% of those identified with SEND were attending mainstream school in the borough. Ms Bentham said the service provided early intervention, working with parents of babies and was doing essential preventative work. She said the service provided training, advice and support to schools. From a recent survey it was evident 4.5 out of 5 schools were satisfied with the service given. Ms Bentham said cutting funding for this vital service and Teaching Assistants in schools would be a disaster for children with SEND needs.

Ms Bentham said she and her colleagues had the following concerns about cuts to the service:

- Poorer outcomes for children who may be identified as NEET's (Not in Education, Employment or Training).
- Schools making further cuts such as reducing Teaching Assistant support to children with SEND needs and the potential of 'off-rolling' children on their enrolment registers.
- More children being sent to out of borough facilities/services.
- Increase in Tribunal cases

In response to questions from Members of the Sub-Committee the following was noted:

- 'Off rolling' was a grave concern as schools would be less willing to accept SEND pupils and evidence from boroughs with a large number of Academies, showed 'off rolling' is occurring at higher rates. Ms Bentham said Schools are more likely to request parents to remove their child from a mainstream school especially if they do not have trained staff to support children with behaviour, social and emotional needs. Once outside of the school system these children quickly become NEETs.

The Vice –Chair thanked Ms Bentham for her contribution to the meeting.

Mr Saihan Islam, young person with a SEND need and a member of the Youth Council addressed the Sub-Committee. Mr Islam informed Members the impact of proposed or imminent cuts was already becoming reality for young people like him. He informed Members the one to one support which he had received from his teaching assistant and mentor at the school he attends, had already been cut by 50%. Mr Islam said the change had affected him, in that he is required to make decisions on which subjects and lessons he requires support in and those in which he does not. Mr Islam said the change had been too rapid for him and he is finding it difficult to cope without support, especially in his GCSE exam year.

The Vice-Chair thanked Mr Islam for his time and the insight he had provided regarding the SEND service and support.

Following on from the views expressed by the SEND users, parents and staff, Ms Christine McInnes, Service Head of Education and Partnership made a presentation to the Sub-Committee. She explained the roles and responsibilities of all the partners who are responsible for the production of EHCP plans and the Code of Practice which applied to all stakeholders.

Ms McInnes said an inspection of the service by OfSTED and CQC was imminent. Ms McInnes said the inspectors would give a judgement on the Local Offer in place and will measure the effectiveness of this to see if this identified and met the needs of children and young people who have special educational needs.

In response to questions from Members the following was noted:

- Issues with datasets and data cleansing were wider system issues however there are plans to move this forward. SEND information was being rechecked pupil by pupil to ensure the data held is correct and the dashboard is accurate.
- Ms McInnes said the processing of EHCP had been from a low starting point. In the Recovery Plan to the DfE, it had been made clear the Council is on a journey of improvement and that it would take a further three years to achieve better outcomes.
- Ms Debbie Jones added it was clear what information was missing from the datasets and said the Council was working with health partners and the CCG to ensure measures were in place to improve the quality of this information. She said the inspection was a joint inspection of the Local Area, involving different professionals and should not be compared with the 2017 Ofsted inspection.
- In response to if health partners invested equal funding to EHCP's, Ms Jones said they invested considerable funds in the right places. She said in the current climate both the Local Authority and the NHS were

experiencing considerable funding issues and this was proving challenging.

- In response to how services can be better integrated, Ms Jones said better collaboration matters on the frontline, with professionals working together to improve outcomes. Services would co-exist to ensure teams were working together.
- In response to if the Council was expecting a written statement from the inspectors Ms Jones said this was likely. She said that in the 2017 Ofsted inspection the Council had been over optimistic regarding what it could achieve. However in this instance they had been open and honest with the DfE regarding their improvement journey and the action plans in place to achieve improvement in this area. Ms Jones said the issue with data was one illustration of this.
- **ACTION POINT:** The service to share a copy of the self-assessment form submitted to the DfE and to bring the action plans, highlighting the issues to the next meeting of the Children and Education Scrutiny Sub-Committee.

SEND CONSULTATION & OUTCOMES

Ms Christine McInnes, Service Head of Education and Partnership gave a presentation on the Councils current SEND consultation and the outcomes thus far. She informed Members the consultation was looking to make changes to the SEND Strategy and structure of the SEND team. In particular she highlighted the Higher Needs Funding Block (HNFB) which is an annual school grant of £50m of which 95% goes to schools and 5% is retained by the Council. She informed Members, Headteachers had indicated they wanted services organised differently and wanted changes to be made to how the HNFB grant is shared. Ms McInnes also referred to the graph showing the different number of EHCP's in schools by Primary need.

In response to questions from Members, the following was noted:

- The initial consultation asked for views on how services can be reorganised in light of the overspend in the SEND area. However there will be a second consultation on 'School Funding' sometime in November after legal advice has been taken.
- In response to why the cuts were necessary, Ms McInnes said this was due to the £7m overspend of the HNFB and EHCP money was linked to this. Cllr Hassell added that the Council had been subsidising the Service through reserves but money was tight and a decision about the future of the SEND Service and its current structure needed to be made.
- In response to what work had been planned to reduce the number of children needing EHCP's, Mr John O'Shea Support for Learning Service Manager said the Local Area plan set out the vision for the

service. They had examined the criteria and had plans to improve the assessment process. He said from national trends it was likely that the number of EHCP's would increase but each case would be assessed case by case and on its merit.

- Councillor Perry said it was clear government funding was decreasing but needs were increasing. How are social needs balanced against budget pressures? Mr O'Shea said they were struggling. The number of teaching assistants in mainstream schools providing support to special needs children is an example of the impact it is having.
- In response to why Headteacher's wanted the Council to retain less of the HNFB budget, Ms McInnes said school budgets were also stretched. The service hadn't been reviewed for 23 years and is not meeting the statutory requirements expected of it. This is why the consultation is asking for views so services can be organised to deliver appropriate and timely interventions.
- In response to the 2nd consultation, Members asked if they could see a copy of the consultation before it was consulted on. Ms Jones said they were waiting on the DfE to agree a process. An extension of the consultation was timely, in order to resolve the £7m overspend. Ms Jones said a reduction in one area will have consequences in another. Ms McInnes added the reshaping the service would not impact on capital projects such as the expansion of Phoenix School and Beatrice Tate.
- In response to if the banding of SEND will be affected, Mr O'Shea said this was part of the consultation. The Local Authority was working on updating the descriptors for the banding system to clarify what level of need falls within each band and which children are eligible for an EHCP's.
 - **ACTION POINT:** Members asked if they could see a copy of the 2nd Consultation before this was consulted on.
 - **ACTION POINT:** Ms McInnes said she could request Headteachers to attend the next meeting to explain their position with regard to funding conundrum.

The Vice-Chair thanked everyone for their contributions.

4.2 EXCLUSION IN SECONDARY SCHOOL - SCRUTINY REVIEW REPORT

Elizabeth Freer, Strategy and Policy Manager, Children and Culture presented the review undertaken in regard to Secondary School exclusions. She informed Members the report made a total of ten recommendations to the Sub-Committee and sought comment in relation to this.

In response to questions from Members the following was noted:

- There is a budget to ensure the recommendations made would be supported.
- In respect to paragraph 3.3 and the rise in fixed term exclusions, schools need support to mitigate the risks of social media and the impact on young girls in particular.
- It appears that it is easier for schools to exclude a young person rather than deal with the underlying problem. What challenge is provided Headteachers? The recommendations need to be more ambitious.
- **ACTION POINT:** statistical information regarding managed moves should also be included within the report.

The Sub-Committee **RESOLVED** to:

NOTE the Overview and Scrutiny Committee's review of exclusions in secondary schools and the recommendations contained within the report.

5. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

The Vice-Chair reminded Members the next meeting of the Children and Education Scrutiny Sub-Committee was scheduled for Tuesday, 17th December 2019.

Members also thanked Ms Elizabeth Freer for her support of the Sub-Committee and wished her well in her new post.

The meeting ended at 8.40 p.m.

Vice-Chair in the Chair, Councillor Gabriella Salva-Macallan
Children and Education Scrutiny Sub-Committee

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<p>Non-Executive Report of the:</p> <p>Children and Education Scrutiny Sub-Committee</p> <p>Tuesday, 17 December 2019</p>	
<p>Report of: Corporate Director, Children and Culture</p>	<p>Classification: Open (Unrestricted)</p>
<p>Youth Service - Provision for Girls and Young Women</p>	

Originating Officer(s)	Ronke Martins-Taylor, Divisional Director Youth and Commissioning
Wards affected	(All Wards);

Executive Summary

This report outlines the current offer from the Tower Hamlets Youth Service, including information on the Commissioned youth services. It sets out key activities and programmes for girls and young women.

Recommendations:

The Children and Education Scrutiny Sub Committee is recommended to:

1. Note the content of the report and consider the offer in relation to girls and young women.

1. REASONS FOR THE DECISIONS

- 1.1 This report is for information, as such there are no decisions to note

2. ALTERNATIVE OPTIONS

- 2.1 N/A see above.

3. **DETAILS OF THE REPORT**

- 3.1 The Youth Service works with 11 to 19 year olds – up to 25 if they have Special Educational Needs and/or Disabilities (SEND) – providing free universal activities to young people who live, work or study in the borough.
- 3.2 Tower Hamlets hopes to achieve the following outcomes with its youth offer:
- Young People will have an increased sense of agency in their lives and communities
 - Young People feel more optimistic about their futures
 - Young People are better able to access holistic and supportive opportunities across the London Borough of Tower Hamlets
 - Young People increase their critical thinking skills
- 3.3 The Youth Service promotes young people’s social development using informal education and leisure time positive activities. The Youth Service plays a leading role in promoting and facilitating young people’s participation in civic society and promoting the voice and influence of young people through the young mayor and youth council. The elected young mayor and five deputies meet with the youth council every Wednesday evening in the Town Hall.
- 3.4 There are currently 18 youth hubs operating in the borough, eight are managed directly by the Youth Service, and ten are commissioned. These are set out below:

In-house Youth Hubs

Ward	Youth Hub
1. Bethnal Green	Columbia Road Youth Hub
2. Weavers	Collingwood Youth Hub
3. Stepney Green	Haileybury Youth
4. Bethnal Green	Tramshed Youth Hub
5. Wapping	Wapping Youth Hub
6. Whitechapel	Christian Street Youth Hub
7. Limehouse	Limehouse Youth Hub
8. Isle of Dogs	St Andrews Wharf Youth Hub

Commissioned Youth Hubs

Ward	Youth Hub
1. Spitalfields & Banglatown	Osmani Youth Hub (Osmani Turst)
2. Stepney Green	Exmouth Youth Hub (Newark Youth)
3. Shadwell	St Marys Youth Hub (Society Links)
4. Bow East	Eastside Youth Hub (Poplar Harca)
5. Bromley North	Linc Youth Hub (Poplar Harca - PH)
6. Bromley South	Ian Mikardo Youth Hub (PH)
7. Mile End	St Paul’s Way Youth Hub (PH)

8. Bow West	Street & Detached Provision (PH)
9. Lansbury	Spotlight Youth Hub (PH)
10. Poplar	The Workhouse Hub (PH)

Access to services by gender and ethnicity

3.5 The tables below give an outline of access to both in house and commissioned hubs across the borough

Gender split of young people accessing youth services in Tower Hamlets	
Male	70.10 %
Female	28.99 %
Not specified	0.92 %
	100 %

(Source- Youth Service data of 5670 young people currently using services as accessed on VIEWS, December 2019)

3.6

Ethnicity of young people accessing youth services in Tower Hamlets	
Bangladeshi	42.94%
White British	8.73%
Black African	15.40%
Black Caribbean	4.66%
Not Specified	11.29%
Other	16.98%
	100.00%

(Source- Youth Service data of 5670 young people currently using services as accessed on VIEWS, December 2019)

3.7 In comparison, the ONS 2018 mid-year estimates for Tower Hamlets gives the gender split as almost exactly 50% with 15,100 females and 15,800 males aged 11-19 living in Tower Hamlets (rounded up to the nearest hundred).

Gender split of young people accessing youth services in Tower Hamlets	
Male	51.1
Female	48.9
Total	100 %

3.8 The eighteen hubs above offer an extensive timetable of spaces and sporting activities as well as opportunities to volunteer and gain additional skills and qualifications. Games, sports, cookery, and opportunities to just chill-out are all on offer, in addition to the opportunity to take part in healthy lifestyle

programmes, for example, around healthy eating and, and sessions on sexual health.

Specialist Contracts

3.9 In addition to the above, there are also a number of specifically commissioned programmes, across four providers, known as specialist contracts, which meet the needs of specific groups of young people who may otherwise be unable to access youth provision. These are set out below:

3.10 **Step Forward (LGBTQi)**

Supplies youth activities for Lesbian Gay Bisexual, Transgendered and Questioning (LGBTQ) young people aged 12 to 19, and up to age 25 if they have a learning difficulty or disability enabling them to have access to free positive activities and informal educational courses in the form of a regular programme of activities.

3.11 **Tower Project (SEND)**

Supplies youth activities for Special Education Needs and Disabilities young people aged 12 to 25 enabling them to have access to free positive activities and informal educational courses in the form of a regular programme (the "programme") of activities. The activities offered are intended to be stimulating, interesting and fun; and include a range of opportunities to enable young people to develop socially, physically and intellectually in addition to catering for young people's self-esteem self-worth and overall wellbeing. The offer includes elements of counselling, wellbeing support, personal development; and support tailored to the young person's needs.

3.12 **Half Moon Theatre**

A pilot for junior youth activity programme for children in their 11th year (from the first day of their 11th birthday up to the last day of their 11th year). The programme will be delivered across the whole borough and includes:

- a) **A term-time only targeted programme:** This is aimed at eleven (11) year old children (at the end of year 6 and in year 7 but who are not yet aged 12) who have been referred to the targeted programme for additional support. by, for example, primary schools, secondary schools, or children's centres. The targeted programme is delivered afterschool, on 1 day of the week from 3.30pm to 5.30pm.; over a rolling 10 week period during term-time. It offers children opportunities to play and to participate in short topic led sessions which could include, for example, sessions on "what makes me angry"; "the most difficult people in my life"
- b) **A universal access holiday programme:** All children who attend the term-time targeted programme will also attend the universal holiday programme; and in addition a wider group of 11 year olds will also be offered the opportunity to attend a free day-time holiday programme which will run 2 days a week during the holiday period.

3.13 **A Team Arts**

A Team Arts offer a range of arts programmes and activities including performing arts, music and textiles. Recent key art events included:

- a) **House of Talent: Nemesis – The Game Changer:** Local young people took a look behind the media headlines as part of 'A'-Team's 'House of Talent' and explored the concept of terrorism and gang culture and how young people are groomed. Through drama games, role plays and physical theatre they devised an incredible hip hop, drama and film production which has debuted already at The Brady Arts Centre and is now going to be performed as part of The Edinburgh Fringe Festival this summer! The 'A'-Team's House Of Talent performed at The Edinburgh Fringe Festival from 2nd to 9th August 2019.
The show was also performed on 1st November at The Brady Arts Centre on the opening night of 'A Season Of Bangla Drama' Festival.
- b) **House of Talent – music production and artist development:** This ran every Thursday from 20 September to 29 November. It culminates in a Raw Talent event on 1 December. A music production and artist development programme provided a great environment to explore music and develop youth art. Young people had an opportunity to achieve a nationally accredited bronze and/or silver arts award.

3.14 **Holiday activities**

In addition to the term time activities delivered by the youth provision, there are dedicated holiday programmes, in particular over the summer holidays. These include residential trips for young people, sports activities and arts and creative courses. Some of these are specifically for young women.

Youth Participation

- 3.15 There are around 35 members of the Youth Council, with 20 to 25 regular attendees. The gender split is roughly 60% female, 40% male.
- 3.16 The Youth Council operates on a rolling programme. Any young person can join. Members have the opportunity to take part in debates and forums about the community and young people. They also plan and deliver their own programmes raising awareness of issues that concern young people. The Chair of the Youth Council is a young woman. Members of the Youth Council build relationships with school councils, with a programme of visits to each secondary school in the borough where they share information on the decision making process in the borough and how to become involved in participation and the Youth Council.
- 3.17 The Young Mayor's scheme invites the young people of Tower Hamlets to take part in and run for Young Mayor. Young people receive training and support to prepare their campaigns and learn how local democratic process work. The Young Mayor's Team consist of the Young Mayor for Tower Hamlets and five deputy Young Mayors. Of these, two are young women.

- 3.18 The team also deliver the Leadership Programme and this year a group of young women and girls completed the ASDAN Leadership Course and have delivered a community event in Limehouse Youth Hub where well over 100 young people attended. The theme of the event was mental health and well-being delivered in partnership with 'Don't suffer in Silence'. The Youth Council also contributes to the No Place for Hate campaign
- 3.19 The Youth Council planned and delivered the recent Tower Hamlets Young Achievement Awards which took place on 22nd November 2019; including sourcing the venue and catering which were donated for free by businesses in Canary Wharf.

Specific Provision for Girls and Young Women

- 3.20 In addition to the open access projects and activities provided for young people, Tower Hamlets offers a number of female-only term time and holiday opportunities for girls and young women to access. These are offered through both its in-house and commissioned services. The information below offers a snapshot of that provision:
- a) **Haileybury Youth Hub:** This hub operates a weekly Girls only session from 3.30-6.30 every Tuesday:
- During this time girls can access a range of activities such as games, cooking, art, sport in their own space, as well as take part in discussions around identity.
 - They can also undertake an ASDAN accredited leadership course. This includes the opportunity to meet local leaders in the community and business professionals and speak to them about their experiences as women in leadership and professions. The course is designed to increase confidence and employability
 - Tower Hamlets Youth Arts attend regularly to provide art and creative opportunities
- b) **Columbia Youth Hub:** Columbia has recently done work in partnership with local voluntary organisations i.e. Newark Youth and BYM (Bangladesh Youth Movement) over the summer and successfully delivered Duke of Edinburgh sessions every Wednesdays in Exmouth estate. As a result, 15 girls successfully completed the Bronze award. With BYM, staff worked to deliver two girls sessions on Mondays and Tuesdays with around 15/20 girls attending workshops and trips. These partnerships have come to an end at present but, next term, as part of a pathway to sports project, they are hoping to deliver some specific sessions for girls and young women.
- c) **St Andrews Wharf Youth Hub:** St Andrew's Wharf hub is delivering a girls' empowerment project in partnership with One Housing on Thursday evenings. The project is thriving with up to 12 girls attending, with 8 to 9 girls attending regularly. During the summer, there was on average 15 girls

attending. Other partners include Island House Community Centre and George Green School where an ASDAN leadership course for female students was delivered earlier this year. The idea for this girls empowerment project developed from that course.

- d) **Limehouse Youth Hub:** Limehouse runs a weekly girls session led by a female member of staff.
- e) **Residential trip (girls and young women only):** Over the summer holidays there was a girls and young women's residential trip to Wales for five days. The residential aimed to increase teambuilding and leadership skills among girls and young women.

Residential trip (Young Mayor candidates, Haileybury girls and young women, Youth Arts Drama young people)- This residential combined three groups of young people. There were challenges with this trip as some parents felt uncomfortable with allowing their daughters to go on a residential course alongside groups of young people where boys and girls were mixed.

- f) **Spotlight Youth Hub:** In the last financial year (between 1st April 2018 and 31st March 2019) Spotlight has worked with 1,441 young females.
 - Between 1st April 2018 and 31st March 2019 (in the last financial year) young females attended creative programmes 3,147 times.
 - Between 1st April 2018 and 31st March 2019 (in the last financial year) 484 young females attended creative programmes.
 - Between 1st April 2018 and 31st March 2019 (in the last financial year) 34% of the young females who attended took part in creative sessions including dance, music, theatre and film making.

3.21 Examples of specialist provision prided by Spotlight to increase access by females include:

- a) **Music She Makes**
 - Spotlight is currently running "Music She Makes" a weekly project for female-identifying music lovers to work with female music producers to explore music production, lyric writing and performing.
 - Music She Makes was initiated in September 2019 by Young Volunteer Charlie Davis, who felt that more could be done at Spotlight to create a safe space to engage and foster emerging female artists and sound engineers.
 - Since its launch ten weeks ago Spotlight has engaged 16 young women with the programme, most coming into the studio space for the first time.
- b) **Girls Boxing with Boxing Futures:** Spotlight has been delivering non-contact boxing session for 16 months at Spotlight (Sept 2018 – present)

- They work with each individual to offer an all-female class, with female coaches so that the sport is accessible for the girls and young/women to attend.
 - They provide an opportunity to let out stress or anxiety in a controlled and disciplined way within a safe comfortable environment.
 - Each programme is spread over two terms, and group members are each individually working towards earning their Bronze or Silver Boxercise Awards through an assessment, where they receive a certificate and a Boxing Futures t-shirt.
 - They push aerobic and stamina levels through the shadow boxing, gloves and pad work, skipping rounds and circuit training.
 - Programme also builds soft skills – respecting coaches, time management and organisational abilities and team work.
 - There are a consistently good numbers of participants across all programmes. They have engaged 72 individual girls!
- c) **Girls Club with Spotlight:** Since November 2016 Spotlight has run a girls club every Friday engaging 190 individual girls. Sessions have been designed to provide a fun and comfortable environment where girls can learn to support each other and keep safe in a creative way.
- Sessions focus on different aspects of Spotlight’s 3 strands. Sports, arts and empowerment sessions have been delivered
 - An environment has been created where young people can interact with new groups of people.
 - The club supports knowledge around self-esteem and body image, breaking down the barriers girls have in recognizing their real beauty and further developing their understanding of health and well-being.

3.22 Other provision specifically for girls and young women

The following girls’ projects were funded through the Local Community Fund recently:

Organisation	Project	Priority	Annual funding
Newark Youth London	Girls in Action	Access to Youth Services	20,181
St Hilda's East Community Centre	St. Hilda's Girls Driven Project	Access to Youth Services	16,464
Stifford Centre Limited	Stifford Young Girl’s Project	Access to Youth Services	14,564

These are three out of the 27 projects (with a total budget of £990k) that were funded under the theme of Access to Youth Services

3.22 Youth Services Review

It should be noted that the Youth Service is undergoing a Review. Following the findings of the Review, a reshaped and restructured youth service and offer will be in place from April 2021.

4. EQUALITIES IMPLICATIONS

- 4.1 This is a background report which outlines provision available for girls and young women both in terms of general and specialist provision. The purpose of this report is to support debate around current provision with the view to increasing access to provision by girls and young women, as currently the percentage of females accessing services is lower than the percentage of the general population in this age group.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.
 - Data Protection / Privacy Impact Assessment.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The Youth Service has a total budget of £3.6m for 2019-20. There are no pressures forecast for this financial year.
- 6.2 There is a savings target of £0.5m in the 2020-21 MTFs. The pending Youth Services review is expected to fully deliver these savings by the end of 2021-22.
- 6.3 The activities detailed in this report are not expected to incur any financial implications for the Youth service

7. COMMENTS OF LEGAL SERVICES

- 7.1. The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. It is consistent with the Constitution and the statutory framework for the Children and Education Scrutiny Sub-committee to be provided with information in respect of the Youth Service offer in relation to girls and young women.

- 7.2. Pursuant to section 507B of the Education Act 2006 the Council has a duty to provide facilities for education and recreational leisure time activities for all 13 to 19 year olds and some 20 to 24 year olds. The report sets out ways in which the Council complies with these duties for girls and young women
- 7.3 The Council must also have due regard to the need to advance equality of opportunity and foster good relations between persons who share a protected characteristics and those who do not under the Equality Act 2010 (the public sector duty).
-

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- NONE

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- NONE

Officer contact details for documents:

N/A

Non-Executive Report of the: Children and Education Scrutiny Sub-Committee Tuesday, 17 December 2019	
Report of: Corporate Director, Children and Culture	Classification: Open (Unrestricted)
Children’s Social Care & Early Help – 6 months post inspection update	

Originating Officer(s)	Richard Baldwin, Ronke Martins-Taylor
Wards affected	(All Wards);

Executive Summary

Children’s Services were inspected in June 2019 under the “Inspection of Local Authority Children’s Services” (ILACS) framework. This followed the 2017 inspection where Children’s Services were rated as Inadequate.

Following a two year period of intensive improvement work, Children’s Services were rated as Good in all areas. This is a significant improvement and an increase of two grades from 2017. This report outlines the progress that has been made since the ILACS and the plans for continuous improvement towards an Outstanding rating at the next inspection.

Recommendations:

The Children and Education Scrutiny Sub-Committee is recommended to:

1. Note the contents of this report

1. REASONS FOR THE DECISIONS

- 1.1 This report is for noting. The committee are not asked to make any decisions at this time.

2. ALTERNATIVE OPTIONS

- 2.1 There are no alternative options as this is a noting report.

3. DETAILS OF THE REPORT

Background

- 3.1 In February 2017, Tower Hamlets Children's Services were inspected by Ofsted. The outcome of this inspection was that the services that we provided to children and families were "Inadequate". Following this inspection, a formal improvement infrastructure was put in place including an independently chaired improvement board and increased oversight at the senior level, both politically and corporately. This was put in place to ensure a high level of scrutiny and challenge on the quality of services provided to vulnerable children. We cannot return to the pre-2017 position where the quality of services are not fully scrutinised or held to account.
- 3.2 As part of the improvement process, Ofsted visited for monitoring visits on six occasions which culminated in the eventual re-inspection in June 2019. The outcome of this inspection was that Children's Services in Tower Hamlets were "Good" overall and "Good" in each of the three headings namely
- The experiences and progress of children who need help and protection
 - The experiences and progress of children in care and care leavers
 - The impact of leaders on social work practice with children and families.
- 3.3 This was a significant achievement with Tower Hamlets being amongst the quickest local authorities to achieve such a turnaround. While leaders and staff are rightly proud of what has been achieved we now have to consider how we ensure that the progress is sustained and we continue to make further improvements.
- 3.4 Following the ILACS inspection where we were rated "Good" we have developed a comprehensive plan for the continued improvement of the service which has been shared and discussed with Ofsted.

Current challenges

- 3.5 Significant financial investment was made into the improvement journey. Some of this was as a result of an existing growth bid that recognised that there had been under-investment in Children's Social Care for a number of years. However, there was also money put into the service to support the improvement journey specifically. This money did not form part of the core budget and there is now a process of agreeing a budget that enables the service to continue to improve and perform well, whilst also remaining within its agreed financial envelope.
- 3.6 One of the main risks following a positive inspection is that complacency could set in. Staff worked incredibly hard during the improvement process, often under significant pressure. There was a risk that some of our key performance indicators would show a drop post inspection however while there have been some fluctuations, it is positive that performance has been

largely sustained. We have taken the decision to retain the mechanisms that monitor the level of performance and the quality of practice as a way of ensuring that performance and quality continue to be maintained. These include a Children's Services Continuous Improvement Board, Practice Week, and monthly audit activity and performance surgeries by the Divisional Director.

- 3.7 Staff turnover has been consistent for a period of time and is lower than the council average. It is currently at around 12.6% although we are expecting that this will rise slightly as a result of releasing some of our agency staff, as we are able to recruit social workers to posts permanently. We have encouraged 17 agency staff to convert to permanent positions since December 2017 with a further 19 in the pipeline and have increased interest in experienced staff seeking to join us permanently on the strength of achieving our "Good" status. However we are also aware that following a positive inspection outcome, our staff will be targeted for opportunities elsewhere and we will have to continue to ensure that we are a great place to be a social worker. Sickness rates in Children's Social Care remain stable at just over 8 days. This is below the council average.
- 3.8 The service continues to have a high volume of work coming in through the front door. In the last three months we have had over 3400 contacts of which around 36% progress to referral. We have completed 3477 assessments in the past six months with over 700 being undertaken currently. As an inner London local authority with high levels of poverty and deprivation, this is to be expected.
- 3.9 We remain focused on our Corporate Parenting responsibilities and ensuring that the children in our care receive the high levels of support and intervention that they require. The new Through-care service supports looked after children from age 14 until they leave our care. This was a response to feedback from young people that the transition into the Leaving Care Service at age 17 came at a time when there was already a lot happening to them as they become young adults and they would prefer this to take place earlier. The Through-care service is still relatively new and is being reviewed, however the early indications are that the service is meeting the objectives that it was set up to do.
- 3.10 The Virtual School continues to provide educational support to looked after children and care leavers. This support ensures that they are able to achieve educationally in line with their peers. The quality of this support was highlighted as a real strength during the 2019 inspection.

Early Help

- 3.11 Early Help Services, which were praised in the inspection report, continue to develop positively. Approximately 24% of cases that are referred into the MASH are referred onto the Early Help Hub. This has been a consistent position for a number of months, although this has recently dropped, with the reasons for this being explored.

- 3.12 There are a variety of early help services, provided by a number of different services and teams. This includes the Early Help Hub (EHH), which has staff who work directly with families who do not meet the threshold for statutory intervention or who are being “stepped down” following a period of more intensive support. Most referrals come via the Multi-Agency Safeguarding Hub (MASH); however there are a number of routes in for this support, including self-referral.
- 3.13 An early help pilot which saw the creation of a geographically based, virtual, Cluster Team based in the North-East of the borough was launched earlier this year. This builds on the current early help services that are being provided in the local authority. The purpose of the pilot was to support local service development and the delivery of interventions in partnership with schools, health and other services in the community in order to improve local access and provide early support for children, young people and their families. Following review, it has been agreed to roll this early help locality model out across the borough.
- 3.14 The Early Help Assessment (EHA) underpins the effective consideration of needs for all referrals to early help services. A review is being undertaken of the EHA following criticism by partners of the complexity of the document and the need to simplify it. This work will be undertaken as co-production piece with stakeholders over the coming months.
- 3.15 Our recent Supporting Stronger Families (SSF) spot check by the Ministry of Housing, Communities and Local Government confirmed that our local Troubled Families programme delivery remains strong. During this check partner organisations and lead professionals were met with in order to get clearer understanding of how whole family assessment have been embedded in their day to day practice for front line staff and how our partnerships have developed. The spot check inspectors also met with our quality assurance managers who provided evidence of the five deep dive cases.
- 3.16 The ministry acknowledge that significant progress we made in terms of whole family working, data maturity and Early Help Transformation. The informal feedback from inspection we received was very positive and importantly stated there were no invalid PbR claims. We are currently waiting for the formal letter to the Chief Executive to confirm this.

Audit and Quality Assurance

- 3.17 The early focus in our improvement journey was on compliance but once this was embedded, we worked hard on ensuring that the quality of both early help and social work practice continued to improve. Our audit and quality assurance activity across both Early Help and Children’s Social Care confirms that practice is of high quality and continues to improve. We are however not complacent and continue to put support and training in place to ensure that we foster a continuous improvement culture. Recent training includes

Restorative Practice, S.47, Impact of Harm and Analytical Report Writing amongst others.

- 3.18 The Social Work Academy is now fully operational. All the five operational work streams are active and delivering outcomes. The Steps to Success, Restorative Practice and Quality Assurance Teams are operating at full capacity.

Governance and performance

- 3.19 The independently chaired improvement board and operational group have been disbanded and replaced with the Continuous Improvement Board. This board is chaired by the Director of Children's Services and continues to meet monthly. This board is attended by the Divisional Directors and Heads of Service for Early Help and Children's Social Care amongst others. The Independent Scrutineer of the TH Safeguarding Children Partnership also attends and there are ongoing conversations about how to ensure representation and attendance by staff and service users. The lead member and lead member for scrutiny are also invited and other elected members are welcome to attend.
- 3.20 The Board continues to consider the monthly performance report in full at each meeting. This report provides significant detail about a large number of performance indicators. These are generally discussed by exception; however there are opportunities to highlight areas of particularly strong or improving performance. Monthly performance surgeries continue to take place for each service within Children's Social Care which gives team managers the opportunity to account for performance in their individual teams. Management Information reports are also being developed for the Early Help Service.
- 3.21 A highlight report (see below) is also produced on a monthly basis. This is designed to give senior leaders, members and others who do not require the level of detail provided in the full MI report enough information to effectively understand current performance.
- 3.22 The new Tower Hamlets Safeguarding Partnership has been launched which replaces the Local Safeguarding Children's Board and the new Independent Scrutineer has been appointed. These arrangements place more emphasis on the partnership between the statutory partners, the Local Authority, the Police and the Clinical Commissioning Group.
- 3.23 The Children and Families Partnership Board, chaired by the Lead Member for Children, Schools and Young People continues to meet regularly and has recently launched the new Children and Families Strategy "Every Chance for Every Children" which is built around three key priorities
- Aspiration to Action
 - Healthy Families
 - Safe and Secure

3.24 The Corporate Parenting Board continues to ensure that the local authority is discharging its statutory duties in relation to the children in its care. Ofsted highlighted the strength of our corporate parenting arrangements during the 2019 inspection.

Children's Social Care Highlight Indicators

This report provides summary overview of KPIs linked to child-centred performance management data being used in support of performance improvement across CSC

Performance measure title and reference		Performance from previous financial year	Performance for current period (either snapshot, YTD or rolling year depending on measure) - plus last six months performance outturns (where available)										Agreed targets (using corporate minimum/upper model)		Trend line for last 6 months performance
Ref	Performance Measure	2017/18	Current Performance										Target		Trend
			Num	Denom	Current	Period	Six Month Trend						Min	Upper	
							May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19			
Management Oversight															
1.1	% cases with Management Oversight recorded in past 8 weeks	96%	2,576	2,658	96.9%	Snapshot	96.1%	94.1%	95.0%	94.8%	96.8%	96.9%	90%	95%	
Cohorts															
1.2	Number of CIN (exc. LAC, CP, Care Leavers)	1,034	n/a	n/a	962	Snapshot	982	1,020	1,003	1,011	985	962			
1.3	Number of children subject to CPP	292	n/a	n/a	321	Snapshot	325	350	355	382	334	321			
1.4	Number of LAC	290	n/a	n/a	328	Snapshot	324	328	322	312	325	328			
Front door / assessment															
2.1	% of contacts completed within 1 day	62.3%	8,317	8,660	96.0%	YTD	96.3%	96.4%	97.1%	96.6%	94.7%	92.7%	90%	95%	
2.10	% of single assessments completed within 45 working days	72.7%	3,133	3,625	86.4%	YTD	79.4%	80.8%	89.2%	88.3%	85.8%	91.2%	90%	95%	
Plans															
3.1	% of children in need with CIN Plan completed	86.1%	825	962	85.8%	Snapshot	84.1%	86.0%	86.7%	89.5%	90.1%	85.8%	85%	90%	
Visits															
3.3a	% of CIN children visited within the past four weeks	83.7%	846	962	87.9%	Snapshot	79.4%	82.2%	80.8%	76.8%	89.3%	87.9%	85%	90%	
4.6	% children on a child protection plan receiving a visit within the past four weeks	94.9%	319	321	99.4%	Snapshot	95.7%	96.3%	94.9%	91.4%	97.0%	99.4%	92%	95%	
5.10	% of LAC Single Assessments not yet completed or out of the one year timescale		58	328	17.7%	Snapshot	9.3%	13.1%	11.8%	8.7%	7.1%	17.7%	10%	5%	
5.11	% of CLA with visits in last 6 weeks	90.9%	134	135	99.3%	Snapshot	96.3%	95.7%	95.0%	97.8%	94.2%	96.6%	90%	95%	
Reviews															
3.2	% of children with CIN Plan with reviews within last 3 months	93.8%	701	825	85.0%	Snapshot	89.3%	86.9%	89.3%	88.6%	83.1%	85.0%	85%	90%	
4.7	% of CP reviews carried out within statutory timescales	96.3%	220	227	96.9%	Snapshot	100.0%	99.6%	98.2%	98.4%	97.0%	96.9%	96.5%	98.5%	
5.18	CLA cases which were reviewed within required timescales	81.1%	302	321	94.1%	Rolling Year	96.9%	97.5%	95.2%	94.1%	93.1%	94.1%	95%	100%	
Care Leavers															
6.1	% care leavers "in touch" (17,18,19,20,21 yr. olds with activity updated within last year)	96.8%	250	265	94.3%	Snapshot	95.4%	94.6%	93.3%	91.9%	90.9%	94.3%	90%	95%	
6.2	% care leavers EET	67.6%	174	265	65.7%	Snapshot	72.2%	71.3%	69.4%	67.6%	65.7%	65.7%	65%	75%	
6.30	% care leavers in suitable accommodation	91.0%	234	265	88.3%	Snapshot	90.1%	89.3%	88.1%	86.4%	84.5%	88.3%	85%	90%	
Audit Activity															
11.13	Overall audit quality score (lower is better)		64	29	0.0	Snapshot	-	-	-	-	-	-	2	1	

Fig 1 – October 2019 Highlight Report

Next stage of the improvement journey

- 3.25 As part of our drive for ongoing improvement, a “Continuous Development Plan” has been drawn up. This iterative document outlines the key areas that we want to focus on as we look to the future. It is built around six key themes
- Workforce development
 - “Right-sizing” budget
 - Development of operational priorities
 - Audit and quality assurance
 - Further development of the social work academy
 - Further development of Restorative Practice
- 3.26 The ongoing development of the workforce is a significant priority. It is important that we retain a skilled and experienced workforce and are working hard to ensure that Tower Hamlets is an employer of choice for social workers. We are continuing to recruit social workers, both experienced and newly qualified. We are also working with our agency staff, some of whom have been with us for a long time to encourage them to convert to permanent contracts.
- 3.27 Building a more permanent workforce is cornerstone of agreeing a budget that will take us forward. We greatly value our agency staff but there is no avoiding the fact that they cost more than permanent staff. We have been successful in converting a number of agency staff to permanent contracts but there needs to be more work done.
- 3.28 Agreeing a budget to take us into the medium term is always going to be difficult. Projecting future demand is not an exact science and as much of the work is statutory we are limited in what we can do when it comes to managing spikes in demand. We therefore need to ensure that we have sufficient staff to manage within the caseload recommendations that we have agreed. Investment in early help services is one way to do this, however any non-statutory services are vulnerable in any round of budget setting.
- 3.29 Our Sufficiency Strategy which outlines our approach to identifying placements for looked after children has been refreshed and we are using our in-house placements much more effectively. There is still scope for more effective commissioning, particularly on a cross-borough basis which could lead to achieving better value for money.
- 3.30 In the past year, we have had a focus on domestic abuse and neglect as two of the key issues that lead to children and families coming to our attention. This was supported by the development of a new “neglect toolkit” which supports social workers and other practitioners to recognise and understand when neglect is present. Exploitation remains a significant focus of our work. Our Exploitation Team which is staffed jointly by social workers and police continues to achieve significant results in the disruption of criminal and sexual exploitation. This work was highly commended during the Ofsted inspection earlier this year and is considered as a model of best practice. This area of

work is highly complex and involves working with some of our highest risk and most vulnerable young people.

- 3.31 We continue to improve our audit and quality assurance processes. While it was very important in the early stages of our improvement journey to focus on compliance, we are now confident in the high quality of our practice. We have launched a new audit tool which enables us to capture some of the information pertinent to a specific service. It also aligns more closely to the four ratings that Ofsted use. We have strengthened feedback loops and are working to ensure that the outcomes from audit clearly feed into future learning. We also capture information from families which provides some of the most power evidence of the impact of our work.
- 3.32 We have a number of social workers and teams nominated for this year's Social Work Awards which is a testament to their hard work and dedication during this period. The Exploitation Team is also nominated for a LGC Award in the category of Public/Public Partnership.
- 3.33 The ongoing development of the Social Work Academy will lead to Adults Services joining. We also have our first Social Work Academy Conference and Awards planned.
- 3.34 Restorative Practice is the model of social work that staff have told us best represents the way that they wish to practice. This is a model that is based around "high challenge, high support" and has been successfully implemented in good and outstanding authorities such as Leeds.



- 3.35 One of the particular benefits to approach is that it can be applied for how staff interact with each other as well as the families they work with. We are therefore working on the next stage of our implementation which is about embedding this across the service and gradually the wider partnership.
- 3.36 As we are now a "Good" authority we do not expect a full inspection for at least two years. Under the current inspection framework the next full inspection it will be a shorter inspection than the most recent as we are a

“Good” authority. We will also receive a focused visit or Joint Targeted Area Inspection (JTAI) between now and the next full inspection. A focused visit takes place over two days and is led by two inspectors. It will be themed, with a focus on particular areas of work. JTAI’s are undertaken by Ofsted, HMI Constabulary and Fire & Rescue Services, the Care Quality Commission, and HMI Probation and focus on a particular theme in depth. While a focused visit is the most likely, we are also considering how we prepare for a forthcoming JTAI.

- 3.37 Ofsted also visit for an “annual engagement meeting” which is a temperature check and our opportunity to outline progress and areas of focus for the coming period. The intelligence gathered by Ofsted during these meetings and visits will be used to inform the timing of any forthcoming inspection.
- 3.38 Following the inspection our long term aim is to become “outstanding”. However in the short and medium term we are focused on ensuring that we provide high quality and responsive support to those children and families who need it, whether that be in the form of early help or statutory support.

4. EQUALITIES IMPLICATIONS

- 4.1 This report outlines how we are responding to our statutory duty to provide support to vulnerable children and families. Our services have to be responsive and work with families from across our community. We have a diverse workforce, who are well equipped to understand and respond to the needs of different families in the borough.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This report details how we are responding to our statutory duties to safeguard children.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 One-off investment funding of £4.2m via the Council’s Transformation Reserve was used in 2017/18 and 2018/19 to support the implementation of the improvement plan. Children’s Social Care (CSC) received £3.7m of this funding and Governance the remaining £0.5m.
- 6.2 An additional £0.5m has been reserved as a further one-off funding from the Transformation fund in 2019-20 to cover additional costs leading up to the final 2019/20 inspection.
- 6.3 There has also been a one off investment of £1m for the Social Work Academy. This investment will reduce over the following 2 years (£0.6m in 2020/21 & £0.4m 2021/22). The successful implementation of the Academy

will assist in reducing year on year spend on Agency Social Work staff and reducing the level of staff turn-over

- 6.4 CSC has undergone major changes and improvements to successfully achieve a 'Good' rating in the 2019 inspection. In order to continue this standard of service delivery, CSC has requested in the 2020-21 MTFS, a growth bid of £1.6m to increase their frontline social work establishment by 25 posts. These 25 posts were previously funded via the Ofsted Improvement plan. The request is to maintain the current staffing levels which have delivered the significant improvements seen over the past two years and endorsed by the recent Ofsted judgement of "Good".
- 6.5 The CSC placement budget is currently £15.8m with a projection of £1.8m overspend. The sufficiency strategy has had an impact on the numbers of older young people reducing within the high cost placements and younger children placements increasing. Initial bench-marking data and exercises indicate that our current unit spend on Children's Social care sits towards the bottom of our statistical neighbours. We are currently ranked 11th out of 16 in terms of funding. Therefore in terms of unit cost many of our comparator LA's now spend more on Children's Social Care than LBTH. CSC has proposed a growth bid of £1.8m in order to realign their placement budget.
- 6.6 The Early Help service is partially funded by the Trouble Family Grant. For 2019-20 the maximum grant claimable is £1.365m. This consists of £0.350m for the Service Transformation element of the grant with the balance of £1.015m income dependent on attachments (identified families) and payment by results (families turned around). The service is forecasting to claim £0.598m against this element of the grant

7. COMMENTS OF LEGAL SERVICES

- 7.1 The framework for Ofsted inspections of Children's Services is set out in sections 135-142 of the Education and Inspection Act 2006 ('the Act') and associated Employment and Education Act 2006 (Inspection of Local Authorities) Regulations 2007 ('the Regulations'). The current ILACS framework, "Framework, evaluation criteria and inspector guidance for the inspections of local authority children's services", was introduced in November 2017. It is essential that
- 7.3 The plans for continuous improvement towards an Outstanding rating at the next inspection are consistent with the Council's duty to secure continuous improvement in its functions.

Linked Reports, Appendices and Background Documents

Linked Report

- List any linked reports
-
- State NONE if none.

Appendices

- 2019 Inspection Report

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- None

Officer contact details for documents:

N/A

London Borough of Tower Hamlets

Inspection of children’s social care services

Inspection dates: 10 June 2019 to 21 June 2019

**Lead inspector: Marcie Taylor
Her Majesty’s Inspector**

Judgement	Grade
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care and care leavers	Good
Overall effectiveness	Good

Services for children in Tower Hamlets are now good and have substantially improved since they were found to be inadequate in 2017. Since then, leaders and managers have had a relentless focus to improve practice to deliver good experiences and progress for children and their families. At all levels, there is effective management oversight and a direct understanding of the quality of significantly improved frontline practice.

Effective and well-coordinated universal and early help provision means that children and families receive good help when they need it. Children in need, including those in need of protection, benefit from good assessments that inform plans to reduce risk and improve children’s circumstances. The workforce reflects the diversity of the local population and staff sensitively take account of, and respond appropriately to, the cultural and religious needs of children and families in Tower Hamlets.

Children in care and care leavers receive good support from workers who know them well and are appropriately ambitious for them. They live in stable homes, which helps them to do their best in all aspects of their lives.

What needs to improve

- The quality of plans for children in need across the family support and protection teams in order to ensure that they are consistently good or better.
- The response and oversight of work in relation to allegations made against professionals.
- The quality and coordination of plans to support children returning home from care to remain with their families.

The experiences and progress of children who need help and protection: Good

1. Children and their families benefit from an extensive range of increasingly well-coordinated multi-agency early help support. Since the previous inspection in 2017, the local authority and partner agencies have taken carefully considered action to reconfigure and target services to ensure that they are effective. This ensures that early help services are offered based on assessed need, and are responsive. Children benefit from bespoke and skilled work undertaken by knowledgeable early help practitioners. They diligently deliver intensive direct work to children experiencing neglect, and those living with parental substance misuse, poor mental health and domestic abuse.
2. The local authority and partners are committed to developing and supporting effective early help through universal service provision. Schools have termly meetings on attendance and behaviour and an ongoing programme of safeguarding audits. Prompt action follows when concerns are raised by schools about safeguarding practice in schools. For example, the curriculum has been developed to help to prevent extremism and radicalisation. There is also training to develop staff's understanding of attachment, and the healthy schools programme is employed effectively.
3. Several schools directly employ social workers, who provide advice and guidance to pastoral and other staff and undertake direct work with children and their families. Both elective home education (EHE) and children missing education (CME) staff use early help assessments well when children and their families need additional support. The 'team around the child' approach helps secure additional support for children, for example mentoring. EHE staff have high regard for children's welfare and go the extra mile.

4. Referrals into the multi-agency safeguarding hub (MASH) are appropriate and reflect partners' good understanding of thresholds. Initial referred concerns are screened by experienced managers, and work is allocated according to risk, using coloured 'banners' that highlight clear actions to individual workers. This enables confident, timely and safe progression of the high volume of daily contacts. A daily MASH meeting ensures effective multi-agency collaboration that leads to appropriate and timely decision-making for children. Disabled children's workers offer a duty service in the MASH, meaning that timely decisions are taken about how best to help and protect children with complex needs. Consent is routinely sought and when concerns escalate, it is overridden appropriately. All work is allocated quickly and effectively for an assessment of children's needs.
5. Children receive effective support and interventions from the out-of-hours emergency duty team. Clear practice standards are in place, underpinned by a range of tools to support risk assessment and decision-making. Records are comprehensive and demonstrate proportionate involvement, good decision-making and actions appropriate to need and risk. Good communication between out-of-hours and daytime services means that children receive a timely and highly effective service that improves their immediate situation.
6. Most assessments are comprehensive and analytical. They demonstrate effective and thoughtful engagement with families and a good understanding of children's needs. Careful account is taken of family history, and consistently strong efforts are made to understand the impact of parental cultures, religious and belief systems, and the impact of mental illness, poverty and domestic abuse. The quality of social work practice in the family support and protection teams has significantly improved. Inspectors did not find any children at risk of immediate harm. This is vastly different from the 2017 inspection, when high numbers of children were left unprotected. In most cases, good work is helping to improve circumstances for children. Across a small number of teams, there is too much variability in practice that the local authority is working to address.
7. The local authority's approach to EHE children is underpinned by a strong safeguarding culture. Children are seen annually in order to establish their progress, and parents are supported through network meetings to help them provide a good-quality education for their children, including advice on the curriculum. Celebration events are held for EHE children. Effective arrangements are in place to identify children who are not registered at school and not receiving a suitable education. Staff act promptly to identify missing children and gain a good understanding of their circumstances. Rigorous checks are undertaken to establish the whereabouts of children. Most children missing education are quickly identified and found a school place.

8. Most child protection and child in need plans are realistic and identify clear desired outcomes so parents and children understand and address concerns. When risks escalate, effective and appropriate action is taken to mitigate this and keep children safe. Records are thorough and up to date and are produced in a timely manner for core groups, child protection visits and conferences. The child's voice is clearly represented in minutes and plans. There is appropriate use of advocates and family group conferences to engage families and provide a wide range of services to support and help parents.
9. The impact of the strategic neglect work has led to better recognition and understanding of the impact of accumulative neglect. The increasing use of the neglect tool is improving the understanding of this on the child's lived experience. There is clear evidence that workers are specifically and appropriately 'naming neglect', and there has been a significant move away from categorising such risk under emotional abuse.
10. Children are seen regularly and alone according to their assessed need, and there is evidence of persistent child-centred work. Knowledgeable workers use relationship-based work through a wide range of tools, including the neglect tool, and direct work through games, writing and outings. The use of video interactive guidance helps parents understand the impact of substance misuse. This leads to reduced risk and helps to effectively capture children's wishes and feelings to inform plans.
11. Management oversight is clearly evidenced on children's files; it is regular and covers key decision points appropriately in children's lives. This includes appropriate senior management oversight to ensure that plans are progressed in a timely manner.
12. Improved oversight of plans from child protection chairs through midway reviews prevents risks of drift in progressing plans. Clear contingency planning, including use of Public Law Outline (PLO), has seen the numbers of care applications rise for younger children. This reflects senior managers' decision to refocus resources on early intervention and tackle childhood neglect, in this, the most deprived local authority in England (English Indices of Deprivation). Performance data and systems to track and review children subject to PLO are well established. This is preventing drift and leads to timely decisions about applications to family courts. Decisions are underpinned by effective and accessible legal advice at the weekly legal gateway meeting.
13. Disabled children's assessments and plans are of a good standard. They inform actions that keep children safe and improve their circumstances. All assessments give clear focus to the needs of individual children, their health and development. They appropriately consider culture and heritage, critically analyse parenting capacity (including fathers) and recognise and summarise

risk. Children experience continuity of social worker from the point of referral, which enables them to build meaningful relationships with workers who know them well. Children benefit from early planning to secure ongoing support into adulthood.

14. Highly vulnerable children at risk of exploitation, including those missing from home, school or care, receive effective, bespoke services, delivered sensitively by skilled and committed staff. Strong partnerships serve to protect these children from harm. This is a significant improvement since the inspection in 2017, when too many exploited children were left unprotected. Emerging risks to young people are identified early, through an innovative multi-agency co-located exploitation team and gangs unit. Information is continually and quickly evaluated, leading to effective disruptive action to perpetrators. In collaboration with the community safety rapid response team, emerging incidents are quickly diffused. These children benefit from plans that are overseen by effective complex multi-agency strategy meetings and regular reviews. Targeted creative approaches are employed to build relationships with children, and risk is reduced. Excellent work by the exploitation team ensures that social workers and early help practitioners are knowledgeable and confident in recognising the signs of exploitation and the impact of neglect, domestic abuse and absent fathers, which increases vulnerability to exploitation. Vulnerable adolescents in care receive well-coordinated services, including those adolescents who are placed out of area.
15. Arrangements for the completion of return home interviews (RHIs) have been streamlined and are effective. The quality of RHIs has improved. A specifically trained group of professionals from the MASH, out-of-hours and early help services regularly visit children to conduct interviews. There is a strong emphasis on working alongside and with young people at the earliest opportunity. The development of a weekend RHI service carried out by the same practitioners is helping children to develop purposeful relationships with professionals and avoids them having to repeat their stories.
16. Risks to children of female genital mutilation and radicalisation are identified and referred to the MASH by relevant professionals, who demonstrate an inquisitive and sensitive awareness of the cultural vulnerabilities to children in their communities. High-level risks of the radicalisation of young people are understood and recognised very well. Assessments are thorough and result in appropriate support, including protection orders and ongoing interventions, usually within a child in need plan.
17. Children at risk of becoming homeless are quickly identified through the MASH or the housing service. Joint assessments are undertaken where this is appropriate. In most cases, the dedicated specialist homeless social worker leads or supports comprehensive assessments of need that often mean homelessness is prevented or that children appropriately come into care, where they are well supported.

18. A new system to ensure consistent and rigorous response to allegations against professionals is not yet fully established and does not effectively track and monitor the progress of casework. The action plan to progress this work lacks clear priorities to highlight proactive engagement with agencies in raising awareness of their responsibilities to report and act on concerns, for example with the diverse range of local community and faith groups.

The experiences and progress of children in care and care leavers: Good

19. Children come into care appropriately when risks increase for them and they are no longer able to safely live at home. Workers in the 'edge of care' team build close and trusting relationships with children, and effective support enables many to remain safely living at home or with other family members.
20. For children returning home from care, the quality of practice is not consistent. Some children benefit from thorough planning and collaborative multi-agency work. For other children whose plan is to return home, plans are not supported by an up-to-date assessment. Some children experience delay in the revocation of care orders, despite them asking for this to happen. The local authority knows it needs to improve integrated work between teams so that children are more effectively supported when they return home.
21. Family finding for children who cannot live safely with birth parents is timely through the legal gateway process. All permanence options, including special guardianship orders and adoption, are now considered simultaneously, including assessments of family members and whether brothers and sisters can live together. Exceptional effort is made to ensure that children can live with their families and friends. Regular permanence planning meetings ensure that progress is made against the child's specific care plan. The head of service has modelled excellent child-centred practice effectively, 'skilling up' team managers to make confident decisions.
22. Children's views are clear in assessments, which are regularly updated. Care plans are child-centred, and most are comprehensive and analytical, and include contingency plans. Children's wishes influence care planning. Social workers visit children regularly, strive to have meaningful relationships with them and speak about them with real affection. Manageable caseloads allow time for sensitive and creative direct work to help children understand their experiences and improve their life chances.
23. The work of the independent reviewing officers (IROs) has improved significantly. Midway monitoring and visits to see children with their carers brings additional rigour and oversight. Evidence of effective challenge is ensuring progress of care plans and reduces delay, including alerts to keep

planning on track. IROs are creative in their approach to get to know children, and reviews are child-centred.

24. Children's physical and emotional health needs are quickly assessed and met and are regularly reviewed. Clinicians and psychologists work collaboratively with social workers, foster carers and other professionals to support them to develop skills that help traumatised children. They do this by, for example, advising hospital-based staff on how to care for children who self-harm, and the edge of care team on how to work with children to support emotional well-being and issues of previous trauma and abuse.
25. Personal education plans (PEPs) provide a sound basis to plan and review the progress children make. Children in care receive effective support from the virtual school staff, who understand their individual needs and act as effective advocates for them. This helps children stay on track to achieve their goals, and, consequently, many make good progress from their starting points.
26. A strong enrichment programme supports children's academic, personal and social development. A summer residential for children in care helps the transition of pupils into secondary school and study support groups help preparation for tests and exams.
27. Most children attend school regularly. Although improving, the proportion of those persistently absent at Key Stage 4 is too high. Once they complete year 11, a good proportion move into further education and training. However, attendance is not good for some young people, and this inhibits their progress. Plans are in place to address this.
28. The quality and stability of placements for children in care is good. Children are specifically matched with long-term carers, and this is systematically reviewed when they have been in care for six months. The 'Mockingbird' project is well established. Children and foster carers are matched together, allowing children to go to other carers for a break with a foster family they know well. Foster carer hubs, led by experienced carers, provide mentoring and support to improve long-term stability of children with more complex needs.
29. The recruitment of foster carers benefits from a dedicated family finding coordinator and a community resource officer for outreach work in the borough's diverse communities. The recruitment of suitable carers is challenging; however, assiduous action, including the recruitment of carers, and developing existing carers to meet the specific needs of their care population, is addressing this.
30. Foster carers feel highly valued, they receive good support and extensive training focused on meeting the needs of children. Good training opportunities are available in support groups, hubs, and one-to-one during

supervisory visits. A wide range of effective support for foster carers includes mentoring, fostering champions, fostering ambassadors, and fostering potential (educational support for primary school children). Support groups include 'staying put' carers, and sons and daughters of carers. An excellent Foster Carers Association contributes to national guidance, for example guidance for caring for Muslim children, and is integral to the positive development of the service.

31. The adoption service has made considerable improvements since the previous inspection, including doubling the numbers of approved adopters and adoption orders from the previous 12 months. An embedded culture of early permanence planning is promoted by the improvement manager, who has established a clear working structure and a secure system of family finding, tracking and parallel planning.
32. There is a clear and comprehensive recruitment strategy for adopters, particularly for same-sex couples. Feedback from adopters describes workers as extremely supportive, putting their 'heart and soul' into the work. All spoken to would recommend Tower Hamlets as an adoption agency. Assessments of adopters' suitability are improving in quality, analysis and timeliness. Matching reports sensitively identify the needs of children and good use of a virtual reality headset in the assessment process helps to bring alive the realities of adoption. This enables prospective adopters to understand the experience of the child. The experienced agency decision-maker is appropriately challenging and provides good, clear, detailed and timely decisions, which are well recorded.
33. Adopters benefit from a wide range of high-quality training and support. This includes regular visits to guide them through the adoption and post-approval process. Adopters spoke positively about the dedicated therapeutic life-story workers who help children build a clear and realistic account of their early life history. Thoughtful, comprehensive adoption support plans actively consider a wide range of actual and future needs of children. The adoption support fund is routinely considered and utilised for ongoing therapeutic intervention and consultation with psychologists.
34. For children leaving care, the 'through-care' service provides strong supportive relationships between most staff and young people, including proactive work with young people in custody. Young people value the easy access and the services provided at the weekly drop-in at 'Kitcat Terrace', with one young person stating, 'I grew up here; this is my family.'
35. Pathway plans are reviewed regularly, and most are comprehensive and reflect young people's needs, wishes and feelings well. Young people's rights and entitlements are clearly recorded. There is a focus on making sure that young people have the key documents they need. For unaccompanied asylum-seeking children (UASC), pathway plans clearly identify actions in

relation to securing immigration status, and this is well embedded. Legal provision is accessible and trauma with UASC is well recognised. The 'Mockingbird' project helps UASC develop supportive relationships with other young people from the same country of origin.

36. Increasingly, young people are helped to access education, employment and training, and an increasing number of young people access apprenticeships in the council. Plans to introduce education champions to work alongside virtual school staff are underway to focus additional support on young people who are at risk of absenting from purposeful activity.
37. The range of accommodation for care leavers is reported by care leavers to be of a good quality. A multi-disciplinary housing panel effectively considers young people's specific vulnerabilities and tailors support to help them remain in their homes. An increasing number of care leavers remain living with their foster carers well into adulthood. Successful stays in semi-independent accommodation earn young people a 'nomination' for their own tenancy. Staff manage this well, using this to helpfully motivate young people towards independence.

The impact of leaders on social work practice with children and families: Good

38. Senior leaders and elected members have focused relentlessly on improving practice across all services, changing the culture and tackling previous poor performance. This has made a significant and discernible difference to the help, protection and care experienced by the most vulnerable children in the borough. Leaders and managers have been effective in addressing all areas of poor performance identified in the previous inspection, with all recommendations being appropriately acted on. They demonstrate a shared responsibility and have a comprehensive understanding of their strengths and further areas for development. They are realistic about and cognisant of the challenges that they face in order to embed and sustain the remarkable progress they have achieved since the inspection of 2017.
39. The corporate director for children and culture has effectively influenced and collaborated with a range of partners and corporate leaders to transform the non-compliance culture in children's services to one of collective accountability for protecting vulnerable children. The focus of senior leaders has been to create sustainable change and to develop appropriate future leaders across the organisation. There has been incremental change that has enabled managers 'to take people with them', and to really understand what had previously gone wrong.
40. Work across partner agencies has been led through the local safeguarding children's board and there is now a culture of collaboration, shared priorities, and investment in joint resources. Examples include the development of the

exploitation team, the focus on neglect and the significant improvements to the health needs of children in care. Collaboration to improve the lives of children who experience neglect is a priority for the partnership, and effective multi-agency work is having a positive impact on coordinating and delivering early help services to reduce risk.

41. Leaders, managers and staff have high ambitions for children in care and strive to meet these. Their work with care leavers is commendably underpinned by the question 'would it be good enough for my child?' All the essential components are in place for them to be good corporate parents. Recent actions include care leavers' exemption from council tax, the housing offer for care leavers, and the retention of 'Kitcat Terrace' as an accessible facility for care leavers, in direct response to young people's feedback. As corporate parents, they have taken further action to improve participation for younger children in the children in care council.
42. The local authority has transformed its performance management framework from unreliable and non-compliant to a highly effective and established quality assurance system. Its accurate assessment of the quality and impact of practice is supported by a well-established and comprehensive performance framework informed by routine and regular case audits, practice observations and feedback from children and families.
43. Local need is both highly challenging and well understood, for example the high levels of poverty, deprivation and subsequent high levels of demand for services. The council responds to this respectfully and with inclusivity. The Parent and Family Support Service builds resilience, independence and sustainability in local communities to support early help and is highly valued by the parents involved. They feel empowered as parents and take great pride in the work they are doing to support other parents to engage with critical universal and targeted services at an early stage.
44. Senior leaders demonstrate that they are receptive to learning from external reviews, including peer review, safeguarding assurance visits and practice challenge sessions. The 'monthly highlight audit report' identifies themes of improving practice and areas for further development. There is clear evidence that issues identified for improvement result in key learning actions and better practice, for example the inclusion of fathers in assessments, plans and interventions, and the use of safety plans for children who experience domestic abuse, from recently published serious case reviews.
45. At all levels of the service, there is effective management oversight and grip. Inspectors did not find any children living at risk of actual harm; rather, they found decisive timely action to protect children. Permanence planning is tightly managed strategically, and is overseen effectively by senior managers, who know children well. Vigorous checks on the progress of individual children through robust tracking systems are in place through, for example,

the monthly permanence summit meeting. A similar summit provides management overview of the progress of children on child in need plans for over six months and includes helpful discussions to improve outcomes.

46. A strong emphasis on developing the social work academy and nurturing newly qualified social workers (NQSWs) encourages more to remain in the local authority. For example, the council kept additional staff capacity as advanced practitioners to support NQSWs to improve their knowledge, skills and confidence. The use of 'frontline' and 'step up to social work' and Open University degrees for non-qualified staff has enabled the local authority to develop a strong and increasingly permanent workforce.
47. Staff morale is high. Staff influence developments and are included in decisions, for example the introduction of a restorative model of practice. Staff want to work in Tower Hamlets, and many agency staff are converting to permanent contracts. The local authority has invested in staff to ensure that caseloads are manageable; this enables children to build trusting relationships with social workers and creates the right environment for good practice.



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Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/ofsted

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<p>Non-Executive Report of the:</p> <p>Children and Education Scrutiny Sub-Committee</p> <p>Tuesday, 17 December 2019</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Debbie Jones, Corporate Director, Children and Culture</p>	<p>Classification: Open (Unrestricted)</p>
<p>Victoria Park One o’Clock Club</p>	

Originating Officer(s)	Christine McInnes
Wards affected	Bow East

Executive Summary

This report is for the consideration of the Children and Education scrutiny sub-committee, in response to a number of Member’s Enquiries relating to the closure of the Victoria Park One o’Clock Club building and the scope for continued use of the building and activities provided for early years children within Victoria Park.

The report outlines the history of the use of the building; provides the rationale for the decisions made; and provides a collated record of the decision-making process including information provided through responses to Members’ Enquiries on this matter.

Recommendations:

The Children and Education sub-committee is recommended to:

1. Note the contents of the report and appendices

1. REASONS FOR THE DECISIONS

- 1.1 This is a report containing information about the decision to close the Victoria Park One o’Clock Club. This report does not require a decision to be taken.

2. ALTERNATIVE OPTIONS

- 2.1 There are no alternative options.

3. DETAILS OF THE REPORT

History

- 3.1 One o’Clock Clubs, a stay and play service for children under the age of five and their parents, were operated by the Parks Department until the restructure of children’s centres in 2011. At that point, the management of the building was passed to the then, “Children’s Centre Service” for the continued delivery of stay and play sessions.
- 3.2 In 2005, the Department for Education (DfE) commenced a national programme of funding for the creation of more “Sure Start Children’s Centres”. Locally, many buildings were considered for conversion, amongst which were the three One o’Clock Club buildings at the following locations: Victoria Park, Wapping Park and White Horse Park. Over time, the Wapping and White Horse One o’Clock Clubs were converted to children’s centres with the agreement of the DfE. Because of its small size, restrictions on extending the footprint of the building and location in the centre of Victoria Park, the Victoria Park One o’Clock Club building did not meet the criteria and could not be converted.

Restructure and consultation

- 3.3 From 2011, the Children’s Centre Service operated “stay and play” sessions from the Victoria Park One o’Clock Club (VPOOCC) building. This provision continued until the subsequent second restructure of all early years services in 2016.
- 3.4 The restructure was partially driven by concerns over the large number of venues across the borough offering a limited number of sessions for early years children from a narrow range of options, mainly stay and play. The staff time spent travelling between sites limited the time available to run sessions. There were also concerns that the service model was not effective in encouraging vulnerable, hard to reach families to access provision and this was clear from the data.
- 3.5 An Integrated Early Years Transformation Project and Board were established **“to oversee the restructure, with the objective of establishing a fully integrated management, staffing, commissioning and service delivery structure for families with children aged birth to eleven through service transformation to secure a good service for families and achieve the required savings”**.
- 3.6 The intention was to strategically improve and consolidate the early years offer to provide strengthened multi-agency universal services and pathways into targeted services for those families who need them. The model pre-dated the borough’s Early Help strategy, but children’s centres are now seen as a

key delivery point for Early Help. Alongside these service improvements, elected members had agreed a £4.3million saving to be made in 2017.

- 3.7 A full report on the Integrated Early Years Transformation Project is attached (Appendix 1). This was written upon completion of the Project, which occurred in March 2017.
- 3.8 The new service model was dependent on a reduction of early years' delivery sites from 30 to 12. This would enable the development of a full day offer of sessions in each of the 12 children's centres, whilst reducing staffing by 50%. The then Director of Learning and Achievement (Terry Parkin) asked the Children's Centre Service to assess the suitability of each building for the new children's centre delivery model. The VPOOCC building scored very low on this assessment owing to the size of the building and the fact it could not be extended due to the regulations governing buildings in parks. These assessments then helped form the proposal on how to realign funding and make efficiencies in Early Years services.
- 3.9 On 27th May 2016, the lead Member, Cllr Rachael Saunders, was briefed by Terry Parkin as to the suggested changes. A copy of this presentation is attached (Appendix 2). This briefing will have been shared with the Labour Group.
- 3.10 A 31 day public consultation began on July 20th 2016 and was conducted through public meetings whilst an electronic consultation ran in tandem. This met the council's statutory duty under section 5D (1) (b) of the 2006 Childcare Act to consult when making changes to children centre provision. It followed a previous public consultation in 2015, which consulted on savings needing to be made in early years, and which helped to inform the required savings target agreed by members.
- 3.11 Eight public meetings were held in children's centres, advertised in advance and were well-attended:
- 25th July: Isle of Dogs and Around Poplar (one at each centre)
 - 26th July: Meath Gardens and Overland (one at each centre)
 - 27th July: John Smith and Collingwood (one at each centre)
 - 28th July: Mile End/Marner and Wapping (one at each centre)
- Meetings were held for partners on 29th July 2016 at the PDC in Bethnal Green.
- Meetings were held with residents on 1st and 10th August 2016, at the PDC and at Smart Street.
- 3.12 As part of the public consultation, families had an opportunity to choose their preferred centres. The intention was for the Council to review residents' preferences and then select the 12 buildings which were most able to deliver the new children's centre offer. This new offer required specialised provision, for example, a health room, a training room, disabled toilets etc.

- 3.13 At each meeting, it was reiterated that, ***“Delivery sites for universal services may reduce to support better targeting, but the universal offer will remain as an integral part of the delivery plan”***. The PowerPoint used for the public consultation and therefore in the public domain from July 2016 is attached (Appendix 3).
- 3.14 Following the public consultation, feedback was compiled and analysed (Appendix 4) and used to form part of the Equalities Impact Assessment (Appendix 5).
- 3.15 In August 2016, the Integrated Early Years Board signed off on the proposed model of children’s centres and satellite hubs, which, because of the low score under the suitability assessment and as a consequence of the feedback from the public consultation, did not include the VPOOCC building. This was recorded in the PID included in Appendix 1 and was reported to CMT (now CLT) on 14th September 2016. The Mayor and Cabinet were briefed in October 2016 (Appendix 6).
- 3.16 However, discussions amongst elected members over the continuation of stay and play in the VPOOCC buildings continued. The early years restructure had taken place reducing staff by 50%. By January 2017 the position was reached that stay and play sessions could only continue to be provided at the VPOOCC building, if they were stopped at another setting, and that was the Olga Centre. A choice therefore had to be made between the two delivery sites. A briefing was prepared for the then lead member, Cllr Saunders (Appendices 7&8), who agreed the in principle case for retaining Olga as it was much stronger.
- 3.17 A delay in completing significant building works at Olga Primary School meant that the Olga Centre could not open and so sessions continued to be provided in the VPOOCC building.

Extension of use

- 3.18 However, by 2018 the condition of the VPOOCC building was extremely poor. Many sessions had to be cancelled due to a leaking roof and the failure of the electricity supply. Parents were informed in early 2018 that service delivery would move back to the Olga Centre. Staff then returned to the children’s centre and re-commenced the full children’s centre service delivery from the Olga Centre.
- 3.19 Tower Hamlets was cognisant of the views of elected members that other opportunities to use the VPOOCC building should be explored. In July 2018, a condition survey of the building was undertaken (Appendix 9) and identified a roof replacement was needed. The cost for this was estimated to be £54,000 inclusive of fees and contingency sums and would be essential if the building was to be brought back into use.
- 3.20 However, if the building was to be used to facilitate delivery of childcare by any provider, additional works, including an increase in the number of toilets,

would be needed. The internal works were estimated to cost in the region of £30,000 and would result in a space that could provide fulltime childcare for 16 children (with 4 staff). For stay and play, there would be sufficient space for 10 children, 10 parents and two staff. Therefore the total costs of bringing the building back into use for limited childcare activities would be circa £84,000 (Appendix 10). Whilst funding had been made available through the Mayor's fund it was insufficient to meet the full capital costs of refurbishment and would need to be topped up by the Council's capital programme if it were to proceed.

- 3.21 In order to meet parental requests for sessions in parks, the opportunity to offer stay and play sessions elsewhere was offered to external organisations. Limited interest was received owing to various reasons, which were conveyed to the Cabinet Member in November 2018 and outlined in the attached briefing (Appendix 11).

Current Day

- 3.22 The new Early Years delivery model as a whole has proved very effective, with significantly more families than ever accessing early years and other services, including health and employment, through the children's centres. There is no evidence that the closure of the VPOOCC building has had a detrimental effect on the take-up of parents accessing services as the graph in Appendix 15 illustrates – the reach of the Overland Children's Centre (under which the Olga and VPOOCC were considered) is continuing to grow. There have been no recorded complaints from residents relating to the closure of the building, and an online petition started several years ago failed to reach the required 200 signatures to proceed.
- 3.23 At present, the VPOOCC Club building is in a state of disrepair. Basic repairs are needed to make it useable for any purpose. This means the building fails to meet the legal requirements for duty of care for any employer due to the lack of staff facilities. Any refurbishment would, under legislation, require the building to be brought up to the present day standards and requirements. It would also need to address staff safety and access to the site, e.g. secure safe areas in an emergency, panic buttons and alarms.
- 3.24 Owing to the cost of the repairs, the fact that alternative provision is available in the local area and that if the building was to be converted, only a handful of places could be created (refurbishments would reduce the size of internal space considerably), the Early Years Team indicated they no longer required the building. This was agreed by the Cabinet Member, Cllr Danny Hassell. The report that was submitted and log of this decision, as well as Terms of Reference for the Board at which it was made, is attached (Appendices 10, 12 & 13).
- 3.25 The Council proposed to use the building as the Victoria Park Horticultural Centre at the Asset Management and Capital Delivery Working Group, 30th July 2019 (Appendix 14). As identified in the aforementioned briefing (Appendix 11), this will also provide access to the Early Years sector. There

are possibilities to run gardening clubs for under 5s and schools, as well as pilot projects for the Born Well Growing Well subgroup of Tower Hamlets Together.

- 3.26 Whilst various options have been explored, Overland Children's Centre has continued to provide pop up stay and play sessions in Victoria Park, including during winter months.
- 3.27 This detailed report has been provided to reassure O&S that there has been a clear decision making process followed over the historic use of this building and the potential for future use, which will in part be dependent on whether or not the capital investment is considered to provide value for money.

4. EQUALITIES IMPLICATIONS

- 4.1 As this is not a proposal, but a report covering the history of a building, there are no equalities implications. An EA was completed, and is included, when the decision was taken in 2016 as to the proposed changes to children's centres.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.
 - Data Protection / Privacy Impact Assessment.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This report is intended to provide a history of the use of the building and information and rationale on decisions made.
- 6.2 This report does not require the Children and Education sub-committee to make any decisions and therefore has no financial impact on the councils accounts.

7. COMMENTS OF LEGAL SERVICES

- 13.1. The decision-making around the closure of the Victoria Park One o'Clock Club building were consistent with a number of general duties of the Council. The Council has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination

of economy, efficiency and effectiveness by virtue of section 3 of the Local Government Act 1999. This is known as its Best Value Duty.

- 13.2. The general duty contained in section 1 of the Childcare Act 2006 (“the 2006 Act”) is for the Council to (a) improve the well-being of young children in the area; and (b) reduce inequalities between young children in the area in respect of various matters. By section 3 of the 2006 Act, a local authority must make arrangements to secure that early childhood services in its area are provided in an integrated manner, which is calculated to facilitate access to those services, and to maximize the benefit of those services to parents, prospective parents and young children.
 - 13.3. The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. It is consistent with the Constitution and the statutory framework for the Children and Education Scrutiny Sub-committee to be provided with information in respect of decision-making around the closure of the Victoria Park One o’Clock Club building.
-

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- **Appendix 1: IEYS 2016 Project Report**
- **Appendix 2: EYS Presentation to Members**
- **Appendix 3: IEYS Consultation Presentation**
- **Appendix 4: End of Consultation Analysis**
- **Appendix 5: EYS Equalities Impact Assessment**
- **Appendix 6: MAB report Early Years**
- **Appendix 7: Early Years Briefing RS**
- **Appendix 8: Olga vs Victoria Park Business Case**
- **Appendix 9: Site report**
- **Appendix 10: Under fives provision**
- **Appendix 11: Update on VP building**
- **Appendix 12: CS Project Board Action Log**
- **Appendix 13: Terms of Reference**
- **Appendix 14 AMCDWG Report - Victoria Park**
- **Appendix 15: Reach of Overland**

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- These must be sent to Democratic Services with the report
- State NONE if none.

Officer contact details for documents:

Or state N/A

Integrated Early Years Transformation Project Closure Report

Governance:

The governance arrangement for the Integrated Early Years Service Transformation programme was through the project board and consisted of the following members.

Christine McInnes	Senior Responsible Owner
Ade Marques	Project Manager
Josh Hadley	Business Analyst
Mohammed Zaman	Finance Manager
Rosie Erysthee	HR Business partner
John Adeniyi	HR Business partner
Pauline Hoare	Business Lead
Mohammed Jolil	Business Lead
Alison Langley	Communications

Aim / Vision

The aim of the project was to establish a fully integrated management, staffing, commissioning and service delivery structure for families with children aged birth to eleven through service transformation to secure a good service for families and achieve the required savings.

3. Objectives (As contained in PID. Also as communicated to MAB)

- I. To deliver £4.3m as part of Tower Hamlets Medium Term Financial Strategy for 2016/17 and ongoing.
- II. To redesign the current early years provision to an integrated provision with public health for children from birth to eleven.
- III. To create children and family hubs by co-locating health, early years, employment, EY settings etc in the 12 designated Children Centres.
- IV. To restructure the current service in order to best deliver a fully integrated management, staffing, commissioning delivery structure for services for families with children aged birth to eleven in line with local need.
- V. To reduce spend on leasing buildings by concentrating future provision from the 12 designated Children Centres only. The use of these sites could be phased out with the view to fully vacate the 17 sites (6 Spoke and 11 arm's length sites) which are currently leased by the council for the provision of some Early Years services.
- VI. To foster and strengthen working relationship between Children's Centres, early year's settings, schools, health services, employment

and Social Care and support the Children's Centres in being better prepared for the new Ofsted framework.

- VII. To adopt and share the same Key Performance Indicators as public Health partners in order to get the best outcomes for children birth to eleven.
- VIII. Improve service of LA day nurseries through external commissioning and robust KPIs.

Staff restructure

The restructure commenced on 9th November 2016 with a formal staff consultation, and formally ended on 20th December 2016 following a 2 week extension request by staff.

Voluntary Redundancy/ Early Retirement

55 out of the 77 expressions of interest submitted for VR/ER consideration were approved by the Departmental Management Team.
3 members of staff subsequently withdrew their application.

Maternity Leave:

13 members of staff were on maternity leave during this restructure process and were directly assimilated into suitable alternative post in line with the councils Handling Organisational Change Procedure.

Displaced staff/ Staff at risk

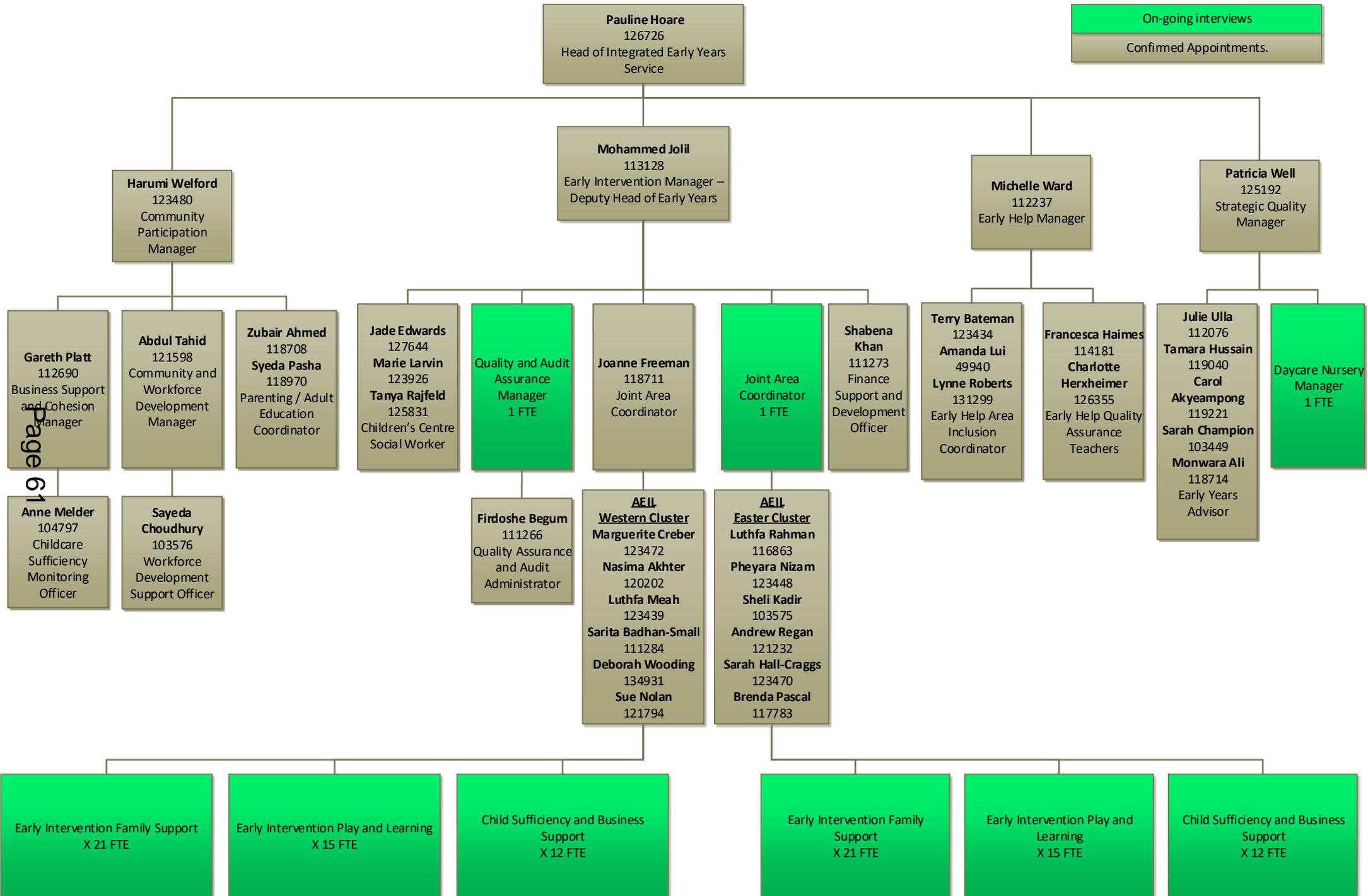
As at 27th March, 14.8FTEs were at risk of Compulsory redundancy. Once the interview process is complete, these members of staff will be placed in the redeployment process for twelve weeks.

2 member of staff requested to be removed from the assimilation list entirely and were fully briefed by HR on the implications of their intention to be displaced.

Training strategy:

As part of the recruitment process, panels were asked to make a note of training requirements which will need to be submitted to the senior management team for discussion and holistic approach to training delivery. This will be compiled and costed once all interviews are complete.

On-going interviews
Confirmed Appointments.



Design Principles

Integration of 3 Early Years Services in to the Integrated Early Years Service
 Integrated Early Years Provision grouped into 2 Clusters
 Service delivery with safeguarding of the family at its core.
 Service provision with a focus on early intervention.
 Delivery of Services in collaboration with partners i.e Health, Job centre plus, PVI Settings, youth services, social services etc.
 Pre-natal services delivered with Health
 Extension of service delivery to pre-birth – 11 Years old.

Definitons

Cluster

A number of settings and other partner organisations within that geographical region working together in partnership.

Western Cluster

Eastern Cluster

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Children Centres

Bigland Children Centre
 Collingwood Children Centre
 Mowlem Children Centre
 Ocean Children Centre
 Meath Children Centre
 John Smith Children Centre

Early Years Quality
Early Years Sufficiency
Early Years SEN
Day Nurseries

Children Centres

Isle of Dogs Children Centre
 Around Poplar Children Centre
 Crisp Street Children Centre
 Mile End Children Centre
 Manor Children Centre
 Overland Children Centre

Early Years Quality
Early Years Sufficiency
Early Years SEN
Day Nurseries

Provision

Statutory

Pre-birth – 3 Years old
 3 years old- 5years old (Children not in school/ setting)

Non-Statutory

SEN

Quality

Child Sufficiency

Children Centres

Universal

Targeted

Pre birth- 3 + Family

3 years old- 5years old
 (Children not in school/ setting)

0- 5

5- 11

Education (Play & Learning)

Tier 2- Family Support

Health Support

Parenting Support

Tier 1- Family Support

Employment support

Health Support

Pre-School
 identification
 and Early Help
 and Inclusion

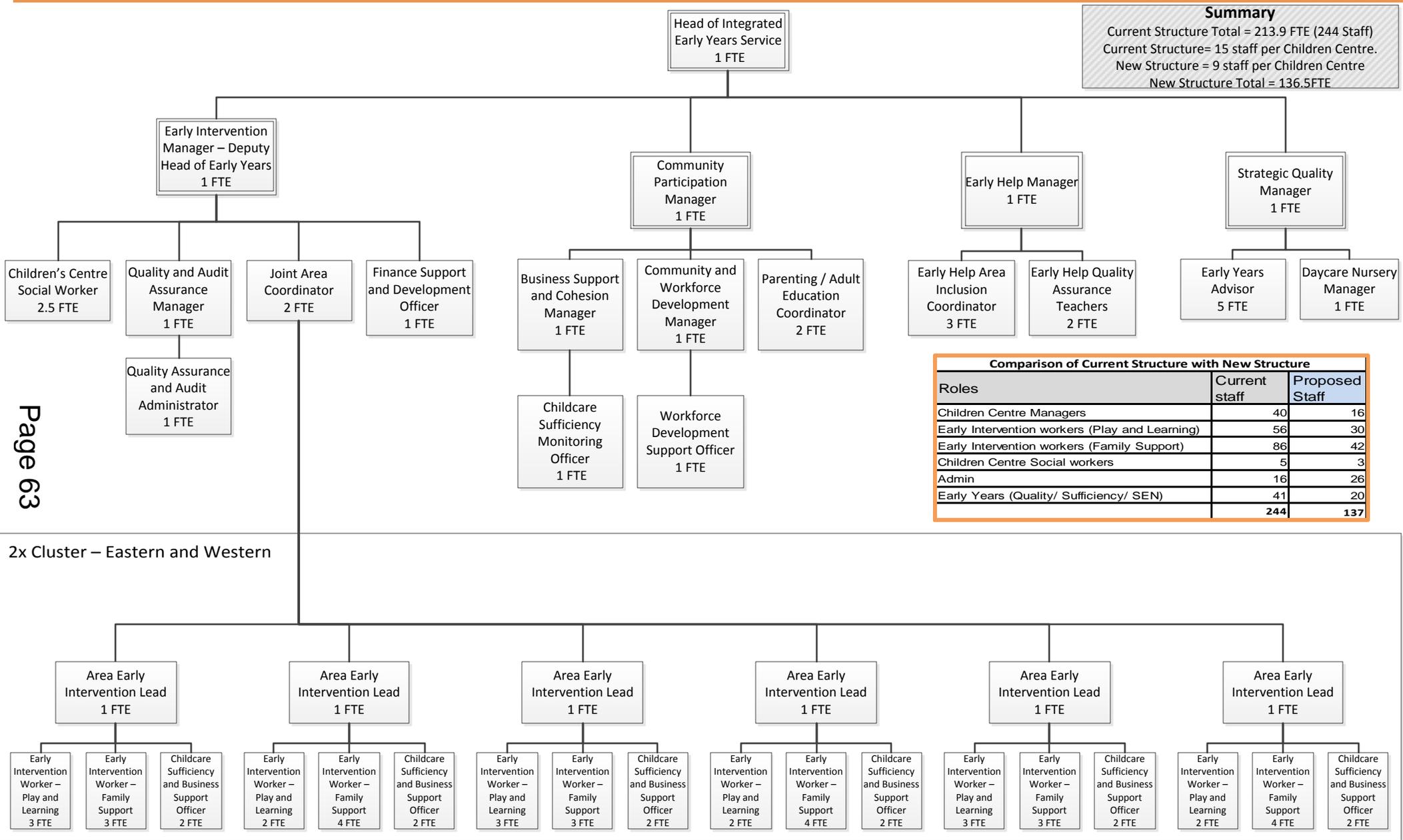
Quality
 Assurance of
 Child Care
 provision

Supporting the
 creation of
 adequate
 childcare places

KEY

New Provision

IEYS New Structure Chart

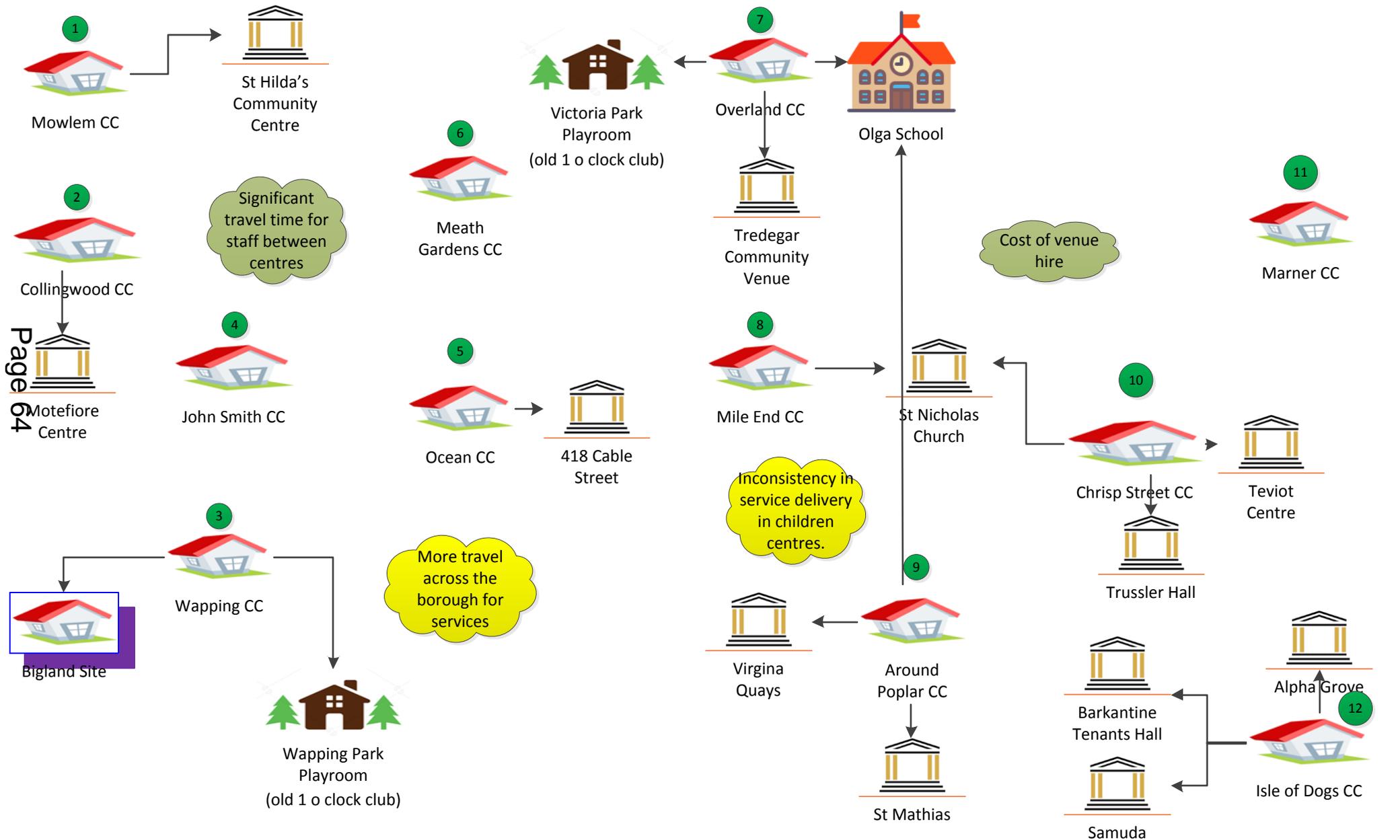


Summary
 Current Structure Total = 213.9 FTE (244 Staff)
 Current Structure = 15 staff per Children Centre.
 New Structure = 9 staff per Children Centre
 New Structure Total = 136.5 FTE

Comparison of Current Structure with New Structure		
Roles	Current staff	Proposed Staff
Children Centre Managers	40	16
Early Intervention workers (Play and Learning)	56	30
Early Intervention workers (Family Support)	86	42
Children Centre Social workers	5	3
Admin	16	26
Early Years (Quality/ Sufficiency/ SEN)	41	20
	244	137

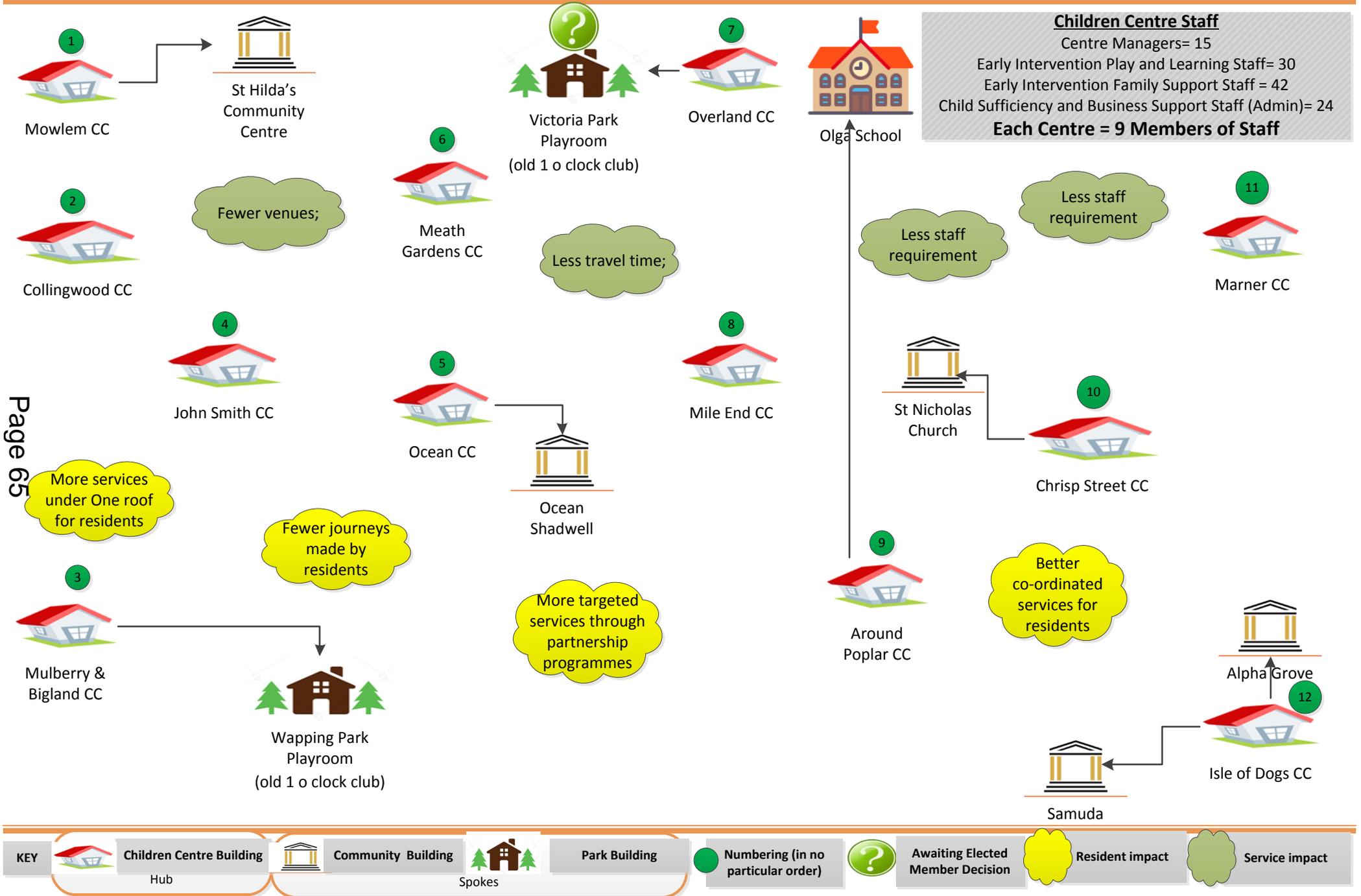
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Tower Hamlets Children Centre Sites (Current)

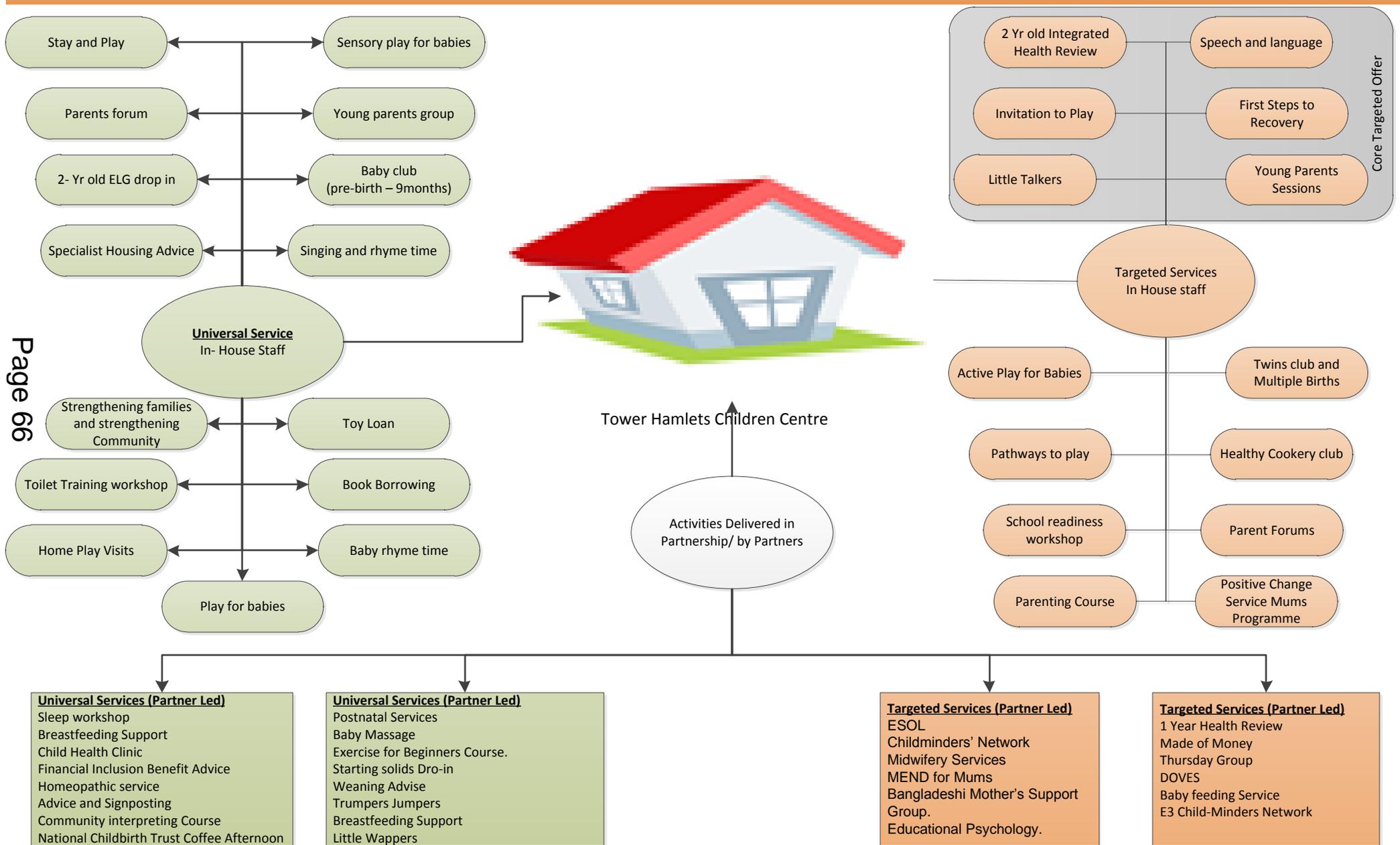


KEY	Children Centre Building Hub	Community Building Spokes	Park Building	Numbering (in no particular order)	Resident impact	Service impact
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Tower Hamlets Children Centre Sites (Proposed)

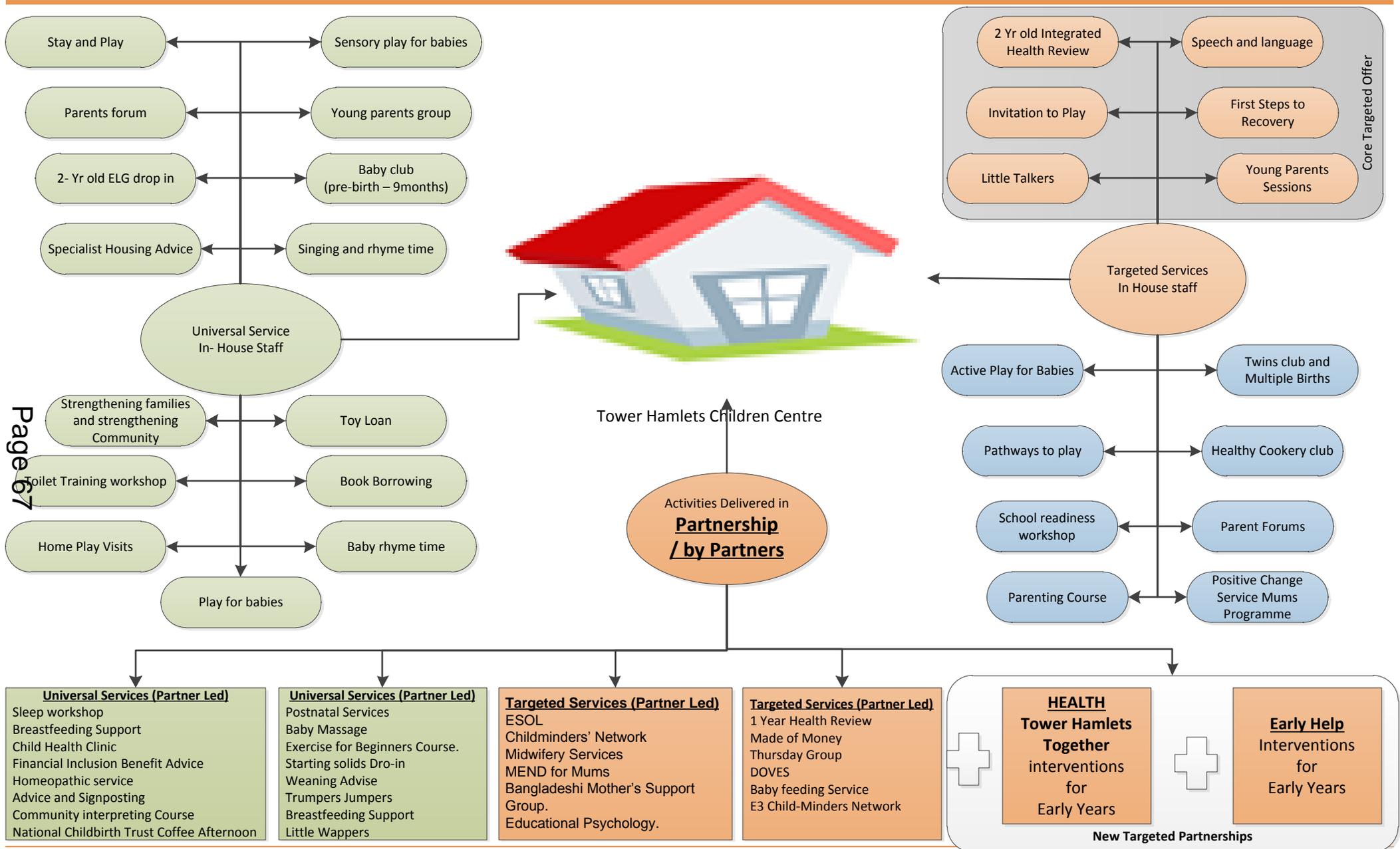


Tower Hamlets IEYS High-Level Provision (Current)



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Tower Hamlets IEYS High Level Provision (New)- Draft



Tower Hamlets East Cluster Children's Centres Summer Activity Time Table 2017

		Around Poplar CC	Chrip Street CC	Isle of Dogs CC	Mile End CC	Overland CC	Marnar CC
Monday	am	ESOL with Creche 9.30 am - 11:30am	Sensory Play for Babies 9.30am - 10.30am & 10.30am - 11.30am (under 13 M) Ante natal Pilates 10am - 11 Post natal pilates 11.15am -12.15	Stay and Play @Alpha Grove 9.30am -11am, 2 year review 9.30am - 11.30am	Stay and Play 10am - 11.30am Pathways to Employment	Job Centre Plus Adviser 9am-3pm *Parents room and garden 9am -4.30pm	Stay and Play 10am - 11.30am Pathways to Employment with Job Centre Plus 9.30am -3.30pm
	pm	Stay and Play 1.30pm - 3pm				Active play for babies (under 12M) 2pm - 3.30pm	1&2 year old review 1.30-3pm
Tuesday	am	Woolmore School Stay and Play 9am - 11am Invitation to play @APCC 10.30am - 12noon Gateway Clinic 9am -5pm Job Club with Job Centre Plus Adviser 9am-12pm	Invitation to play @APCC 10.30am - 12noon Child Minders Network 9.15am - 12pm Breast feeding Support & Baby Massage 10am -12pm	Invitation tp play @APCC 10.30am - 12noon Parents' Forum Creche 10am -10.30am	Baby Stay and Play (under 12M) 10am-11.30am	2 year old review 9.30am -12noon *Parents room and garden 9am -4.30pm	Stay and Play 10am - 11.30am
	pm	Baby Play 1.30pm - 3pm	Stay and Play at St Nicholas Church (Term time only) 1.30pm - 3pm	Active Stay and Play 3pm - 4pm	Stay and Play 1pm -3pm 2 year old review 1pm - 3pm	Stay and Play 2.45pm -4.15pm	Baby Massage 2pm - 3pm
Wednesday	am	Mayflower Stay and Play 9am - 10.30am 8M&2year old Review 9.30am -12pm	Starting Solids Drop-In (first Wed of every month) 10am -12pm	Stay and Play 9.30am - 11.30am	Little Talkers@MECC 10am - 11.30am	ESOL creche 9.30am - 11.30am Little Talkers@MECC 10am - 11.30am *Parents room and garden 9am -4.30pm	Little Talkers@MECC 10am - 11.30am
	pm	Little Talkers (venue to TBC) 1.15pm - 2.45pm	Little Talkers (venue to TBC) 1.15pm - 2.45pm Stay and Play 3pm - 4.30pm Pathways to Employment 1.30pm-3.30pm	Little Talkers (venue to TBC) 1.15pm - 2.45pm	ESOL with creche 12.45pm - 3pm Stay and Play1.30pm -3pm	Stay and Play 1.30 -3pm	Stay and Play 1.30 -3pm
Thursday	am	Stay and Play 10am - 11.30am	Stay and Play 9.30am - 11am Gateway Midwife appointments 9am - 5pm	Stay and Play @Samuda 9.30am - 11am 2year old review 9.30am-11.30am		Stay and Play 10am - 11.30am *Parents room and garden 9am -4.30pm	Stay and Play 10am - 11.30am
	pm			Pathways to Employment 1pm-3pm Dance and Movement@Barkatine Hall 3.30pm-4.30pm	Stay and Play 1.30pm - 3pm	Parents forum creche 1.30pm - 3pm	Stay and Play 1.30pm -3pm
Friday	am	CLL stay and Play Music 9.30am - 10.30am & 11am - 12pm	Midwife Appointments 9am -1pm	Stay and Play 9.30am - 11.30am	Stay and Play 10am - 11.30am	Stay and Play 10am - 11.30am *Parents room and garden 9am -4.30pm	Stay and Play 10am - 11.30am
	pm		Parents' Forum with Creche 1.30pm - 3pm		Parents forum with creche 1.30pm - 3pm		

Monday	Tuesday	Wednesday	Thursday	Friday
<p>General Stay & Play 9.30am -11.30am Meath Gardens Children's Centre</p> <p>Creative Stay & Play 10am – 11.30am Collingwood Children's Centre</p> <p>Pathways to Play 9:30am - 11:30am By appointment John Smith Children's Centre</p> <p>General Stay & Play 10am – 11.30am Mulberry & Bigland Green Centre</p> <p>Wapping Children's Library 11.30am – 12.30pm Every 3 weeks Mulberry & Bigland Green Centre</p> <p>Breastfeeding Support 11am – 1pm Wapping Children's Centre</p> <p>Pathways to Play with Sensory room 10.00am – 11:30am Term time only & by invitation Ocean CC Families Only Ocean Children's Centre Whitehorse Road</p>	<p>Communication, Language & Literacy Stay & Play 10am – 11am Term Time only By Invitation Meath Gardens Children's Centre</p> <p>General Stay & Play 10am – 11.30am Mowlem Children's Centre</p> <p>Communication, Language & Literacy Stay & Play 10am – 11.30am Collingwood Children's Centre</p> <p>Bangladeshi Mother's Support Group 9am - 12:30pm John Smith Children's Centre</p> <p>Family Support at Baby Clinic 9:30am – 11:30am Whitechapel Health Centre</p> <p>Baby Club (Pre-birth to 9 months) 10am – 11.30am Wapping One O'Clock Club</p> <p>Midwifery service 9am – 12.30pm By appointment Mulberry & Bigland Green Centre</p> <p>Creative Stay & Play 10am – 11.30am Ocean Children's Centre Whitehorse Road</p>	<p>Childminders' Network 10am – 11.45am Term Time only Registered childminders only Meath Gardens Children's Centre</p> <p>Invitation To Play 11am – 12.30pm Term Time only By Invitation Meath Gardens Children's Centre</p> <p>Two Year Old Integrated Review 10am – 12pm By Invitation Mowlem Children's Centre</p> <p>ESOL Class 9.30am – 11.30am Term time only By Invitation Collingwood Children's Centre</p> <p>Toilet Training Workshop 9:30am - 10:30am Apr 19th & Jun 21st John Smith Children's Centre</p> <p>Welcome Session 10:00am -11:30am May 17th By invitation John Smith Children's Centre</p> <p>General Stay & Play 9.30am – 11.30am Mulberry & Bigland Green Centre</p> <p>Two Year Old Integrated Review 10am – 12pm By Invitation Wapping One O'Clock Club</p> <p>8 Month health review and 2 Year Old Integrated Review 9:30am – 12pm By appointment</p>	<p>Communication, Language & Literacy Stay & Play 10am – 11.30am By Invitation Meath Gardens Children's Centre</p> <p>Two Year Old Integrated Review 10am – 12pm By Invitation Meath Gardens Children's Centre</p> <p>School Partnership Creative Stay & Play 9am – 10.30am Term Time only Virginia Primary School</p> <p>Breastfeeding Support 10am – 10:30am & 11am – 12pm Shadwell Site</p> <p>Two Year Old Integrated Review 9.30am – 11.30am By Invitation Mulberry & Bigland Green Centre</p> <p>General Stay & Play with Trumper's Jumpers 9.30am – 11.30am Wapping One O'Clock Club</p> <p>Educational Psychology 9am – 5pm By appointment Mulberry & Bigland Green Centre</p> <p>Active Stay & Play With Healthy Cooking Challenges 10am – 11.30am Ocean Children's Centre Whitehorse Road</p>	<p>Active Stay & Play (Under 2's) 9.30am – 11am Meath Gardens Children's Centre</p> <p>General Stay & Play 10am -11.30am St Hilda's</p> <p>Sensory Play for Toddlers (Under 2's) 10am – 11.30am Collingwood Children's Centre</p> <p>Baby Massage 10am - 11am By appointment John Smith Children's Centre</p> <p>Invitation to Play 10:30am - 12pm Term time only By invitation Mulberry and Bigland Green Centre</p> <p>Complimentary Feeding 10am - 12pm April 28th, May 26th & Jun 30th By appointment John Smith Children's Centre</p> <p>Communication, Language & Literacy Stay & Play with focused story 10am – 11.30am Ocean CC Families only Ocean Children's Centre Whitehorse Road</p>

Sensory Play for Babies (Under 1's)
2pm – 3pm
Please call to book (from 9am, Wednesday the previous week)
Meath Gardens CC only
Meath Gardens Children's Centre

BookStart
2pm – 4pm
By Appointment
Home Environment
Meath Gardens Children's Centre

Creative Stay & Play
2.45pm – 4.15pm
Mowlem Children's Centre

ESOL
1pm - 3pm Term time only
By appointment
John Smith Children's Centre

West Cluster Little Talkers
1:30pm - 3pm By appointment
April 24th, May 8th, 15th 22nd, 29th & Jun 12th, 19th, 26th, Jul 3rd & 10th
John Smith Children's Centre

Baby Session (Under 18 months)
2pm – 3pm
Wapping and Ocean CC Families Only
At Shadwell site, Cable Street.

Midwifery Services
By appointment
Ocean Children's Centre
Shadwell site, Cable Street

General Stay & Play
1.30pm – 3pm
Meath Gardens Children's Centre

Educational Psychology Services
By appointment
Meath Gardens Children's Centre

Two Year Old Integrated Review
1.30pm - 3.30pm
By Invitation
Collingwood Children's Centre

Creative Stay & Play
1.30pm – 3pm
John Smith Children's Centre

Educational Psychology Services
By appointment
John Smith Children's Centre

Educational Psychology Services
By appointment
Ocean Children's Centre
Whitehorse Road

Family Support at Baby Clinic
1.30pm – 3pm
City Wellbeing Practice

Ocean Children's Centre
Whitehorse Road

Early Learning for 2 Year Olds Stay & Play
2pm – 3pm
Term Time only
By Invitation
Meath Gardens Children's Centre

Sensory Play for Babies (Under 2's)
1.45pm – 3.15pm
Mowlem Children's Centre

Active Stay & Play
1.30pm – 3pm
Collingwood Children's Centre

Two Year Old Integrated Review
12:30pm - 4pm
May 10th, Jun 14th & Jul 12th
By appointment
John Smith Children's Centre

Midwifery Services
By appointment
John Smith Children's Centre

Parent Workshops with Creche
1.30 – 3.30pm
Dates to be confirmed
Mulberry & Bigland Green Centre

Little Wappers
1pm – 3pm
Wapping One O'Clock Club

Baby Feeding Support
10am-12pm
Universal Drop-in session
Ocean Children's Centre
Shadwell Site

Baby Massage
10:30-11am
Universal Drop-in session, limited to maximum of 8 families per session
Ocean Children's Centre
Shadwell site, Cable Street

Active Stay & Play
3pm – 4.30pm
Meath Gardens Children's Centre

General Stay & Play
1.30pm – 3pm
St Hilda's

General Stay & Play
1.30pm – 3pm
Collingwood Children's Centre

Sensory Play for Babies (0-15M)
1:30pm - 3pm
John Smith Children's Centre

Midwifery Services
By appointment
John Smith Children's Centre

Midwifery Services
1pm – 5pm
By appointment
Mulberry & Bigland Green Centre

ESOL
12.45pm – 3pm
Term time only
Please call to book
Mulberry & Bigland Green Centre

Pathways to Play
1.30 – 3pm
By appointment
Home Environment
Meath Gardens Children's Centre

Postnatal Services
By appointment
John Smith Children's Centre

National Childbirth Trust Coffee Afternoon
3pm – 4.30pm (fortnightly)
Wapping One O'Clock Club

Saturday

Dance and Movement
2.30pm – 3.30pm
Term time only
Wapping One O'Clock Club

Our vision

The vision of the Tower Hamlets Children's Centre Service is to give every child in Tower Hamlets the best possible start in life through reducing inequalities and improving outcomes. The centres provide opportunities for children and their families to be safe, healthy and happy, so that they are able to reach their full potential.

Our core purpose

The core purpose of Tower Hamlets Children's Centre service is to improve outcomes for all young children and their families as well as reduce inequalities between the most disadvantaged children and others through early intervention and holistic support. This will be achieved through the following targets:

1. Child Development and school readiness which will enable children to become confident and curious learners by providing early learning opportunities;
 - Through universal and targeted stay and play session
 - Providing support to access free child care entitlements.
 - Working in partnership with schools and other providers
2. Raising aspirations and improving parenting skills which will support parents to give their child the best possible start to life by providing;
 - Family Support
 - Evidence-based parenting programmes
 - Specialist programmes and targeted services for parents.
 - Reducing inequalities through supporting parents to improve economic wellbeing.
3. Reducing health inequalities by improving health and life chances and ensuring that children are safeguarded by supporting Parents to access;
 - A range of health services
 - Family Support
 - Advice and support on public health outcomes
 - Partnership with the community and stakeholders

Access criteria

Reach area for each children's centre is geographically set and defined by postcode. Cluster boundaries encompass the reach areas of the six children's centres based in that particular area.

- 1) Children living within their own catchment area (as identified by postcode)
- 2) Children living within the reach areas of the cluster.

Your feedback

We value your feedback and suggestions on 'what we do well' and 'what we could do better' to help us learn, adapt and improve our services to meet your needs.

Please contact our centre and ask for a feedback form.

Our children's centre is committed to delivering policies and practices which promote inclusion for all our children, families, staff and visitors. We believe that all children and their families have a right to a high quality provision in the area where they live. In celebrating diversity and difference in our community, we aim to welcome all children and their families.

Venues

Useful Telephone Numbers:

Tower Hamlets Asian Women's Aid	020 7517 1420
Book a midwife	020 7791 8235
Breastfeeding Network Support	0300 100 0210
Early Years Dieticians	020 8223 8738
Family Information Service	020 7364 6495
Find a Doctor/ Dentist	020 7364 5016
Mind in Tower Hamlets/ Newham	020 7510 1081
Tax Credit Helpline	0845 300 3900
Tower Hamlets Domestic Violence Team	0800 2795 434

Current Sure Start termly leaflets can be found on Tower Hamlets website:

www.towerhamlets.gov.uk/childrenscentres

Savings

The IEYS Transformation programme had a savings target of £4.3m which was agreed as part of the 2016/17 Medium Term Financial Strategy.

MAB was advised on 15th October that the council would achieve the following savings profile from the IEYS2016 transformation Programme.

Savings Identified: Effective 2017/18 onwards

Vote	Theme	Potential area for savings	Amount	Comments
G11, G13	Staff reductions	Reduce the number of posts in G11 and G13	£ 2,224,228	£3.08m delivered
G12	Staff reductions	Restructure of Day Nursery staff	£ 712,000	Expected in full as planned.
G12	QM Building Cost	Closure of the building	£ 60,000	TBC
G13	Top slicing	Ongoing savings from previous years of savings	£ 550,000	TBC
G13	Building closure	Ceasing use of up to 11 buildings currently used to deliver Children's Centre services - budget	TBC	TBC
G13	Building closure	Ceasing use of up to 11 buildings currently used to deliver Children's Centre services - CLM	TBC	
		TOTAL SAVINGS IDENTIFIED TO DATE	£ 3,546,228	
		Saving Required	£ 4,368,000	
		Current Shortfall	£ (821,772)	£3.78m

INTEGRATED EARLY YEARS TRANSFORMATION PROJECT - RISK REGISTER

Ref	Date Created	Risks	Consequences	Mitigation	Rating	Owner
1	03/03/2017	Imminent risk to service continuity of the Speech and Language Service if the funding for these services are not confirmed before the end of March.	Service Impact	DMT to Clarify/ Agree the allocation of budget for the ongoing commissioning of these services	25	Christine McInnes
2	03/03/2017	Imminent risk of Service continuity to the Education Psychology Service if the funding for these services are not urgently confirmed	Service Impact	DMT to Clarify/ Agree the allocation of budget for the ongoing commissioning of these services	25	Christine McInnes
3	03/03/2017	Risk that 3rd Sector Contracts for Early Years will not be renewed if there is insufficient funding available	Reputational	Finance to confirm available budgets urgently	25	Christine McInnes
4	14/06/2016	Risk that the current advice and support services offered to Private, Voluntary and Independent and maintained settings will reduce as a result of the restructure of the early years support service.	Service Impact	This risk will be considered and mitigated as part of drawing up a new service core offer.	20	Pauline Hoare
12	02/12/2016	Risk of compulsory redundancies if not enough people put themselves forward for Voluntary redundancies.	Staff Impact	Close interaction with redeployment team to secure alternative roles across the service.	15	Christine McInnes
6	02/12/2016	Risk of further reduction to Early Years Funding Nationally could have an impact on the successful implementation of the service restructure.	Service Impact	Prioritisation of service provision	12	Christine McInnes
7	26/01/2017	Risk of over-spend if there is no commissioning budget to pay for additional delivery sites.	Savings	Monitor through Budget monitoring process	12	Christine McInnes
5	19/01/2017	Risk to service continuity due to the number of Gaps created by the VR/ER exits (specifically the Early Years Advisors and Portage service)	Service Impact	Development of shadowing opportunities as part of transition/ hand-over process.	12	Christine McInnes

11	20/02/2017	Risk that there would not be a manager for the Post of Day Nursery Manager	Service Impact	Recruitment for this position to be prioritised	12	Pauline Hoare
8	18/08/2016	Given the significant staff reduction and the projections of the increase in the number of children in the LA, the quality and breadth of the service could be adversely affected.	Service Impact	Transition offer to be developed and communicated to services users.	10	Pauline Hoare
10	14/06/2016	Risk that following the delivery of savings, the retained budget is insufficient to meet the needs of the projected rise in number of children in Tower Hamlets.	Service Impact	Tracking and contingency processes. Appointment of a substantive IEYS service Head who will manage and sustain service provision	9	Christine McInnes
13	20/02/2017	Risk that teachers left within the structure will not have the right accreditation (Standards and Testing Agency) to moderate statutory assessments in Early Years Foundation Stage.	Legal	Once appointed, staff in the structure who do not have the right accreditation/ qualification would be considered for training as part of their PDR.	8	Pauline Hoare

Issues

1. Outstanding issues
2. Implementation of new structure
3. Next steps for 14.8FTE who are being displaced.
4. Budgets and savings
5. Communication with families.
6. Finalising Buildings
7. Finalising 17/18 budget following DSG funding calculation.

Lessons learned

What went Well
Communication materials from Divisional Director sent directly to individual staff rather than through managers.
Additional staff meetings and 1:1 HR surgeries with staff.
Dedicated Mailbox for IEYS encouraged dedicated communication channel with staff.
Commitment from HR colleagues who know the service and staff
Job function review sessions to work through JD's with different tiers of management.
2 x HR Business partners allocated to support restructure process.
Allocation of project resource from the outset.
Handling organisational Change process: Documents available on the intranet for all to access with most parts of it clear and consistent.
Closer working relationship amongst various Trade Unions.
Delegation of VR/ER process to DMT makes it less bureaucratic.
Project Timelines
Project Management Support
Weekly response to consultation queries.
Project Governance arrangement.
Staff consultation meeting went well.
Managers taking responsibility for organising interviews.
it was good to gather all Children Centre and Early Years Staff under one roof and relay information together
Paper work was given out during staff consultation events
There were opportunities for staff to give feedback at any point.

What did not go so well
Inconsistent HR advise at times.
Lack of trust and transparency in the service management level
Poor empathy and a dismissive attitude from HR colleagues of the emotional impact on staff
Communication of VR decisions, following approval/ rejection by DMT did not seem will rehearse and planned.
Expectation that senior managers should discuss VR/ER outcomes with staff.
Those who did not get VR were left out of the process and the impact for them ignored unless managers took time to talk to staff.
Lack of information and conflicting advice about processes and decisions
Reliance on managers to take the burden of talking with staff about HR processes
Staff wellbeing not being supported through some of the process.
High-level of anxiety among staff.
Interview panel did not seem to implement recruitment and selection panel training
Interviewing candidates were given conflicting information at the end of the interview process.
Interview questions did not give candidates an opportunity to show transferable skills.
Questions on competency of panel.
Confidentiality of interview process was not adhered to.
Delay in interview feedback not acceptable.

Lack of support from line managers
Poor information sharing during interview process.
Communicating the criteria for VR decisions would have gone a long way to increase staff confidence that the process was fair and transparent.
Conflicting information given e.g personal circumstances will not be taken into account for VR decisions when they clearly contributed to the decision making
Delayed/ lack of support for staff being displaced.
The handling organisational change process does not provide service discretion to mitigate service impact.
The absence of percentage match thresholds for competitive assimilation makes the process subjective and open to challenge.
The suggestion from Trade Unions that all posts in a competitive pool should be filled irrespective of the suitability of candidates creates a risk to the calibre of appointees.
It is unclear whether the corporate stance on harmonising terms and conditions was mandatory during a restructure or for consideration. In the case of the IEYS, it was initially thought to be for consideration and then made mandatory.
The process could have benefitted from clearer and more consistent communications.
Occasional excessive involvement by Trade Unions.
Lack of communications resource- to manage external communications.
Handling Organisational Change Process sometimes puts service requirement at disadvantage i.e during assimilation interview process.
Communication on Harmonising terms and conditions didn't go well.
Change in communication on Soulbury decision.
Some decisions were very subjective i.e Assimilation and VR process.
Assimilation pooling process.
Lack of admin support.
Staff felt the waiting period in between was taking far too long, increased anxiety levels
Inaccurate staffing details on the assimilation list.
Staff did not have any input into the new model.

Possible solutions for next time
Clear communication on who will be responsible for delivering key messages, information, letters etc and timeframes
Clarity on processes and criteria for VR applications and decisions, recruitment, assimilation pools, redeployment when it will start etc
Meetings at key points with senior managers during the restructure to ensure everyone is singing from the same song sheet e.g. Prior to interviews
Process clearly laid out in flow charts with key personal who are leading
Longer lead in time for planning and undertaking the restructure
Weekly messages to staff being clear on what is happening which include a section from HR possibly with a Q&S
HR colleagues attending smaller team meetings throughout the process not just consultation meetings. Having visibility
A bit more clarity on budgets and more finance capacity

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Conclusion:

The IEYS 2016 project is now in its implementation stage and managers have been tasked with completing the appointments of the remaining post. There is an extensive training programme planned following the new structure effective date.

ID	Task Mode	Task Name	Start	Finish	Resource Names
1					
2		Integrated Early Years Transformation Programme	Wed 15/06/16	Mon 01/05/17	
3	✓	Start up Decisions	Thu 16/06/16	Tue 12/07/16	
4	✓	DMT date	Thu 16/06/16	Mon 20/06/16	Pauline Hoare
5	✓	CMT date	Wed 22/06/16	Wed 22/06/16	Pauline Hoare
6	✓	Decision MAB {This is not a decision body}	Tue 12/07/16	Tue 12/07/16	Terry Parkin
7		Public consultation	Wed 13/07/16	Sat 20/08/16	
8	✓	Develop Public consultation Presentation	Wed 13/07/16	Wed 13/07/16	Pauline Hoare
9	✓	Develop Press release	Wed 13/07/16	Wed 20/07/16	Pauline Hoare
10	✓	Sign Off Press release	Thu 21/07/16	Thu 21/07/16	Pauline Hoare
11		invitation to user groups to attend launch event	Fri 01/07/16	Fri 01/07/16	M. Jollif
12	✓	Organising venues	Mon 11/07/16	Mon 18/07/16	Ryan
13	✓	Events	Wed 13/07/16	Sat 20/08/16	Terry Parkin
14	✓	Brief Trade Unions on objectives of Public consultation.	Wed 13/07/16	Wed 13/07/16	Terry Parkin
15	✓	Cascade Objectives to staff	Fri 15/07/16	Fri 15/07/16	
16		Launch Event (10:30-12:30)	Wed 20/07/16	Wed 20/07/16	Terry Parkin
17	✓	Consultation events	Mon 18/07/16	Thu 11/08/16	
34	✓	Online Survey	Wed 20/07/16	Sat 20/08/16	Ade Marques
35	✓	Set up survey questionnaire	Wed 15/06/16	Tue 21/06/16	Nathan
36	✓	Set up Survey page	Wed 20/07/16	Wed 20/07/16	Nathan
37	✓	Create link to survey	Wed 20/07/16	Wed 20/07/16	Nathan
38	✓	1st Review of submissions	Wed 20/07/16	Wed 20/07/16	Ade Marques
39	✓	2nd review of submissions	Wed 27/07/16	Wed 27/07/16	Ade Marques
40	✓	3rd review of submissions	Wed 03/08/16	Wed 03/08/16	Ade Marques
41		PoHs	Wed 20/07/16	Sat 20/08/16	

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Project: Early Years Transformatio Date: Wed 29/03/17	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
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ID	Task Mode	Task Name	Start	Finish	Resource Names
53	✓	Public Consultation Outcome	Mon 22/08/16	Mon 29/08/16	
54	✓	Compilation of consultation feedback	Mon 22/08/16	Wed 24/08/16	Josh Hadley
55	✓	Data analysis	Mon 22/08/16	Wed 24/08/16	Josh Hadley
56	✓	Equalities Impact Assesment	Mon 22/08/16	Fri 26/08/16	Ade Marques
57	✓	Report writing	Mon 22/08/16	Thu 25/08/16	Ade Marques
58		Decisions	Mon 29/08/16	Tue 06/12/16	
59	✓	Departmental Finance sign off	Tue 30/08/16	Wed 31/08/16	Bharat Jashapara
60		Early Years project board sign off	Fri 26/08/16	Fri 26/08/16	Terry Parkin
61	✓	Circulate papers to DMT	Fri 26/08/16	Fri 26/08/16	Ade Marques
62		DMT Decision	Tue 30/08/16	Tue 30/08/16	Terry Parkin
63	✓	Corporate Finance Officer for Sign off	Thu 01/09/16	Thu 01/09/16	Ade Marques
64	✓	Legal Sign-off	Mon 05/09/16	Mon 05/09/16	Ade Marques
65		CMT Decision	Wed 14/09/16	Wed 14/09/16	Pauline Hoare
66	✓	MAB report signed off by directorate finance comments	Mon 19/09/16	Mon 19/09/16	Bharat Jashapara
67	✓	Sign off finance com & Pass to Chief Finance Officer/ Legal Duty	Fri 23/09/16	Fri 23/09/16	Ade Marques
68	✓	MAB Report Signed off by Director and passed to Democratic services	Fri 30/09/16	Fri 30/09/16	Ade Marques
69		MAB	Tue 11/10/16	Tue 11/10/16	
70	!	Staff Restructure	Thu 01/09/16	Fri 30/12/16	Christine McInnes
71	✓	Draw up job descriptions	Thu 01/09/16	Thu 01/09/16	Pauline Hoare,M. Jolil
72	✓	Develop organisational change documentation with HR	Thu 01/09/16	Thu 01/09/16	Ade Marques,John Adeniyi
73	✓	Complete structure charts As Is and To Be	Thu 01/09/16	Thu 01/09/16	Pauline Hoare,Josh Hadley
74	✓	Circulate papers to DMT	Fri 21/10/16	Fri 21/10/16	Ade Marques
75		DMT sign off Staff consultation documentation .	Tue 25/10/16	Tue 25/10/16	Pauline Hoare

Project: Early Years Transformatio
Date: Wed 29/03/17

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76			Tidy staff documentation and and printing	Tue 25/10/16	Thu 03/11/16	Ade Marques
77			Invitation to Trade Union to attend pre-Launch meeting with Trade Union	Wed 26/10/16	Tue 01/11/16	Ade Marques
78			Pre-Launch meeting with Trade Union	Tue 01/11/16	Tue 01/11/16	Ade Marques
79			*****Staff Consultation Launch Event*****	Mon 07/11/16	Mon 07/11/16	Christine
80			Staff Meetings	Mon 14/11/16	Thu 24/11/16	
81			Staff consultation meeting - Around Poplar	Mon 14/11/16	Mon 14/11/16	Pauline Hoare,John Adeniyi
82			Staff consultation meeting - Chrisp Street	Wed 16/11/16	Wed 16/11/16	Pauline Hoare,Mohammed Jolil
83			Staff consultation meeting - Overland	Wed 16/11/16	Wed 16/11/16	Pauline Hoare,Mohammed Jolil
84			Staff consultation meeting - Collingwood	Thu 17/11/16	Thu 17/11/16	Pauline Hoare,Mohammed Jolil
85			Staff consultation meeting - Mowlem	Thu 17/11/16	Thu 17/11/16	Pauline Hoare,Mohammed Jolil
86			Staff consultation meeting- Mile End	Fri 18/11/16	Fri 18/11/16	Pauline Hoare,Mohammed Jolil
87			Staff consultation meeting Meath Gardens	Fri 18/11/16	Fri 18/11/16	Pauline Hoare,Mohammed Jolil
88			Staff consultation meeting Ocean Children Centre	Mon 21/11/16	Mon 21/11/16	Pauline Hoare,Mohammed Jolil
89			Staff consultation meeting PDC	Thu 24/11/16	Thu 24/11/16	Pauline Hoare,Mohammed Jolil
90			Mid-point event	Tue 22/11/16	Tue 22/11/16	Christine McInnes
91			Job Description review	Tue 22/11/16	Fri 23/12/16	Ade Marques
92			Job Function review Session 1	Thu 08/12/16	Thu 08/12/16	Ade Marques
93			Job Function review Session 2	Thu 08/12/16	Thu 08/12/16	Ade Marques
94			Job Function review Session 3	Fri 09/12/16	Fri 09/12/16	Ade Marques
95			Job Function review Session 4	Mon 12/12/16	Mon 12/12/16	Ade Marques
96			Job Function review Session 5	Wed 14/12/16	Wed 14/12/16	Ade Marques
97			Job Function review Session 6	Fri 16/12/16	Fri 16/12/16	Ade Marques
98			Job Function review Session 7	Wed 21/12/16	Fri 23/12/16	Ade Marques

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99		*****End of Staff Consultation*****	Mon 05/12/16	Mon 05/12/16	Christine McInnes
100		Training Support	Mon 05/12/16	Fri 03/02/17	
101		Pensions Briefing	Mon 05/12/16	Tue 06/12/16	
102		Session 1- LBTH Townhall. Muberry Place (MP704)	Mon 05/12/16	Mon 05/12/16	Tim Dean
103		Session 2- Training room Mowlem Children Centre	Tue 06/12/16	Tue 06/12/16	Tim Dean
104		Interview Skills and Techniques	Tue 10/01/17	Wed 25/01/17	
105		Chrisp Street	Tue 10/01/17	Tue 10/01/17	Isa Sesay
106		Ocean (Whitehorse)	Wed 11/01/17	Wed 11/01/17	Isa Sesay
107		Mile End Community Room	Wed 18/01/17	Wed 18/01/17	Isa Sesay
108		Meath Gardens	Thu 19/01/17	Thu 19/01/17	Isa Sesay
109		Wapping	Tue 24/01/17	Tue 24/01/17	Isa Sesay
110		Mulberry Place	Wed 25/01/17	Wed 25/01/17	Isa Sesay
111		Interview Selection and Recruitment (For Managers)	Mon 30/01/17	Fri 03/02/17	Isa Sesay
112		Session 1	Mon 30/01/17	Mon 30/01/17	Isa Sesay
113		Session 2	Wed 01/02/17	Wed 01/02/17	Isa Sesay
114		Session 3	Thu 02/02/17	Thu 02/02/17	Isa Sesay
115		Session 4	Fri 03/02/17	Fri 03/02/17	Isa Sesay
116		Trade Union engagements	Tue 08/11/16	Mon 30/01/17	Christine McInnes
117		First end of consultation meeting with Trade Unions	Tue 08/11/16	Tue 08/11/16	Christine McInnes
118		Second end of consultation meeting with Trade unions to finalise end of consultation documents and asimilation lists.	Tue 17/01/17	Tue 17/01/17	Christine McInnes
119		Review of Job Descriptions with trade Unions	Mon 30/01/17	Mon 30/01/17	Ade Marques
120		Harmonisation	Wed 09/11/16	Tue 31/01/17	Christine McInnes
121		Soulbury Negotiation meeting	Wed 23/11/16	Wed 23/11/16	Christine McInnes

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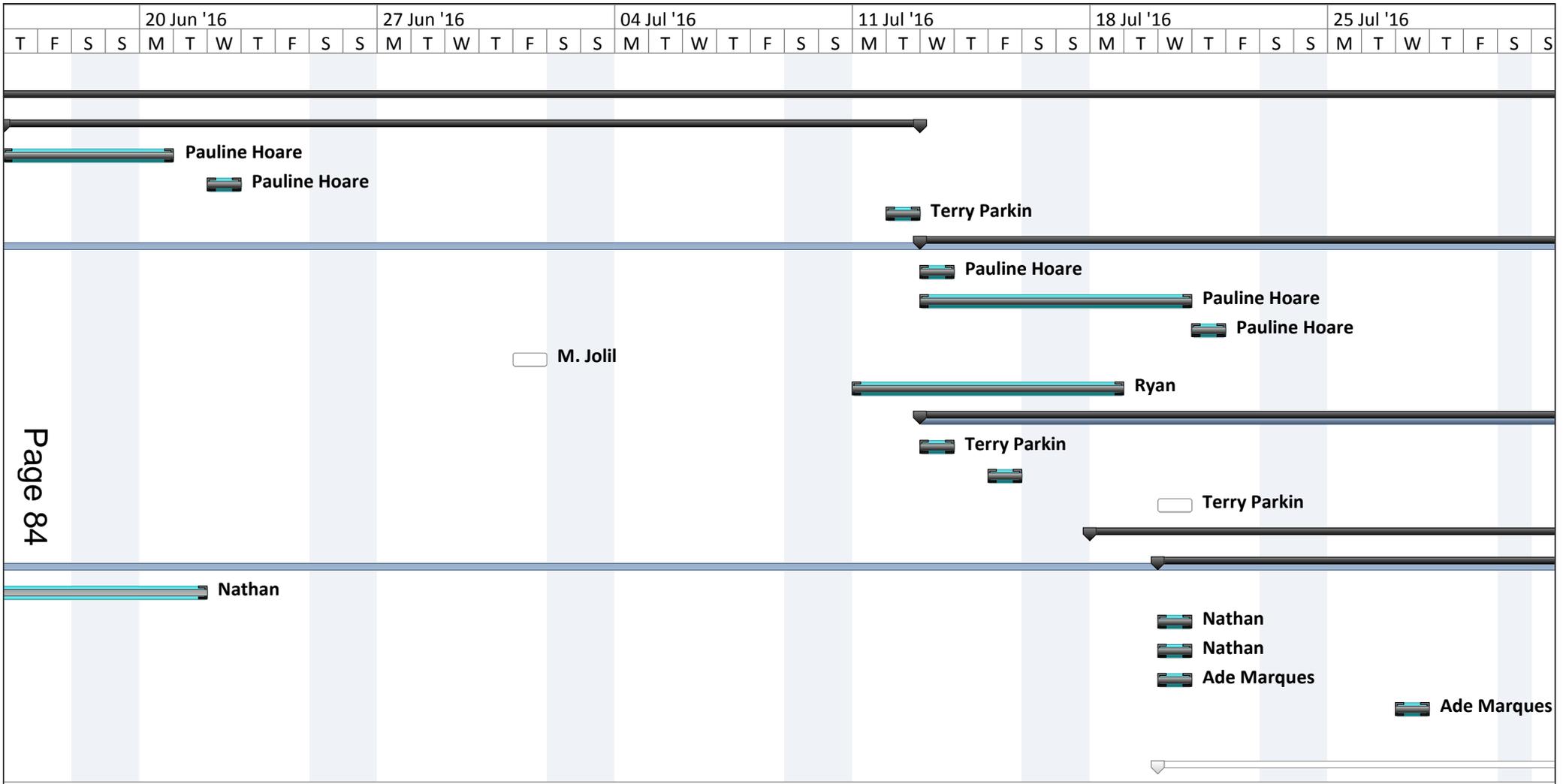
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122			Soulbury Negotiation meeting 2	Thu 01/09/16	Thu 01/09/16	Christine McInnes
123			PCT Negotiation meeting 1	Thu 24/11/16	Thu 24/11/16	Christine McInnes
124			PCT Negotiation meeting 2	Mon 05/12/16	Mon 05/12/16	Christine McInnes
125			End of consultation Activities	Tue 20/12/16	Fri 14/04/17	
126			Response to final consultation and final structure determined.	Tue 20/12/16	Tue 20/12/16	Christine McInnes
127			Job Matching	Mon 16/01/17	Tue 31/01/17	Josh Hadley
128			ER/VR Expression of Interest for competitive posts	Fri 24/02/17	Wed 08/03/17	Ade Marques
129			Senior Managers Consider ER/VR Expressions of interest	Tue 10/01/17	Thu 12/01/17	Christine McInnes
130			ER/VR Recommendations submitted to DMT	Fri 13/01/17	Fri 13/01/17	Ade Marques
131			DMT Approval of ER/VR	Tue 17/01/17	Tue 17/01/17	Christine McInnes
132			Staff advised on outcome of ER/VR application	Wed 18/01/17	Wed 18/01/17	John Adeniyi,Rosie Erysthee
133			Notice Issued to Staff whose ER/VR was approved	Tue 31/01/17	Tue 31/01/17	John Adeniyi,Rosie Erysthee
134			Assimilation list finalised	Tue 07/02/17	Tue 07/02/17	Ade Marques
135			Formal job evaluations moderated by Trade Unions	Thu 02/02/17	Fri 10/02/17	
136			Final Documents Issued (Assimilation lists & JDs)	Tue 07/02/17	Tue 07/02/17	Ade Marques
137			Submission of assimilation appeals	Fri 24/02/17	Fri 10/03/17	Ade Marques,Rosie Erysthee
138			Assimilation appeal hearing	Wed 15/03/17	Fri 17/03/17	Ade Marques,Pauline Hoare
139			Interviews	Mon 06/03/17	Fri 14/04/17	
140			Staff confirmed in post	Tue 20/12/16	Tue 20/12/16	Pauline Hoare
141			Expression of interest for any ring-fenced posts	TBC	TBC	
142			Service redesign	Mon 27/06/16	Tue 28/02/17	
143			Mapping of As- Is Process	Mon 04/07/16	Fri 29/07/16	Josh Hadley
144			Seek Sign off of commencement of mapping	Mon 27/06/16	Mon 27/06/16	Ade Marques
145			Children Centre As Is Provision	Mon 06/02/17	Mon 06/02/17	Ade Marques,Josh Hadley,Moha
146			Children Centre Future Provision	Mon 13/02/17	Fri 17/02/17	Ade Marques

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147			Infograph	Wed 15/02/17	Fri 24/02/17	Ade Marques
148			<New Task>	Mon 27/06/16	Mon 27/06/16	
149			Process Mapping	Mon 27/06/16	Fri 30/09/16	Josh Hadley
180			*****New service Go-Live*****	Mon 01/05/17	Mon 01/05/17	
181			<New Task>			

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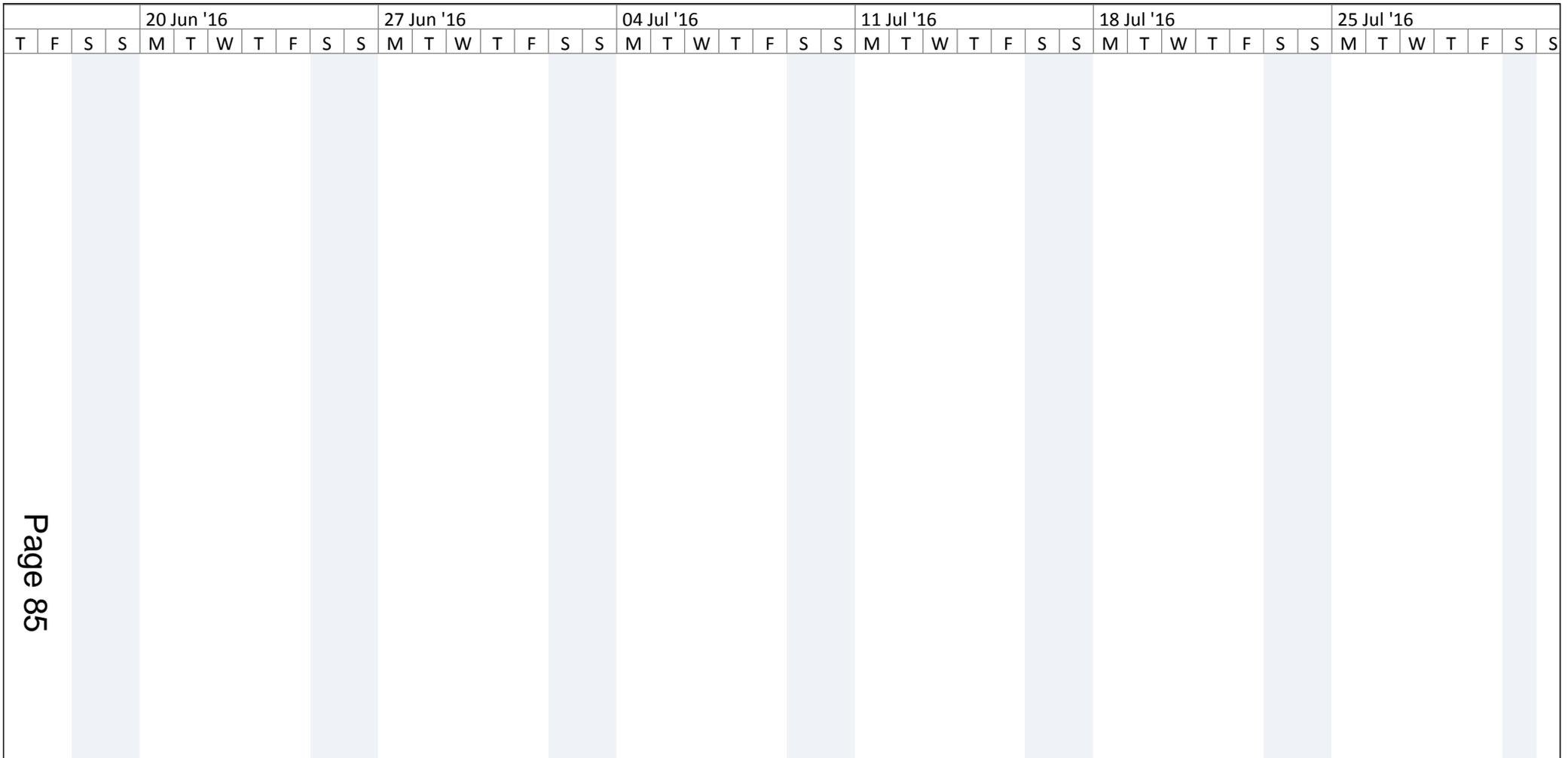
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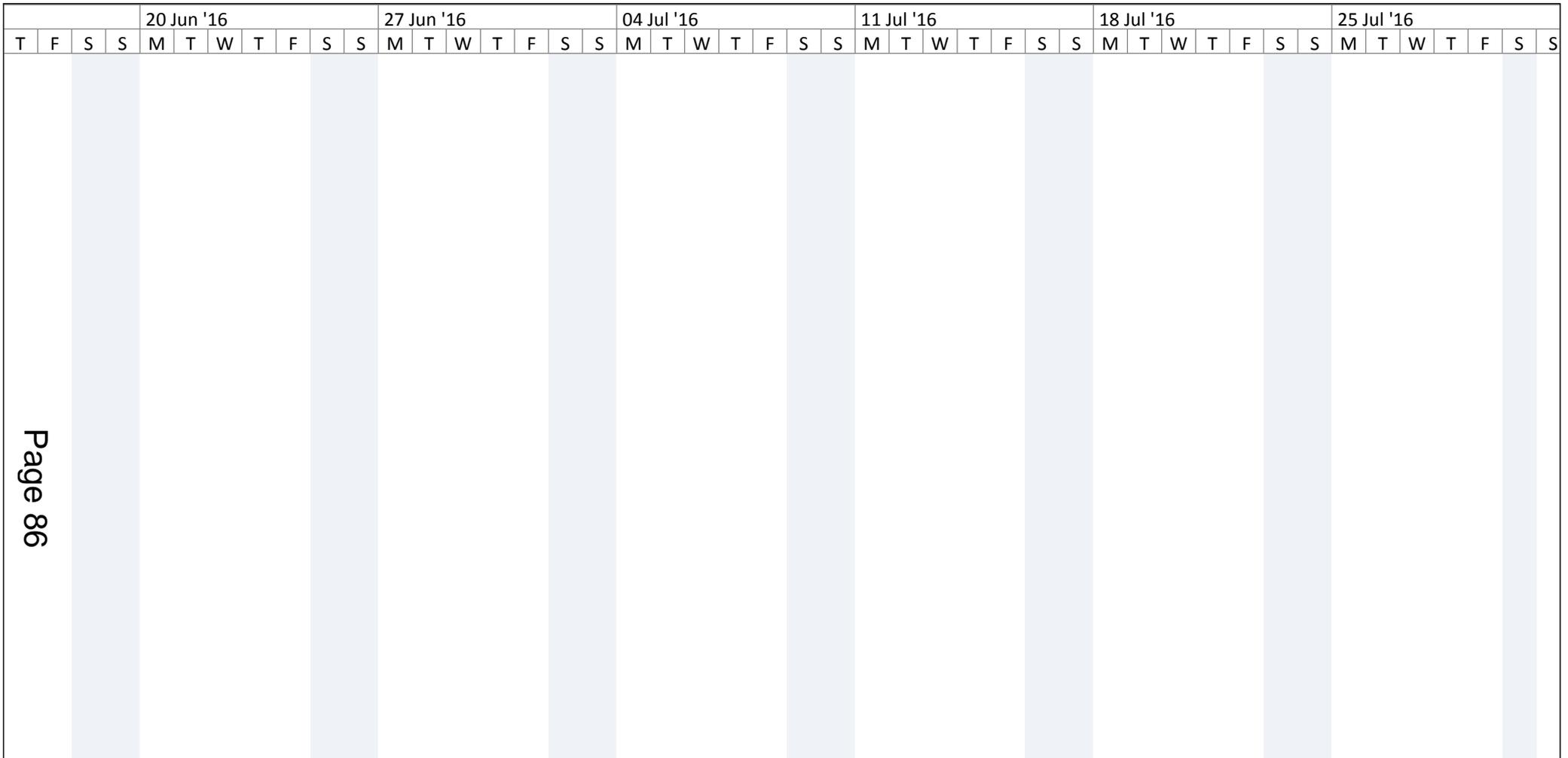
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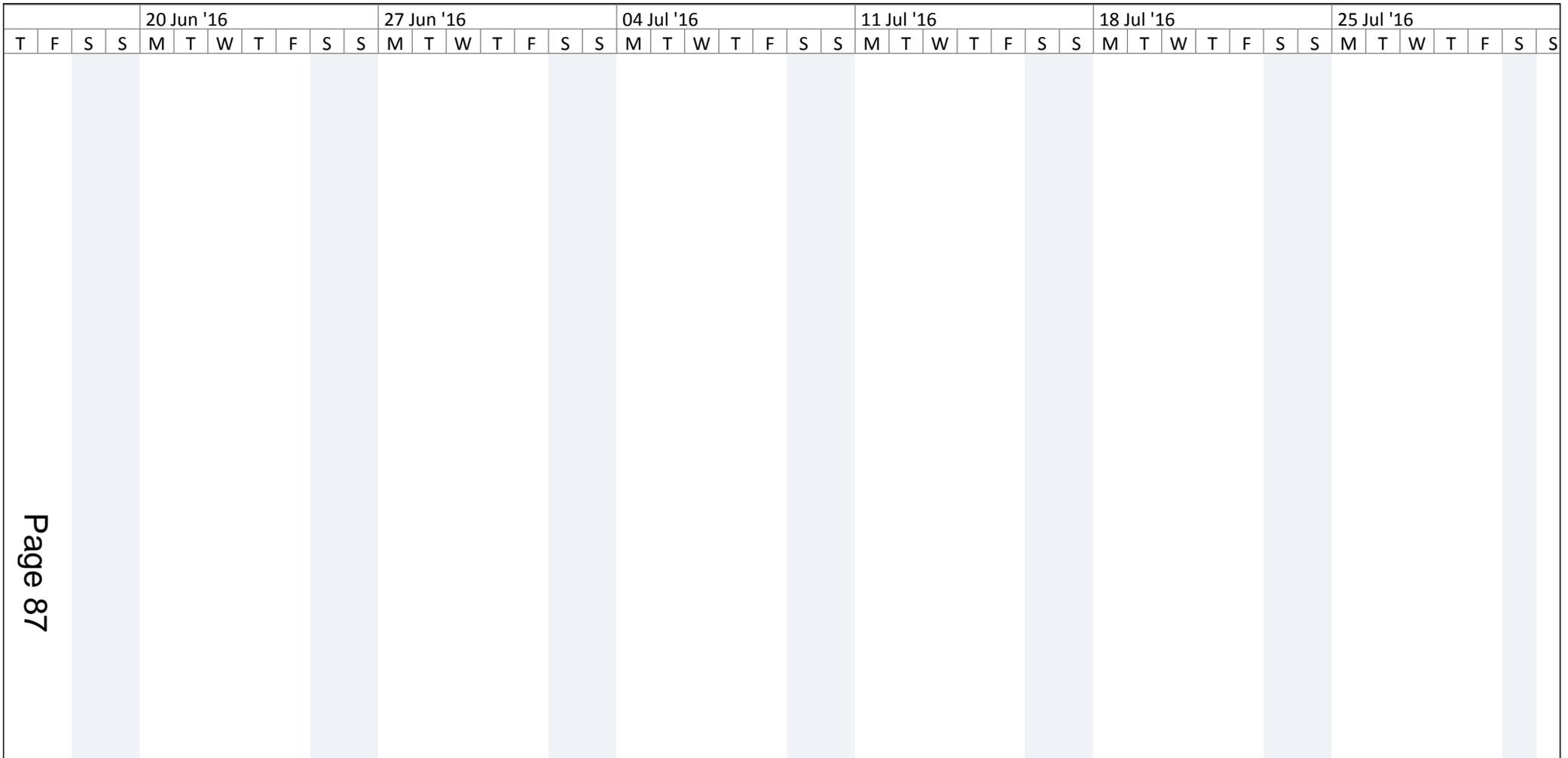
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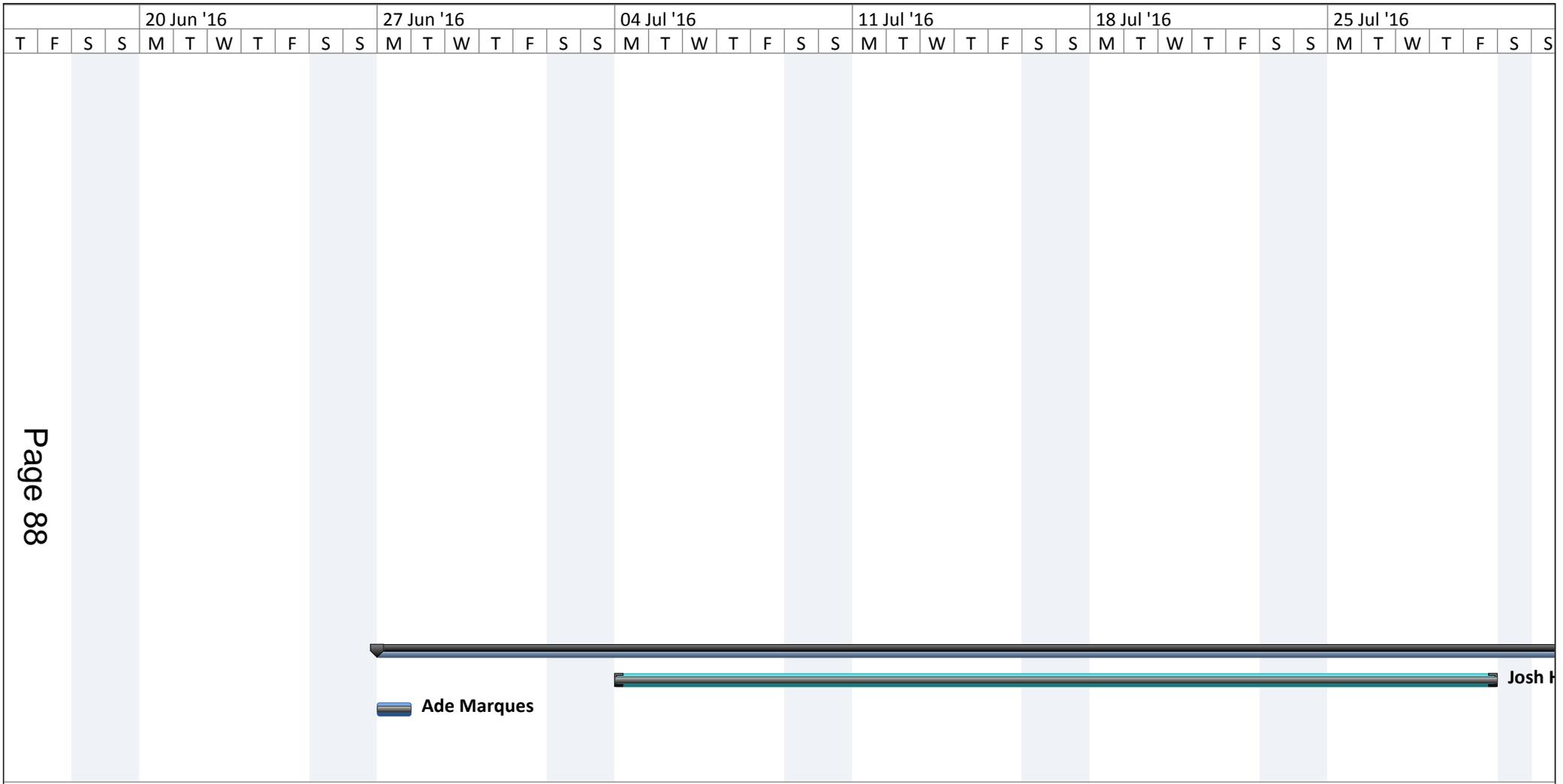
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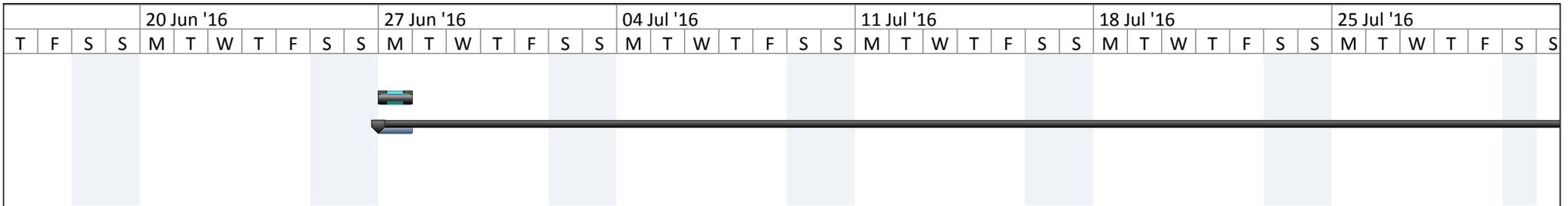
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Realignment of funding and efficiencies in Early Years services

Briefing for Councillor Rachael Saunders 27th May 2016

By Terry Parkin
Head of Achievement 0-11 (interim)
Children's Services Directorate
Author: Ade Marques

Aims

- To rationalise Integrated Early Years services (Early Years support, LA Day Centres and Children Centres) in a way that offers a closer focus on interventions that are proven to work, offers high value for money, and is most targeted to local need.
- To establish a fully integrated management, staffing, commissioning and service delivery structure for families with children aged birth to five.
- To create financial efficiencies through collaborative and joined up delivery models.

Rationale

- £4.3m savings target
- Relatively low take-up of early learning for 2, 3 and 4 year olds compared to statistical neighbours.
- High infant mortality.
- To strengthen the link between Early Years and Health partners delivering services out of Children Centres.
- Need to re-align the overall level resources (e.g. finances, staffing and infrastructure) to the needs of children and families in order to improve outcomes.

Approach

The following approach is proposed:

- Re-focusing Local Authority Day nurseries.
- Re-organising Children Centre Teams in 12 delivery sites.
- Implementing an integrated birth- five service (includes collaborating with partners to run joined-up services from Children Centres).

Benefits

- Savings delivery.
- Opportunity to review and deliver a set of measurable outcomes for children aged birth-five and their families.
- Increased collaboration between multi-disciplinary teams.
- Streamlined management.

Budget Impact

15/16 Budget	£ 14,544,404.00
Expected 2016/17 Budget (if this programme is delivered)	£ 12,155,315.00
Details	
	Total
	Budget 2017/18
Daycare	£ 2,500,000.00
Employees	£ 5,437,908.25
Premises-Related Expenditure	£ 600,000.00
Transport-Related Expenditure	£ 10,000.00
Supplies & Services	£ 300,000.00
Third Party Payments	£ 200,000.00
Support Services	£ 2,700,000.00
Depreciation and Impairment Losses	£ 54,000.00
Total	£ 11,801,908.25
Savings	£ 2,289,089.00
Headroom	£ 353,406.75

Staff Impact

Current FTE	Proposed FTE
205	130

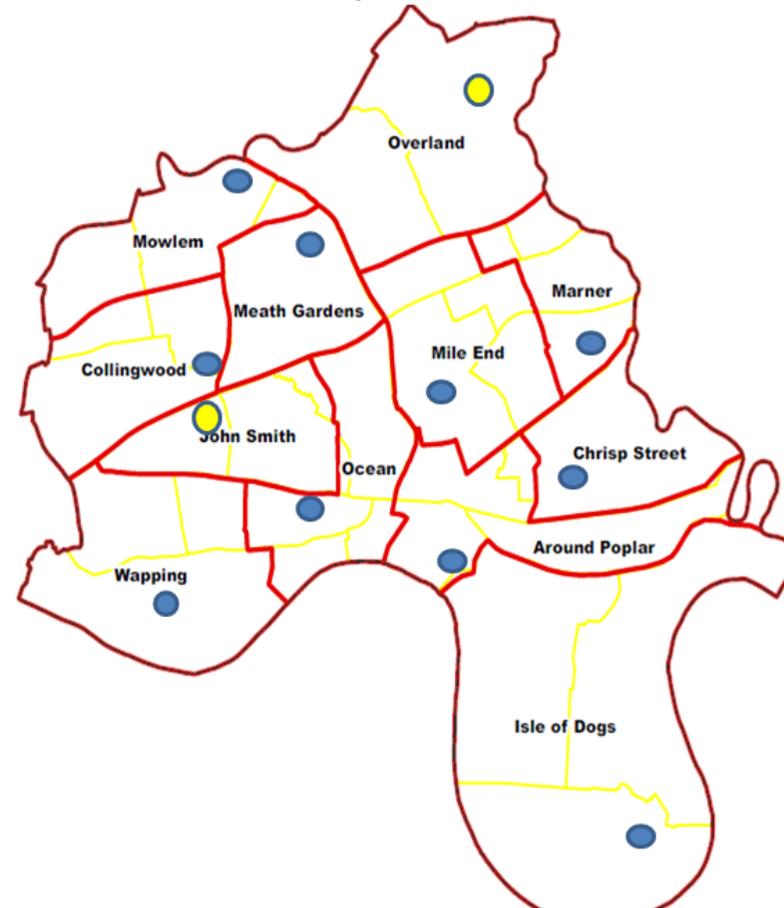
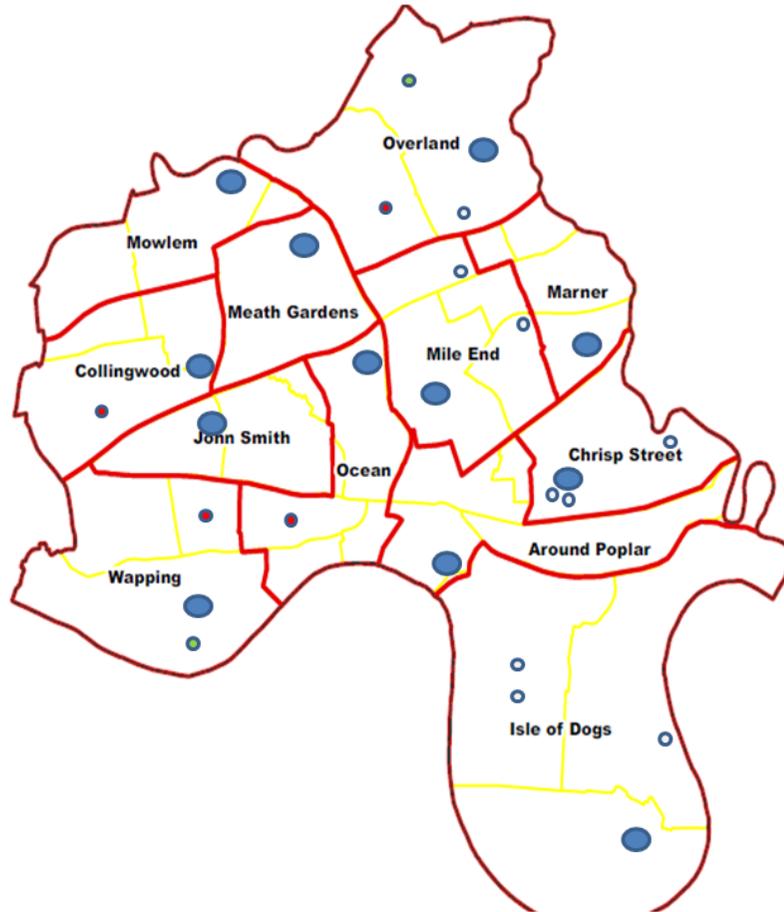
Details

Post type	As-Is #	To Be #	Saving
Senior Manager	7	2	£330,465
Team Leader	36	7	£1,455,032
Admin Support	29	36	-£515,763
Family Support	67	36	£536,454
Other Front-Line	66	49	£83,295

Impact to Service user

As Is

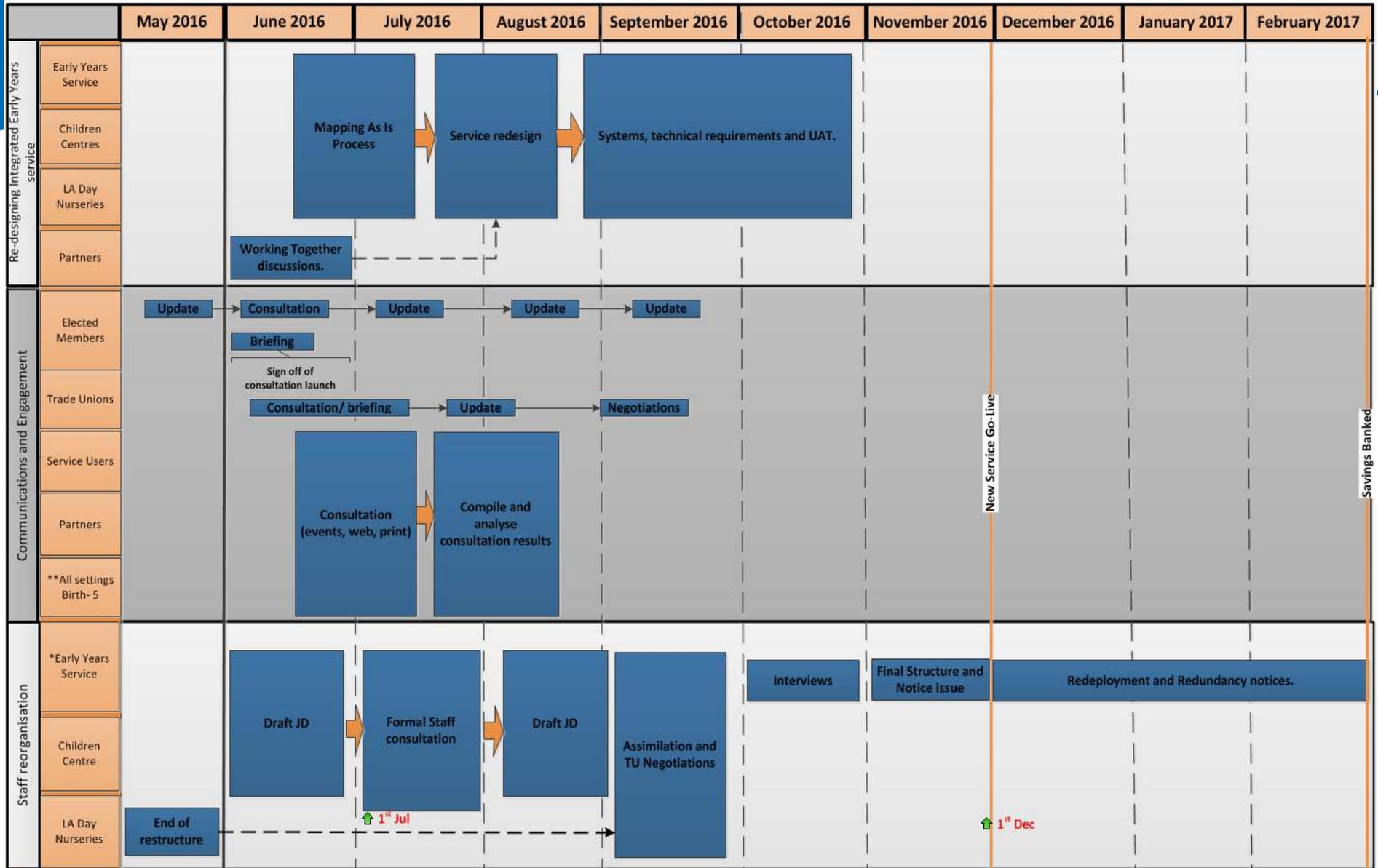
Proposed



- Children Centre
- One Clock Club
- Old Designated centres and significant other buildings
- Building we rent out

- Children Centre Hub
- Children Centre SEN Hub

High-Level Delivery Plan



*Early Years Service: Quality assurance & Support service for school inclusion; Special Education Need and Disabilities (SEND);

**All settings Birth= 6 Maintained Nursery School; 65 LA Maintained Schools; 169 Child-minders; 150 private, voluntary settings.

Savings Banked

Risks

- Risk to savings delivery, as the proposed structure is not likely to be fully implemented until December 2017, with leavers not due to exit until February 2017.
- Risk of anxiety by staff if public consultation and staff consultation run simultaneously as planned.
- Risk that the savings target of £4.3m is unachievable as this constitutes circa 25% of overall service budget.
- Risk that Elected Members do not support the implementation of these changes.

Issues

- There is a very tight timescale for delivery.

Stakeholders

Service Users

Parents and children birth to 5.

Public Health and NHS

Midwifery, Health visiting, GPs, Speech and language therapy, Community paediatrics
Acute care, Dentists.

Education

Childcare and early learning support, Children's centres (12), Local authority day nurseries (5),
Education standards, Workforce improvement, Inclusion, Early help & parenting support,
Safeguarding and child protection

Private and voluntary sector schools

Childcare and early learning settings (including 53 day nurseries, 66 nursery schools/classes, 26 pre-
schools, and 130 child minders), Parenting support, Skills & volunteering

Skills and employment practitioners.

Jobcentre Plus
FE colleges

Integrated Early Years Service Restructure

Public consultation events

July 2016



Aims

- To establish a fully integrated management, staffing, commissioning and service delivery structure for families with children aged birth to eleven through service transformation.
- To establish an efficient and high performing service putting vulnerable families first
- To increase the reach to and the sustained engagement with families by Children's Centres because at present their reach is too narrow.

Consultation objectives

- To inform families and key stakeholders about the impact of the proposed savings.
- To get feedback on the changes.
- To consult on the associated potential impact on childcare provision and early years support for schools;
- To generate feedback on the range and location of services offered in the borough's Children's Centres;
- To give opportunity for suggestions for alternative models that can deliver the savings within the required timeframe.

Why is the council making these changes?

- Due to an overall reduction in local authority funding the council has to save £4.3m out of the current Early Years Budget.
- The restructure will help the Integrated Early Years Service maximise the remaining resources through prioritising local delivery and working in collaboration with partners.
- The alignment of these services will bring about a service that is ambitious for the children and families of Tower Hamlets and provides career satisfaction to the professionals that work with children and families from birth to eleven.



Key features

- 12 Children's Centre will remain open;
- Universal services will remain but may be reduced;
- Targeted services will be available from 12 Children's Centre;
- Targeted services will be delivered in relation to local need. This will mean re-shaping services by re-directing investment to areas of greatest need;
- It is likely that the scale of the savings will require a reduction of staff across the IEYS. Staff will be offered a voluntary redundancy package;
- Early support will continue for those children and families who need it and we will extend the offer to children birth to 11.



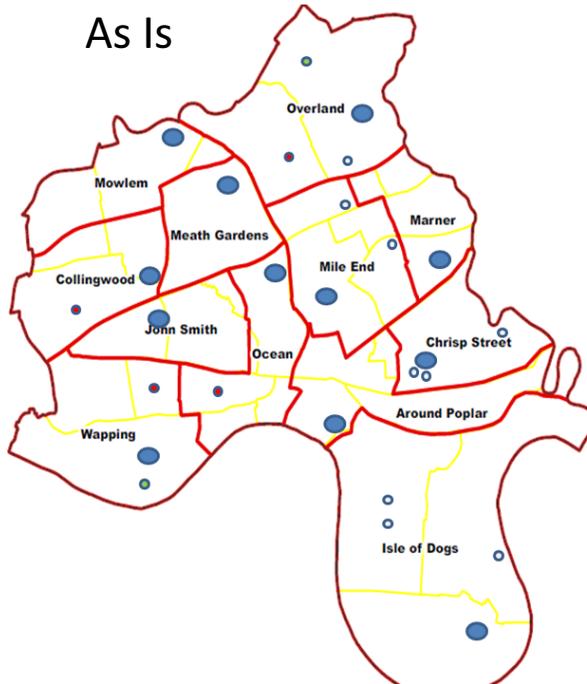
Benefits

- High quality early years services to improve health, education and social care outcomes and services for the most disadvantaged families;
- A new structure will simplify management, integrating the previous Early Years Service and Children Centres Services and so reduce management costs.
- Integration will strengthen the working relationship between Children's Centres, early years settings, schools, health services and employment advice;
- Alignment of Centres with Tower Hamlets Together, the Clinical Commissioning Group, GPs, Public Health and the Health Visiting Service will improve accessibility of a whole range of services to residents.



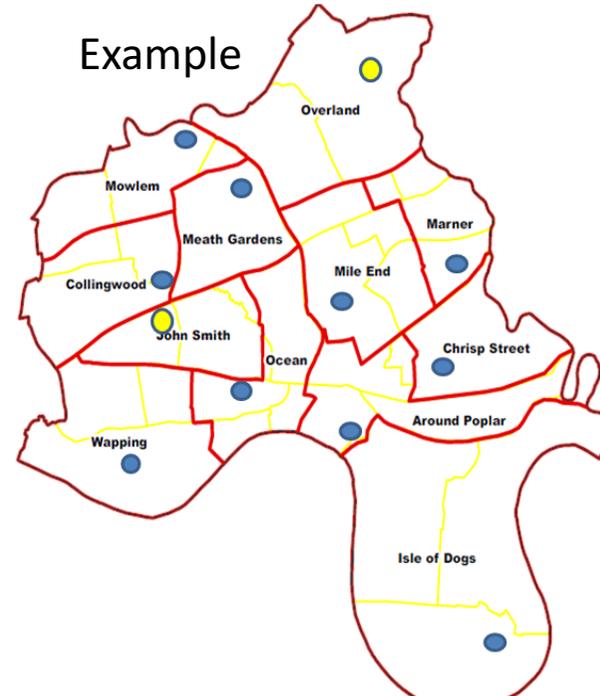
Possible impact for service users

As Is



- Children Centre
- One Clock Club
- Old Designated centres and significant other buildings
- Building we rent out

Example



- Children Centre Hub
- Children Centre SEN Hub



What does that mean here?

- Locality Lead to review local provision;
- Parents to contribute their views on what they need locally (within the budget and time constraints that we have).

What does the IEYS do?

Universal Services;

- Active Babies
- Broader employment offer
- Broader health offer
- Climb, Run and Have Fun
- Collecting healthy start vitamin drops
- Creative play
- Dance and movement
- Dental health
- Dietician
- Forest School
- Gardening
- Health visitors
- Healthy Early Years
- Immunisation
- Learning and development
- Midwives
- Parent forum
- Physical stay and play
- Stay and Play
- Story time
- Thames Music
- Tiny ballet
- Toy library
- Two year integrated review

Focused services for a specific purpose;

- Baby Club
- Baby massage
- Dietician
- Early learning for two year olds
- Employment offer
- Family support work
- Fathers' stay and play
- First aid
- Food hygiene
- Gateway midwives
- Health offer
- Health visitors
- Healthy Early Years
- Job seekers plus
- Little chefs
- Little Talkers
- Made of Money
- Midwives
- Parent's forum
- Parenting programmes
- Pathways into employment
- Raising Happy Babies
- Stay and play at home
- Targeted stay and play
- Toilet training
- Transition sessions
- Young parents groups

Specialist services;

- Support for Benefits support
- Circle housing
- Dietician
- Domestic violence
- Educational Psychology support
- Employment offer
- Family Nurse Partnership
- Family support work
- Gateway midwives
- Health offer
- Health visitors
- Homelessness support
- Housing support
- Little Explorers (children with disability)
- Midwives
- Speech and Language
- Women's trust counselling

Activity

- The Service would like to know what you would prioritise as services that should be delivered from Children's Centres.
- You will be given 5 sticker dots.
- We broadly grouped the services we deliver from Children's Centres into four groups. We would like you go around the room and put the dots on of the sheets around the room.
- If you really feel strongly about a particular service you can put more than one sticker on it.

Activity

Education

- School-ready play and early learning for under-5s: e.g. Stay and Play, transition play session, little talkers
- Work-ready courses and support for parents/carers: parent's forum, job seekers plus, pathways into employment.
- Other courses e.g. child-care, Raising Happy Babies, first aid, Made of Money, food hygiene and crèche for children

Health

- Midwifery support: ante and post-natal
- Health Visitor support: child health clinics: 2 year integrated review
- Physical activities for children e.g. Climb, Run and Have Fun, Active Babies or Stay and Play
- Healthy eating, dental health and dietician
- Collecting healthy start vitamin drops

Family Support

- Support for parents facing challenges, accessing early learning for two year old places
- Assistance for families with e.g. housing issues
- Links to other agencies Circle housing, women's trust counselling, benefits support

Employment

- Support for parents who have been out of work, and would like to get back in to employment
- ESOL classes and other support classes helping adults to get job ready
- Work experience and volunteering

Plenary

- The Integrated Early Years service is staffed by individuals committed to improving the life chances of young children;
- Their effective co-operative working this year has supported settings in helping children to become more successful;
- Even after the savings, we will have a better funded service than many comparable councils.

Have your say

Get involved by:

- Visiting the consultation website and complete survey questions:

http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/consultations/Early_Years_consultation.aspx

- Google “Tower Hamlets consultation”.

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Appendix A
London Borough of Tower Hamlets
Integrated Early Years' Service Transformation
End of Consultation Report
August 2016

1.0. Executive summary

- 1.1 This paper contains the broad principles derived from the findings of the recent public consultation on the transformation of the Integrated Early Years' Service (IEYS).
- 1.2 This report provides an analysis of the 31-day public consultation embarked upon by Tower Hamlets Council on the transformation of the Integrated Early Years' Service (IEYS).
- 1.3 The public consultation was held between 20 July and 20 August 2016. The consultation covered a broad range of challenges faced by the Council's Early Years' Services (Early Years Service, Children's Centre Service, LA Day Nursery Service) particularly around reduced budgets and service improvement requirements in line with OFSTED recommendations.
- 1.4 The aim of the consultation was primarily for service users to comment on the council's proposals to improve the IEYS budget in response to savings agreed in 2015 and reduced government grants in 2017.
- 1.5 Based on the postcodes supplied by respondents during the online survey, 45% of total respondents were in the top 10% most deprived Lower Area Super Output Area¹ (LSOAs) in Tower Hamlets Borough.

2.0. Background

- 3.1 The IEYS is part of Tower Hamlets Children's Services department and consists of teams which provide a range of statutory support services to children and families directly and indirectly across Tower Hamlets. Some of these services are governed by the Childcare Act while others are governed by the Children and Families and the Education Acts.
- 3.2 These services must also conform to the Statutory Framework for the Early Years Foundation Stage in terms of the curriculum for birth to five and its assessment. Note that additional statutory national assessment

¹ A [Lower Layer Super Output Area \(LSOA\)](#) is a geographic area. Lower layer Super Output Areas are a geographic hierarchy designed by the Office for National Statistics (ONS) to improve the reporting of small area statistics in England and Wales. They are built from groups of contiguous output areas and have been automatically generated to be as consistent in population size as possible, and typically contain from four to six Output Areas. The Minimum population is 1000 and the mean is 1500. There is an LSOA for each postcode in England and Wales. A pseudo code is available for Scotland, Northern Ireland, Channel Islands and the Isle of Man. The [Organisation Data Service](#) publish files created on their behalf by the [Office for National Statistics](#), which link postcodes to LSOAs. The LSOA level 1 is the geography at which the various Indices of Deprivation are estimated and published. Liverpool, Middlesbrough, Manchester, Knowsley, the City of Kingston-upon Hull, Hackney and Tower Hamlets are the local authorities with the highest proportion of LSOAs amongst the most deprived in England. The Indices of Deprivation (IDACI) measures relative levels of deprivation in small areas of England (LSOAs).

requirements apply at age five: for most children this is the end of the Reception Year in schools. This area is also the responsibility of the IEYS.

- 3.3 This legislation focuses on quality and outcomes for children and families. Local authorities are required to ensure the services described are provided. Delivery models chosen may differ. Improving health and education outcomes by age five is of particular importance to Tower Hamlets as the 2015 health profile shows that deprivation in Tower Hamlets is higher than average and about 37.9% (19,800) children live in poverty. Children born in Tower Hamlets therefore have the lowest starting point of any children nationally.
- 3.4 Over the years, the IEYS services have worked to improve the life chances of children from deprived backgrounds through early support, early intervention, person centred planning and facilitating integrated services with health and public health practitioners. The IEYS also supports private childcare businesses and schools in meeting national standards for quality, and child outcomes from birth to five. SEND and inclusion support for childcare settings is also provided by the IEYS. Such support for schools is provided through the SEN services associated with primary schools.
- 3.5 This provision has been made available from 12 Children's Centres as well as a range of delivery sites across the borough. The number of sites varies depending on the time of year as this affects parental demand.
- 3.6 All 12 Children's Centres (some of which have multiple sites) serve as a location for residents to access social, health and public health services such as family support services; family nurse partnership; health visitors; mid-wife services, education psychology and third party and LA run and independent daycare centres and sessional care.
- 3.7 The public were consulted on the approaches (outlined below) to deliver £4.3m savings agreed as part of the Medium Term Financial Strategy agreed in 2015, as well as bring about a more integrated and efficient delivery model for children and families from birth to 11 year olds. This project is one of the transformation projects agreed by elected members for the delivery of savings from 2016/17.

3.0. Proposals consulted on

Residents, service users and stakeholders were consulted on the following:

- 4.1 Approach to deliver savings by reducing staff across the Integrated Early Years' Service.
- 4.2 Approach to re-shape services in response to need by redirecting investment to areas of greater need.

- 4.3 Approach for Children's Centres to work more closely with schools and Early Years Childcare Businesses.
- 4.4 Comment on possible impact on childcare provision (sufficiency and quality) and early years' support for schools of any changes to support from the IEYS.
- 4.5 Comment in order of priority the range and location of services offered in Tower Hamlets Children Centres.
- 4.6 Suggestions on alternative approaches that can deliver savings within the required timeframe.

5.0 Methodology:

5.1 Consultation Media:

- 5.1.1 The IEYS Public Consultation was launched on 20 July 2016, following the approval of the communication materials by Tower Hamlets' Communications team and the Learning and Development Service Head. Residents were encouraged to interact via the council's website, posters at Tower Hamlets Town Hall, Mulberry Place, Children's Centres, social media and via text messages to take part in the consultation events and online questionnaire.

5.2 Trade Union Engagement:

- 5.2.1 The IEYS is keen to engage fully with both resident and staff representatives, as a result Council's Trade Union representatives were invited to a meeting with the Service Head and Service Lead on Wednesday 13 July 2016. The meeting was a courtesy meeting to inform Trade Union reps on the approach being considered by the council regarding early years services delivered by the IEYS.

5.3 Staff Engagement:

- 5.3.1 So that staff were fully aware of the approaches being considered by the council, 20 senior IEYS managers were invited to a managers' briefing meeting on Friday 15 July 2016 prior to the launch of the Public Consultation.
- 5.3.2 The aim of this meeting was to share the principles being put forward for public consultation. The meeting was led by the Service Head and Service Lead who delivered the briefing and answered questions from managers and directed managers to cascade the information to their staff.

5.4 Tower Hamlets intranet

- 5.4.1 The Public Consultation was made available on the front banner of the council's intranet, so that residents of Tower Hamlets had an opportunity to be part of the public consultation.

5.5 Consultation Events

5.5.1 12 events were organised across the borough to give residents a chance to engage and ask questions face-to-face with the Service Head (where possible), Service Lead and Deputy Lead. Events were scheduled and located to achieve the best reach for service users, stakeholders and partners.

Table 1: Consultation Events

Service User Event			
Children Centre	Date	Time	Location / address
Ocean	22-Jul-16	09:30am	Whitehorse Road E1 0ND
Isle of Dogs	25-Jul-16	09:30am	Millwall Park Stebondale Street E14 3BX
Around Poplar & Chrisp Str.	25-Jul-16	1:00pm	23-27 Market Way; E14 6AH
Meath Gardens and Mowlem	26-Jul-16	09:30am	1 Smart Street, E2 0SN
Overland	26-Jul-16	1:00pm	60 Parnell Road, E3 2RU
John Smith & Collingwood	27-Jul-16	1:00pm	90 Stepney Way, E1 2EN
Mile End and Marner	28-Jul-16	09:30am	9 Bede Square, Joseph Street, E3 4GY
Wapping	28-Jul-16	1:00pm	15 Chandler Street, E1W 2QL
Stakeholder Events			
Stakeholders	Date	Time	Location / address
Partners	29-Jul-16	09:30am	PDC, 229 Bethnal Green Road, E2 6AB
Partners	29-Jul-16	1:00pm	PDC, 229 Bethnal Green Road, E2 6AB
Residents	01-Aug-16	1:00pm	PDC, 229 Bethnal Green Road, E2 6AB
Residents	10-Aug-16	06:00pm	1 Smart Street, E2 0SN

5.5.2 During consultation events the Service Head, the Service Lead and Deputy Lead took attendees through a presentation highlighting the background to the IEYS transformation and the proposed approaches for service improvement. The same presentation and handouts were used at every meeting.

5.5.3 Attendees were given the opportunity to ask questions and make suggestions. At the end of each session, attendees were asked to carry out an exercise to place services (Health, Employment, Education and Family Support) provided from Children's Centres in order of priority.

5.6 Parent's events

5.6.1 As shown in table 1, eight events were specifically targeted at service users and parents who attend Children's Centres during normal hours of operation and crèche facilities made available.

5.7 Stakeholder consultation events

5.7.1 Two consultation events each divided into two sessions were targeted at stakeholders and partners to give their views on the council's proposals and what impact this may have on their service delivery.

5.7.2 One of the initial comments from the first stakeholder consultation event was the suggestion that the questionnaire was more focused on parents and service users and less on stakeholders and partners. A separate non-statutory stakeholder consultation was held, with a closing date of 30 September 2016 at the request of head teachers. This will give the opportunity for stakeholder views to be heard (Appendix E). The findings from this consultation, although not statutorily required, will be made available upon completion of the stakeholder consultation period.

5.8 Social media

5.8.1 The public consultation was advertised through social media networks including Facebook and Twitter in order to reach to generate the widest public interest in the proposals made. This medium was targeted at audiences who prefer the use of social media.

5.9 Posters and Leaflets at Children Centres

Posters and leaflets were made available at Children Centres to get the attention of service users who visited Children Centres during the 31-day Consultation period.

6.0 Questionnaire:

6.1 Online survey

6.1.1 Questionnaires were made available to residents, parents and service users through an online survey. This is the recommended method and was adopted to ensure that responses were collected and managed in a consistent way for all respondents.

6.1.2 Respondents were asked fifteen multiple-choice questions and two free text questions to give the best opportunity for meaningful feedback from residents on the proposals.

6.2 Children's Centre Paper Surveys:

5.1 There was recognition that not all service users have access to the internet to fill in the online survey as a result, paper copies of surveys were made available at Children's Centres to be filled in by service users manually. These surveys were inputted electronically by staff to form part of the analysis provided in this report. Staff offered to translate information if requested. At some meetings, the event was held in two languages with instantaneous translations.

6.3 Text Messages:

- 6.3.1 In the month of July 17,000 text messages were sent out to service users. These were to encourage service users to make their views known on the council's proposals.

7.0 Feedback and analysis of Face to Face consultation events

- 7.1 A total of 188 people attended the twelve events, of which 73% were made up of parents and 27% were other partners and stakeholder including health partners, community groups and third sector organisations.
- 7.2 At the end of each event, attendees were required to carry out an exercise based on question 14 of the online survey. Attendees were asked to prioritise the delivery of services through at Children Centres by category – health, employment, education, and family support.
- 7.3 The results of this exercise were are shown in table 2 below:

	Health	Employment	Education	Family Support
All Parents	22%	13%	40%	24%
All Stakeholders	31%	13%	31%	25%
Total	24%	13%	39%	24%

Table 2: Service preferences indicated by attendees at consultation events

- 7.4 This exercise demonstrated that both parents and stakeholders want Children's Centres to continue to make education a major focus. Of the 12 events that were conducted, only two (Isle of Dogs and Stakeholder afternoon meeting) did not return a response stating that education was the highest priority.
- 7.5 Employment was consistently deemed the least necessary component of the offer; only two sessions awarded it anything other than the lowest overall priority (Chrip Street & Around Poplar and Ocean). This remains a high council priority however.
- 7.6 Health and Family Support enjoyed very similar levels of approval – Family Support was rated more highly than Health in 7 of the 10 sessions, and received a slight edge in the overall number of positive responses.
- 7.7 Analysis**
- 7.7.1 The responses from face to face events show that residents and stakeholders would prefer the delivery of services to continue to focus on educational outcomes for children, while not neglecting health or family support.

7.7.2 Employment outcomes (which were explained as: support for out-of-work parents, ESOL and other skills training for parents, work experience, and volunteering) were given comparatively low-priority by attendees.

7.7.3 The council has taken a strategic decision to centralise professional driven employment services through the integrated Employment service. Current Children's Centre plans are aligned with this initiative.

8.0 Online survey outcomes

8.1 The numbers of responses were broadly in line with what was expected. To ensure the highest levels of accessibility, a wide range of channels were used including the offer of face-to-face support for all those requesting it.

8.2 The 31-day online questionnaire consisted of 17 questions and received 367 completed responses. 156 of these were completed by residents directly accessing the Tower Hamlets consultation page http://www.towerhamlets.gov.uk/lqnl/council_and_democracy/consultations/Early_Years_consultation.aspx (Appendix C) while others were completed using paper questionnaires made available at Children Centres.

8.3 For the purpose of this analysis, questions have been grouped into Usage; Impact of proposal and suggestions made on improvements.

8.4 Response on Usage (Questions 1-4):

8.4.1 Question 1: Do you currently use Children's Centre services?

	Count	Percentage
Yes	352	96%
No	11	3%
(blank)	4	1%
Grand Total	367	-

Table 3: Responses to question 1

8.4.2 Question 2: How often do you visit a Children's Centre in Tower Hamlets?

	Count	Percentage
Never	5	1%
Less than once a month	15	4%
Once a month	21	6%
Once a week	88	24%
Two or more times a week	229	62%
(blank)	9	3%
Grand Total	367	-

Table 4: Responses to question 2

8.4.3 **Question 3: List which Children's Centres you use the most.**

8.4.4 In question 3, respondents were given the opportunity to list multiple Centres. Table 5 and Table 6 show all the Children Centres and satellite sites that were listed by residents respectively.

8.4.5 On average, respondents listed fewer than 2 sites.

8.4.6 This question was analysed by giving each Centre an index score that is weighted by the position given in the response. Table 5 shows the index score based on the ranking of each Children's Centre to respondents. The higher the result, the higher it was placed in ranking where it was listed.

Centre	Index
<i>Marner</i>	5.64
<i>Isle of Dogs</i>	5.58
<i>John Smith</i>	5.49
<i>Mile End</i>	5.45
<i>Chrip</i>	5.41
<i>Meath</i>	5.39
<i>Wapping</i>	5.32
<i>Collingwood</i>	5.2
<i>Around Poplar</i>	5.16
<i>Overland</i>	5.08
<i>Ocean</i>	4.99
<i>Mowlem</i>	4.86

Table 5: Responses to question 3 (Children Centres)

8.4.7 **Question 3 continued.**

8.4.8 Table 6 shows an index score of community venues which were listed in response to question 3.

	Index
<i>Millwall</i>	5.99
<i>St Hildas</i>	5.77
<i>Bigland</i>	5.46
<i>Chandler St</i>	5.39

Victoria Park	5.05
Samuda Hall	4.79
St Matthias	4.79
Alpha Grove	4.49
Olga	3.99

Table 6: Responses to question 3 (Other delivery sites)

8.4.9 **Popularity of children centres as listed in question 3:**

8.4.10 Figure 1 shows the frequency with which each centre was listed by a responder, regardless of position.

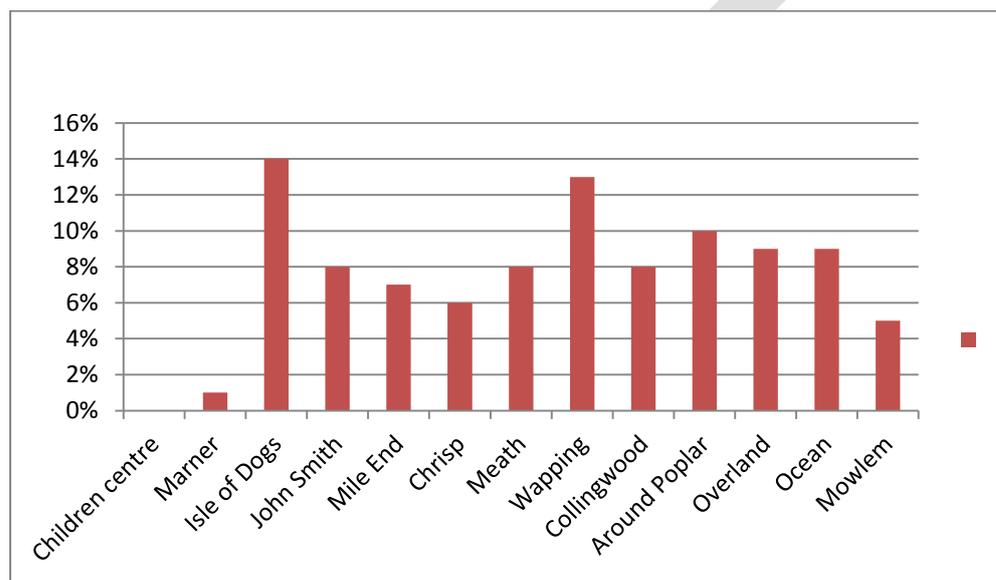


Figure 1: Percentage popularity for each children centre.

8.5 **Question 4: Which of the following activities does you or your child take part in?**

8.5.1 Respondents were permitted to choose as many options as were relevant when answering this question.

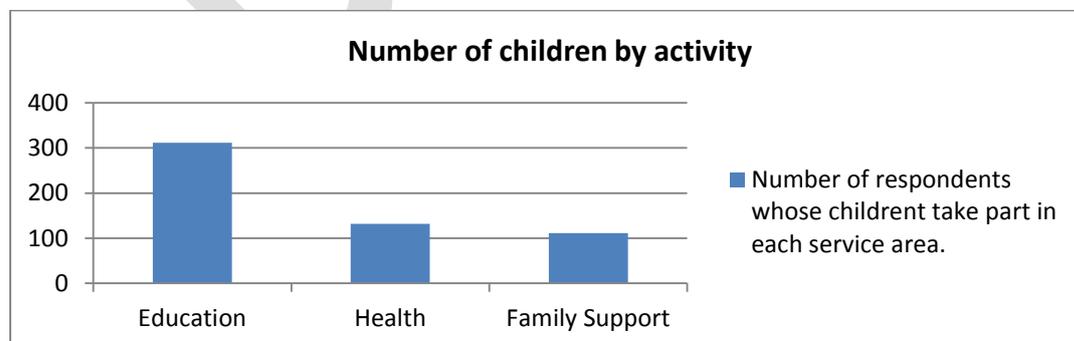


Figure 2: Number of respondents who said their child(ren) take part in Educational, Health and Family Support services.

8.6 **Analysis**

- 8.6.1 Figure 1 shows that the survey response is weighted somewhat towards Isle of Dogs, Wapping and Around Poplar, while Marnar and Mowlem are comparatively the least represented in this survey.
- 8.6.2 Marnar Children’s Centre was rated highly by its eight respondents, while Mowlem and Ocean are scored comparatively low.
- 8.6.3 Isle of Dogs is the one Centre that received both a large number of reviews and was comparatively highly rated.
- 8.6.4 It is worth noting that the Children’s Centre scores in table 5 include those community venues with which the children centres are primarily associated. Those scores are split out to generate those set out in table 6.
- 8.6.5 Figure 2 indicates that Education services are the most popular compared to Health, and Family Support Services.

8.7 Response on Impact of proposal (questions 5-10):

8.7.1 Question 5: What impact, if any, would the proposals have on you?

8.7.2 Respondents were given a single choice to this question.

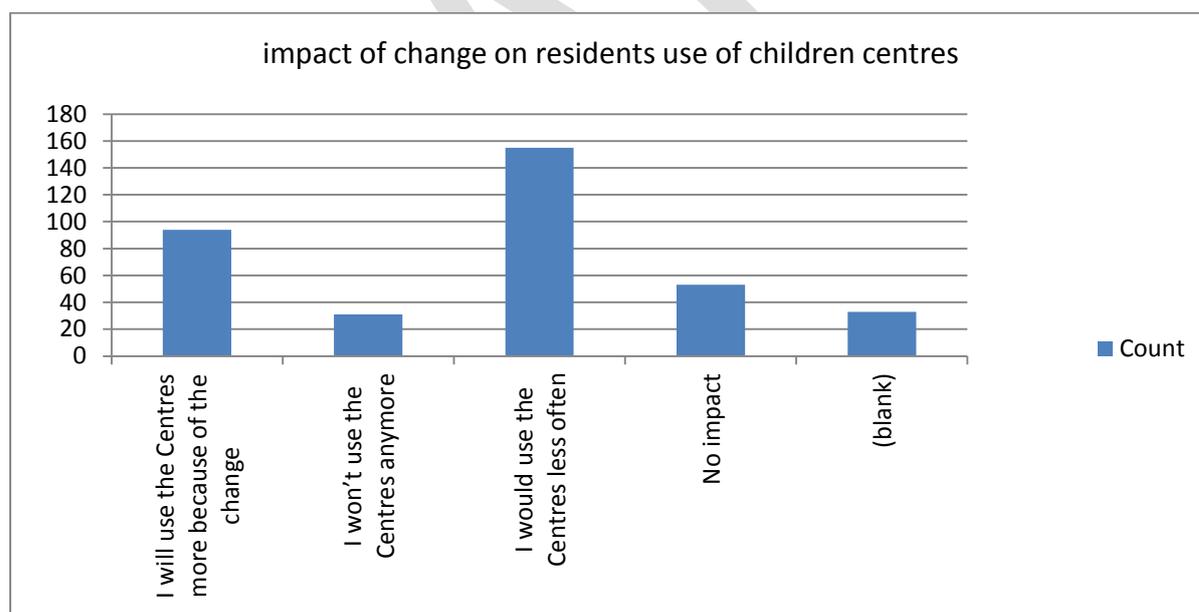


Figure 3: Question 5- Impact on respondent’s usage.

- 8.7.3 The number of blank responses was unusually high for this question. The reason for this is not clear, but a suggestion from one respondent indicates that the question did not give an adequate selection of answers to choose from.
- 8.7.4 For the respondents who did choose an option, it is clear that the majority feel that the proposals would mean that they will use the children centres less often.

8.7.5 Mitigation to this concern is that, if more services are provided from the Children's Centres - particularly around health, which is the second service preference - users may be encouraged to use the Children's Centres more.

8.7.6 **Question 6: Do you think that extending the family support work we do for families up to the age of 11 would be helpful?**

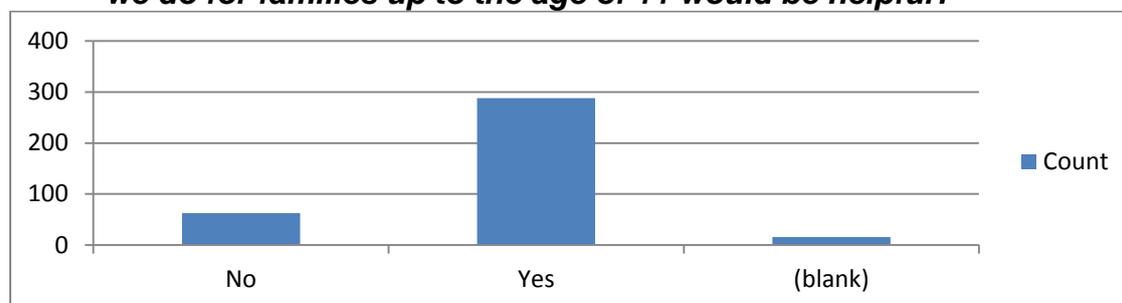


Figure 4: Question 6- Respondents view on extension of family support service.

8.7.7 Question 6 was a yes/no question for respondents to comment on whether the council should consider extending family support work to children which received a majority support in favour.

8.7.8 There was a clear indication that residents would like to see this service provided to older children.

8.7.9 This response, when cross-referenced with questions 1- 4 on usage (where respondent showed a preference for Education and Health over family support) may be an indication that family support is required more for older children; perhaps between 5 and 11.

8.7.10 **Question 7: How long does it currently take to get to your nearest Children's Centre?**

	Count	Percentage
10 minutes	271	74%
15 minutes	61	17%
20 minutes	22	6%
30 minutes+	5	1%
(blank)	8	2%
Grand Total	367	-

Table 7: Question 7 current Travel time to Children centres.

8.7.11 About 74% of respondents currently travel to their nearest children centre in 10mins or less, with only 1% needing to travel for more than half an hour.

8.7.12 These responses are reflective of the relatively small geographical size (7.6sq miles) of Tower Hamlets as a borough.

8.7.13 Question 8: *What is the furthest that you would be prepared to travel to be able to access all of these services under one roof?*

	Count	Percentage
10 minutes	95	26%
15 minutes	107	29%
20 minutes	122	33%
30 minutes+	34	9%
(blank)	9	2%
Grand Total	367	-

Table 8: Question 8 Permissible travel time to access services.

8.7.14 The results from the question shows that 42% of residents will be prepared to travel up to 20mins.

8.7.15 When compared, question 7 and 8 show that although only 7% of respondents currently travel for 20mins or more to their nearest children centre. If services were provided under one roof, 42% would be prepared to travel 20mins or more.

8.7.16 9% of respondents are happy to travel for more than half an hour.

8.7.17 Question 9: *How important is distance travelled to you?*

	Count	Percentage
Not Relevant	12	8%
Not Important	28	3%
Very Important	317	86%
(blank)	10	3%
Grand Total	367	-

Table 9: Question 9- importance of Travel to respondents.

8.7.18 In this question, 86% of respondents have indicated that distance travelled is very important to them.

8.7.19 11% do not mind how far they travel for the right service. This proportion is consistent with question 8, where 9% of respondents have also indicated that they will be willing to travel 30mins or more.

8.7.20 Question 10: *How do you balance time travelled against the quality and range of services on offer?*

	Quality	Distance	Difference
1	7%	10%	+3%
2	9%	7%	-2%

3	13%	16%	+3%
4	20%	16%	-4%
5	41%	39%	-2%
Blank	11%	12%	+1%

Table 10: Question 10-Quality of service versus distance rating.

8.7.21 For this question, respondents were asked to rate quality of service and distance of travel on a scale of 1-5, where 5 was the most important to them and 1 was the least important. These scores were not required to be linked – a “5” in one field did not automatically infer a “1” in the other.

8.8 *Analysis*

8.8.1 On question 5, one respondent felt that the question did not give an adequate selection of answers to choose from and that the proposals and resultant cuts would have a huge impact.

8.8.2 At present, Tower Hamlets has 12 Centres for just over 7.6 Sq Miles or an average of 0.6 Sq miles per Centre. This is very high density by national standards, reflecting the relative density of the population in the Borough.

8.8.3 When compared to research on the average walking rate published by the British Heart Foundation of 3miles/ hour. 0.6m should be covered in just over 10mins.

8.8.4 From the analysis of responses made to questions 6-10, although the majority of respondent would prefer not to travel more than 15mins, 42% are prepared to travel up to 20mins for the opportunity to access multiple services under one roof.

8.8.5 When this is set in the context of the size of the borough, to national averages, and statistical neighbours, it would seem that there is currently an abundance of provision that can be achieved from concentrating services in twelve centres.

8.8.6 From question 10, distance of travel is perceived as important, but is considered marginally less important than a high-quality service.

8.9 *Further analysis of current distance versus maximum distance.*

8.9.1 In the table below, responses to question 7 (current distance of travel) is mapped against responses to question 8 (maximum distance of travel). Responses requiring a reduction in current travel distances are coloured red; responses requiring that travel distances be unchanged are yellow. Responses allowing that travel distances have room to increase are green.

Max Distance	Distance currently travelled			
	10 minutes	15 minutes	20 minutes	30 minutes+
10 minutes	89	3	1	1
15 minutes	83	20	2	1
20 minutes	74	30	17	
30 minutes+	20	8	2	3

Table 11: Comparison of response on current distance travelled versus distance willing to travel.

8.9.2 Only 8 respondents (2%) want journey times to be reduced, while 36% want there to be no change. 61% are prepared to accept some form of increase to journey times.

8.10 Suggestions on Improvement (questions 11-16):

8.10.1 **Question 11: Which of the following services at Children's Centre have you used in the last year?**

	Score	Percentage popularity
<i>Health Visitor</i>	164.5	71%
<i>Midwife</i>	112.25	57%
<i>Educational Psychologist</i>	113.5	54%
<i>Childcare</i>	138	62%
<i>JobCentre Plus</i>	66	43%
<i>Speech Therapy</i>	75.75	47%

Table 12: Question 11- Frequently-used Children's Centre services

8.10.2 In question 11, respondents were asked to prioritise six services with a numerical rank from 1-4, with 1 being their most-used service. This has been converted into a score for each service, with each top-ranked response being worth 1 point, each second-ranked response being worth 0.75, and so on.

8.10.3 Also included is the percentage popularity of respondents that ranked each service in any position.

8.10.6 Question 13: How satisfied would you be if you could access additional services at your Children's Centre?

	Count	Percentage
<i>Indifferent</i>	46	13%
<i>Not satisfied</i>	11	3%
<i>Satisfied</i>	85	23%
<i>Very satisfied</i>	206	56%
<i>(blank)</i>	19	5%
Grand Total	367	

Table 13: Question 13- level of satisfaction if respondents could access additional services at children centres.

8.10.7 From question 13, respondents have stated their desire for additional services at Children's Centres.

8.10.8 Notably, 13% are indifferent to the addition of more service services at Children's Centres.

8.10.9 Question 14: What is the most important service you access at your Children's Centre?

	Score	Percentage
<i>Health</i>	192.4	74%
<i>Employment</i>	93.8	48%
<i>Education</i>	305.8	89%
<i>Family Support</i>	179.9	73%

Table 14: Question 14- service priority.

8.10.10 This question complements the exercise that was carried out during the consultation events. The online questionnaire asked respondents to prioritise the services, however, while the consultation exercise did not. Some respondents may have answered in both forums, so the two datasets should not be combined, but may be considered in parallel.

8.10.11 Respondents were asked to prioritise four services with a numerical rank from 1-3, with 1 being their highest-prioritised service. This has been converted into a score for each service, with each top-ranked response being worth 1 point, each second-ranked response being worth 0.66, and so on.

8.10.12 Also included is the percentage of respondents that ranked each service in any position.

8.11 Analysis

8.11.1 In line with other outcomes to this consultation, health and education outcomes were the most frequently used, and were also deemed the most important by respondents. JobCentre Plus and Speech Therapy services were both lightly used and frequently low-rated by those who had used them.

8.11.2 The results from question 14 are consistent with the results that emerged from the public consultation sessions. Education was highly regarded in terms of both representation and positioning, while Employment services were comparatively poorly-regarded.

8.11.3 Question 15: Do you think that linking the Children’s Centres more closely with early years in schools and with private childcare businesses offering early education would benefit you and your family?

	Count	Percentage
Yes	239	65%
No	108	29%
(blank)	20	6%
Grand Total	367	-

Table 15: Question 15- service priority.

8.11.4 Question 16: Do you think that closer working across all early years services would help you access the services you need more effectively?

	Count	Percentage
Yes	267	73%
No	73	20%
(blank)	27	7%
Grand Total	367	-

9.0 Additional Comments:

9.1 Question 17: Further comments

9.1.1 This was a free-text entry field. 196 respondents provided feedback in this field. For the purpose of analyses, these responses have been grouped into the following themes:

- I. Neutral
- II. Positive
- III. Critical

9.2 Neutral

88 (45%) of the responses did not carry a clear sentiment regarding the respondent's attitude towards the changes.

9.3 Positive:

9.3.1 (2%) of the 196 responses to this question had a positive sentiment.

9.3.2 Responses ranged from a sense of satisfaction that everyone will get the right support, to that maximising council owned buildings outweighs rental of buildings.

9.3.3 There was also a comment that too many buildings makes it confusing to know where to go.

9.3.4 A caveat in this theme was that there are insufficient frontline staff to deliver quality services.

9.4 Critical

9.4.1 103 (53%) were hostile towards the idea of changing the service. Respondents were clear about their desire that children and families should receive all the help possible in the early stages of life.

9.4.2 Some respondents expressed disappointment with the cuts particularly in the context of the level of deprivation in the borough, and one respondent threatened not to use the centre anymore if staff were cut by 50%.

9.4.3 One respondent also makes clear that they voted the current administration on the basis that they supported children centres.

9.4.4 Respondents feared that the decision to cut funding to children centres is *appalling, absurd, short-sighted and violent. It will have far reaching detrimental effects on children, families and local communities.*

9.4.5 One respondent felt that the proposal needs to be reversed immediately stating- albeit inaccurate on savings figures that: *“Biggs manifesto said he would NOT make any cuts to children's services and he needs to be held accountable to this. Tower Hamlets had a surplus of 71 million pounds (March 2016 budget - Tower Hamlets website). There is no justification for cutting UNIVERSAL services for all children in the borough”.*

9.5 Other Themes

9.5.1 Most of the responses dealt with the proposals quite generally. However, a significant number (28, 15%) of responses specifically cited an individual Centre as being particularly excellent or worthy of protection. Those centres are as follows. The proportion of all responses to have mentioned each Centre in question 3 has been included for reference.

	Mentions	Percentage
Around Poplar	5 – Around Poplar CC	10%
Chrisp	0	6%
Collingwood	2 – Collingwood CC	8%
Isle of Dogs	3 – Isle of Dogs CC 2 – Alpha Grove 2 – St Hildas 2 – Millwall Park 1 – Samuda Hall 1 – Mulberry and Bigland	14%
John Smith	0	8%
Marner	1 – Marner CC	1%
Meath	0	8%
Mile End	0	7%
Mowlem	0	5%
Ocean	1 – Ocean CC	9%
Overland	1 – Victoria Park	9%
Wapping	3 – Wapping CC 4 – Wapping 1 o’Clock Club	13%

9.6 Service provision

- 9.6.1 Responses relating to service provision were themed based on the four service types identified in the public consultation events and in question 14 of the online survey: Health, Employment, Education and Family Support.
- 9.6.2 Health was cited in 22 comments as a motivating factor in the response. However, 5 of those comments were negative about the provision of health services through the Children’s Centres.

“I feel that instead of cutting down all the centres which are rented, there should be cut in the health services as the GP practices are up and running well.”

“Health visitors are not very good!”

9.6.3 Employment was cited in three comments, once negatively.

9.6.4 Education services were mentioned in 39 comments, with none of the comments being negative. These services were widely cited as being beneficial and worthwhile:

“It is very good to have a safe place where our little ones can play and also a place that we can bring them knowing that they are well and we (as parents) could do a course and learn something)!”

“The most important thing for me would be maintaining 'learning through play' sessions for all age groups. Forcing these sessions to close and instead replacing with nursery would be terrible.”

9.6.5 Family support services were mentioned in five comments. Again, all of these comments reflected a positive sentiment towards these services.

9.7 Suggestions made by respondents savings generation

9.7.1 34 of the 196 responses (17%) contained some sort of proposal as to how the Borough could generate savings or raise funds. Some common suggestions include:

- Increasing the scope for volunteering
- Seeking sources of private funding
- Allowing private hire of the facilities to generate income
- Charging
- Using the third sector to provide services
- Ceasing provision of health-related services that are duplicated with GPs

9.8 Technical note:

- 9.8.1 After consideration by officers the above suggestions were broadly welcomed. However, they do not always generate savings as whilst they may provide additional services, such as volunteering, the council will still be responsible for the quality, outcomes and safeguarding aspects.
- 9.8.2 Staff would therefore have to be employed to ensure that these aspects of council duties were met to prevent elected members from being in breach of their duties. There are no on-going sources of private or government funding, only “pump priming” funding, which by definition cannot be used to secure the salary costs required for such staff.
- 9.8.3 Re-commissioning Children’s Centres or LA day Nurseries is indeed possible, but once again the council duties remain and would have to be included in costs. DFE research indicates that an efficiently run Children’s Centre costs £500K p.a. – if commissioned to local schools for example, the research indicates there is an automatic add-on (generated by the need to ensure statutory duties and commissioning criteria are met) of between £100-150K p.a. The most recent DFE cost comparison research is available [here](#).
- 9.8.4 Ceasing to provide health related services would cost the IEYS £1m funding as these are covered by grant monies from Public Health.

9.9 Criticism of the consultation

- 9.9.1 22 of the responses (11%) criticised the consultation directly. The majority of these responses felt that the questions were biased or misleading, but a significant minority felt that the proposals were insufficiently well thought through, presented or explained.

“Considering the severity of the reduction to the early years budget, the information the council has provided about where the axe will fall is insufficient. As such, I do not feel that I have been able to realistically answer these questions as I am not sure as to what early years provision in the borough will look like going forward.”

“I am disappointed with this survey, as it has a number of very leading questions, some impossible answers and some, frankly, bizarre scales with which to rate services.”

“I am really not sure what is being proposed. Are they closing centres or just making it better and adding services?”

“Question 15 is a sneaky way to get people to say 'yes' to private childcare business. Private childcare will cost more. We do not want this to become privatised.”

“This survey is written in a very opaque way, and demonstrates bias towards the answers you are hoping for. Very poor form.”

9.9.2 It is notable that many of the responses seemed to show a lack of understanding of the service changes being proposed. Six of the responses included a putative percentage budget reduction to be applied to the service, which ranged from 30% to 50%. None of these are accurate and raise concerns about the context in which the message were received. Many attendees referred to an early council document accidentally placed on a public website. They were responding to the financial proposals contained in this document. These are different from the final agreed proposals upon which the consultation was based

9.10 Service Expansion requests

9.10.1 29 of the responses (15%) expressed a desire for services to be expanded. For the most part, these were either requesting more sessions or extended opening hours, either into the evenings or over the weekends.

9.11 Concerns about the impact of the changes

Concerns could be generally grouped into one of four areas.

9.11.1 **41 of the comments (21%) expressed the belief that the Children’s Centres aid in community cohesion, and that cuts to this service would have an adverse social effect.**

Note that cuts to the overall service of the type feared will require an additional public consultation. This is an example of the misunderstanding caused by the leaked document noted above.

“These services have been very important to me over the past few years, providing what I consider to be a lifeline to connect with other mum's, dad's and carers... It's a short sighted view, especially in London where families often have no support from their own family when raising children.”

“We need more groups which are open to all instead of targeted groups so that everyone feels welcome and so that there is community cohesion / better integration.”

“Children's centre are a wonderful 'Melting pot' for parents from diverse backgrounds- they are valuable for middle class families as well as for less privileged families”

9.11.2 25 of the responses (13%) made reference to the health benefits of Children’s Centres on parents, especially in tackling post-natal depression.

“They also provide the opportunity for parents to network and meet other parents, I know several women who have privately expressed to me that if they hadn't met other women and built a network from these that they believe they would have ended up with post natal depression.”

“I have been suffering with postnatal depression and it is because of these centres that helped me through very dark and difficult times.”

“Raising happy babies group is a life saver and prevent me having depression.”

“Early years services need to encompass the full life course including pre conception planning. Ideally all services should be promoting and encouraging contraceptive choice especially LARC as a key human right for women to have control over their fertility and enable and support pre conception planning and health improvement. This should be a key role of health visitors, children centre staff and mid wives to promote contraceptive choice and the wide range of services offering contraception”

9.11.3 12 of the comments (7%) expressed a concern that the changes would have an impact on the quality of the services provided.

The comments below indicate that these fears are also based on reference to the leaked document referred to.

“By generalising services and agenda, quality will drop which is a shame as the children centres had always provided outstanding opportunities for the youngest.”

“LBTH has always had a reputation for delivering the highest quality early years services which have provided a solid foundation for improved results as children move through their schooling. I am concerned that such a valuable service is taking at least a 30% cut in the funding it has control over. Why has this service been targeted to make such a high level of savings? “

“Staff should not be cut if we want quality care.”

“I cannot see how a 40% cut in these critically important services can be delivered without compromising the quality of it to the point of rendering them non-existent.”

9.11.4 12 of the responses (7%) focused on the distance parents travel to access Children’s Centre services.

“I have been amazed by what the children's centre has to offer right on the doorstep, as a mum dreading staying at home and not working, getting out and doing things and having it so close has been amazing. Anything that reduces quality and requires more travel would adversely affect the benefits mums get from the centres.”

“I would like to add a note about the use of 1'0 clock buildings as part of the consultation... If the Early Years Service were to use the 1'o clock clubs to their full potential, then all the facilities and services could be maintained under one roof. There are 2 main bus routes that run into Wapping across the borough which means that most families could access these services easily and within 30 minutes.”

“My closest centre is Mulberry and Bigland centre which is 5 minutes from where I live and not 10 minutes (lowest time given in the options). It's hard to travel a long distance when your child wants to go in a different direction.”

“Proximity is critical for services relating to babies. Since babies eat so frequently there are short windows to get to services. The further away the more challenging it feels for new parents who really benefit hugely from these services.”

10.0 Question 18- Postcode

10.1 Respondents were asked to provide their postcodes. These were compared against the Income Deprivation Affecting Children Index (IDACI) and then separated into deciles at a national level, where a result of “1” in the table below means that the respondent was in the top 10% of most-deprived LSOAs. The responses were as follows:

	Decile	Percentage
1	166	45%
2	87	24%
3	17	5%
4	14	4%
5	10	3%
6	19	5%
7	9	2%
8	4	1%
No response	41	11%
Grand Total	367	-

Appendices;

Appendix B. Consultation Questionnaire.

Appendix C. Formal letters

11.0 Appendix B. Consultation Questionnaire

		Yes	No
Q1	Do you currently use the Children's Centre service in Tower Hamlets?		

	<i>Select one choice</i>	Two or more times a week	Once a week	Once a month	Less than once a month	Never
Q2	How often do you visit Children's Centres in Tower Hamlets?					

		1	2	3
Q3	List which Children's Centre/s you use most			

	<i>Select one or more</i>	Education	Health	Family Support
Q4	Which of the following activities do you or your child take part in?			

	<i>Select one choice</i>	No impact	I will use the Children's Centres more as a result of the changes	I would use the Children's Centres less often	I won't use the Children's Centres anymore
Q5	What impact (if any) would the proposals have on you? (Please tick all that apply)				

	<i>Select one choice</i>	Yes	No
Q6	Do you think that extending the family support work we do for families up to the age of 11 will be helpful?		

	<i>Select one choice</i>	10 mins	15 mins	20 mins	30 mins+
Q7	How long does it currently take you to get to your nearest children centre?				

	<i>Select one choice</i>	10 mins	15 mins	20 mins	30 mins+
Q8	What is the maximum journey you would be prepared to travel				

	to be able to access these services all under the same roof?				
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	<i>Select one choice</i>	Very important	Not important	Not relevant
Q9	How important is distance travelled to you?			

Q10	How do you balance time travelled against the quality and range of services on offer? Please put a cross in one of the boxes to show how you rate these aspects against each other.			
	<i>Please cycle an option to show how you rate these aspects against each other with 1 being the lowest and 5 the highest</i>			
Distance is most important				
	1	2	3	4
Quality and range of services are most important				
	1	2	3	4

Q11	Which of the following services at Children's Centre have you used in the last year? <i>Prioritise these 1-4, with 1 being your most used service, 4 the least used</i>			
Health visitor	1	2	3	4
Mid-wife	1	2	3	4
Educational psychology	1	2	3	4
Child care (day care or crèche)	1	2	3	4
JCP	1	2	3	4
Speech therapy	1	2	3	4

Q12	What else would you like to see in your Children's Centre?
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Q13	<i>Select one choice</i>	Very satisfied	Satisfied	indifferent	Not satisfied
	How satisfied would you be if you could access additional services like your mid-wife, health visitor, educational psychologist and family support worker (if you had one) at your Children's Centre?				

	Select one choice	Education	Health	Family Support	Employment support
Q14	What is the most important service you access at your Children's Centre? Please rank 1-3, with 1 being the most important to you.				

	Select one choice	Yes	No
Q15	Do you think that linking the Children's Centres more closely with early years in schools and with private childcare businesses offering early education and care will benefit you and your family?		

	Select one choice	Yes	No
Q16	Do you think that closer working across all early years services will help you access the services you need more effectively?		

Q17	Please use this space if you would like to add any further comments about the proposals:
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Q18	What is your home post code?
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12.0 Appendix C. Formal letters from Unison and from the Docklands Settlement

UNISON Members are committed to providing quality services to children and their families through Children's Centres. They are not opposed to looking at how improvements in reach and integration can be achieved.

However, it is difficult to fathom how improvements can truly be made and better outcomes achieved with what appears to be a 40% staffing reduction.

(The degree of staffing reduction and the roles targeted are well known due to the accidental release of a set of DMT minutes. It is not entirely clear whether the public consultation laid bare the scale of the proposed reduction)

The implied narrative appears to be that such a reduction can be met through voluntary redundancies – but such a large reduction is unlikely to be accommodated solely through VR.

Some comments have been received that the public consultation proposal is quite vague and lacks sufficient detail for people for people to be able to properly evaluate what is being proposed.

Questions:

Family Support Workers are already very busy and there is a constant flow of referrals - how can this service be maintained, let alone enhanced, with staff cuts?

How will the plan for special needs and EY hubs impact on Family Support Workers and Play and Learning Workers?

Hubs are currently designed for younger children so if the age range is extended – are different spaces required more appropriate for older children? What kind of support to older children is actually being proposed?

What will it mean in terms of working hours for staff if centres are to be open longer in order to work with older children?

If staffing is to be reduced how will CC staff maintain quality of work and provide support to most complex tier 2/3 families and all that this requires e.g. – core groups, CP conferences.

(Tower Hamlets Unison dated 23rd August 2016).

St Hilda's East Community Centre is a long established, multi-purpose community organisation based in Weavers Ward, within the most northwest part of Tower Hamlets. We run some 15 different services used by over 500 people weekly - incorporating community development projects, opportunities for the local population and borough wide social care services. These range from a small Under 5s Project, youth projects, Legal Advice, a Food Co-op, ESOL provision, work experience and volunteering projects, to support for older people. We work closely with Mowlem Children's Centre.

We do understand the financial pressures facing Tower Hamlets Council and why it is seeking to make significant savings in the next couple of years. We also appreciate that the driving force for this lies with central government decisions to reduce support for Local Authorities – a short sighted approach which threatens to harm the most vulnerable in our community. However we have strong concerns about some aspects of reshaping of Children's Centre services currently being floated. We would like to share our views as follows:

1. *We gather from consultation meetings attended that there is a proposal to cease all Children's Centre satellite services and activities. Based on our experience and knowledge of the locality, this would be disaster for parents and families living in Weavers Ward. Since the closure of Little Oaks Children's Centre a few years ago there has been no physical CC presence in this part of the borough. The nearest Children's Centre site is Mowlem, situated in a completely separate district of Tower Hamlets. It has therefore been necessary for Mowlem CC to commission satellite services from the voluntary sector as well as deliver its own off site activities. In our area this has taken the form of Active Play sessions taking place in our community centre, currently delivered by Tower Hamlets Toyhouse twice a week, and weekly Stay and Play sessions led by CC staff. This outreach approach has been essential in order to engage with and involve families from the locality. Many, particularly 'hard to reach', would otherwise not have accessed such Children's Centre activities.*

2. *The level of need in Weavers Ward and the surrounding area is such that continued satellite services are vital in order to support some of the most disadvantaged families in the Borough. The 'Shoreditch' effect on the area surrounding St Hilda's East Community Centre is incredibly misleading – belying enormous deprivation in our area. According to a Tower Hamlets Fairness Commission Report 50% of children in Weavers Ward live in poverty – a figure borne out by other studies. It is incredibly important that accessible support is given to parents and under 5s facing this situation, to enable children to have the best possible start in life. It is our experience that families from our area do not travel to Mowlem Children's Centre, notwithstanding the quality of services delivered there. It is sited a full half hour walk away in a geographically separate part of the Borough.*

3. *Should the current LBTH consultation lead to activities being solely run within Children's Centre premises, the most likely outcome for the Weavers Ward area is that low income and hard to reach families, with lower levels of confidence, will not travel to use these. Higher income and middle class parents, those with already higher levels of confidence are most likely to go to Children's Centres in other areas by public transport or car. It is arguable that this will lead to families most in need of play and parenting support missing out on this, leading to needs later on for more intensive and costly input from Tower Hamlets Council.*

4. *Large scale housing estate accommodation is to be found within Weavers Ward, notably to the north of Bethnal Green Road. Families most often do not possess gardens for children's play - or even a balcony. It is therefore crucial that satellite services such as Active Play continue, providing valuable physical play opportunities to young children. This is all the more important set against the growing issue of obesity in children.*

5. *It is also worth bearing in mind that satellite services such as those described above are delivered in partnership with locally based voluntary organisations. These are often very well, if not best, placed to be in contact*

with families that most need support – and to help link them up with Children's Centres.

6. Should satellite activities such as Active Play cease in Weavers Ward, there will be virtually no provision in our area for families with under 5s. St Hilda's Under 5s Project has decreased in size in recent years, first through the loss of Children's Centre direct commissioning for its service several years ago, and most recently after the end of LBTH Early Years funding in July. It is also worth noting that the Ward is on the extreme northwest corner of Tower Hamlets, bordered by Hackney and Islington – and parents will most often not be able to cross over into these boroughs to access Children's Centre services there due to eligibility criteria.

7. Please also note that removing the Active Play satellite activity would result in a major loss of amenity for Tower Hamlets Council. Toyhouse use our community centre hall for its very well used sessions. No Children's Centre, certainly not within remote striking distance of our area, will be able to replace this through use of their own premises. Measuring 1660 square feet, it will be impossible to replicate – a huge loss for the community as well as the Local Authority.

8. We would also suggest a more forensic approach to saving money – rather than a 'one size fits all' approach of removing satellite Children's Centre services across the Borough. Looked at closely, it can be seen that services such as Mowlem CC's Active Play sessions in Weavers Ward are actually low cost and low maintenance relative to the value that they deliver – and cheaper than in house options. Delivered in partnership with the voluntary sector, the latter tends to be very 'economic' in its approach and practice.

With regard to other aspects of the Early Years and Children's Centres consultation:

Reduction of staff is being mooted, including - we understand - Community Leads. We would suggest that it is important to ensure that there are locally based managers that have knowledge of the diverse areas of the Borough, and are in a position to effectively work and liaise with locally based agencies and organisations – rather than being remotely managed from Mulberry Place.

LBTH Council is looking to develop 0-11 services rather than restrictions to 0-5s. Without knowing the details of this proposal this does seem to have some considerable merit, as families with pre-school children often have older primary aged children, with issues affecting the whole family. Should Children's Centres evolve in this direction, we would suggest that it is important to take account of what is already being delivered for 5-11s in localities, and to ensure that there is a 'joined up' and supportive relationship with what is already provided by statutory or voluntary groups.

I would be grateful if you could ensure that the above comments are included in the current Council consultation on cost savings. As mentioned above we understand that Tower Hamlets Council is facing real pressures. However,

saving money by removing satellite services will result in those most in need of support being affected, and could lead to greater resources being expended in the long run via increased crisis assistance for families if the right kind of services are not available for Under 5s.

It would be much appreciated if you could reply, confirming receipt of these comments.

St. Hilda's East Community Centre (Dated 5th August 2016)

DRAFT

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BRIEFING PAPER FOR MAYOR'S ADVISORY BOARD

TITLE	AUTHOR	ITEM NO	MAYOR'S ADVISORY BOARD MEETING DATE
Integrated Early Years Transformation End of Public Consultation Report	Christine McInnes		
Title of Subject Matter	Authors name, Directorate /Job Title & ext.		
Public consultation on scope and extent of Children's Centre services.	Pauline Hoare		
Date item reported to CMT: 14th September 2016			

1. INTRODUCTION/SUMMARY

- 1.1 This report provides feedback to the Mayors Advisory Board (MAB) following the steer given by MAB on 12th July 2016 for the council to consult the public on the transformation of the Integrated Early Years' Service (IEYS).
- 1.2 Section 5 of this report provides a summary of the outcome of the 31 day public consultation with residents, service users, partners and stakeholders on the future of the early years service.
- 1.3 MAB is asked to note the contents of this report and agree the publication of the end of public consultation report. MAB is also asked to note the buildings officers propose to retain.
- 1.4 **Current provision**
The Early Years Service includes the following:

A. Children's Centres

The Council operates 12 designated Children's Centres and 17 further satellite sites (Table a. below). The aim of Children's Centres is to improve health and education outcomes for the birth to five age group, whilst also supporting families to become more economically active by acting as hubs for joint-service delivery.

Table 1. – Children's Centres and satellite sites

Current Sites				
	Current Hubs	Spoke 1	Spoke 2	Spoke 3
NW Locality	Meath Gardens Collingwood Mowlem	Monfiore *St Hilda's Community Hall		
NE Locality	Overland Marner Mile End	Victoria Park One O'Clock Club	Olga School	
SW Locality	Ocean - Shadwell Wapping John Smith	~Commodore Street Site Wapping One O'Clock Club *Exmouth Hall - Swan Housing	White Horse One O'Clock Site *Mulberry and Bigland Green Centre	
SE Locality	IOD Chrisp Street Around Poplar	*Alpha Grove Community Centre *Trussler Hall + Teviot Centre *St Matthias Community Centre	*Samuda *St Nicholas Church Centre	*Barkintine Tenants Hall
*Sites hired from external landlord				
~Site has now been handed over to Ben Johnson School				

B. Day Nurseries

The Council operates three non-statutory day nurseries - Overland, Mary Sambrook and John Smith. Numbers fluctuate, but on 29th September 2016 numbers attending were

- Mary Sambrook-20 FTE children
- Overland-19 FTE children
- John Smith-18.5 FTE children

at an average cost of circa £18000 per child per annum

A fourth day nursery, Queen Mary Day Nursery, ceased to trade during the financial year as a consequence of low uptake of places and the buildings lease coming to an end. All children attending this provision made a successful transfer to alternative provision in the locality.

C. Advice, guidance, challenge and support services

The Early Years Teams are staffed by specialist officers that provide a range of advice, guidance challenge and support to school-based nursery and reception provision (currently 65 maintained, VA, Church, academy and free schools), the three day nurseries and the PVI sector provision to help them achieve Good and Outstanding judgements when inspected by Ofsted. The teams include:

- **The IEYS Quality Team and the IEYS Early Learning Team.**
This team is responsible for ensuring that the required self-evaluation processes in place are of high quality and support further improvement.
- **The Inclusion Team:**
This team supports 350 children per year with disabilities, complex needs, SEN and additional needs to enable participation in mainstream care and education and promote social cohesion.

- 1.5 **The proposal** is concerned with a review and consolidation of a service which is currently dispersed and inefficient as a consequence of having a high number of delivery sites (table1) in relation to available staffing.
- 1.6 The intention is to maintain the current level of service delivery, but to reduce the number of delivery sites whilst rationalising management structures.
- 1.7 There is no intention in this proposal to reduce the level of service delivery but instead to transform the current service to ensure it is sustainable, targeted to those who most need it, and can compete in productivity and performance with statistical neighbours. In summary the proposal is to:
- a. Create an Integrated Early Years Service (IEYS) through a consolidation of three separate management structures into one.
 - b. Maintain the existing 12 Children's Centres whilst rationalising the number of satellite buildings used to deliver services.
 - c. Extend the range of services delivered through Children's Centres to increase health and employment services

d. Extend the age group for whom services are provided through Children's Centres from birth to five, up to the age of 11.

- 1.8 If agreed, the proposal will deliver the required savings with a minimal impact on services delivery, address concerns raised in an external evaluation report and incorporate feedback from local residents on improvements to service provision.
- 1.9 It is not anticipated there will be any increased costs to service users and there is the potential for improvements in flexibility.

2. FOR MAYOR'S ADVISORY BOARD TO CONSIDER

- 2.1 In line with the outcomes of the public consultation the following approach is proposed. Agreement, comment and advice from the Mayor's Advisory Board is needed:
- 2.2. We propose to consolidate future delivery mainly through the 12 Children Centres, subject to agreement by other Council service areas. If agreed, this change will enable the IEYS to fully meet the required savings. If this model is not agreed, an alternative option would be to make service cuts to Children's Centres, an option which would require further public consultation.
- 2.3. In response to concerns and points raised through the public consultation, it is now proposed that a number of additional premises (table 2) continue to be used to deliver services using the most recent deprivation data as a key factor in determining the additional sites.
- 2.4. Table 2. is a summary of officer suggestions for Children's Centres and satellite sites under the new structure.

Table 2. Proposed model of Children's Centres and satellite hubs.

Proposed 12 sites			
	Hubs	Spoke 1	Spoke 2
North Locality	1. Meath Gardens		
	2. Mowlem	*St Hilda's Community Hall	
	3. Overland	11. Olga School	
	4. Marner		
	5. Mile End		
South Locality	6. White Horse One O'Clock Site	Ocean - Shadwell	
	*7. Mulberry and Bigland Green Centre	Wapping One O'Clock Club	
	8. John Smith	12. Collingwood	
	9. IOD	*Alpha Grove Community Centre	* Samuda
	10. Crisp Street	*St Nicholas Church Centre	

* Sites Hired from external Landlord

- 2.5. An improvement in the quality of service provision through establishing one fully integrated management, staffing and delivery structure of services for families with children aged birth to eleven. This aspect involves bringing together three existing services, the Children's Centre Service, the Early Years Service and the LA Day Nursery Service into one service and under one management structure. Such an integration brings with it significant savings.
- 2.6. We propose a re-focus of the early years' service on provision of targeted interventions alongside universal service delivery. The suggested targeted interventions have a strong evidence base that show proven impact in areas of deprivation, and have been deemed by residents to be of high importance through the public consultation. They include educational activities, Health, Family Support and Employment Support. At present all services are universal, irrespective of levels of advantage or disadvantage and as a consequence there is low uptake in some geographic areas. There is no overall cut proposed in this service provision, instead better use of intelligence from a range of sources will be used to ensure the impact of investment is maximised through targeting to meet identified needs.

3. **BACKGROUND**

Children's Centres and the Early Years' Service (EYS) are two very important services which are provided under the Childcare Acts 2006 and 2016 through the IEYS. This Act places further duties on local authorities through the Statutory Framework for Early Years Foundation Stage, to provide quality and consistency; secure foundations for learning; effective partnership working across service providers; and equality of opportunity for every child between birth and five.

- 3.1. This framework derives its powers from the Childcare Act 2006 which places a duty on local authorities in England to improve the well-being and reduce the inequalities between young children in their area.
- 3.2. In addition to the above, all local authorities have specific duties around inclusion as detailed in the following legislation:
 - Children and Families Act 2014
 - Special educational needs and disability code of practice: 0 to 25 years 2014
 - Equality Act 2010
- 3.3. As a result of the above duties, the Children's Centres and the EYS in London Borough of Tower Hamlets were integrated in April 2016, to significantly improve direct and more effective support to health and education outcomes for children and families.
- 3.4. The successes so far of these two services (now the IEYS) are moving Tower Hamlets children from the lowest ranking nationally at birth (151st), to 26th (Ofsted data) at age five. These figures are based on child educational outcomes for all children at age five, measured by the statutory national data

collection. All early years settings including Children's Centres contribute to this improvement.

- 3.5. The EYS is one of the Council's highest performing services supporting private childcare businesses and schools in meeting national standards for quality, SEND, inclusion and child educational and health outcomes birth to five.
- 3.6. Tower Hamlets is also ahead of other Councils in terms of progress on the Integrated Review of two year olds with Health Visitors. Significant work is also underway in Children's Centres in relation to employment and linked subsidised childcare for parents wishing to return to work.
- 3.7. The Service is funded from a combination of General Fund resources (£9.3m) and application of the Dedicated Schools Grant (£29.8m, of which £25m is ring-fenced government funding for EY care and education places).
- 3.8. According to research commissioned by the council in November 2015 (Cordis Bright report), in 2014/15 Tower Hamlets had one of the highest budget spend on Early Years Services across the country, with a spend of circa £108 per capita for 0-4 year olds in Children's Centres. This was nearly double the cost in similar local authorities and the second highest nationally.

4. Children's Centres

- 4.1. The core purpose of Children's Centres is defined as improving outcomes for young children and families and reducing inequalities in relation to:
 - Child development and school readiness;
 - Parenting aspirations and parenting skills;
 - Child and family health and life chances.
- 4.2. There are twelve Children's Centres in Tower Hamlets, with three Centres located in each of the four localities. Depending on the size of the original site, a particular Centre may be linked to nearby delivery sites: this is known as a hub and spoke model. The twelve Children's Centres therefore occupy more than twelve buildings. In addition to these 12 Centres, there are currently 17 other premises leased by the council to function as delivery sites for the provision of some early years' services.
- 4.3. Current local offer
The local offer presently consists of:
 - 12 Children Centres arranged in four localities (registered with Ofsted);
 - 6 delivery sites integral to service delivery for their hub and spoke model;
 - 11 community venues the service currently delivers from (this figure is not fixed because it changes in relation to local need).

5. Consultation Summary:

- 5.1. A 31-day public consultation took place between 20th July and 20th August 2016 in line with the council's statutory duty under 5D of the Childcare Act 2006 to consult when making changes to children centre provision.
- 5.2. Although not mutually exclusive, contributions to the public consultation could be divided into face to face and online contact. 188 contacts were made face to face at events, while 367 respondents made contact via the online survey.
- 5.3. 69% of survey responses were from service users who live in the top 20% of most-deprived postcode areas in the country, according to the Income Deprivation Affecting Children Index (IDACI).
- 5.4. Service user views from all centres were represented in the consultation although Isle of Dogs, Wapping and Around Poplar had slightly higher representation.
- 5.5. Approximately half (50%) of the respondents demonstrated some resistance to the idea of change to service provision¹, and threatened to reduce or stop their access to the service, while 26% were positive about the use of the centres to provide multiple services as described in the proposed approach: 8.00-18.00 Monday to Friday service through the 12 Centres.
- 5.6. The enhancement of services in Centres was consistently popular and service users stated their preference for Children's Centres to focus on education services, followed by health and family support jointly. Enabling parents to return to work as a result of support from Children's Centres is a target supported by the Council's 2015-16 Community Plan. Play and education services were also a common theme cited in free-text comments as requiring protection or expansion.
- 5.7. 7% of respondents currently travel for 20mins or more to their nearest children centre. However, if services were provided under one roof, 42% of respondents said they would be prepared to travel 20mins or more. This reference can be found in the End of transformation Report on page 12. For ease of reference, the relevant sections are included as Appendix A.
- 5.8. Other issues expressed by parents included the impact of Children's Centres on community cohesion and parental health. Such services are provided in partnership with Public Health. There are no plans to change service levels here. Developing partnership work through Tower Hamlets Together should increase health related aspects of Children's Centre services. This increase is, however, predicated on the continuing existence of 12 centres.

¹ As stated earlier, reduction in service will trigger a further public consultation.

6. Proposed Transformation objectives

6.1. A re-focus of the early years' service on interventions that are proven to work, and have been deemed of high importance following the public consultation i.e. Educational activities, Health, Family Support and Employment Support.

- 6.1.1 The view of respondents from the public consultation, is in line with the Council's strategic priorities for 2015/16 to develop A Healthy and Supportive Community; Reduce health inequalities and promote mental and physical wellbeing; Provide excellent primary and community care; and Keep vulnerable children, adults and families' safer, minimising harm and neglect.
- 6.1.2 A re-focus of the service in this manner, is also necessary to achieve one of the council's statutory responsibilities to address inequalities across the priority areas requested by the public.
- 6.1.3 This will happen through the closer alignment of Children's Centres with Tower Hamlets Together, the Clinical Commissioning Group, GPs, community midwives, Public Health and the Health Visiting Service.
- 6.1.4 Although residents have not prioritised employment during the public consultation, the council has a duty to support parents back to employment through working in partnership. This area of work is also part of the Community Plan. As a result, the council is closely involved with the development of an Integrated Employment Service, and actively working with Job Centre Plus and Ideas Store Learning.
- 6.1.5 These partnership, co-location and integrated working arrangements will enhance information sharing which will improve reach – as required during recent Ofsted inspections. Enhanced information will in also provide the council with the intelligence required to target service provision based on need, identified through multi-disciplinary teams.
- 6.1.6 In addition, an extension of targeted offer to children 0-11 as part of an integrated early help offer is planned for the future which may be further extended this from birth to 25 for children with special needs

6.2. Value for Money

- 6.2.1. A benchmark comparison in 2014 with similar local authorities suggested that Tower Hamlets spends the most money on its twelve Children's Centres, with the lowest Ofsted outcomes.
- 6.2.2. The Ofsted inspection outcomes were strongly influenced by the lack of live birth data available to Children's Centres. The Public Health service is taking forward this area of work as a matter of priority
- 6.2.3. This involves working with a range of health partners on a Fit For Life information sharing agreement (ISA) which would ensure that Children's Centres receive sufficient information

- 6.2.4. Value for money will be further achieved through the pulling together one sharing agreement for all the 4 boroughs in WELC (Waltham Forest, East London collaborative (WELC) Integrated Care Pioneer Programme). Agreement is expected by the end of 2016.
- 6.2.5. At this point (September 2016), Ofsted results for schools' EYFS are 100% good or better and for private childcare 98.8% good or better. These Ofsted outcomes are measured across over 250 early year's settings across the borough who have to be registered with Ofsted.

6.3. Children's Centre OFSTED results

The re-focus and transformation of Tower Hamlets Children's Centres will ensure the council can address the issues raised during a recent OFSTED inspection of Children's Centres which judged that, whilst the quality and effectiveness of Tower Hamlets Children's Centres were good or better, their reach was unsatisfactory. As a result Ofsted issued a rating of "requires improvement" (RI) for a number of Tower Hamlets Children Centres.

6.4. Improvement in the quality of service provision through establishing a fully integrated management, staffing, commissioning and delivery structure for services for families with children aged birth to eleven.

6.4.1 Reduced expenditure on management:

Currently the Integrated Early Years' service spends circa £1m on Children's Centre and locality management. As the service becomes more integrated with partners, it may be possible to reduce the management cohort in order that budgets can be spent where it makes the most impact on service users.

This action will also bring Tower Hamlets in line with statistical neighbours who are currently moving away from models that require both locality leads and Children's Centre managers.

6.4.2 Quality and consistency

As stated earlier, the Statutory Framework for Early Years requires Early Years Foundation Stage provision, to provide quality and consistency; which the streamlining of management structures will provide. Most other Local Authorities moved to this unified approach some time ago.

6.4.3 Improved quality of staff

In order for the vision of this service to be delivered, it is important that the service embarks on capacity building for its staff as this will ensure they have the right skills to build positive relationships with young children, and to meet the new Key Performance Indicators which are shared with Health partners. Such initiatives have begun with an NHS funded joint training programme with Health colleagues. This work has already started.

6.4.4 Improved overall outcomes

The potential for a more integrated and streamlined Early Years Service delivery model was promoted by the DCS in October 2015. The integration of Children's Centre services with Public Health and employment and skills services will deliver a package of support that contributes to council priorities

of increasing participation and social cohesion, as well as developing in children a deep, long-lasting, emotional attachment that influences mind, body, emotions, relationships and values. A joint programme of work- Tower Hamlets Together will be fully operational by 2018, with the next step being the roll out of Healthy Start Vitamin programme through Children's Centres.

Current implementation and evaluation of the model is being undertaken, funded by the Community Education Providers' Network (CEPN).

Going forward the intention is to develop a mix of outreach and commissioning service transformation work, bringing the Voluntary and Community Sector (VCS) in as full partners, building on existing effective practice such as projects delivered by Toy House and by the parent and Family Support Service in the council.

This type of development will strengthen the local service offer to communities through enabling bids to be made for additional funding for example, developing social cohesion through a Parent and Infant Well-being project funded via CEPN.

6.4.5 Retain and enhance 12 Children's Centres

We are proposing to keep all the 12 Centres and ensure that they work effectively alongside a new and wider range of partners.

6.4.6 Develop a plan to phase out the use of community buildings:

Once the new staffing structure is in place the council will seek to cease the use of some community buildings in order to reduce the logistics of staffing and equipment transport which costs time and money.

The buildings that are retained will be retained on the basis of need and economies of scale.

7. Savings:

Savings Identified: Effective 2017/18 onwards

Vote	Theme	Potential area for savings	Amount
G11, G13	Staff reductions	Reduce the number of posts in G11 and G13	£ 2,224,228
G12	Staff reductions	Restructure of Day Nursery staff	£ 712,000
G12	QM Building Cost	Closure of the building	£ 60,000
G13	Top slicing	Ongoing savings from previous years of savings	£ 550,000
G13	Building closure	Ceasing use of up to 11 buildings currently used to deliver Children's Centre services - budget	TBC
G13	Building closure	Ceasing use of up to 11 buildings currently used to deliver Children's Centre services - CLM	TBC
		TOTAL SAVINGS IDENTIFIED TO DATE	£ 3,546,228
		Saving Required	£ 4,368,000
		Current Shortfall	£ (821,772)

8. Communications:

The council recognises that residents are very passionate about the provision of Integrated Early Years Services, as such; efforts will be made with the Councils corporate communications team to develop and adopt an effective communications and engagement strategy.

9. Equalities Impact:

An equalities assessment has been carried out and the full report has been attached to the end of consultation report.

10. COMMENTS OF THE CHIEF FINANCE OFFICER

- 10.1. Early Years have conducted a public consultation with residents, users and other stakeholders to inform families and key stakeholders about the impact of the proposed savings, which include reducing staff across the Integrated Early Years' Service, to concentrate services in fewer buildings in response to levels of need and to get feedback on the proposed Early Help model. The proposed restructure includes the amalgamation of three services' management structures-which represents a significant saving.
- 10.2. This follows the Cabinet approval to the Early Years Savings of £4.3m in Feb 2016. The service has been able to identify one-off savings in 2016/17. The business plan for 2017/18 onwards currently shows identified savings of £3.5m (See section 7: Savings).
- 10.3. Section 7 identifies a number of areas associated with building costs where the potential savings are yet to be finalised. To the extent that those savings do not full cover the shortfall against the agreed saving target of £4.3m there is a need to consider other options for closing the gap and the implications that will have against the wider Council's budget position.
- 10.4. The IEYS savings proposal for 2017/18 onwards, contains staffing restructure, which are likely to incur one-off redundancy costs, the funding of this will be from a centrally held provision for redundancy and restructure costs.

11. LEGAL COMMENTS

- 11.1. The strategy set out in this report is consistent with a number of general duties of the Council. The Council has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness by virtue of section 3 of the Local Government Act 1999. This is known as its Best Value Duty.
- 11.2. The Council's functions in relation to children include a duty under section 11 of the Children Act 2004 to make arrangements to ensure that its functions are discharged having regard to the need to promote the welfare of children. Section 17 of the Children Act 1989 introduced a general duty for local authorities to promote the welfare of children within their area who are in need, including children with disabilities.

- 11.3. The Childcare Act 2006 ("the 2006 Act") imposes a number of duties on local authorities. The general duty contained in section 1 of the 2006 Act is to (a) improve the well-being of young children in their area; and (b) reduce inequalities between young children in their area in respect of various matters, including physical and mental health and emotional well-being, protection from harm and neglect, education, training and recreation, the contribution made by them to society and social and economic well-being.
- 11.4. By section 3 of the 2006 Act, a local authority must make arrangements to secure that early childhood services in its area are provided in an integrated manner, which is calculated to facilitate access to those services, and to maximize the benefit of those services to parents, prospective parents and young children. "Early childhood services" are defined by section 2 of the 2006 Act, and includes "early years provision" for young children – i.e. the provision of childcare for a young child, and well as social services and health services, so far as relating to young children, parents or prospective parents. In deciding what "arrangements" to make under this section, a local authority must have regard to (a) the quantity and quality of early childhood services that are provided, or expected to be provided, in the area; and (b) where in that area those services are provided or are expected to be provided.
- 11.5. By section 5A of the 2006 Act, arrangements made by a local authority under section 3 above must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need.
- 11.6. The statutory definition of a children's centre is found in section 5A(4) of the 2006 Act. It is a place (a) managed by or on behalf of, or under arrangements with, an English local authority, with a view to securing that early childhood services are made available in an integrated manner; (b) through which each of the early childhood services is made available; and (c) at which activities for young children are provided, whether by way of early years provision or otherwise.
- 11.7. By section 5A(5) of the 2006 Act, a service is "made available" by providing the service *or* by providing advice and assistance to parents and prospective parents on gaining access to the service. Local authorities must consider whether early childhood services should be provided through a children's centre. A local authority must take into account whether providing a service through a children's centre would (a) facilitate access to it; or (b) maximize its benefit to parents, prospective parents and young children: see section 5E of the 2006 Act.
- 11.8. This report does not recommend closing any children's centres. However, the proposal to transform service provision amounts to a "significant change" in the services provided through a children's centre. The local authority must secure that such consultation as they think appropriate is carried out before any significant change is made in the services provided through a relevant children's centre: section 5D(1)(b) of the 2006 Act.

The Childcare Act 2006 and 2016: Duty to Secure Early Years Provision Free of Charge

- 11.9. Under the Childcare Act 2006 the Council must secure that early years provision of a prescribed description is available free of charge for such periods as may be prescribed for each young child in their area who (a) has attained such age as may be prescribed; but (b) is under school age. Under the Local Authority (Duty to Secure Early Years Provision Free of Charge) Regulations 2014, the Council must secure free early years provision for all 3-4 year olds and eligible 2 year olds for 15 hours per week, 38 weeks per year.
- 11.10. Additionally, the Childcare Act 2016 has extended the duty laid on local authorities in relation to the provision of free childcare for 3 and 4 year olds of working parents, to 30 hours a week.

Public Health Functions

- 11.11. Section 193 of the Health and Social Care Act 2012 inserts a new s116A into the Local Government and Public Involvement in Health Act 2007, which places a duty on the Health and Wellbeing Board to prepare a joint strategic health and wellbeing strategy in respect of the needs identified in the Joint Strategic Needs Assessment. The duty to prepare this plan falls on local authorities and the Clinical Commissioning Group, but must be discharged by the Health and Wellbeing Board. The health services provided through early years provision form part of the

Equality Duty

- 11.12. In the exercise of its functions, the Council must with the public sector equality duty to eliminate unlawful conduct under the Equality Act 2010, the need to have regards to equality of opportunity and the need to foster good relations between persons who share a protected characteristic, including ethnicity, and those who do not.

12. **CONCLUSIONS**

The Early Years' Service has to make significant savings of £4.3m as detailed in the Medium Term Financial Strategy Plan.

- 1.10 MAB is asked to note the contents of this report and agree the publication of the end of public consultation report. MAB is also asked to note the buildings officers propose to retain.

Appendix A
Travel time information; Extract from Public Consultation report

This information is taken from page 12 of the End of Consultation Report Questions 7, 8 and 9 of the online survey pertained to travel distances.

Question 7: How long does it currently take to get to your nearest Children's Centre?

	Count	Percentage
<i>10 minutes</i>	271	74%
<i>15 minutes</i>	61	17%
<i>20 minutes</i>	22	6%
<i>30 minutes+</i>	5	1%
<i>(blank)</i>	8	2%
Grand Total	367	-

Table 7: Question 7 current Travel time to Children centres.

About 74% of respondents currently travel to their nearest children centre in 10mins or less, with only 1% needing to travel for more than half an hour.

These responses are reflective of the relatively small geographical size (7.6sq miles) of Tower Hamlets as a borough.

Question 8: What is the furthest that you would be prepared to travel to be able to access all of these services under one roof?

	Count	Percentage
<i>10 minutes</i>	95	26%
<i>15 minutes</i>	107	29%
<i>20 minutes</i>	122	33%
<i>30 minutes+</i>	34	9%
<i>(blank)</i>	9	2%
Grand Total	367	-

Table 8: Question 8 Permissible travel time to access services.

The results from the question shows that 42% of residents will be prepared to travel up to 20mins.

When compared, question 7 and 8 show that although only 7% of respondents currently travel for 20mins or more to their nearest children centre. If services were provided under one roof, 42% would be prepared to travel 20mins or more.

9% of respondents are happy to travel for more than half an hour.

Question 9: How important is distance travelled to you?

	Count	Percentage
<i>Not Relevant</i>	12	8%

<i>Not Important</i>	28	3%
<i>Very Important</i>	317	86%
<i>(blank)</i>	10	3%
Grand Total	367	-

Table 9: Question 9- importance of Travel to respondents.

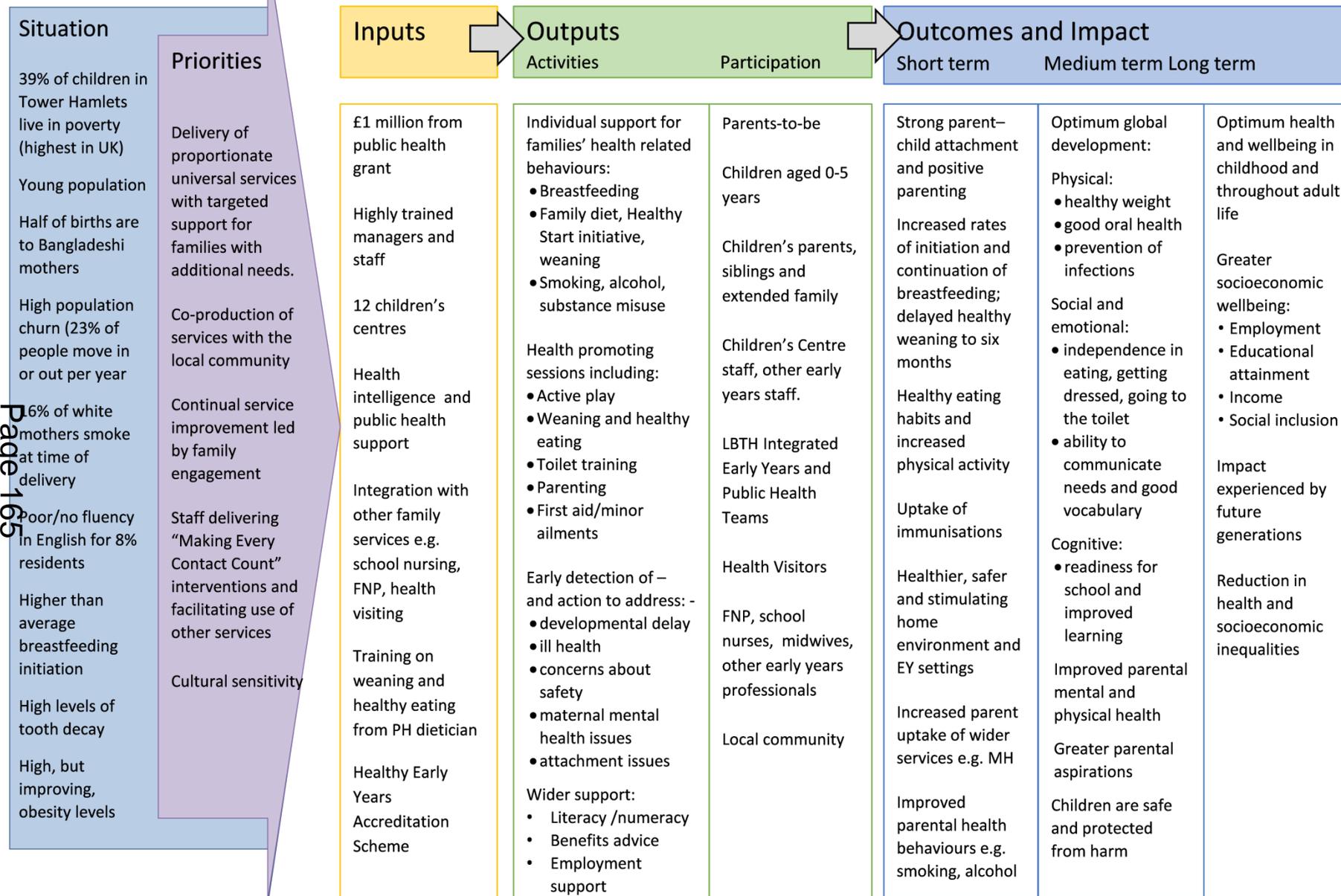
In this question, 86% of respondents have indicated that distance travelled is very important to them.

11% do not mind how far they travel for the right service. This proportion is consistent with question 8, where 9% of respondents have also indicated that they will be willing to travel 30mins or more.

DRAFT

Appendix B Partnership working currently in place between Public health and Children's Centres

Tower Hamlets Children Centres and Health – draft logic model



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BRIEFING PAPER FOR MAYOR'S ADVISORY BOARD

TITLE	AUTHOR	ITEM NO	MAYOR'S ADVISORY BOARD MEETING DATE
Integrated Early Years Transformation End of Public Consultation Report	Christine McInnes		
Title of Subject Matter Public consultation on scope and extent of Children's Centre services.	Authors name, Directorate /Job Title & ext. Pauline Hoare		
Date item reported to CMT: 14 th September 2016			

1. INTRODUCTION/SUMMARY

- 1.1 This report provides feedback to the Mayors Advisory Board (MAB) following the steer given by MAB on 12th July 2016 for the council to consult the public on the transformation of the Integrated Early Years' Service (IEYS).
- 1.2 Section 5 of this report provides a summary of the outcome of the 31 day public consultation with residents, service users, partners and stakeholders on the future of the early years service.
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A fourth day nursery, Queen Mary Day Nursery, ceased to trade during the financial year as a consequence of low uptake of places and the buildings lease coming to an end. All children attending this provision made a successful transfer to alternative provision in the locality.

C. Advice, guidance, challenge and support services

The Early Years Teams are staffed by specialist officers that provide a range of advice, guidance challenge and support to school-based nursery and reception provision (currently 65 maintained, VA, Church, academy and free schools), the three day nurseries and the PVI sector provision to help them achieve Good and Outstanding judgements when inspected by Ofsted. The teams include:

- **The IEYS Quality Team and the IEYS Early Learning Team.**
This team is responsible for ensuring that the required self-evaluation processes in place are of high quality and support further improvement.
- **The Inclusion Team:**
This team supports 350 children per year with disabilities, complex needs, SEN and additional needs to enable participation in mainstream care and education and promote social cohesion.

- 1.5 **The proposal** is concerned with a review and consolidation of a service which is currently dispersed and inefficient as a consequence of having a high number of delivery sites (table1) in relation to available staffing.
- 1.6 The intention is to maintain the current level of service delivery, but to reduce the number of delivery sites whilst rationalising management structures.
- 1.7 There is no intention in this proposal to reduce the level of service delivery but instead to transform the current service to ensure it is sustainable, targeted to those who most need it, and can compete in productivity and performance with statistical neighbours. In summary the proposal is to:
 - a. Create an Integrated Early Years Service (IEYS) through a consolidation of three separate management structures into one.
 - b. Maintain the existing 12 Children's Centres whilst rationalising the number of satellite buildings used to deliver services.

- c. Extend the range of services delivered through Children’s Centres to increase health and employment services
- d. Extend the age group for whom services are provided through Children’s Centres from birth to five, up to the age of 11.

- 1.8 If agreed, the proposal will deliver the required savings with a minimal impact on services delivery, address concerns raised in an external evaluation report and incorporate feedback from local residents on improvements to service provision.
- 1.9 It is not anticipated there will be any increased costs to service users and there is the potential for improvements in flexibility.

2. FOR MAYOR’S ADVISORY BOARD TO CONSIDER

- 2.1 In line with the outcomes of the public consultation the following approach is proposed. Agreement, comment and advice from the Mayor’s Advisory Board is needed:
- 2.2. We propose to consolidate future delivery mainly through the 12 Children Centres, subject to agreement by other Council service areas. If agreed, this change will enable the IEYS to fully meet the required savings. If this model is not agreed, an alternative option would be to make service cuts to Children’s Centres, an option which would require further public consultation.
- 2.3. In response to concerns and points raised through the public consultation, it is now proposed that a number of additional premises (table 2) continue to be used to deliver services using the most recent deprivation data as a key factor in determining the additional sites.
- 2.4. Table 2. is a summary of officer suggestions for Children’s Centres and satellite sites under the new structure.

Table 2. Proposed model of Children’s Centres and satellite hubs.

Proposed 12 sites			
	Hubs	Spoke 1	Spoke 2
North Locality	1. Meath Gardens		
	2. Mowlem	*St Hilda's Community Hall	
	3. Overland	11. Olga School	
	4. Marner		
	5. Mile End		
South Locality	6. White Horse One O'Clock Site	Ocean - Shadwell	
	*7. Mulberry and Bigland Green Centre	Wapping One O'Clock Club	
	8. John Smith	12. Collingwood	
	9. IOD	*Alpha Grove Community Centre	* Samuda
	10. Chrisp Street	*St Nicholas Church Centre	

- 2.5. An improvement in the quality of service provision through establishing one fully integrated management, staffing and delivery structure of services for families with children aged birth to eleven. This aspect involves bringing together three existing services, the Children's Centre Service, the Early Years Service and the LA Day Nursery Service into one service and under one management structure. Such an integration brings with it significant savings.
- 2.6. We propose a re-focus of the early years' service on provision of targeted interventions alongside universal service delivery. The suggested targeted interventions have a strong evidence base that show proven impact in areas of deprivation, and have been deemed by residents to be of high importance through the public consultation. They include educational activities, Health, Family Support and Employment Support. At present all services are universal, irrespective of levels of advantage or disadvantage and as a consequence there is low uptake in some geographic areas. There is no overall cut proposed in this service provision, instead better use of intelligence from a range of sources will be used to ensure the impact of investment is maximised through targeting to meet identified needs.

3. **BACKGROUND**

Children's Centres and the Early Years' Service (EYS) are two very important services which are provided under the Childcare Acts 2006 and 2016 through the IEYS. This Act places further duties on local authorities through the Statutory Framework for Early Years Foundation Stage, to provide quality and consistency; secure foundations for learning; effective partnership working across service providers; and equality of opportunity for every child between birth and five.

- 3.1. This framework derives its powers from the Childcare Act 2006 which places a duty on local authorities in England to improve the well-being and reduce the inequalities between young children in their area.
- 3.2. In addition to the above, all local authorities have specific duties around inclusion as detailed in the following legislation:
 - Children and Families Act 2014
 - Special educational needs and disability code of practice: 0 to 25 years 2014
 - Equality Act 2010
- 3.3. As a result of the above duties, the Children's Centres and the EYS in London Borough of Tower Hamlets were integrated in April 2016, to significantly improve direct and more effective support to health and education outcomes for children and families.

- 3.4. The successes so far of these two services (now the IEYS) are moving Tower Hamlets children from the lowest ranking nationally at birth (151st), to 26th (Ofsted data) at age five. These figures are based on child educational outcomes for all children at age five, measured by the statutory national data collection. All early years settings including Children's Centres contribute to this improvement.
- 3.5. The EYS is one of the Council's highest performing services supporting private childcare businesses and schools in meeting national standards for quality, SEND, inclusion and child educational and health outcomes birth to five.
- 3.6. Tower Hamlets is also ahead of other Councils in terms of progress on the Integrated Review of two year olds with Health Visitors. Significant work is also underway in Children's Centres in relation to employment and linked subsidised childcare for parents wishing to return to work.
- 3.7. The Service is funded from a combination of General Fund resources (£9.3m) and application of the Dedicated Schools Grant (£29.8m, of which £25m is ring-fenced government funding for EY care and education places).
- 3.8. According to research commissioned by the council in November 2015 (Cordis Bright report), in 2014/15 Tower Hamlets had one of the highest budget spend on Early Years Services across the country, with a spend of circa £108 per capita for 0-4 year olds in Children's Centres. This was nearly double the cost in similar local authorities and the second highest nationally.

4. Children's Centres

- 4.1. The core purpose of Children's Centres is defined as improving outcomes for young children and families and reducing inequalities in relation to:
 - Child development and school readiness;
 - Parenting aspirations and parenting skills;
 - Child and family health and life chances.
- 4.2. There are twelve Children's Centres in Tower Hamlets, with three Centres located in each of the four localities. Depending on the size of the original site, a particular Centre may be linked to nearby delivery sites: this is known as a hub and spoke model. The twelve Children's Centres therefore occupy more than twelve buildings. In addition to these 12 Centres, there are currently 17 other premises leased by the council to function as delivery sites for the provision of some early years' services.
- 4.3. Current local offer

The local offer presently consists of:

 - 12 Children Centres arranged in four localities (registered with Ofsted);
 - 6 delivery sites integral to service delivery for their hub and spoke model;
 - 11 community venues the service currently delivers from (this figure is not fixed because it changes in relation to local need).

5. Consultation Summary:

- 5.1. A 31-day public consultation took place between 20th July and 20th August 2016 in line with the council's statutory duty under 5D of the Childcare Act 2006 to consult when making changes to children centre provision.
- 5.2. Although not mutually exclusive, contributions to the public consultation could be divided into face to face and online contact. 188 contacts were made face to face at events, while 367 respondents made contact via the online survey.
- 5.3. 69% of survey responses were from service users who live in the top 20% of most-deprived postcode areas in the country, according to the Income Deprivation Affecting Children Index (IDACI).
- 5.4. Service user views from all centres were represented in the consultation although Isle of Dogs, Wapping and Around Poplar had slightly higher representation.
- 5.5. Approximately half (50%) of the respondents demonstrated some resistance to the idea of change to service provision¹, and threatened to reduce or stop their access to the service, while 26% were positive about the use of the centres to provide multiple services as described in the proposed approach: 8.00-18.00 Monday to Friday service through the 12 Centres.
- 5.6. The enhancement of services in Centres was consistently popular and service users stated their preference for Children's Centres to focus on education services, followed by health and family support jointly. Enabling parents to return to work as a result of support from Children's Centres is a target supported by the Council's 2015-16 Community Plan. Play and education services were also a common theme cited in free-text comments as requiring protection or expansion.
- 5.7. 7% of respondents currently travel for 20mins or more to their nearest children centre. However, if services were provided under one roof, 42% of respondents said they would be prepared to travel 20mins or more. This reference can be found in the End of transformation Report on page 12. For ease of reference, the relevant sections are included as Appendix A.
- 5.8. Other issues expressed by parents included the impact of Children's Centres on community cohesion and parental health. Such services are provided in partnership with Public Health. There are no plans to change service levels here. Developing partnership work through Tower Hamlets Together should increase health related aspects of Children's Centre services. This increase is, however, predicated on the continuing existence of 12 centres.

¹ As stated earlier, reduction in service will trigger a further public consultation.

6. Proposed Transformation objectives

6.1. A re-focus of the early years' service on interventions that are proven to work, and have been deemed of high importance following the public consultation i.e. Educational activities, Health, Family Support and Employment Support.

- 6.1.1 The view of respondents from the public consultation, is in line with the Council's strategic priorities for 2015/16 to develop A Healthy and Supportive Community; Reduce health inequalities and promote mental and physical wellbeing; Provide excellent primary and community care; and Keep vulnerable children, adults and families' safer, minimising harm and neglect.
- 6.1.2 A re-focus of the service in this manner, is also necessary to achieve one of the council's statutory responsibilities to address inequalities across the priority areas requested by the public.
- 6.1.3 This will happen through the closer alignment of Children's Centres with Tower Hamlets Together, the Clinical Commissioning Group, GPs, community midwives, Public Health and the Health Visiting Service.
- 6.1.4 Although residents have not prioritised employment during the public consultation, the council has a duty to support parents back to employment through working in partnership. This area of work is also part of the Community Plan. As a result, the council is closely involved with the development of an Integrated Employment Service, and actively working with Job Centre Plus and Ideas Store Learning.
- 6.1.5 These partnership, co-location and integrated working arrangements will enhance information sharing which will improve reach – as required during recent Ofsted inspections. Enhanced information will in also provide the council with the intelligence required to target service provision based on need, identified through multi-disciplinary teams.
- 6.1.6 In addition, an extension of targeted offer to children 0-11 as part of an integrated early help offer is planned for the future which may be further extended this from birth to 25 for children with special needs

6.2. Value for Money

- 6.2.1. A benchmark comparison in 2014 with similar local authorities suggested that Tower Hamlets spends the most money on its twelve Children's Centres, with the lowest Ofsted outcomes.
- 6.2.2. The Ofsted inspection outcomes were strongly influenced by the lack of live birth data available to Children's Centres. The Public Health service is taking forward this area of work as a matter of priority
- 6.2.3. This involves working with a range of health partners on a Fit For Life information sharing agreement (ISA) which would ensure that Children's Centres receive sufficient information

- 6.2.4. Value for money will be further achieved through the pulling together one sharing agreement for all the 4 boroughs in WELC (Waltham Forest, East London collaborative (WELC) Integrated Care Pioneer Programme). Agreement is expected by the end of 2016.
- 6.2.5. At this point (September 2016), Ofsted results for schools' EYFS are 100% good or better and for private childcare 98.8% good or better. These Ofsted outcomes are measured across over 250 early year's settings across the borough who have to be registered with Ofsted.

6.3. Children's Centre OFSTED results

The re-focus and transformation of Tower Hamlets Children's Centres will ensure the council can address the issues raised during a recent OFSTED inspection of Children's Centres which judged that, whilst the quality and effectiveness of Tower Hamlets Children's Centres were good or better, their reach was unsatisfactory. As a result Ofsted issued a rating of "requires improvement" (RI) for a number of Tower Hamlets Children Centres.

6.4. Improvement in the quality of service provision through establishing a fully integrated management, staffing, commissioning and delivery structure for services for families with children aged birth to eleven.

6.4.1 Reduced expenditure on management:

Currently the Integrated Early Years' service spends circa £1m on Children's Centre and locality management. As the service becomes more integrated with partners, it may be possible to reduce the management cohort in order that budgets can be spent where it makes the most impact on service users.

This action will also bring Tower Hamlets in line with statistical neighbours who are currently moving away from models that require both locality leads and Children's Centre managers.

6.4.2 Quality and consistency

As stated earlier, the Statutory Framework for Early Years requires Early Years Foundation Stage provision, to provide quality and consistency; which the streamlining of management structures will provide. Most other Local Authorities moved to this unified approach some time ago.

6.4.3 Improved quality of staff

In order for the vision of this service to be delivered, it is important that the service embarks on capacity building for its staff as this will ensure they have the right skills to build positive relationships with young children, and to meet the new Key Performance Indicators which are shared with Health partners. Such initiatives have begun with an NHS funded joint training programme with Health colleagues. This work has already started.

6.4.4 Improved overall outcomes

The potential for a more integrated and streamlined Early Years Service delivery model was promoted by the DCS in October 2015. The integration of Children's Centre services with Public Health and employment and skills

services will deliver a package of support that contributes to council priorities of increasing participation and social cohesion, as well as developing in children a deep, long-lasting, emotional attachment that influences mind, body, emotions, relationships and values. A joint programme of work- Tower Hamlets Together will be fully operational by 2018, with the next step being the roll out of Healthy Start Vitamin programme through Children's Centres.

Current implementation and evaluation of the model is being undertaken, funded by the Community Education Providers' Network (CEPN).

Going forward the intention is to develop a mix of outreach and commissioning service transformation work, bringing the Voluntary and Community Sector (VCS) in as full partners, building on existing effective practice such as projects delivered by Toy House and by the parent and Family Support Service in the council.

This type of development will strengthen the local service offer to communities through enabling bids to be made for additional funding for example, developing social cohesion through a Parent and Infant Well-being project funded via CEPN.

6.4.5 Retain and enhance 12 Children's Centres

We are proposing to keep all the 12 Centres and ensure that they work effectively alongside a new and wider range of partners.

6.4.6 Develop a plan to phase out the use of community buildings:

Once the new staffing structure is in place the council will seek to cease the use of some community buildings in order to reduce the logistics of staffing and equipment transport which costs time and money.

The buildings that are retained will be retained on the basis of need and economies of scale.

7. Savings:

Savings Identified: Effective 2017/18 onwards

Vote	Theme	Potential area for savings	Amount
G11, G13	Staff reductions	Reduce the number of posts in G11 and G13	£ 2,224,228
G12	Staff reductions	Restructure of Day Nursery staff	£ 712,000
G12	QM Building Cost	Closure of the building	£ 60,000
G13	Top slicing	Ongoing savings from previous years of savings	£ 550,000
G13	Building closure	Ceasing use of up to 11 buildings currently used to deliver Children's Centre services - budget	TBC
G13	Building closure	Ceasing use of up to 11 buildings currently used to deliver Children's Centre services - CLM	TBC
		TOTAL SAVINGS IDENTIFIED TO DATE	£ 3,546,228
		Saving Required	£ 4,368,000
		Current Shortfall	£ (821,772)

8. Communications:

The council recognises that residents are very passionate about the provision of Integrated Early Years Services, as such; efforts will be made with the Councils corporate communications team to develop and adopt an effective communications and engagement strategy.

9. Equalities Impact:

An equalities assessment has been carried out and the full report has been attached to the end of consultation report.

10. COMMENTS OF THE CHIEF FINANCE OFFICER

- 10.1. Early Years have conducted a public consultation with residents, users and other stakeholders to inform families and key stakeholders about the impact of the proposed savings, which include reducing staff across the Integrated Early Years' Service, to concentrate services in fewer buildings in response to levels of need and to get feedback on the proposed Early Help model. The proposed restructure includes the amalgamation of three services' management structures-which represents a significant saving.
- 10.2. This follows the Cabinet approval to the Early Years Savings of £4.3m in Feb 2016. The service has been able to identify one-off savings in 2016/17. The business plan for 2017/18 onwards currently shows identified savings of £3.5m (See section 7: Savings).
- 10.3. Section 7 identifies a number of areas associated with building costs where the potential savings are yet to be finalised. To the extent that those savings do not full cover the shortfall against the agreed saving target of £4.3m there is a need to consider other options for closing the gap and the implications that will have against the wider Council's budget position.
- 10.4. The IEYS savings proposal for 2017/18 onwards, contains staffing restructure, which are likely to incur one-off redundancy costs, the funding of this will be from a centrally held provision for redundancy and restructure costs.

11. LEGAL COMMENTS

- 11.1. The strategy set out in this report is consistent with a number of general duties of the Council. The Council has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness by virtue of section 3 of the Local Government Act 1999. This is known as its Best Value Duty.
- 11.2. The Council's functions in relation to children include a duty under section 11 of the Children Act 2004 to make arrangements to ensure that its functions are discharged having regard to the need to promote the welfare of children.

Section 17 of the Children Act 1989 introduced a general duty for local authorities to promote the welfare of children within their area who are in need, including children with disabilities.

The Childcare Act 2006: Children's Centres and Consultation

- 11.3. The Childcare Act 2006 ("the 2006 Act") imposes a number of duties on local authorities. The general duty contained in section 1 of the 2006 Act is to (a) improve the well-being of young children in their area; and (b) reduce inequalities between young children in their area in respect of various matters, including physical and mental health and emotional well-being, protection from harm and neglect, education, training and recreation, the contribution made by them to society and social and economic well-being.
- 11.4. By section 3 of the 2006 Act, a local authority must make arrangements to secure that early childhood services in its area are provided in an integrated manner, which is calculated to facilitate access to those services, and to maximize the benefit of those services to parents, prospective parents and young children. "Early childhood services" are defined by section 2 of the 2006 Act, and includes "early years provision" for young children – i.e. the provision of childcare for a young child, and well as social services and health services, so far as relating to young children, parents or prospective parents. In deciding what "arrangements" to make under this section, a local authority must have regard to (a) the quantity and quality of early childhood services that are provided, or expected to be provided, in the area; and (b) where in that area those services are provided or are expected to be provided.
- 11.5. By section 5A of the 2006 Act, arrangements made by a local authority under section 3 above must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need.
- 11.6. The statutory definition of a children's centre is found in section 5A(4) of the 2006 Act. It is a place (a) managed by or on behalf of, or under arrangements with, an English local authority, with a view to securing that early childhood services are made available in an integrated manner; (b) through which each of the early childhood services is made available; and (c) at which activities for young children are provided, whether by way of early years provision or otherwise.
- 11.7. By section 5A(5) of the 2006 Act, a service is "made available" by providing the service *or* by providing advice and assistance to parents and prospective parents on gaining access to the service. Local authorities must consider whether early childhood services should be provided through a children's centre. A local authority must take into account whether providing a service through a children's centre would (a) facilitate access to it; or (b) maximize its benefit to parents, prospective parents and young children: see section 5E of the 2006 Act.
- 11.8. This report does not recommend closing any children's centres. However, the proposal to transform service provision amounts to a "significant change" in the services provided through a children's centre. The local authority must

secure that such consultation as they think appropriate is carried out before any significant change is made in the services provided through a relevant children's centre: section 5D(1)(b) of the 2006 Act.

The Childcare Act 2006 and 2016: Duty to Secure Early Years Provision Free of Charge

- 11.9. Under the Childcare Act 2006 the Council must secure that early years provision of a prescribed description is available free of charge for such periods as may be prescribed for each young child in their area who (a) has attained such age as may be prescribed; but (b) is under school age. Under the Local Authority (Duty to Secure Early Years Provision Free of Charge) Regulations 2014, the Council must secure free early years provision for all 3-4 year olds and eligible 2 year olds for 15 hours per week, 38 weeks per year.
- 11.10. Additionally, the Childcare Act 2016 has extended the duty laid on local authorities in relation to the provision of free childcare for 3 and 4 year olds of working parents, to 30 hours a week.

Public Health Functions

- 11.11. Section 193 of the Health and Social Care Act 2012 inserts a new s116A into the Local Government and Public Involvement in Health Act 2007, which places a duty on the Health and Wellbeing Board to prepare a joint strategic health and wellbeing strategy in respect of the needs identified in the Joint Strategic Needs Assessment. The duty to prepare this plan falls on local authorities and the Clinical Commissioning Group, but must be discharged by the Health and Wellbeing Board. The health services provided through early years provision form part of the

Equality Duty

- 11.12. In the exercise of its functions, the Council must with the public sector equality duty to eliminate unlawful conduct under the Equality Act 2010, the need to have regards to equality of opportunity and the need to foster good relations between persons who share a protected characteristic, including ethnicity, and those who do not.

12. **CONCLUSIONS**

The Early Years' Service has to make significant savings of £4.3m as detailed in the Medium Term Financial Strategy Plan.

- 1.10 MAB is asked to note the contents of this report and agree the publication of the end of public consultation report. MAB is also asked to note the buildings officers propose to retain.

Appendix A
Travel time information; Extract from Public Consultation report

This information is taken from page 12 of the End of Consultation Report Questions 7, 8 and 9 of the online survey pertained to travel distances.

Question 7: How long does it currently take to get to your nearest Children's Centre?

	Count	Percentage
<i>10 minutes</i>	271	74%
<i>15 minutes</i>	61	17%
<i>20 minutes</i>	22	6%
<i>30 minutes+</i>	5	1%
<i>(blank)</i>	8	2%
Grand Total	367	-

Table 7: Question 7 current Travel time to Children centres.

About 74% of respondents currently travel to their nearest children centre in 10mins or less, with only 1% needing to travel for more than half an hour.

These responses are reflective of the relatively small geographical size (7.6sq miles) of Tower Hamlets as a borough.

Question 8: What is the furthest that you would be prepared to travel to be able to access all of these services under one roof?

	Count	Percentage
<i>10 minutes</i>	95	26%
<i>15 minutes</i>	107	29%
<i>20 minutes</i>	122	33%
<i>30 minutes+</i>	34	9%
<i>(blank)</i>	9	2%
Grand Total	367	-

Table 8: Question 8 Permissible travel time to access services.

The results from the question shows that 42% of residents will be prepared to travel up to 20mins.

When compared, question 7 and 8 show that although only 7% of respondents currently travel for 20mins or more to their nearest children centre. If services were provided under one roof, 42% would be prepared to travel 20mins or more.

9% of respondents are happy to travel for more than half an hour.

Question 9: How important is distance travelled to you?

	Count	Percentage
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<i>Not Relevant</i>	12	8%
<i>Not Important</i>	28	3%
<i>Very Important</i>	317	86%
<i>(blank)</i>	10	3%
Grand Total	367	-

Table 9: Question 9- importance of Travel to respondents.

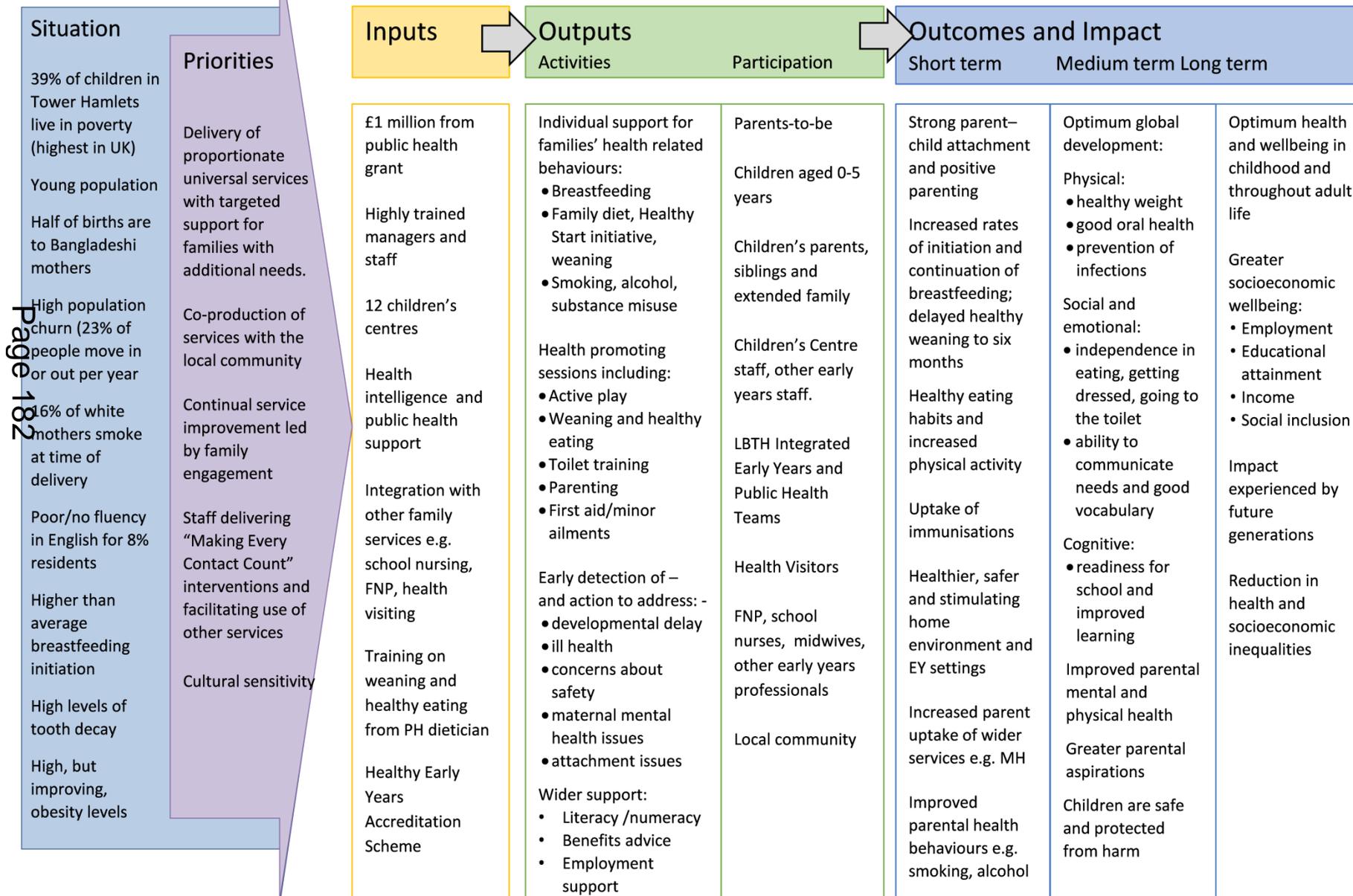
In this question, 86% of respondents have indicated that distance travelled is very important to them.

11% do not mind how far they travel for the right service. This proportion is consistent with question 8, where 9% of respondents have also indicated that they will be willing to travel 30mins or more.

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DRAFT

Tower Hamlets Children Centres and Health – draft logic model



Date	Reference Number
30 th January 17	E&P230117 - IEYS
CHILDREN'S SERVICES DIRECTORATE	
Briefing for	Cllr Rachel Saunders
Subject	Briefing on IEYS development
Author:	Christine McInnes

- A separate briefing on Olga vs Victoria Park is available.

In response to questions that have been raised:

1. Final proposals post staff consultation as a whole

At strategic level, the proposals remain as outlined in the Final Business Case.

At operational level, DMT has made decisions on the granting of ER/VR. There is still some discussion regarding harmonisation a small number of staff currently on Soulbury terms and conditions onto standard council Ts&Cs. Notice letters were issued on Friday and allocation of posts including through interview where necessary will commence in the near future. Once this process is completed, staff not placed will be offered re-deployment opportunities and external recruitment will be undertaken if necessary. Each step in the process is risk assessed to minimise the negative impact on staff and service users across early years and Children's Centres.

2. The final recommended list of Children's Centres

For agreement by 1st February 2017

Hub sites	Spoke 1	Spoke 2
1. Meath Gardens		
2. Mowlem	St Hilda's Community Hall	
3. Overland	Olga School (or Victoria Park)	
4. Marner		
5. Mile End		
6. Around Poplar		
7. Ocean- White Horse One O' Clock Site	Ocean – Shadwell	
8. Mulberry and Bigland Green Centre	Wapping One O' clock Club	
9. John Smith		
10. Isle Of Dogs	* Alpha Grove Community Centre	*Samuda
11. Chrisp Street	*St Nicholas Church Centre	

12. Collingwood

*Sites hired out on a hourly basis

3. The plans for Olga if retained (confirming we would not simply be subsidising office space);

Once building work is completed, Olga will offer a range of new, high quality, DDA compliant, flexible spaces which will allow for optimal delivery of the new vision of integrated services in the early years including through outdoor space. There is a dedicated health room for confidential consultations, which has appropriate IT and hygiene facilities, alongside a kitchen, laundry and children's toilet facilities. The two office spaces will be used for the North East Locality team Children's Centre that support Overland, Marnar and Mile End Children's Centres. The amount of space reflects the Council's hot-desking staff:desk ratios. There is a current discussion also at moment that the site could be shared with the Health Visiting Service as one there administrative sites – this has still to be finalised.

4. The facts on whether Victoria Park is or is not used, as claimed, largely by Hackney residents;

The attendance data collected when parents register for a session is classified as LBTH and non-LBTH. It is difficult to get a true picture of where families live, as it is known from communication monitoring that non LBTH parents have been advised to use TH post codes when signing in. A combination of the physical location and the lack accessibility by public transport to the area of Victoria Park, it is a reasonable assumption that a proportion of parents attending are not LBTH residents.

5. What the under 5s provision in Bow will be with Olga and with Victoria Park

Excluding school provision

Early childhood education and care settings (full information in Appendix A).

North East Area				Autumn Term 2016 September -December 2016	
Childcare Provider	Type	Sector	Ward	No of 3-4 yr old FTE accessing a funded place	Number of 2 yr olds accessing a funded place
Montessori on the Park	Full Daycare	Private	Bow East	13	0
Overland Children's Centre	Full Daycare	Maintained	Bow East	-	14
Ranwell Playgroup	Playgroup	Voluntary	Bow East	16	12
Vernon Preschool Playgroup	Playgroup	Voluntary	Bow East	11	8
Ward Total				40	34
Fairies & Elves	Full Daycare	Private	Bow West	4	11
Mile End Nursery	Full Daycare	Voluntary	Bow West	5	14
Pillar Box Montessori Nursery	Full Daycare	Private	Bow West	2	0
Ward Total				11	25

Children's centres- Overland with Olga or Victoria Park as a spoke.

6. Whether claw-back is a risk/likelihood and the extent to which we should take it into account.

There will be a claw back if the Olga site is not used in the way agreed to secure DFE capital funding, the Sure Start capital funding for the Olga site was £750K.

7. Early years funding from April 2017

The new Early Years Funding Formula will be implemented from April 2017 as one strand of the government's strategy to equalise funding across the education system. The current national funding for 3 to 4 years olds is £5.52 per hour for 15 hours a week, but in the local system costs are subsidised through retention of money by the LA and redistribution to deliver financial smoothing as the different early years providers have varying costs. From April, the amount of the grant the LA can retain will be reduced, alongside the introduction of the new funding formula.

The new funding provides a significant uplift for children that meet a published set of deprivation criteria, to £7.91 per hour for 15 hours with a modest increase for other children. The introduction of the new formula (in conjunction with other financial changes) has far reaching implications for nursery schools and primary schools with attached nurseries which fall within an academic year. For nursery schools where per capita costs are significantly higher than in other provision, options going forward could include amalgamation or closure.

The finance team has developed a model of smoothing for the summer term initially to enable further research and discussion, to inform implementation from September 2017 and the formal communication for schools will be forwarded in the near future. LBTH has also applied to the DfE for temporary disapplication of the funding reforms and we await further feedback on the success of this bid.

8. 30 hours extended childcare hours provision pilot

The funding reforms also introduces funding for an additional 15 hours of provision of childcare for (total of 30 hours a week) for working parents who earn less than £100K, from September 2017. Tower Hamlets has made a successful bid to be an early adopter to pilot the 30 hours provision which will commence from April 2017. Implementation will be dependent on schools changing their delivery model, but is hoped that this development will help to mitigate some of the impact of the funding changes in the short term. Funding improvements for schools will depend on their willingness to alter their business model in line with government policy outlined in the national proposals.

9. Social impact bond school readiness pilot

Positive discussions have taken place with the Cabinet Office regarding LBTH submitting a partnership expression of interest in a school readiness project early in February.

APPENDIX 1 Childcare Provision (excluding school nursery places¹)

North West Area

Childcare Provider	Type	Sector	Postcode	Area	Ward	Autumn Term 2016 September -December 2016	
						No of 3-4 yr old FTE accessing a funded place	Number of 2 yr olds accessing a funded place
Gatehouse Montessori School	Nursery School	Private	E2 9JG	North West	Bethnal Green	95	0
Tate House Playgroup	Playgroup	Voluntary	E2 0SN	North West	Bethnal Green	14	24
Westfield @ Queen Mary University	Full Daycare	Private	E1 4NS	North West	Bethnal Green	21	1
Ward Total						130	25
Allen Gardens Playgroup	FDC/ Sessional	Voluntary	E1 5EH	North West	Spitalfields & Banglatown	0	6
Jagonari - Rainbow House	Playgroup	Voluntary	E1 1DN	North West	Spitalfields & Banglatown	2	5
Precious Kids Day Nursery Ltd	Full Daycare	Voluntary	E1 5HZ	North West	Spitalfields & Banglatown	1	12
Spitalfields Children's Centre	Full Daycare	Private	E1 6EA	North West	Spitalfields & Banglatown	10	0
Ward Total						13	23
Bethnal Green Montessori School (St Peter's)	Full Daycare	Private	E2 9AX	North West	St Peter's	14	2
Excellence Day Nursery	Full Daycare	Private	E2 9DQ	North West	St Peter's	13	4
Harmony @ Account 3	Playgroup	Voluntary	E2 6JY	North West	St Peter's	1	40
Shining Futures	Full Daycare	Private	E2 9BA	North West	St Peter's	10	5
Scallywags Parent Run Nursery	Playgroup	Voluntary	E2 9HP	North West	St Peter's	4	2
Weavers Fields Community Nursery	Full Daycare	Voluntary	E2 6HD	North West	St Peter's	6	0
Ward Total						48	53
Avebury Playroup	Playgroup	Voluntary	E2 6AW	North West	Weavers	1	17
Bethnal Green Montessori School (Warner Place)	Full Daycare	Private	E2 7DA	North West	Weavers	11	0

¹ The tables are based on the Autumn term 2016 headcount. Place occupation and creation has increased take-up. EL2 childcare places currently filled: 854. Two year olds accessing a place 30.01.16-30.01.17: 2,002 eligible children.

Noah's Ark Nursery	Full Daycare	Voluntary	E2 7PE	North West	Weavers	0	3
Ward Total						12	20
Area Total						203	121

South West Area

Childcare Provider	Type	Sector	Postcode	Area	Ward	Autumn Term 2016 September -December 2016	
						No of 3-4 yr old FTE accessing a funded place	Number of 2 yr olds accessing a funded place
Green Gables Nursery	Full Daycare	Private	E1 0BH	South West	Shadwell	16	0
Winterton House	Playgroup	Private	E1 2QR	South West	Shadwell	18	86
Ward Total						34	86
Green Gables Primary	Nursery School	Private	E1W 2RG	South West	St Katharine's & Wapping	11	0
Matilda Community Day Nursery	Full Daycare	Voluntary	E1W 1LQ	South West	St Katharine's & Wapping	6	1
Step-By-Step Nursery	Full Daycare	Private	E1W 2QL	South West	St Katharine's & Wapping	5	7
The Pier Head Montessori	Full Daycare	Private	E1W 3TD	South West	St Katharine's & Wapping	26	0
Wapping Playgroup	Playgroup	Voluntary	E1W 2QD	South West	St Katharine's & Wapping	2	4
Ward Total						50	12
Brayford Square Playgroup	Playgroup	Voluntary	E1 0SG	South West	Stepney Green	2	9
Date Palm Primary School	Nursery School	Private	E1 4UN	South West	Stepney Green	75	15
New Birth Nursery	Full Daycare	Private	E1 3DF	South West	Stepney Green	3	3
Old Church Nursery School	Nursery School	Maintained	E1 0RJ	South West	Stepney Green	-	24
Tower Hamlets College Nursery	Full Daycare	Private	E1 0PT	South West	Stepney Green	0	8
Ward Total						80	59
Buttercup Primary School	Nursery School	Private	E1 1EJ	South West	Whitechapel	41	0
Dreammaker Day Nursery	Full Daycare	Private	E1 8NB	South West	Whitechapel	3	2

Incy Wincey Stars	Playgroup	Private	E1 8JX	South West	Whitechapel	4	10
John Smith Children's Centre	Full Daycare	Maintained	E1 2EN	South West	Whitechapel	-	12
Mary Sambrook Day Nursery	Full Daycare	Maintained	E1W 2BP	South West	Whitechapel	-	11
Rainbow House	Playgroup	Voluntary	E1 1JX	South West	Whitechapel	26	0
The Nursery @ St Paul's	Full Daycare	Private	E1 8JN	South West	Whitechapel	12	0
Wapping Playzone - Kids Kingdom	Playgroup	Voluntary	E1 1PJ	South West	Whitechapel	1	14
Ward Total						87	49
Global Kids (Limehouse)	FDC/Sessional	Private	E14 7FN	South West	St Dunstan's	8	24
Ward Total						8	24
Area Total						259	230

North East Area

Childcare Provider	Type	Sector	Postcode	Area	Ward	Autumn Term 2016 September -December 2016	
						No of 3-4 yr old FTE accessing a funded place	Number of 2 yr olds accessing a funded place
Montessori on the Park	Full Daycare	Private	E9 5HT	North East	Bow East	13	0
Overland Children's Centre	Full Daycare	Maintained	E3 2RU	North East	Bow East	-	14
Ranwell Playgroup	Playgroup	Voluntary	E3 5HZ	North East	Bow East	16	12
Vernon Preschool Playgroup	Playgroup	Voluntary	E3 5HQ	North East	Bow East	11	8
Ward Total						40	34
Fairies & Elves	Full Daycare	Private	E3 2SA	North East	Bow West	4	11
Mile End Nursery	Full Daycare	Voluntary	E3 5AB	North East	Bow West	5	14
Pillar Box Montessori Nursery	Full Daycare	Private	E3 2AN	North East	Bow West	2	0
Ward Total						11	25
Bow Nursery	Full Daycare	Voluntary	E3 3HN	North East	Bromley North	12	11
New Generation Nursery	Full Daycare	Private	E3 3EY	North East	Bromley North	7	5
Ward Total						19	16
Lincoln Hall Playgroup	Playgroup	Voluntary	E3 3PR	North East	Bromley South	15	29
Queen Mary Day Nursery	Full Daycare	Maintained	E3 4DD	North East	Bromley South	-	6

					Ward Total	15	35
Abertots Play	Playgroup	Voluntary	E14 0NU	North East	Lansbury	1	10
Gateway Tots - Lansbury Lodge	Playgroup	Voluntary	E14 6EQ	North East	Lansbury	1	14
Munchkins (TC) Playgroup	Playgroup	Voluntary	E14 6QD	North East	Lansbury	9	22
St Francis Family Centre	Playgroup	Voluntary	E14 6EQ	North East	Lansbury	3	12
					Ward Total	14	58
Burdett Estate Playgroup	Playgroup	Voluntary	E14 7BW	North East	Mile End	4	14
Global Kids (Burdett Rd)	Playgroup	Private	E3 4TN	North East	Mile End	25	22
Iqra Pre-School	Playgroup	Private	E14 6HR	North East	Mile End	14	34
Matchbox Day Nursery	Full Daycare	Voluntary	E14 7AB	North East	Mile End	31	28
					Ward Total	74	98
					Area Total	173	266

South East Area

Childcare Provider	Type	Sector	Postcode	Area	Ward	Autumn Term 2016 September -December 2016		
						No of 3-4 yr old FTE accessing a funded place	Number of 2 yr olds accessing a funded place	
Crossharbour Montessori	Full Daycare	Private	E14 9FP	South East	Blackwall & Cubitt Town	18	0	
East India Dock PreSchool	Full Daycare	Private	E14 9GN	South East	Blackwall & Cubitt Town	30	0	
Headstart	Full Daycare	Private	E14 3NG	South East	Blackwall & Cubitt Town	9	20	
Island House Playgroup	Playgroup	Voluntary	E14 3PG	South East	Blackwall & Cubitt Town	9	7	
Pepe and Friends	Full Daycare	Private	E14 9TS	South East	Blackwall & Cubitt Town	11	0	
Magic Roundabout	Full Daycare	Private	E14 9YQ	South East	Blackwall & Cubitt Town	5	5	
						Ward Total	82	32
Barkantine Community Nursery	Full Daycare	Voluntary	E14 8PR	South East	Canary Wharf	18	4	

Gateway Tots - Mastmaker Court	Playgroup	Voluntary	E14 9UB	South East	Canary Wharf	23	15
Heron Quays Day Nursery & Preschool	Full Daycare	Private	E14 9AB	South East	Canary Wharf	18	1
Lanterns Nursery	Full Daycare	Private	E14 9XP	South East	Canary Wharf	9	0
River House Montessori School	Nursery School	Private	E14 4JB	South East	Canary Wharf	106	0
Ward Total						174	20
Mudchute Farm Day Nursery	Full Daycare	Voluntary	E14 3HP	South East	Island Gardens	22	1
Ward Total						22	1
Limehouse Arches	Full Daycare	Private	E14 8AA	South East	Limehouse	13	2
Old Station Playgroup	Playgroup	Private	E14 8HH	South East	Limehouse	7	26
Tower Hamlets Opportunity Group	Playgroup	Voluntary	E14 8AP	South East	Limehouse	2	12
Ward Total						22	40
Poplar Play Centre Ltd	Full Daycare	Voluntary	E14 OAE	South East	Poplar	11	10
Ward Total						11	10
Area Total						311	103

Locality by Locality Summary			
		Autumn Term 2016 September -December 2016	
Area	Ward	No of 3-4 yr old FTE accessing a funded place	Number of 2 yr olds accessing a funded place
North West	Bethnal Green	130	25
	Spitalfields & Banglatown	13	23
	St Peter's	48	53
	Weavers	12	20
	North West Total	203	121
South West	Shadwell	34	86
	St Katharine's & Wapping	50	12
	Stepney Green	80	59
	Whitechapel	87	49
	St Dunstan's	8	24
	South West Total	259	230
North East	Bow East	40	34
	Bow West	11	25
	Bromley North	19	16
	Bromley South	15	35
	Lansbury	14	58
	Mile End	74	98
	North East Total	173	266
South East	Blackwall & Cubitt Town	82	32
	Canary Wharf	174	20
	Island Gardens	22	1
	Limehouse	22	40
	Poplar	11	10
	South East Total	311	103
Borough Total		946	720

Signed _____

Date: _____

Christine McInnes
 Divisional Head, Education and Partnerships
 Children's Services Directorate

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Briefing on the Olga/Victoria Park Business Case 30/01/2017

Background:- Overland Children’s Centre includes Olga Centre (OC) and Victoria Park Stay & Play (Victoria S& P) the old One O’clock Club. The financial savings to be made in 2016-17 mean that a choice will need to be made between the two delivery sites.

<u>Olga</u>	<u>Victoria Park</u>
<p>Facilities</p> <ul style="list-style-type: none"> • 2 x office space, • 1 x training room, • 1 x one to one Health room (with phone and computer + hand washing facilities) • 1 x playroom/crèche with kitchen / laundry and 3 x children’s toilets • 1 x outside play area, • 1 x adult Disabled with baby changing facilities • 1 x adult toilet facilities. <p>The Olga centre is also base for the North East Locality team who work to support the three Children Centres - Overland, Mile End and Marner. It is currently being re built to provide flexible space which is DDA compliant.</p>	<p>Facilities</p> <ul style="list-style-type: none"> • 1 x playroom • 1 x toilet room containing adult toilet, child toilet, washbasin and Baby changing area • 1 x small kitchen / locker room/ store room/ one phone • 1 x large outdoor play area • 1 x small outdoor storage shed <p>This facility is limited and only can only be used for play sessions, with no capacity to offer other activities. There is no IT access and no office space. There was an application made for demolition made when Victoria Park was re-modelled in 2008 and significant capital investment is required including on the toilet and kitchen facilities.</p>
Costs - Annual rent of £28K	Costs- CLM £12K
<p>Summary of key points</p> <ul style="list-style-type: none"> • Geographically meets the needs of the families within the Bow West ward • Good transportation / accessibility/easily accessed by public transport • Capacity to offer full range of services to meet family’s needs • Capacity to increase and adapt to changing needs and growth including increased partnership working in order to meet Tower Hamlets Together commitments • Links with Education, Health and employment already in place • A range of services universal, targeted, and locality based being delivered • Enables Overland CC reach area to offer services that are easily accessible for all families within its reach • No loss of stay and play services as these can be incorporated/moved within the OVCC and Olga centres • The North East Locality already has fewer IT resources in the centre’s than other localities. Removing Olga with reduce this further and restrict co-working/co-location 	<p>Summary of key points</p> <ul style="list-style-type: none"> • Geographic location means does not meet the needs of the families within the whole of the Overland Reach area • Transportation links and accessibility not good as over in the North east part of the park • The site is unable to expand the buildings footprint cannot be increased. • Unable to offer the range of services/activities/facilities at present in Olga – therefore there would be a considerable reduction in services to families across the whole of the OVCC reach area. • Unable to offer the facilities required by partner agencies already engaged with OVCC • Old and no longer fit for purpose facilities • Questionable future of building as still owned by Parks • Unable to restrict services to only LBTH families – draw on resources.

Officer recommendations:-

To meet the savings target a choice needs to be made between the two centres. The view of officers is that the case for the retention of Olga is much stronger with regard to delivering corporate priorities, meeting community needs, flexibility for service development and value for money. In making any decision we would also need to consider the possibility capital claw back by central government. Olga site was built with Sure Start Capital money and should we close it may mean a central government capital claw back of around £750,000. Victoria park site is owned by the LA and may be disposed of in line with LA protocol and does not have any government claw back associated with it.

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LONDON BOROUGH OF TOWER HAMLETS

SCHEDULE OF CONDITION

FOR

**1 O'CLOCK CLUB
VICTORIA PARK**



TECHNICAL SERVICES TEAM
CORPORATE PROPERTY & CAPITAL DELIVERY
2ND FLOOR, TOWN HALL, MULBERRY PLACE,
5 CLOVE CRESCENT,
LONDON E14 2BS

CONTENTS

1. Introduction
2. Schedule of Condition
3. Photographic Schedule
4. Budget costings
5. Site aerial photograph

SECTION 1

INTRODUCTION

INTRODUCTION

1.00 DESCRIPTION

- 1.01 In accordance with instructions received from LBTH Asset Management, TST attended site and carried out a Condition Survey of the subject premises to advise on the current condition in line with the landlord/leaseholder obligations. The survey provides detail of costs for identified defects for the premises.
- 1.02 The building is currently occupied by the Victoria Park Playroom.
- 1.03 The building is of cavity brick construction to the external elevations and sub divided internally in brick and blockwork partitions. The building has a London style multiple pitched roof over with falls to internal gutters and rain water outlets and brick parapets following the roof falls. The roof is covered in a mineral faced bitumen felt cap sheet. All external windows are of single glazed metal 'Crittall' style design with the exception of the large single glazed picture window over-looking the surrounding gardens. External doors are of proprietary single glazed box section powder coated aluminium.

The building is sub divided, and forms the following areas:

- Playroom @ 46.5 m²
- Kitchen @ 7.4 m²
- WC @ 3.6m²

The kitchen is fitted with modern matching wall and base units with laminated work tops and tiled splashbacks. The WC is fitted out to form what appears to be a compliant assisted WC with the addition of a separate junior size WC pan and hand basin.

- 1.04 The site survey and inspection was undertaken on Friday 8th June at 0830hrs when the weather was dry and sunny with an air temperature of 18 ° C.
- 1.05 All internal areas were visually inspected to assess general condition and to identify any defects or damage requiring repair / remedial works. No opening up / exposure of inaccessible areas of the existing structure or services were carried out
- 1.06 Visual inspections were undertaken externally of the building fabric from ground level with access to the roof top viewed from a surveyor's ladder only. The Asbestos Management Plan was reviewed at desk top, the only item noted was the presumed presence of flash pads to the fuse box. Prior to any proposed work being carried out an R&D survey should be commissioned.
- 1.07 No tests were undertaken of the existing drainage, mechanical or electrical services/installations.

- 1.08 A schedule of costs has been prepared for all defects identified during this survey and these are attached at the end of the report. Please note that these costs are 'guide budget estimates' only and not based upon actual quotations from any contractors.
- 1.09 Condition is classified as follows:

Priority	Rating	Condition	Rating
Urgent	1	Good	A
Essential	2	Satisfactory	B
Desirable	3	Poor	C
Long Term	4	Failed	D

SECTION 2

SCHEDULE OF CONDITION

2.00 SCHEDULE OF CONDITION

2.01 The Schedule of Condition is listed under the following headings. However, should the heading not be applicable it is deleted or referred to elsewhere.

A - EXTERNAL

A1 - Roofs, roof structures and rainwater goods

A2 - External walls

A3 - External joinery

A4 - External decorations

B - INTERNAL

B1 - Ceilings

B2 - Walls / internal structures

B3 - Floors / stairwells

B4 - Internal doorsets

B5 - Internal joinery

B6 - Internal redecorations

B7 - Sanitary ware

B8 - Kitchen fittings

~~B9 - Fire surrounds~~

C - GENERAL

C1 - Services

C2 - Drainage

C3 - General

LOCATION	ELEMENT	DESCRIPTION	CONDITION	PHOTO
<p><u>A - EXTERNAL</u></p> <p>Roofs / structures / rainwater goods</p>	Multiple pitched 'London' style roof	Pitched roof construction in assumed timber roof trusses and decking covered in mineral faced bitumen felt, brick gable parapets following roof profile.	The bitumen felt roof and parapet detailing is in poor condition with evidence of large and widespread patching. Full replacement is considered necessary. C2	P1
	Rainwater goods	Assumed plastic rainwater pipes with unguarded roof outlets.	I could not fully access the roof during the survey, but noted the absence of leaf guards to the roof outlets. Replace all as part of major roof works. C2	P1

LOCATION	ELEMENT	DESCRIPTION	CONDITION	PHOTO
External walls	Walls	Painted face cavity brickwork	External brickwork and mortar pointing observed to be in satisfactory condition with the only obvious defect being some water damage masonry coating from an earlier parapet defect. All other masonry coatings appear sound. Full redecoration should be considered within 3-5 years. Scraping/brushing back and remedial redecoration should be considered to the defect noted above. B4	P3/P4
	External joinery	Ship lap fascia panels	Painted softwood 'ship lap' fascia panels are set above windows and doors of the external elevations.	The painted ship lap over panels appear in sound condition. Redecoration should be considered within 3-5 years. B4
Metal Windows and Doors	Large picture window	Painted soft wood picture window over-looking external grass play area.	The painted window appears in sound condition. Redecoration should be addressed within 3-5 years. B4	P6
	Metal windows	Single glazed steel Crittall style windows.	The painted steel windows appears in sound condition. Redecoration should be addressed within 3-5 years. B4	P5
	Metal doors sets and glazed side panels	Box section aluminium section purpose made single glazed doors and glazed side panels.	The box section aluminium is pre-finished in powder coating which appears in good condition. The personnel door works as expected, the double doors were untested as the security shutter was closed. No works are considered necessary. B4	P3

LOCATION	ELEMENT	DESCRIPTION	CONDITION	PHOTO
Windows and Doors	Security shutters	The external doors and picture window are protected by electrically operated metal security shutters.	Powder coated metal security shutter which appeared in a satisfactory condition. The side personnel door was operated at the time of the survey. The motorised shutter operated without issue. The shutters to the double doors and picture window were not tested during the survey. The shutter to the picture window was found in the open position at the time of the survey and as such reported to The Area Early Intervention Office. B4	P7
Miscellaneous Structures	Rain shelters	Free standing steel framed and poly carbonate roof rain shelters fitted to the South and West elevations.	Rain shelter frames in powder coat finished with polycarbonate roof panels. All appear satisfactory and fit for purpose. B4	P7

LOCATION	ELEMENT	DESCRIPTION	CONDITION	PHOTO
<u>B - INTERNAL</u>	Ceilings	Flat gypsum board (assumed) and plaster skim ceiling.	The ceiling has a painted finish some minor staining was observed due to old roof leaks. Otherwise all appears to be in a satisfactory condition. The kitchen has a T&G strip ceiling again there is some evidence of water staining from previous roof leaks. Apart from the distressed finishes all appears sound. Locally touch in decorations in the short term. B4	P8/P9
	Walls / internal structures	Brick and lightweight concrete block.	All painted brick and block walls forming room divisions appeared in good condition. B4	
	Floors	Solid ground bearing floor slab.	Floor identified as being a solid ground bearing slab construction, all appeared to be flat and level and performing as intended. Floor coverings are of sheet vinyl which are in good condition. B4	
	Internal doors	Light flush doors	Internal door sets are of timber lining/frames with flush doors hung with an assortment of ironmongery. Doors generally appeared fit for purpose and functioning as intended. B4	

LOCATION	ELEMENT	DESCRIPTION	CONDITION	PHOTO
	Sanitaryware	A single cubicle assisted staff and combined childrens WC.	A single room assisted/staff WC combined with children's toilet is complete with junior sanitaryware. The assisted WC in its original format appears to be generally compliant and functioning as intended. The addition of the junior sanitaryware may inhibit the intended original compliance. A DDA compliance audit should be considered. B4	P10/P11
	Kitchen fittings	Proprietary base units, laminated worktops and stainless steel sink.	The kitchen is fitted with proprietary base and wall units and appears generally in satisfactory condition and fit for purpose. B4	P12

LOCATION	ELEMENT	DESCRIPTION	CONDITION	PHOTO
<u>C - GENERAL</u>	Services	<p>Heating and hot water</p> <p>Electrical</p> <p>Mains water supply</p>	<p>The heating and domestic hot water are by localised fan heating and electric water heater. The operation of the heating and DHW were not tested during the survey.</p> <p>The electrical installation comprises of lighting and small power circuits fed from a local distribution board, the operation and safety were not tested during the survey and no adverse comments were received. It is assumed the installation is operational as required.</p> <p>The building is supplied with mains water via internal copper pipework. No adverse comments have been received on its suitability in use, therefore It is assumed the installation is operational as required.</p>	

LOCATION	ELEMENT	DESCRIPTION	CONDITION	PHOTO
	Drainage	Foul and surface water drainage	Not inspected or tested	
	Grounds	Hard play areas and grass	The grounds are laid to grass and hard play areas (DBM surfacing). All appear satisfactory and fit for purpose. B4 .	

We confirm that this is an accurate description of the condition of: **ONE O’CLOCK CLUB, VICTORIA PARK**

Signed

Name Stephen Linwood.....

Address CORPORATE PROPERTY & CAPITAL DELIVERY
2ND FLOOR, TOWN HALL, MULBERRY PLACE,
5 CLOVE CRESCENT, LONDON E14 2BS

Date of Report July 2018

SECTION 3

PHOTOGRAPHIC SCHEDULE



PHOTO 1: AGED ROOFING FELT AND WIDESPREAD PATCHING



PHOTO 2: AGED ROOFING FELT AND AD HOC REPAIRS TO PARAPET IN FLASHBAND



PHOTO 3: SOUTH WEST ELEVATION PAINTED BRICKWORK AND MAIN ENTRANCE DOOR



PHOTO 4: SOUTH EAST ELEVATION SHOWING WATER DAMAGED BRICK



PHOTO 5: NORTH EAST ELEVATION SHIPLAP OVER PANEL AND METAL FIXED LIGHT GLAZING BELOW



PHOTO 6: NORTH EAST ELEVATION SHIPLAP PANELS AND OPEN SHUTTER TO PICTURE WINDOW



PHOTO 7: GENERAL ELEVATION SHOWING SECURITY SHUTTERS AND RAIN SHELTERS



PHOTO 8: WATER STAIN TO GYPSUM CEILING – PLAY ROOM



PHOTO 9: WATER STAIN TO WALL AND T&G CEILING - KITCHEN



PHOTO 10: ADULT SANITARYWARE



PHOTO 11: JUNIOR SANITARYWARE



PHOTO 12: FITTED KITCHEN

SECTION 4

BUDGET COSTINGS

SECTION 5

SITE LOCATION



**LOCATION AERIAL PHOTOGRAPH
ONE O'CLOCK CLUB, VICTORIA PARK**

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Under-fives provision in Victoria Park

Background

LBTH operated a facility for under-fives in a building on the East Side of the Park. The facility had been relocated on a temporary arrangement from the Overland Children Centre whilst major works were being carried out to the adjacent school, Olga Primary. Once the works at Olga Primary had been completed, the early years facility returned to the Overland Children Centre.

The Early Years Service did consider providing services within the park through local childcare providers. Two options were considered for commissioning VCS stay and play and childcare provision.

The internal size of the building is approximately 60 square metres. The facilities that would be required for early year's use would include the following;

- Kitchenette 7.5 sqm
- 2 x Children's toilets 8 sqm
- 1 x Adult staff toilet 2.5 sqm
- 1 x Accessibility toilet 7.5 sqm
- Playroom 40 to 45 sqm

Total: 62.5 sqm to 67.5 sqm

The estimated cost of the works would be £30k.

A condition survey was also carried out to the building and the roof was in poor condition and will need replacing. This is estimated to be £55k.

To be sustainable and also to provide the child care required by parents, the building would need to be open from 8am to 6pm. This would not be possible due to the park closure times.

As it is difficult for the building to provide the minimum facilities required and also that the opening times are restricted, it would not be attract the quality of child care provider that would be required.

As an alternative there is a proposal to use the building as a base for training and housing a greenhouse in its grounds, but could include:

- Supported sessions for under-fives in growing plants and outdoor play;
- Encourage and support a parents group to run their own sessions at either the V&A building or hub hall. (There has been interest expressed in such a facility by park users to rangers)

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20181218 Briefing on VP building

The Victoria Park building

As outlined in the briefing for Councillor Hassell (November 2018), IEYS awaits final decisions from Assets and Parks. It appears that a stay and play offer commissioned from the VCS is not possible for the Victoria Park building at this time due to its condition. Refurbishment to the standards required by early years legislation is beyond the budget allocated by members.

In order to meet parent requests for services in parks, the IEYS has offered opportunities via RFQ to organisations wishing to offer:

- Stay and play through the V&A building in Victoria Park;
- Active “soft” play at Mile End Park/Lockley Park.

To date there has been limited interest in the V&A building. We have received enquiries from individuals. They do not appear to be keen on proceeding. This is for the following reasons:

- There are multiple users across the week for the V&A building. Sole use cannot be guaranteed;
- There is no clear line of responsibility for clearing up after the building is used for parties;
- Very limited storage would require a daily delivery, “set up” and collection of resources by the organisation providing the service;
- There is no changing area;
- The V&A building is adjacent to the Hackney Gate and difficult for LBTH parents to access (a 30 minute walk across the park with a buggy). It is likely that use of any service offered will be mainly by Hackney parents.

Assets and Parks are in discussion over the future use of the building. Their proposal is to use it to house the new gardening team and horticultural apprentices, training facilities for the public plus additional infrastructure for storage and possibly a green house. We await further information. Our contribution is as proposed below.

IEYS service offer in Victoria Park

Regular “pop-up” stay and play has been offered in Victoria Park by Overland Children’s Centre until recently. Occasional stay and play will be offered during the winter months – parents are notified by text and through the notice board. Stay and play will be offered again in Victoria Park in the Spring and Summer 2019. These sessions will be in the relevant timetable.

The use of the Victoria Park building for horticultural purposes offers excellent early years opportunities. For example, the following early years gardening projects are possible:

- Under-fives gardening club organised with Overland Children’s Centre and the horticultural apprentices;
- Offer the Born Well Growing Well “Growing Well” pilot (as run at Ocean Children’s Centre, funded by THT EY Transformation monies) in Victoria Park. This is to encourage families to engage in growing activities and healthier life styles;
- Early childhood education and care settings (including schools) could also work in partnership with each other and the horticultural apprentices to provide visits and gardening activities.

This offer could progress into an “urban gardening” approach involving small pockets of urban space to be converted into small community allotments. This approach lends itself also to creative activities, for example, involving a potter and artists in found materials.

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CS Children's Services Project Board

Action Log

Monday 1st July 2019, 15:00-17:00

Christine McInnes' Office, 5th Floor, Mulberry Place

Attendees:

Chair: Christine McInnes (CM), Divisional Director, Education & Partnerships

Terry Bryan (TB), Head of Pupil Services and School Sufficiency

Tracy Smith (TS), Director of Tower Hamlets Education Partnership

Calvin Coughlan (CC), Building and Development Manager

Kerrigen Marriner (KM), Head of Behaviour Support

Mohammad Ahmed (MA), Pupil Services Primary Operations Manager

Ally King (AK), Interim School Planning Officer

Ikwi Mkparu (IM), School Organisation and Place Planning Manager

Pauline Hoare (PH), Head of the Integrated Early Years Service

Runa Basit (RB), Head of School Governance & Information

Gareth Platt (GP), Business & Finance Officer, Early Years (part only)

Babatunde Balogun (BB), Interim Senior Capital Client Officer

Minutes: Farah Nahi (FN), Pupil Services Assistant

1. Apologies

1.1 Jane Abraham (JA), Head of Capital Delivery

2.

2.1 Notes and Actions from 6th June 2019 meeting agreed.

[Type text]

No.	Action	Who?	Deadline	Progress Update
<p>2. Minutes and matters arising (cont)</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 226</p>	<p>2.2 Poplar Gas Works CC to chase meeting with developers to identify timescale for accessing proposed school site.</p> <p>2.3 Millharbour and Skylines Developments CC to arrange to meet with TS once updated drawings available for both proposed sites.</p> <p>2.4 Raines Lower Site CC to arrange to visit site with Km to check suitability for SEND cohort.</p> <p>2.5 Meeting with Bishop of Stepney TB – meeting had taken place with the Bishop of Stepney at which issues with St Mathias, Raines and St Saviours had been discussed. He was supportive of the proposals.</p> <p>2.6 Early Years MA had met with Harumi in Early Years. Awaiting data from the census team around the number of children currently on roll at nurseries who would be eligible for the pupil premium. Will then analyse how giving them priority would impact other groups.</p>	<p>CC</p> <p>CC</p> <p>CC</p> <p>Noting</p> <p>MA</p>	<p>July 2019</p> <p>August 2019</p> <p>Sept 2019</p> <p></p> <p>Sept 2019</p>	
<p>3. Notes from Culture Services Project Board Meeting</p>	<p>Noted. CM to speak to Judith St John about inclusive playgrounds.</p>	<p>CM</p>	<p>Sept 2019</p>	

No.	Action	Who?	Deadline	Progress Update
4. Project Approvals	<p>4.1 Harpley School – Expansion PID PID to create a permanent extension to Harpley KS4 School to provide teaching space for individual Tuition and Post 16 provision by September 2020 was approved. Estimated cost £1.4m. PID agreed. Scheme to be developed and PID submitted to AM&CD Working Party</p>	CC	August 2019	
5. Capital Programme Report	<p>5.1 Beatrice Tate Special School – Exception Report Funding of £500k included in Condition & Improvement Programme for basic accommodation. Further review identified need for more specialist accommodation to meet needs of pupils and also ground issues with proposed site. Revised estimate cost of £1.5m. Exception report agreed to submit to AM&CD Working Party.</p> <p>5.2 Two Year Olds Funded Programme GP explained current process for reviewing bids from schools for funding. Board confirmed that bids from Manorfield, Elizabeth Selby and John Scurr to be funded subject to their Governing Body signing agreement. It was agreed to consider also using funding for family support if not taking up. PH to meet Shamila Ganeshalingam to review school model.</p> <p>5.3 Raines/Oaklands CC to meet with TS and Andrew Armes to look at proposed works for expansion. A separate meeting to look at staffing proposals.</p> <p>5.4 Wood Wharf A visit had been arranged for 12th July to look at the Wood Wharf site as an alternative location for Alice Model Nursery with Head and PH.</p>	<p>CC</p> <p>GP</p> <p>PH</p> <p>CC TS</p> <p>CC</p>	<p>August 2019</p> <p>August 2019</p> <p>Sept 2019</p> <p>Aug 2019 Sept 2019</p> <p>July 2019</p>	

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No.	Action	Who?	Deadline	Progress Update
6. Working Groups Update	No items to report.			
7. Children’s Social Care Items	No items to report.			
8. Education & Partnership Items	<p>.1 Victoria Park One ‘o Clock Club Use</p> <p>The building was used to provide a temporary early years facility whilst the works to expand Olga Primary school were undertaken. This provision has since returned to the Children’s Centre and the building has subsequently remained vacant. Following consideration of a feasibility study on the cost and impact of capital works. It was confirmed at the meeting that the building would not be required by Children’s Services. Capital Delivery to be informed.</p> <p>*Post note – Cllr Hassell emailed to confirm that it appeared that the investment would not be able to create a viable early years setting for delivery of services in the building and had made the Mayor aware of this.</p>	CC	July 2019	
9. Youth & Commissioning	No items to report.			

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No.	Action	Who?	Deadline	Progress Update
10. Future Agenda Items	10.1 School Statutory Building Requirements – update 10.2 School Condition & Improvement Programme – update 10.3 Norman Grove Scheme – future use 10.4 Beatrice Tate Expansion- Project Brief 10.5 Redland/Smithy Amalgamation – Proposals 10.6 School Statutory Building Requirements – update	CC	TBC	
11. AOB	11.1 Future meetings to be extended to 2hours. 11.2 TB asked if a Risk Register for Capital Project could be provided at future meetings.	Sharon Thomas CC	Aug 2019 Aug 2019	
12. Date of Next Meeting	Dates to be arranged.	Sharon Thomas	July 2019	

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CHILDREN'S SERVICES PROJECT BOARD

Terms of reference *Revised May 2019*

1. Background

1.1 The Tower Hamlets Strategic Plan 2018 to 2021 includes the Priority 'People are aspirational, independent and have equal access to opportunities'. This includes the outcomes:

- People access a range of education, training and employment opportunities;
- Children and young people are protected so they get the best start in life and realise their potential;

These will be delivered by:

- Work to improve education attainment;
- Redesign services for children and young people to ensure they can access the right services;

1.2 The Council will continue to invest capital funding in supporting children and young people with their education, social care and support in the community. To do this the Client directorate needs to identify future demands for capital funding and submit a Capital Bid for the project to be included in the Corporate Programme (see Appendix 1). A Business Case is then developed for each project, setting out the needs and requirements. A Project Brief is then developed and agreed and issued to Capital Delivery and a draft PID produced for submission to the AM&CD Board for sign off.

1.3 Once the scheme design has been developed, the completed PID would then be signed off by the Client directorate. During the delivery of the scheme Highlight Reports would be provided to the Client directorate to confirm programme, costs and risks. The responsibility for managing this process is with the Project Board.

1.4 Within the Children's and Culture directorate there are separate Project Boards for each of the two services as each have large capital programmes to develop and deliver. A joint quarterly report would be submitted to the Directorate Leadership Team. The Children's Services Project Board will include representatives of the three divisions; Education and Partnership, Children's Social Care and Youth & Commissioning.

2.0 Role / Responsibilities of the Board:

- (i) To provide sufficient high quality places for children and young people including 2 year olds, statutory school age, special educational needs and post 16;
 - To consider data and evidence of demand to identify expected shortfalls and surpluses and develop plans to meet demand;

CHILDREN'S SERVICES PROJECT BOARD

Terms of reference *Revised May 2019*

- Develop and continually review a School Organisation Plan which sets out the LA's strategy and approach to pupil place planning, meeting projected need, and making efficient use of the educational estate;
- Plan and oversee the implementation of capital projects to increase school places (e.g. expansions, new schools) and to rationalise and improve the educational estate (e.g. amalgamations, refurbishments). This will take into account the statutory frameworks, planning processes, land and asset management strategies, and funding matters;
- Plan and oversee the process of appointing a school provider for new schools, including the free school presumption process;
- Ensure the LA works collaboratively with stakeholders (e.g. Head Teachers, members, the DfE) in developing its plans and strategy.
- To take account of advice on maintaining high school standards during periods of change and to agree on the role of THEP in delivering this work.
- To review the statutory building requirements to ensure that the accommodation being used is safe and suitable.

(ii) Children's Social Care

(iii) Youth and Commissioning

3.0 Membership

3.1 Chair: Divisional Director, Education & Partnerships
Minutes: School Organisation & Place Planning Manager

3.2 The membership of the Board consists of core and extended members.

Core members:

- Divisional Director, Education & Partnerships
- Divisional Director, Children's Social Care
- Divisional Director, Youth and Commissioning
- Divisional Director, Corporate Property & Capital Delivery
- Executive Director of the Tower Hamlets Education Partnership
- Head of Pupil Services and School Sufficiency
- Building Development Manager
- School Organisation & Place Planning Manager

or a representative

Extended members:

CHILDREN'S SERVICES PROJECT BOARD

Terms of reference *Revised May 2019*

- Divisional Director of Culture, Learning & Leisure or representative
- Head of Integrated Early Years
- Head of Behavioural Support
- Head of SEND
- School Admissions Manager

4.0 Accountability

- 4.1 The Chair of the Board is responsible for arranging feedback on activities of the group to the Asset Management and Capital Strategy Board.
- 4.2 Any sub (working) groups established by the Board will report back the Group at each meeting, if relevant.

5.0 Review

- 5.1 The group will review the relevance and value of its work and the terms of reference annually.

6.0 Working methods

- 6.1 The following method for delivering and monitoring identified needs will be adopted:
- (i) Review land and asset options to identify potential sites to meet identified needs, including the need for expansion, rationalisation, or the development of new types of provision. Report to Cabinet on progress and further plans for implementation.
 - (ii) Review progress on developing and implementing agreed projects. In the case of schools this may include working with developers/owners and seeking school providers as required.
 - (iii) Manage free school presumption process where required for new school sites.
 - (iv) Review proposals and designs for new school sites to be developed through the Local Plan and planning process.
 - (v) Review and agree Capital Bids, Business Cases and PIDs for issuing to the Asset Management & Capital Delivery Board.
 - (vi) Review and agree Project Briefs and Change Requests during project delivery.
- 6.2 Working groups will be established where the formulation of the Estate Strategy requires cross Directorate or Third Party involvement.
- 6.3 Meetings:
- Monthly for one and a half hours

CHILDREN'S SERVICES PROJECT BOARD

Terms of reference *Revised May 2019*

- Arranged by the PA Education & Partnerships
- Minutes taken by School Organisation and Place Planning Manager
- Chaired by the Divisional Director, Education & Partnerships
- Each agenda will contain the standard agenda items (as below), with extended members providing additional agenda items when required
- Papers will be circulated electronically by the Monday before the scheduled meeting
- Core members will be invited to all meetings and extended members only invited when a specific agenda item is required
- Non-members may be invited to meetings at the discretion of the Chair
- If a core member is unable to attend, a substitute must be nominated

6.4 The agenda will contain the following items:

(i) Standard agenda

- Apologies for absence
- Minute and matters arising
- Minutes of Culture Services Project Board (for information)
- Project Approvals - Business Cases, Project Briefs and PIDs (issued in advance of meeting).
- Capital Programme Report – development and implementation update, including Highlight Reports, Change Requests
- Working group updates
- Children's Social Care items
- Education items – early years, primary schools, secondary schools, special schools, alternative provision, post-16
- Youth and Community items
- Any other business

(ii) Annual agenda items

- Terms of reference and membership
- Review and content of the School Organisation Plan and content for the annual Cabinet report on review of school places (including stakeholder engagement)
- Capital Bids

(iii) Periodic Agenda items

- Pupil Place Projections / GLA update
- Community Infrastructure Levy update
- Local Development Framework and Planning update
- Quarterly Report to DLT on programme

**Asset Management and Capital Delivery Working Group:
Report for Consideration**

Date: 30th July 2019

Title: Victoria Park One O'clock Club building

Officer: Patrick Azikie, Strategic Asset Manager



1. Executive summary

1.1 This report considers the options for the future use of the Victoria Park One O'Clock Club building which was operated as a stay and play facility by Children's Services until June 2018. Children's Services confirmed at their project board on the 1st July 2019 that the building was surplus to their requirements and they have no plans for future usage.

2. Recommendation

2.1 That the Group notes the current position regarding the premises, the options for future use and agrees the recommendation for the use put forward by the Park's department, subject to approval by the Capital Delivery Board.

3. Background

3.1 The One O' Clock Club building sits within Victoria Park, in the location shown on the attached map. The building is in the corporate estate and was operated by the Council's Early Years' Service under an historic memorandum of understanding for the purpose of running a One O' Clock club. The building is managed as part of the CLM and has been vacant since June 2018.

3.2 The Early Year's Team, within Children's Services have indicated that they no longer require the building to provide services to under-5s because there is adequate alternative provision in the local area and this approach has now been signed off by the Lead Member.

3.3 According to the condition survey carried out in June 2018, the property requires substantial repair, including a replacement roof, which is estimated to cost circa £54,000.

4. Options

4.1 Option 1 - Parks Proposal

The Parks Team are seeking to bring the building back into use as an asset for Victoria Park, alongside other buildings including the Hub, V&A building and pavilion changing rooms, to support the delivery of their apprenticeship service and volunteers.

Parks has recently started a Horticultural Apprenticeship scheme and has recruited an in house gardening team. The planned usage for the building is:

- Victoria Park Horticultural centre, with adjacent greenhouses
- Horticultural training centre for apprentices which could also be used for a range of other training and meetings
- Learning centre to hold various horticultural courses open to the local community
- Storing of equipment and materials relating to horticultural related activity.
- Growing of plants/shrubs for use in the parks

Other buildings in the park are unsuitable for the provision of this service and this building provides an opportunity for these services to be delivered in an under-used building.

The provision of a horticultural training centre would provide for a wide range of training, from apprentices to adult education. Apprentices would be able to carry out their classroom training on site with the appropriate equipment for modern learning methodology. As the activities would be linked to Park operating hours the variable closing times would not be an issue.

The following alterations would be required to create a training space:

- Altering double doors to a single door and putting in screens and projection equipment for training purposes.
- Changing toilet facilities from child fittings to adults.
- Upgrading the heating
- Furniture for training purposes.

The works to the site would include:

- Replacing existing fence with a higher one for increased security and safety.
- Construction of a large greenhouse, fitting out, water and electricity.
- Cloches for hardening off plants
- Equipment for horticultural training.

There are S106 monies to fund these works to the value of £148,101 which has been approved for these works. A PID (appendix B) was originally concerning the two empty lodges in East Side of Victoria Park and surrounding grounds. The proposed project is identical in content but utilising the One O Clock club and

surrounding area instead. The operating costs of the building will be met within existing budgets.

4.2 Option 2 – Alternative council use

No other alternative Council uses have been identified, partly because of the access restrictions of the park.

4.3 Option 3 – Commercial letting

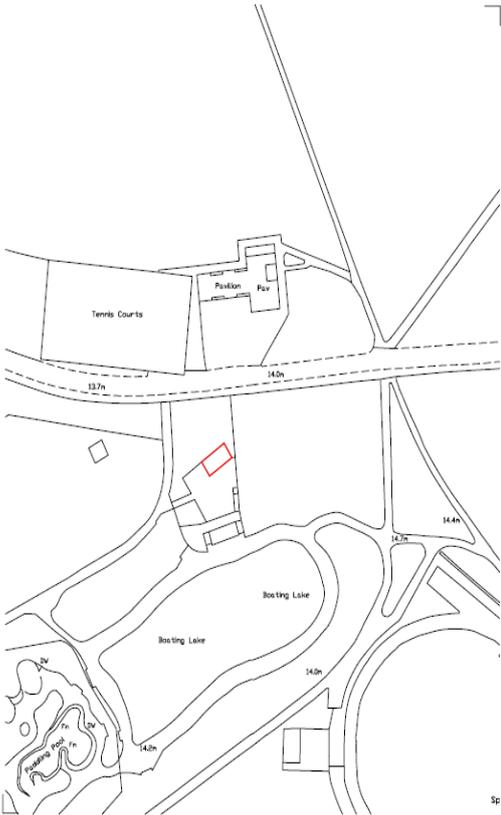
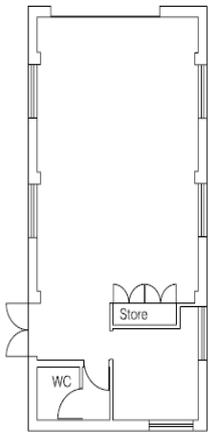
Securing a commercial letting will be difficult due to the poor quality of the existing building, limited market given location, planning position, licence only and restrictive hours linked to park closing times in the winter.

5. Conclusion

The proposal from Parks would make good use of the asset in the medium term, is compatible with the location and funding has been identified. This option is recommended.

APPENDIX A

ONE O CLOCK CLUB VICTORIA PARK	Site Plan
	Scale : 1/100



Creative & Technical Resources
Technical Information & Surveys

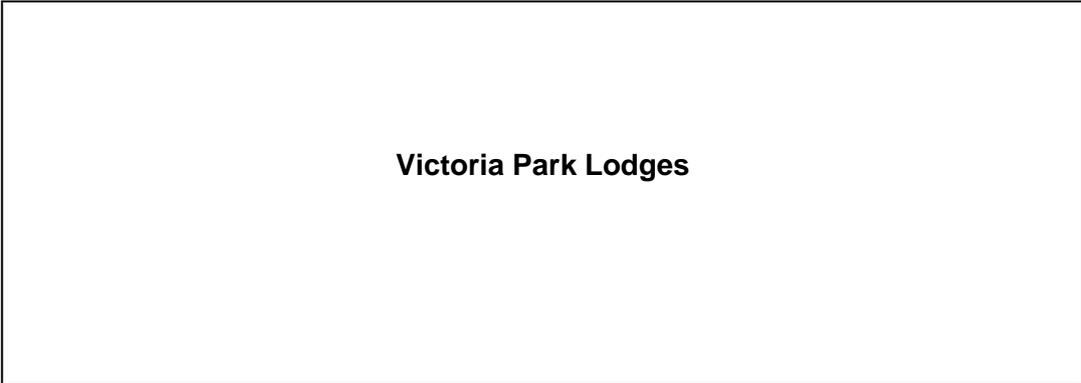
Tower Hamlets

Scale 1/1250

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PROJECT INITIATION DOCUMENT

(May 2015)



Victoria Park Lodges

Project Initiation Document (PID)

Project Name:	Victoria Park Lodges		
Project Start Date:	June 2016	Project End Date:	September 2016
Relevant Heads of Terms:			
Responsible Directorate:	CLC		
Project Manager:	Steve Murray Head of Arts Parks and Events		
Tel:	X7910	Mobile:	07985216304
Ward:	Bow East and West		
Delivery Organisation:	Contractors, some works via BATs		
Supplier:	TBC		
Amount of S106 available for this Project:	£148,101		
S106 Planning Agreement Number(s):	PA/14/00074 £72,313 PA/09/00326 £75,788		
Date of Approval:			

Distribution List

Organisation	Name	Title
LBTH D&R	Aman Dalvi	Corporate Director
LBTH D&R	Owen Whalley	Service Head – Planning and Building Control
LBTH D&R	Dave Clark	Interim Service Head; Resources
LBTH D&R	Anne-Marie Berni	Infrastructure Planning Manager
LBTH Legal	Fleur Fancis	Principal Planning Lawyer
LBTH D&R	Helen Green	D&R S106 Project Manager
LBTH D&R	Andy Simpson	S106 Programme Manager
LBTH D&R	Andy Scott	Acting Service Head – Economic Development
LBTH CLC	Gulshana Khatun	CLC S106 Project Manager

Related Documents

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			

CONTENTS

PROJECT INITIATION DOCUMENT	5
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2.0 Section 106 Context	9
3.0 Legal Comments	10
4.0 Overview of the Project	10
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1.0 Purpose of the Project Initiation Document

1.1 The purpose of the project is to bring back into use two empty lodges and the Gardens. Together they will provide a new community engagement and training project within the park.

2.0 Section 106 Context

2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.2 The Directorate of Development and Renewal in Tower Hamlets Council has put in place a corporate structure, leading to a transparent process for assessment, negotiation, agreement, expenditure and monitoring of section 106 resources.

2.3 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development at the sites identified below.

2.4 The agreement obliged the Developer to pay the Council amounts for the purposes of the Council as detailed below under funding requirement along with expiry dates.

Planning Application Number:	Head of Term	Site Address	Funding Requirement	Amount	Expiry Date
PA/14/00074	LSOS	Telehouse Far East, Sites 6 and 8	public open space anywhere in the borough	£72,313.00	TBC
PA/09/00326	ENV	Gun Wharf, 241 Old Ford Road,	Environment and Public Realm including mitigation for	£75,788.89	13/05/2023

		London, E3	increased pressure on Victoria Park		
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3.0 Legal Comments

[LBTH Legal Services to provide commentary]

3.1 XXXX

4.0 Overview of the Project

4.1 There are two lodges located in the north east corner of Victoria Park both of which have been vacant for some time and subject to squatting, vandalism and theft which has left them in a poor state. The project will create storage, office, training spaces, including a training kitchen, within the two buildings. Reinstatement of services and communications and improved security. Additionally the two gardens and yard storage area to the rear of the buildings will be landscaped to allow for growing projects and new green house facilities.

5.0 Business Case

5.1 The two buildings in question, White lodge and Molesworth lodge, are both out of use and suffering deterioration due to vandalism and lack of maintenance. As parks wish to move to a greater level of community engagement and utilise resources to support the Council's key objectives around community cohesion and healthy living, bringing existing unused resources into play is an efficient way forward. They will enable us to attract third sector partners and volunteers to run new projects around growing, cooking and healthy lifestyles. The greenhouse and growing facility will also allow us to start growing our flowers and shrubs for use across the park which overtime will afford significant savings, modern glasshouse heating being hugely more efficient than when parks last used them. The project addresses priorities around thriving community spaces and community cohesion by creating spaces and projects that bring people together. Additionally it supports the Healthy Living agenda through outdoor activity such as gardening.

5.2 The new facilities will enable training and work experience opportunities supporting the Council's key priority of supporting job creation and improving employability

6.0 Approach

6.1 Both buildings have had recent conditions surveys which will help inform works specifications along with designs for specialist training facilities such as kitchen and growing facilities. Building based works will be procured through BATs and landscaping works tendered out to frameworks contractors or external depending on projected spend. The project will be overseen on the ground by the Parks infrastructure Officer Andrew McIntyre. Ongoing structural maintenance will sit with the Corporate Landlord, D&R, whilst internal repairs will fall to Arts parks and Events

6.2 'Signage' will be displayed signifying the use of s106 contributions on the hoarding or on street work frames.

7.0 Deliverables

7.1 The new facility will allow Victoria Park to expand its community engagement programme and build long term partnerships with third sector organisations delivering services to borough residents. The improved security, including CCTV, will help to limit vandalism and theft to this area of the park.

7.2 The physical deliverables will be the repairs and refurbishment of the White Lodge and Molesworth Lodge, repairs to floors, windows, roofs, plumbing and electrics and security. Clearing and reordering gardens and yard space to create growing space and access to small wood located behind the lodges.

7.3 Long term the scheme will enable the park to produce some of its own plant stock reducing the cost of buying it in.

8.0 Local Employment and Enterprise Opportunity

8.1 The new facility will offer opportunities for volunteering, work experience and apprenticeships. We will work with contractors to identify any scope for work experience.

9.0 Programme Timeline

9.1 Project Budget

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (capital/revenue)
Project design	£5,000	S106	capital
Building works	£98,101	S106	capital
Landscape works	£30,000	S106	capital
contingency	£15,000	S106	capital
Total excluding VAT	£148,101		

Any unspent contingency will be returned back to the S106 portfolio.

9.2 Financial Profiling

Table 2									
Financial Profiling									
Description	15/16				16/17				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
All necessary works					£5000	£143,101			£148,101
Total					£5,000	£143,101			£148,101

9.3 Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	Design works	£5,000	June 2016
2	Building works	£98,101	July 2016
3	Landscaping works	£30,000	July 2016
4	contingency	£15,000	Sept 2016
5	Project Closure presentation	£0	Oct 2016
Total		£148,101	

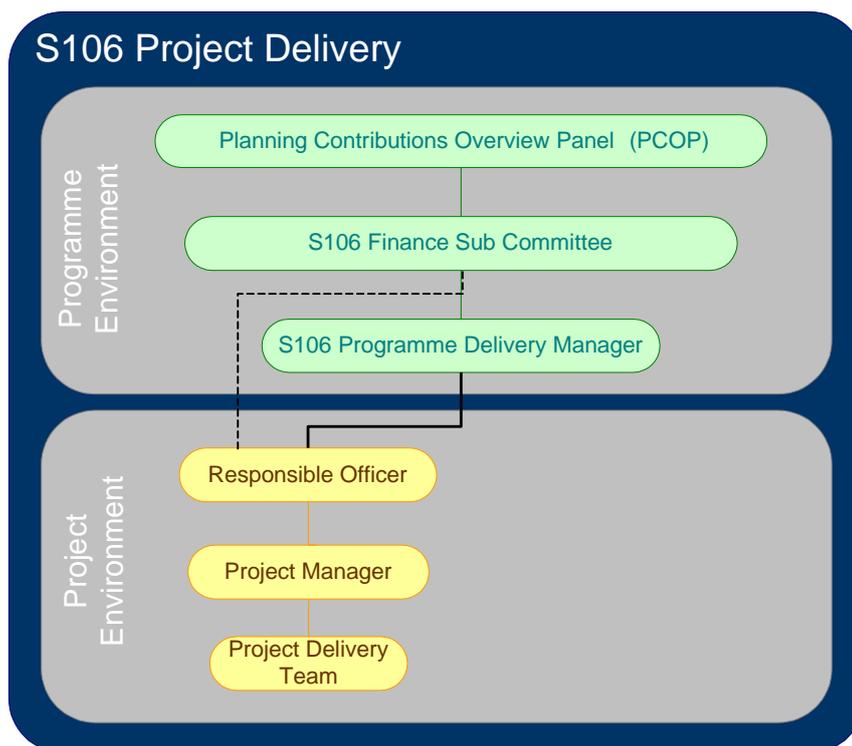
9.4 Realisation

Table 4	
Benefit	Measure
Building works will be quality controlled through BATs	Detailed specs including materials and equipment to be used
Landscape works will be quality controlled by parks staff	Detailed specs including materials and equipment to be used

10 Governance and Organisational Structure

The governance structure that provides for the delivery of programme/project funded in whole or in part by S106 resources is set out in diagram 1 below.

Diagram 1



Project Manager to complete the following - The governance arrangements for this project is set out below:

- Project Sponsor – Shazia Hussain
- Project Manager – Stephen Murray
- Project team members – TBC

11 Project Reporting Arrangements

Table 7			
Group	Attendees	Reports/Log	Frequency
Arts Parks and Events	Steve Murray Andrew McIntyre Ron Cain BATs	Minuted meetings with action points. Site visits with action points	As and when required: <ul style="list-style-type: none"> • Design stage • Procurement planning • Construction stage • Inspections and sign offs
Capital Projects Board	Capital Board Members	Minuted with action points	Every 8 weeks

12. Quality Statement

[This section outlines the way in which quality has been defined and therefore the way in which quality will be measured throughout the lifecycle of the project. It should reference any policy statements, manuals or procedures and quality standards of the client]

12.1 The building aspect of the project will be monitored by the Council's Building and Technical Services and signed off by their surveyor. Parks staff will receive training in any required maintenance issues associated with new equipment and systems. Project delivery on completion of the build will be managed by Arts Parks and Events staff.

13. Key Project Stakeholders

Table 8			
Key Stakeholders	Role	Communication Method	Frequency
Head of Arts Parks and Events	Project manager	Verbal and written report back	Bi weekly
Victoria parks Infrastructure Officer	On site management and supervision	Verbal and written report back	Bi weekly

14. Stakeholder Communications

14.1 We have received enquiries and comments around these empty properties and that area of the park. When the project is confirmed we will deliver a communications strategy working with the comms team and also via local groups such as Friends of Victoria Park. Early designs will be run past interested parties such as volunteer gardening group.

15. Key Risks

15.1 The key risks to this project are provided in the Table 9 below.

Table 9							
Risk No.	Risk	Triggers	Consequences	Existing Internal Controls – to be confirmed	Likelihood	Impact	Total
1	Overspend of budget	Unexpected costs	Failure to finish the works	Detailed planning, specs and contingency funds	2	2	4
2	Project slippage	Poor weather delays external works	Delayed end to works	Delays to landscaping will be built in contractual arrangements and will not adversely affect long term aims of the project	2	1	2

16. Project Approvals

The PID has been reviewed and accepted by delegated PCOP Chair, Owen Whalley and Service Head, Shazia Hussain, Culture, Learning & Leisure. The risks identified are understood and acknowledged.

Role	Name	Signature	Date
Delegated PCOP	Owen Whalley		

The PID has been reviewed and accepted by delegated PCOP Chair, Owen Whalley and Service Head, Shazia Hussain, Culture, Learning & Leisure. The risks identified are understood and acknowledged.

Role	Name	Signature	Date
Chair			
Service Head, Culture, Learning & Leisure	Shazia Hussain		

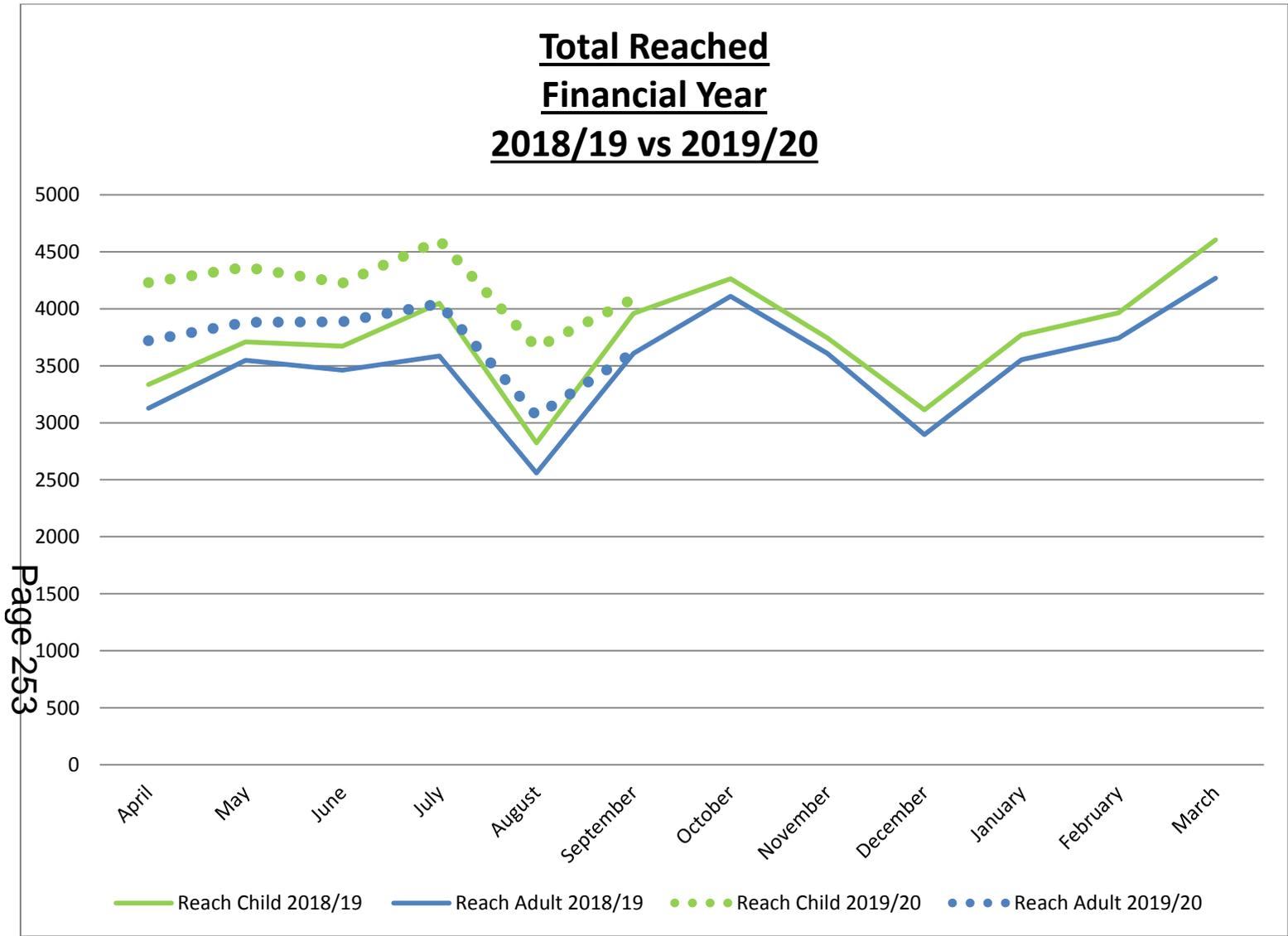
17. Project Closure

Please see the Project Closure Document Template. This is to be completed at the project closure stage and submitted to the s106 Programme Manager.

The relevant documents, as outlined in the Project Closure Report, must be made available on request.

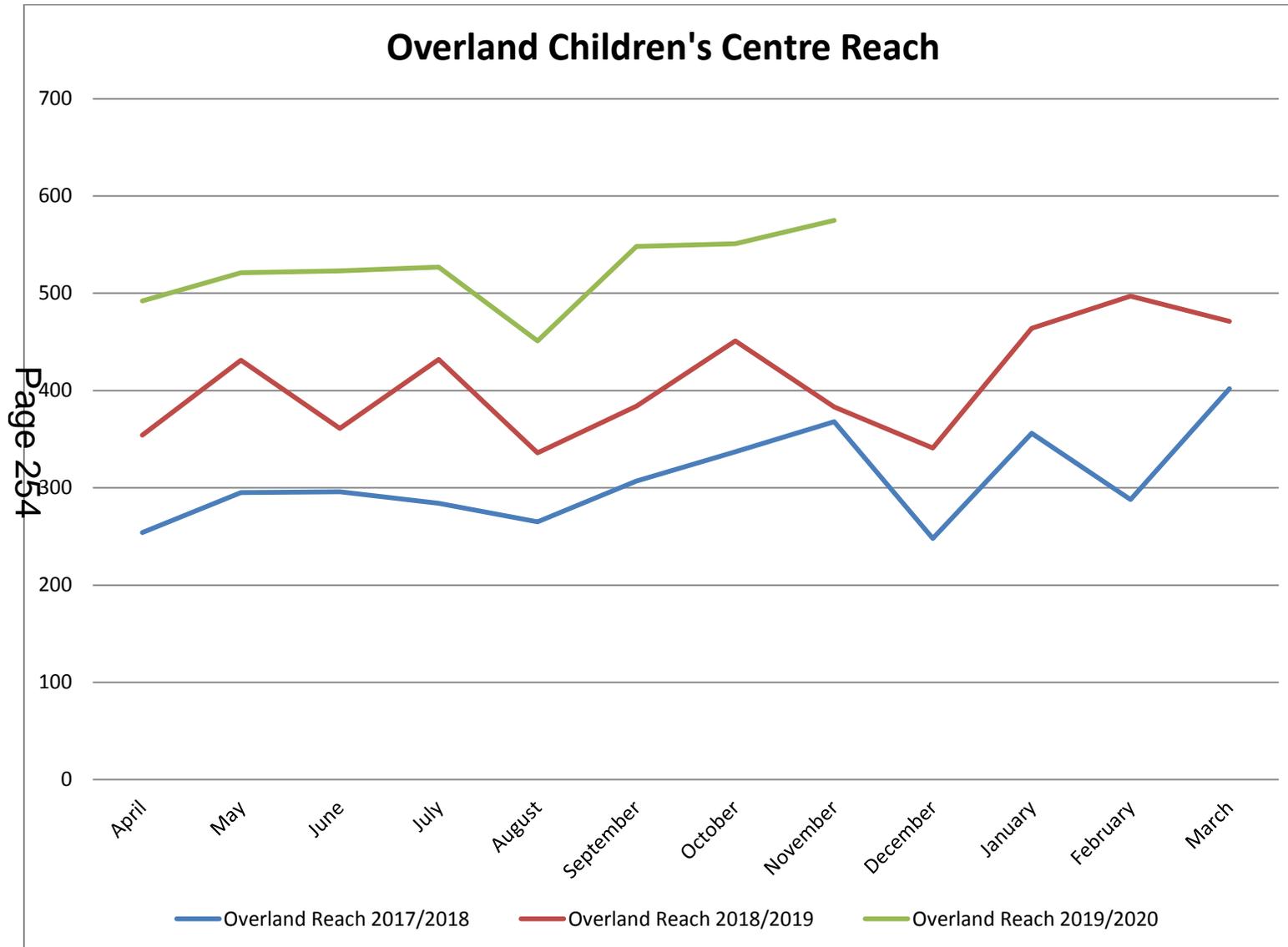
Project Closure Document				
1.	Project Name:			
2.	Timescales	Please Tick✓		
	I confirm that the project has been delivered within agreed time constraints. If “No” please confirm below that there is no impact on the projects funding i.e. clawback	Yes	<input type="checkbox"/>	No
3.	Outcomes/Outputs/Deliverables			
	I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the Planning Agreement including any subsequently agreed variations.	Yes	<input type="checkbox"/>	No
4.	Cost			
	I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	Yes	<input type="checkbox"/>	No
5.	Closure of Cost Centre			
	I confirm that there is no further spend and that the projects cost centre has been closed.	Yes	<input type="checkbox"/>	No
6.	Risks & Issues			
	I confirm that there are no unresolved/outstanding Risks and Issues	Yes	<input type="checkbox"/>	No
7.	Project Documentation			
	I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken. An electronic copy of these Records has been provided to the Infrastructure Planning Team within D&R.	Yes	<input type="checkbox"/>	No
	These records can also be accessed within the client directorate using the following filepath:			
8.	Lessons learnt			

9.	Comments by the Project Sponsor including any further action required		
10.	The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.		
	Sponsor(Name)		Date
	Project Manager(Name)		Date



All Children's Centres
Graph shows the reach for all 12 children's centres as a comparison between 2018/19 and 2019/20 for children (green) and adults (blue). Although seasonal trends are maintained, there is a clear and significant increase in the number of unique visitors to children's centres in 2019/20.

Overland Children's Centre Reach



Graph shows the year on year increase in the reach (unique visitors) for children accessing services at Overland Children's Centre.