



Start Well Review Consultation

Report by Consultation & Research Team

November 2021

1. Background

Bolton Council operates three main Start Well Centres, one in each district in Bolton. Each of the centres has its own governance board called an Early Years Partnership Board. These boards support the 14 linked Start Well Centre sites across the borough, supporting families with children aged 0-5 years. As part of the Start Well review process, it is proposed to rename the Start Well Centres, calling them Start Well Family Hubs. Families across Bolton would be supported from pregnancy onwards, until their child reaches 19 years in age, or older for those children with special educational needs.

It is proposed that within the Family Hubs, services used by every family, such as Community Midwifery, 0-19 Public Health Nurses, Targeted Early Help, as well as Start Well Services, would be accessible, at a neighbourhood level, to families and young people. By bringing all these services together, under one umbrella, and governed by one board, would provide a better service to families, as well as make wider savings and efficiencies.

To engage residents and stakeholders, the Start Well Service ran an eight-week public consultation between Tuesday 21st September 2021 until Wednesday 17th November 2021. The consultation sought the views on the council's proposal to:

- a) Rename the Start Well Centres, calling them Start Well Family Hubs.
- b) Change the way the governance boards work, by having a Start Well Family Hub in each neighbourhood, reporting to one boroughwide board, instead of three.
- c) Include the Bright Meadows Centre in Brightmet as a Start Well Family Hub, alongside the other 17 centres.

Responders to the consultation were provided with additional supporting information, highlighting the rationale for change. This was accessible as a PowerPoint video briefing on the Council consultation webpage, To access, please view: <https://www.bolton.gov.uk/directory-record/2589/start-well-centre-review>.

2. Methodology

Between September and November 2021, the Council ran a public consultation, seeking to engage residents and stakeholders that use Start Well Children's Centres, in sharing their reflections on proposals to make the service more accessible to families, as well as providing savings for the service. During that period a comprehensive communication plan was

implemented to raise awareness of the proposal across the borough, with a strong emphasis on engaging families that currently use the Start Well services. To support engagement, 4000 leaflets were distributed to Start Well Children's Centres, libraries and leisure centres across the borough, as a tool to raise awareness with families (see Appendix A). An email was also distributed to all stakeholders, including the Vision Partnership, Elected Members, Early Years Partnership Board, all registered Early Years providers, childminders and out of school providers. The information within the email outlined the consultation and encouraged engagement with the recipient and their networks and service users. Individual meetings were also delivered by the Head of the Start Well Service to the Primary School Improvement Group, NHS Trust, the 0-19 Children and Young People Health and Well Being Leadership Team, The Church at the Centre URC, the Early Years Communication and Language Service (0-19 CYPHWS), the Secure and Response Managers, Family Time Service and Environmental Services.

Supporting documentation was made accessible on the Council's consultation webpages and social media was heavily utilised throughout the period to share key messages about the consultation. The social media post had the potential of reaching 27,212 residents on various social media channels. 371 residents actively engaged in the posts throughout the eight weeks. Our analysis found that there was greater engagement on Monday mornings and on weekends, particularly earlier in the mornings or later in the evenings.

Participants were surveyed using a questionnaire tool made up of open and closed questions, over the eight-week period, providing respondents the opportunity to reflect and share their thoughts on the proposal. The questionnaire was made available both digitally and offline, with the questionnaire being accessible on the council's consultation web page, as well as in hard copy format, on request.

*A copy of the questionnaire is included at the end of this document, located in Appendix B.

3. Consultation responses

A number of open-ended questions were included in the questionnaire to give respondents the opportunity to comment on the proposal.

Throughout the consultation period the following responses were received:

- 48 completed electronic questionnaires from residents and stakeholders

- 3 formal stakeholder responses from Family Time, The Skills and Aspiration Group/ Team Bolton Employment and Skills Partnership, and Tonge Moor United Reformed Church (Appendix C).

Staff responses: It should be noted that this public consultation has had direct staff responses. These responses have been included within this consultation report; however, a separate staffing consultation has also been undertaken throughout the review period. This has enabled all staff to outline concerns and impacts. A consultation report has been submitted outlining the feedback from all impacted staff.

Analysis notes

- Results are presented in the questionnaire format with 'Don't know' type responses removed unless stated.
- A sample of comments [verbatim] are included in the report. Comments may be abbreviated so that only the relevant extract is included. Although the category of respondent is given, respondents may have responded in more than one category, eg an 'official' respondent may also be answering as an individual.
- Due to the number of respondents, results are presented numerically rather than as percentages. Base: unless otherwise stated the base is the number of respondents to a particular question.
- Data has been cleansed where appropriate, e.g., comments moved into existing responses.

Digital and paper-based survey responses

A total of 48 residents and stakeholders took part in the survey, outlining their reflections on the proposed Start Well Children's Centre Review.

4a. Proposal

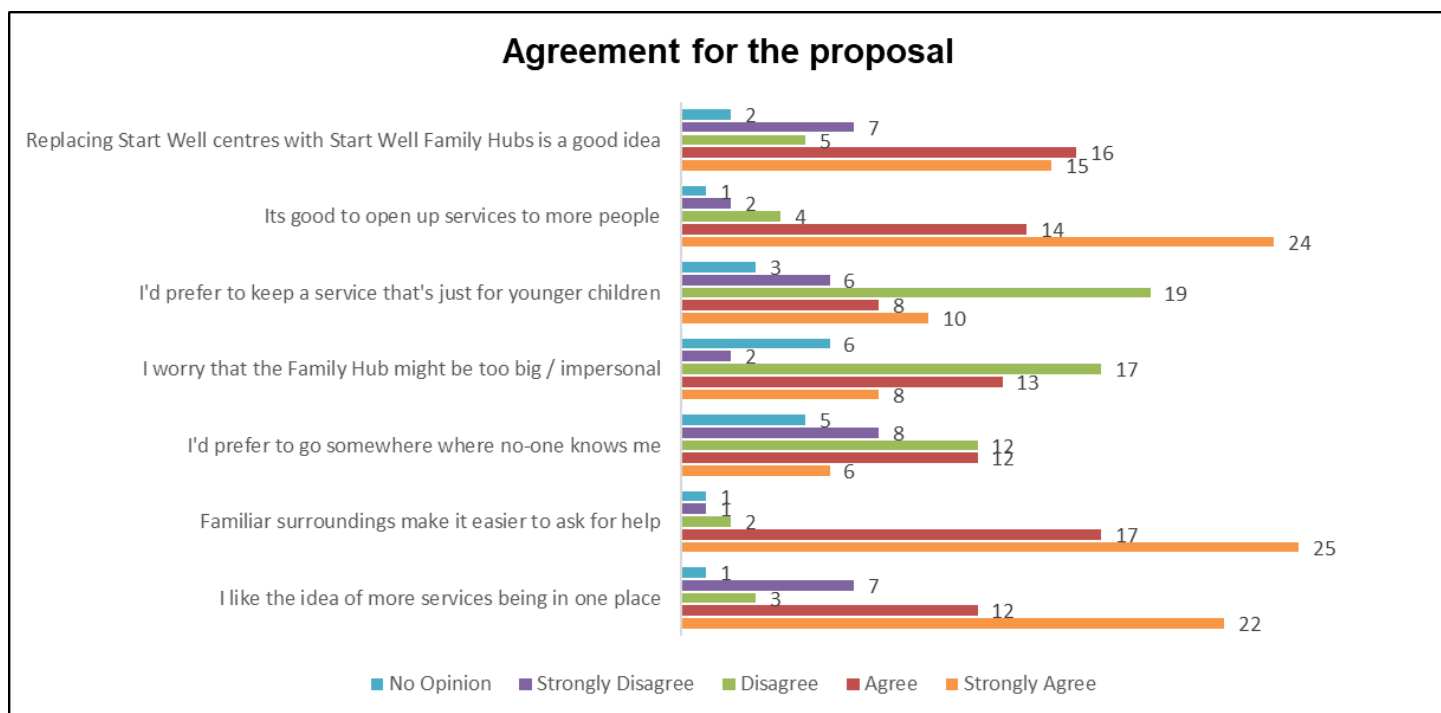
Respondents were encouraged to read the full proposal before submitting comments to the consultation, after which they were asked how strongly they agreed or disagreed with a variety of comments relating to the implementation of the proposals.

In principle, 33 (73%) respondents liked the idea of more services being accessible in one place. 42 respondents (91%) strongly agreed/agreed that familiar surroundings make it easier to ask for help. 38 (84%) of respondents agreed with the concept that it's good to open up services to more

people. When asked if replacing Start Well centres with Start Well Family Hubs is a good idea, 31 (69%) respondents strongly agreed/agreed with the proposal.

Where respondents disagreed with the statements, these were around maintaining the service delivery for young children. Just under two-fifths (18 respondents / 39%) agreed that the service should remain as an early years' service.

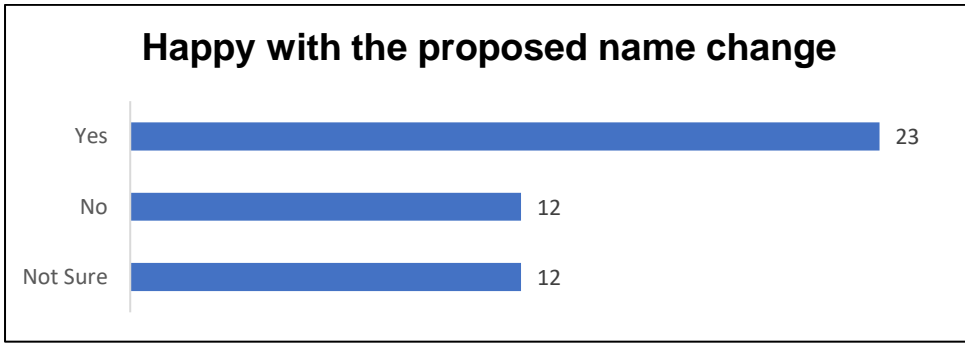
Respondents were split over whether they agreed (18 respondents / 42%) or disagreed (20 respondents 47%) to accessing a service provision where no-one knows them.



Base Average: 45

4b. Agreement with the proposed name change

Just under 50% (23 respondents) were happy with the proposed name change to 'Start Well Family Hubs'. A quarter of respondents were unhappy with the proposal to change the 'Start Well Centre' name, and the remaining quarter were unsure.



Base: 47

4c. Name change alternative

18 respondents who stated that they were not happy or not sure about the name change from Start Well Children’s Centre to Start Well Family Hubs, chose to expand on this further.

Q3. If no / not sure, what name would you prefer?	Respondent category				
Alternative name	Individual	Staff / volunteer: Start Well or other provider	Governance board member	Official response	Total respondents
Family Centre	1	-	-	1	2
Start Well Centre	1	-	-	1	2
Start well	2	1	1		2
Start well Family Centre	1	-	-	1	2
Centre	1	-	-	-	1
The Hub for customers.	1	-	-	-	1
Children's centre	1	-	-	-	1

Respondents may have answered in more than one capacity

Comments on name change:

There were a few comments from respondents who felt that the name change was unnecessary, such as *“waste of money on rebranding again”* [Staff / volunteer at Start Well or other provider]. The term Hub was disliked by some *“don’t like the term ‘hub’ and why Start Well? This is associated with 0-5 now so needs to change”* [Individual], and some confusion about whether the name would convey what was offered *“not sure people will understand what the centre offers”* [Staff / volunteer at Start Well or other provider]

5a. Impact and Concerns

Residents and stakeholders were invited to comment on how the service proposals would impact them and their families if implemented.

34 comments were received.

Please tell us how you will be affected if Start Well centres are replaced by Family Hubs	Respondent category					Total respondents
	Individual	Staff / volunteer: Start Well or other provider	Governance board member	Official response	No category	
Positive impact	10	-	-	1	-	11
Negative impact	10	1	-	2	-	12
Respondent didn't know how will be affected	3	1	1	4	1	6
Not affected	1	-	-	1	-	2
Unclear from comment	1	-	-	3	-	3

Respondents may have answered in more than one capacity

Sample verbatim comments:

Positive impact predicted as a result of implementing the proposals

11 respondents felt the change would be positive. They were keen to see local, accessible and supportive services that catered for a range of ages and needs, particularly as they felt they would offer joined-up support.

Only one of these was an **official** response *“Thrilled that Brightmet will have Bright Meadows back”*.

Individual respondent comments included:

“Having a family hub is a good idea as it’s more accessible for people in the community instead of having to travel out of their own town”

“As long as there is one local to Horwich with all services accessible in one place should be fine”

“Extra choice to get reassurance rather than blocking up doctors appointments”

“People I know would have benefited (had there been this service then). So good idea”

“Family Hubs seem to be a more holistic way of offering support to all the family”

Negative impact predicted as a result of implementing the proposals

Respondents were concerned that services could become impersonal and geographically distant from where they were needed. There was a feeling that the changes were an attempt to save money as opposed to improving services, and that staff would be adversely affected.

Official respondent comments:

"I live in little lever, there is nothing for age 0-5 unless you pay a fortune to take them to xxx or nurseries... Changing and closing harvey means is, travelling further afield, hindering educational activities for little lever children."

"Do not want a return to the old-fashioned Family Centres that became stigmatized as Social Services Family Centres. Need it to be open to all"

Staff / volunteer: Start Well or 'other' provider comment:

"I and my family will be affected by the massive changes to my working pattern".

Individual respondent comments:

"The centres will run services for older children and young people as well, so will probably feel busier and less personal to just families with younger children"

"Changing to save money is ridiculous, think of the families that are currently being supported by people they trust and they will potentially now be brushed aside"

"I like having one contact that I can speak to and can come see me to discuss assisting with my child"

"Concerned that young children will miss out"

"This is simply a money saving exercise nothing to do with service improvements."

Respondent who didn't know how they will be affected

Some respondents were unclear what the effect would be, either because of their personal circumstances or because they did not have sufficient detail, including one response from a member of a **Governance Board** who *"don't know enough about it"*

Official Comments:

"We often use the Start Well Centres for training of staff so would hope this is continued!"

"We currently provide music sessions in one centre (Tonge) - unsure whether this will be affected."

Unclear from comment

Official responses where the impact was ambiguous:

- *"Health and Well-Being Social Services Send A centre addressing parenting skills, behaviour, engagement, mental health, healthy lifestyles - positive support mentoring development approach for struggling families - this is needs rather than another layer of health from a medical approach."*
- *"Local service need to target the needs of local people and communities"*
- *"Voluntary sector organisations working with children, young people and families will be affected by the changes in terms of how they connect and work in partnership with statutory, services. Listening to the families we support they want to build trusted relationships in a friendly and non threatening environment and what to understand what services are supporting them and why".*

5b. Worries and concerns

22 respondents expressed concerns about the proposed changes. These included concerns for staff and lost job opportunities, unmet need, location of proposed hubs and travel distance, along with uncertainty about what benefits the proposed hubs would offer. There was also concern that the hubs could not address wider issues of poverty and deprivation, that the suggested model had already been tried unsuccessfully, and that there would not be a wide enough range of services or appointments. Worries were also expressed that specialised services and the personal touch would be lost and that vulnerable families would not use services at a busier hub, which could attract anti-social behaviour.

Sample verbatim comments

Staff / volunteer at Start Well or 'other' provider comments:

"Lots of worries and concerns regarding my work life balance"

Official comments:

"Increase in demand which can not be meet with existing services. Families may unrealistically become over reliant on some services".

" 'The Kearsley Centre' - where is it? ...What are the proposed services?"

"Moving people to one building will have no positive impact if services still work separately and measures are not taken to communicate and build relationships across services, including the voluntary sector as an equal partner in provision".

"We have been here many years ago with this approach and it didn't work."

"Sure start centres failed because all outreach engagement and front facing services did not refer properly around the areas the centres served"

Individual comments:

- "Job cuts...more competition for any jobs that might come about because of staff that have lost their jobs as part of this restructure".*
- "Baby groups are being forgotten about. Babies need a good start to life and the groups i attended with my first child was great for my mental health and baby's development.*
- "School age children may hang around the centre externally and have poor behaviour. Then it may be difficult for staff to do anything about it"*
- "I for one will not be attending if these changes happen as there is no guarantee that you will see who you want to!"*
- "I won't have the support that I have had"*
- "What will happen with all the current experienced staff, are there any redundancies?"*
- "Families like mine that don't raise concerns amongst professionals but desperately need support due to circumstances will get lost as we are the families that get over looked"*

6a. Alternatives

Residents and stakeholders were invited to suggest alternatives or additional services to include within the proposals, as well as explore how to make the proposed hubs more accessible to children and families. Respondents suggested a wide range of services that could be incorporated into the proposed Hub model. These include:

- childcare, baby / toddler groups, playgroups, music / art / messy play session, school holiday groups, tutors
- benefits / financial advice housing advice, employment skills, confidence skills, DIY, groups for women, cooking sessions
- Support for carers, parents, parenting classes
- Café, food banks
- SEND
- Library services, computer facilities
- GP visits, midwives, health, mental health support, vaccination services,
- Youth groups / facilities for youth drop-ins, personal health support
- Social care, social worker visits

Some respondents suggested that services should be drop-in, free or very low cost. Some respondents suggested that facilities could be made available to voluntary and community groups and other service providers to provide a holistic service to the community. Further to this, if they could not provide services that help, the centres should be able to signpost people to other places that could.

Sample verbatim comments

“Parental support for those that are finding things difficult not just the ones that are identified by Health visitors on a form but those that are seemingly ok but are really finding things tough. Families like mine slip through the net as we don’t qualify for any of the support offered but would access things if they were more available to everyone” [Individual]

“Council officers for problems with Council Tax. Bolton at Home to be present for issues with housing.” [Official]

“The Voluntary Sector needs to have parity with statutory services.” [Official]

“Family cooking days - cook a meal and then eat together as a family” [Individual]

6b. Further accessibility for children and families.

Residents and stakeholders were asked if they could think of ways in which the service could make it easier for families with children to access services or support. In reply, responders outlined how they wanted local centres providing a comprehensive service, although universal services were also suggested. Staff were highlighted as being instrumental, with responders

stating numbers should be maintained, and one respondent felt paid translators should be employed, and that each service offered should have a permanent presence

Transport costs were outlined as a factor; suggestions included providing local busses or expanding the Ring & Ride service to everyone. Free / subsidised food was also suggested.

The need for informal support and childcare was mentioned, along with maintaining links with schools, nurseries, provider such as GPs and the voluntary sector.

Respondents also suggested that successful use of the centres could be encouraged, by holding a variety of activities to attract a wide range of people, enabling the centres to be seen as a friendly, relaxed place to visit.

Outreach and publicity were also mentioned; one respondent suggested advertising in UCAN Centres. Social media and apps could be used to greater effect. It was also suggested that families should be involved in making decisions about the support they received.

Sample verbatim comments – some respondents were responding in more than one category, e.g. an ‘official’ respondent may also be answering as an individual

Official respondent comments:

- *“To actually have one in Kearsley where there is a need - around Springfield Road”*
- *“Startwell hub in each town, so then it can be accessed by all families. Buses are an expense to some.”*
- *“Some services are specific to geographical areas, and parents are unable to access because their postcode doesn't fit. It would be good to remove that barrier and open up services across the borough”*
- *“Are we sure that we are not expecting people to travel too far to access as this was a problem in the past with the Family Centre approach?”*
- *“Small centres in other deprived areas like little lever.”*
- *“Ensure that centres are used for positive community activities which are regularly accessed by the local community to ensure that centres do not become stigmatised and only seen as for troubled families.”*
- *“Families need to feel part of what is happening not as though they are being 'done to' Improve communication between services whether statutory or voluntary and work together to support the family, not shifting responsibility but working together to support the family with the resources available. This may mean continuing communication beyond the initial referral”*
- *“Need to have all professionals on premises at all times so every service has representation”.*

“Not cutting the number of locality workers would be a good start”

“Provide outreach for families who need it.”

Governance board comments:

- *“Free childcare”*

Individual comments:

- *“A good number of families who need help and assistance are not regular users of email. Many like to use text messaging and lots like Facebook. A number also like to use WhatsApp. This all helps to engage families”*
- *“Keep the experts that clearly love their jobs and have a passion for helping doing what they love”*
- *“An app to book the appointments”*
- *“Drop ins, baby and toddler groups. Familiar and qualified staff that are trusted and friendly”*
- *“Make sure the services are all children’s services department to avoid being past from pillar to post between teams with different workers”*
- *“Integration with local schools, so children, staff and families are aware of the provision available.”*

7. Support

Residents and stakeholders were asked to comment on the additional support needed to support families through the proposed changes, if implemented. 30 comments with suggestions were received, many of which were around providing information to current and potential centre users and signposting people to services. Other comments included wider consultation, supporting staff, not implementing any changes and transparency.

Sample verbatim comments

Official responder comments:

“Clear navigation within the Hubs so that people do not feel lost about where and how to access services...if there is a receptionist ensure they are up to date about the services available and welcoming to those coming into the building....Continue to engage and consult with families, children and young people to find out what they think about the changes after they have taken place and continue to improve and adapt services and retain what is working well....Staff should be supported to work differently ...so that this is not just a name change or building move. The voluntary sector should be involved in the changes and have the opportunity to be housed within the buildings”

"Work with community leaders"

"Closer facilities for childminders to take our children too"

"Have we asked families using service at present what barriers they have experienced?"

"Information about what is on offer and sign post where to gain help and particular services"

"Ensure people understand the changes and are invited to visit the new settings/meet staff"

Governance Board comments:

- *"More information and talk to people in the boroughs"*

Staff / volunteer at Start Well or 'other' providers comments:

- *"I think that the staff affected by the proposed changes in working patterns ie working evenings and weekends should have a pay and grading review and the staff at risk of redundancy should be offered positions in others roles"*
- *"Lots of publicity so local families are aware of the change and know they can continue to access services locally"*
- *"Just to make sure more people know about it. Show that it is something positive and the go to place if any families need anything."*

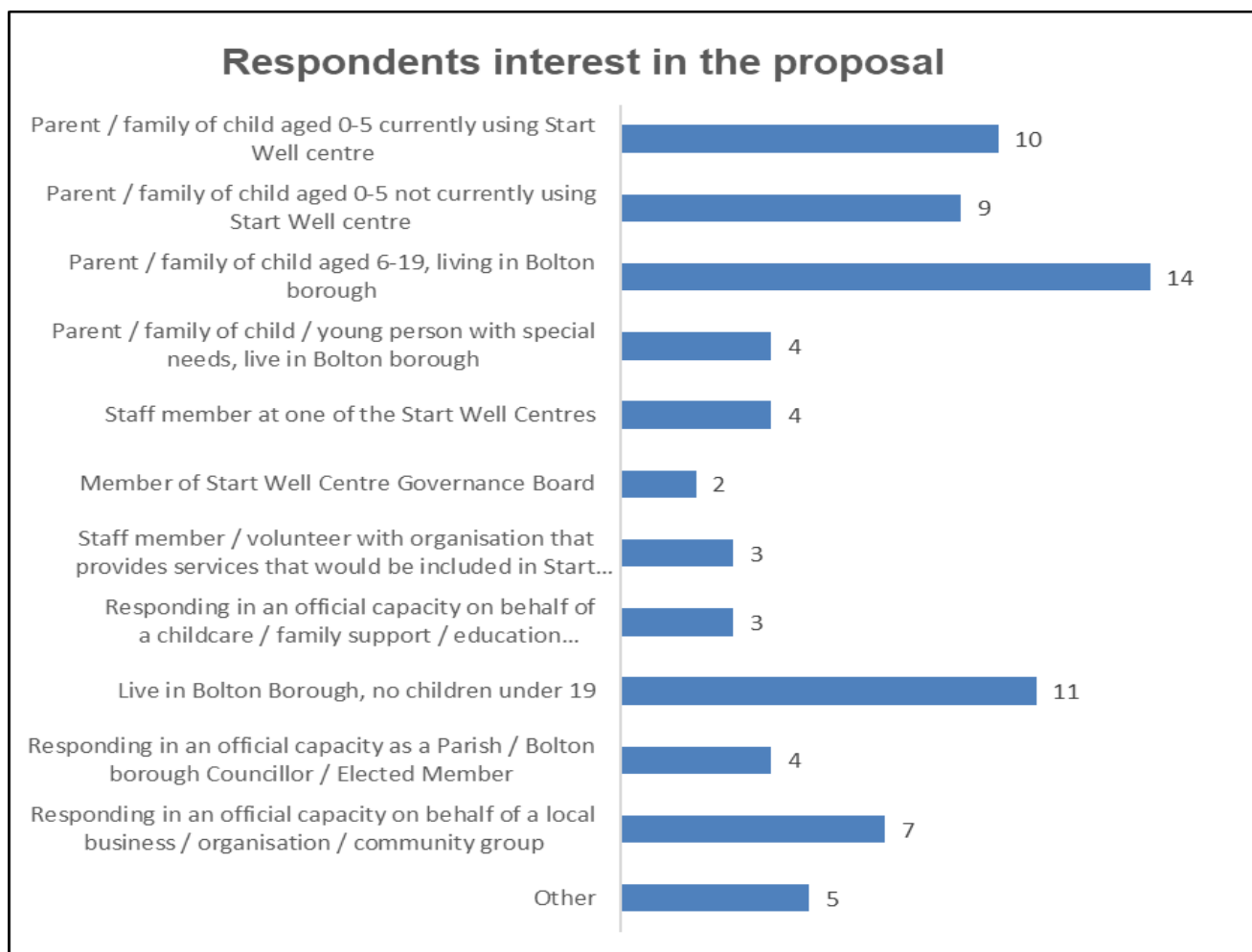
Individual comments:

- *"Making sure the people attending them know of the changes before they happen"*
- *"Reassurance that they will not 'slip through the net' during the transition. People tend not to like change but if they are reassured by the support workers they know rather than a stranger, that would help"*
- *"Tell us what services are on offer Currently they just seem like contact centres for families involved with services ...A good website with up to date information as to what's going on! Maybe even an app"*
- *"Local public transport info to reach the hubs"*
- *"Promotion of the offer, so young people & families are aware of the offer, particularly those with children aged 5 -19 years, that won't necessarily know about Start Well."*
- *"Activities in the hubs to familiarise users - social cafe areas for community cohesion"*
- *"People will think having one Board can look like a remote body. Do lots of actions to prevent this happening and being perceived as happening."*

8a. Your Interest

The consultation process wanted to ascertain what the recipient's interest in the proposal is. Respondents could choose from more than one category, when highlighting their interest in the proposal. The table below outlines the full breakdown; however, categories can be grouped into the following:

- 37 respondents indicated they were a parent/carer in the borough.
- 3 respondents indicated that they were a representative from a service that would be included within the proposed Start Well Family Hub model.
- 14 respondents completed the consultation in an official capacity.
- 11 respondents live in the borough, but don't have any children.
- 5 respondents indicated 'other'. These individuals include a parent of a child with a learning disability, a Specialist Community Public Health Nurse and a Minister with an interest in community outreach and support.



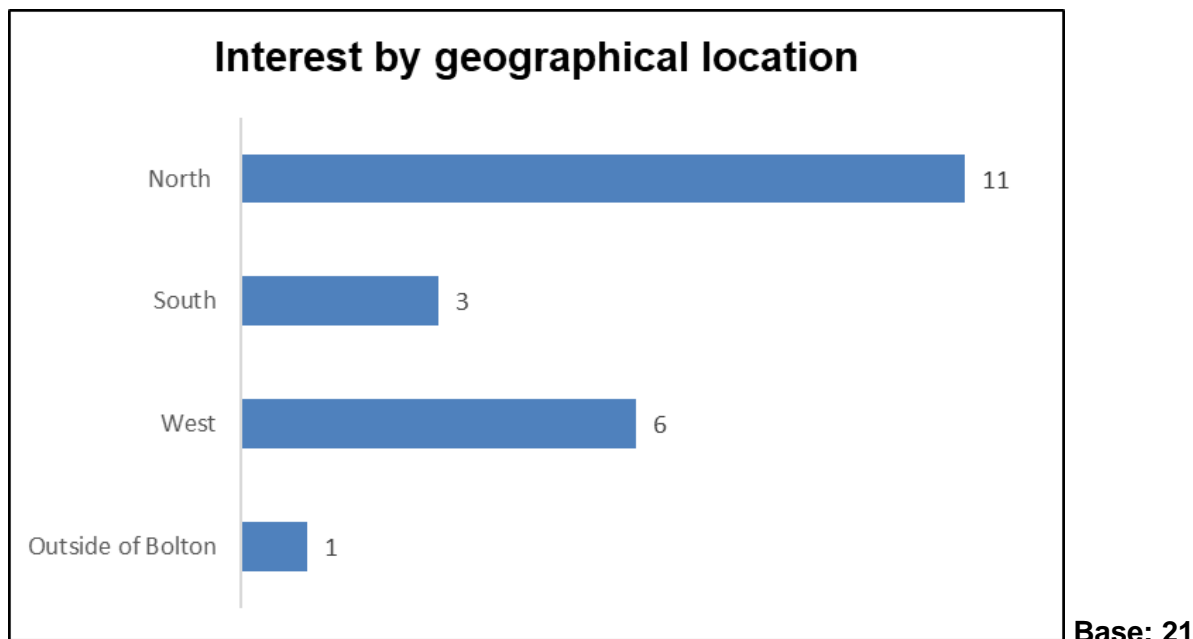
Respondents could choose more than one category.

9. Demographics

Residents and stakeholders were asked to provide a little bit more information about themselves, to enable us to determine the level of engagement from protected groups.

9a. Geographical location

The table below outlines the demographics of respondents by geographical district. A total of 21 respondents provided their full postcode. The majority of respondents (11) were from areas across the North, including Astley Bridge, Bradshaw, Brightmet, Bromley Cross, Little Lever and Tonge with the Haulgh. The remaining 9 respondents were split between the South (3) and the West (6) of the borough.

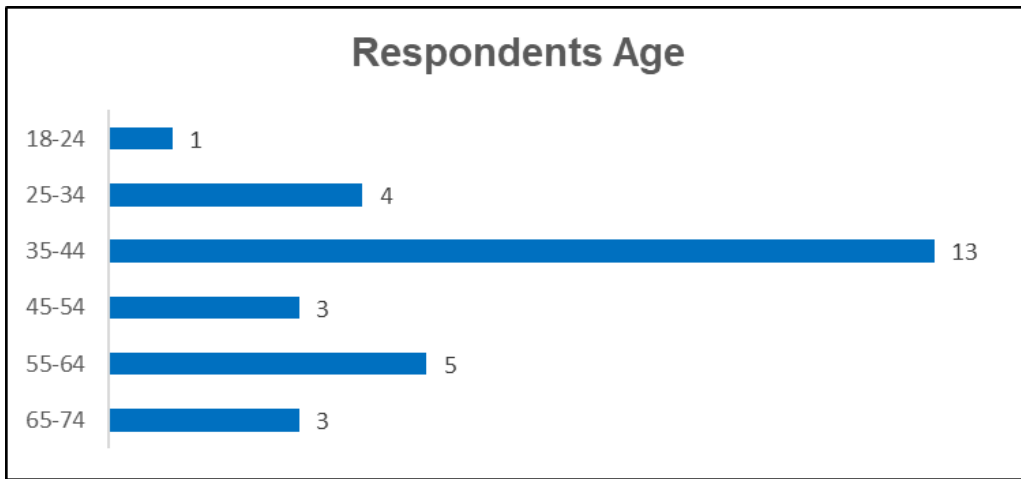


9b. Gender

29 responses were received providing the respondent's gender. All respondents identify as being female.

9c. Age

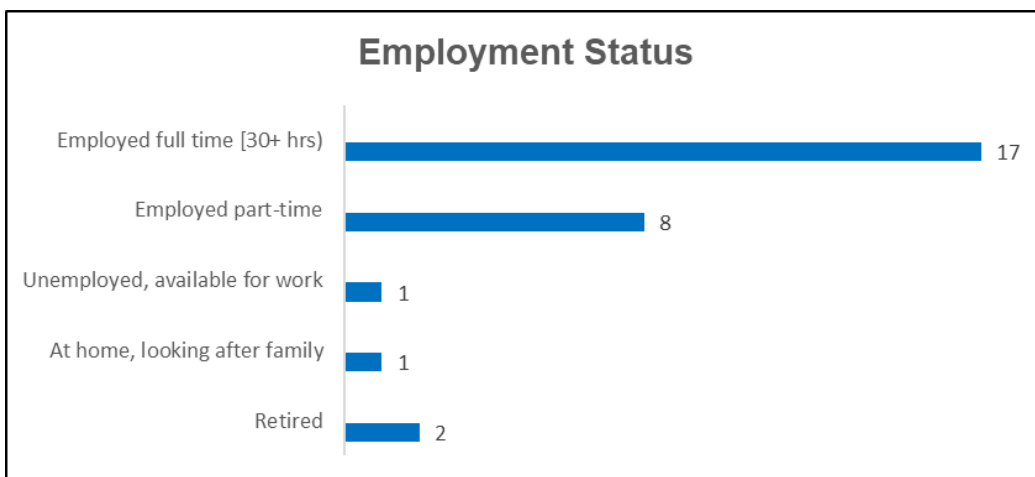
Responses were received from individuals in all age categories. Only 1 response was received from a young person, under the age of 24 years. The majority of responses were received from working age individuals (25 responses). 3 responses were received from individuals above the age of 65 years.



Base: 29

9d. Employment Status

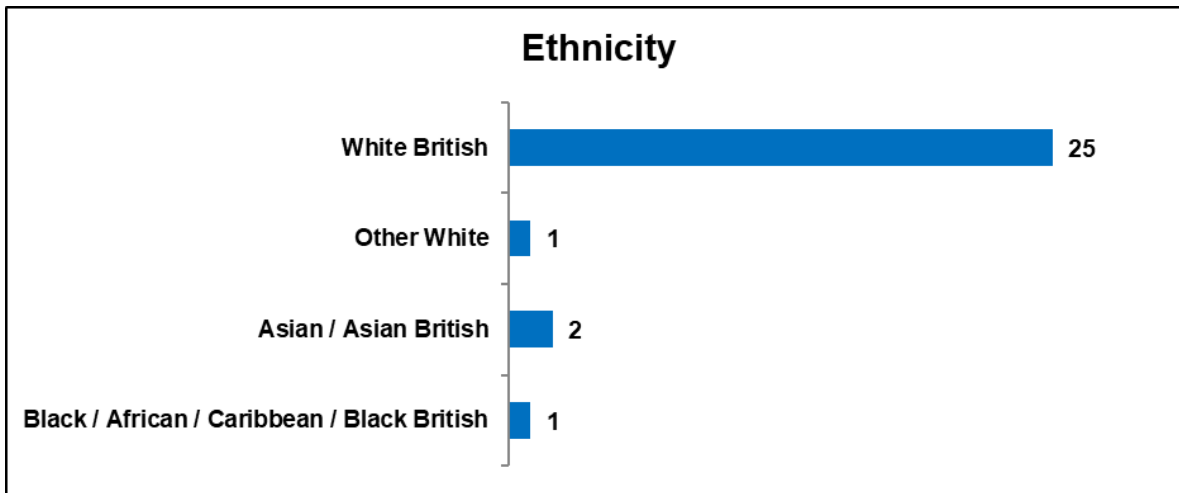
25 responses were received from individuals in some form of employment. 1 response was received from someone who was currently seeking employment. 1 respondent stayed at home to look after the family and 2 individuals responded as retirees.



Base: 29

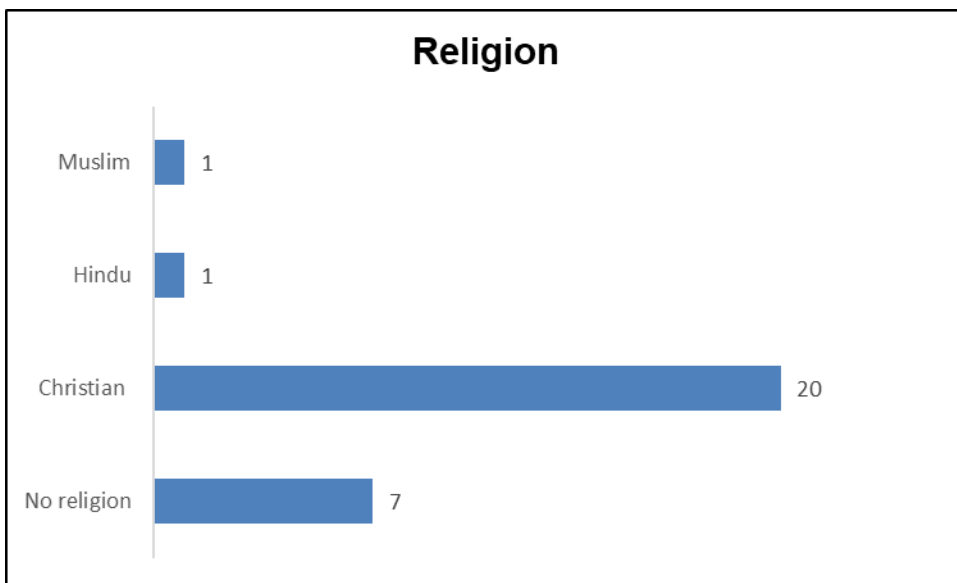
9e. Ethnicity

25 (86%) responses were received from individuals identifying as white British. 4 (14%) respondents identify as being from another ethnic community.



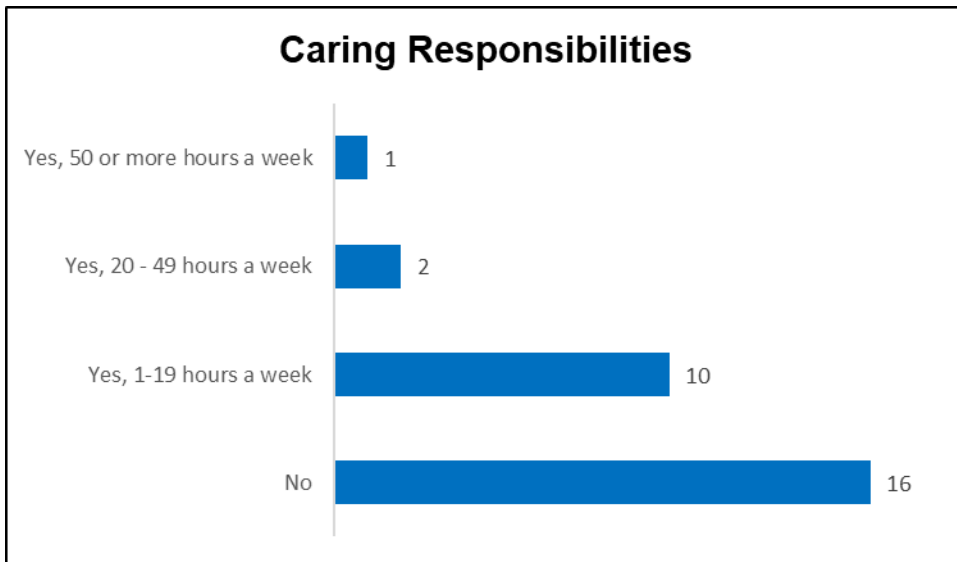
9f. Religion

Respondents were asked to identify their religion. 20 (69%) individuals identify as belonging to the Christian faith, 7 (24%) didn't belong to any faith groups, 1 person identifies as belonging to the Muslim faith and another person identifies as belonging to the Hindu faith.



9g. Caring Responsibilities

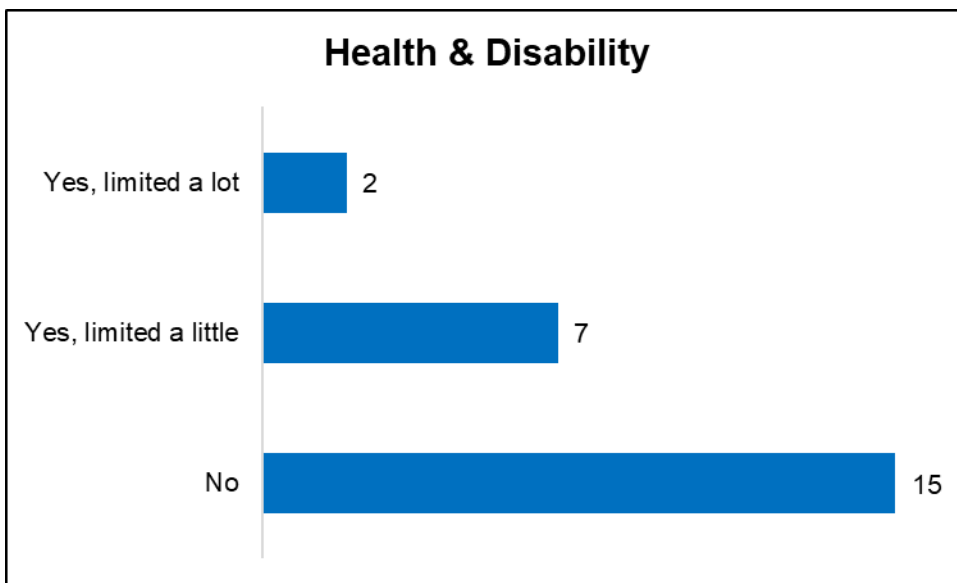
Respondents were asked whether they provided care to others who experience a long-term physical or mental ill-health / disability or have problems relating to old age. 13 (45%) stated they do undertake caring responsibilities.



Base: 29

9h. Health & Disability

Just under two-fifths, (9 respondents / 38%), of responses were received from individuals experiencing a health or disability problem within the last twelve months.



Base: 24

10a. Responses from formal stakeholders

Stakeholders from the Governing body and those that offer/could supply services within the centres, were invited to submit a formal response to the consultation. This was to provide an opportunity to share key concerns or reflections that they wanted to be included within the consultation process. Three stakeholders submitted formal responses. These were from Family Time, The Skills and Aspiration Group, and wider Team Bolton Employment and Skills Partnership, and Tonge Moor United Reform Church.

10b Comments and key concerns

- A collaborative approach to delivering services for children and families in the community is welcomed.
- There is a beneficial impact to children and families, in improving access to education, training, mental health support, parenting skills and building community cohesion.

“Access within ‘Family Hubs’ to a targeted insightful programme of intergenerational training and education is a vital service for families to raise aspiration and skills”.

- Consideration should be made to identifying additional space allocation, including the multi purposing of rooms, across the ‘Family Hubs’, to meet the raising demand from service users, thus improving the quality of services for children and families.
- Concern was outlined about the reduction in frontline staff, resulting in the quality of services being diminished. This could potentially put vulnerable families at risk and increase the workload for remaining staff.
- The removal of Heads of Centres may adversely impact coordination between the Council and the Governing Body, resulting in there being a negative impact on providing support to service users.
- Concern was raised around there being one Governing Body to meet the needs of diverse communities across the different localities in the borough.



on the proposed changes to Bolton Start Well Centres



Bolton Council are currently asking for your views on the proposed changes to Bolton Start Well Centres.

Currently there are three main Start Well Centres, supporting families and children aged 0-5years. Each of the three centres have with their own governance board, that support the 14 link Start Well Centres across the borough.

Bolton Council are proposing to:

1

Rename the Start Well Centres, calling them Start Well Family Hubs: The hubs will then support families from pregnancy onwards - until their children are 19 years old, or older for those with special needs.

2

Change the way the governance boards work, by having a Start Well Family Hub in each neighbourhood, reporting to one boroughwide board, instead of three.

3

Include the Bright Meadows Centre in Brightmet as a Start Well Family Hub, alongside the other 17 centres.



To find out more about the consultation and have your say, please visit: www.bolton.gov.uk or call **01204 334875** to request a paper or telephone survey.



Start Well review consultation

Please complete this survey online if possible - scan the QR code or search <https://bit.ly/3CdJflm>



There are three main Start Well Centres, one in each district of Bolton. Each has its own governance board called an Early Years Partnership Board, which support the 14 linked Start Well Centre sites across the borough, supporting families with children aged 0-5 years.

It's proposed to change the way the governance boards work, by having a Family Hub in each neighbourhood, reporting to one boroughwide board. It is also proposed to rename the Start Well Centres, calling them Start Well Family Hubs. Families would be supported from pregnancy onwards - until their children were 19 years old, or older for those with special needs.

The Start Well Family Hubs would include services used by every family, such as Community Midwifery, 0-19 Public Health Nurses (Health Visitors), Targeted Early Help, as well as Start Well Services becoming neighbourhood Family Hubs. They would become places that people are familiar with, it will make it easier for people to access services every family needs as well as getting additional support when things may be challenging, making it easier to get the support needed in a timely way.

By bringing all these services together in one place and having one governance board instead of three, we can not only offer better support to local families but make savings too.

We propose to change the name Start Well Centre into Start Well Family Hubs and begin the process to change the way the hubs work to support an integrated service for 0-19 year olds, rather than from 0-5 years. This would mean services working together to support families at the right time and earlier. It would also mean families being able to access Public Health Nurses and Community Midwives in each neighbourhood. As part of this process, we propose to include the Bright Meadows Centre in Breightmet as a Start Well Family Hub, alongside the other 17 centres.

Please look at the supporting documents for more information about what we're proposing, before sharing your views on this questionnaire.

Your response - keeping your data safe

All questions are optional, so please feel free to skip any that you prefer not to answer.

If you're responding as an individual you won't be identified in any report; your responses will be anonymised and grouped together with those from other people. Reports may be made public. If you are responding in an official capacity your response may be published, but no personal details will be made public.

Any personal data you provide will be held securely, in line with our retention schedule and privacy policy, which can be found online www.bolton.gov.uk/data-protection-freedom-information/privacy-notices

We use professional software called Snap Surveys to collect and process your data. As data processor, Snap Surveys Ltd. follow the UK General Data Protection Regulation [GDPR]. You can view their privacy policy online: www.snapsurveys.com/survey-software/privacy-policy-uk/

The proposal

Q1 How far do agree / disagree with the following statements about the proposed service change from Start Well Centre to a Start Well Family Hub...?

	Strongly agree	Agree	Disagree	Strongly disagree	No opinion
I like the idea of more services being in one place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Familiar surroundings make it easier to ask for help	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I was struggling, I'd prefer to go somewhere where no-one knows me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I worry that the Family Hub might be too big / impersonal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'd prefer to keep a service that's just for younger children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its good to open up services to more people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Replacing Start Well centres with Start Well Family Hubs is a good idea	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Are you happy with the proposed name change from Start Well Centre to Start Well Family Hubs?

Yes

No

Not sure

Q3 If no / not sure, what name would you prefer?

Impact and concern

Q4 Please tell us how you will be affected if Start Well centres are replaced by Family Hubs

Q5 Do you have any worries / concerns about the proposed changes?

Alternatives / other ideas

Q6 Are there any other services you would like including in the proposed Start Well Family Hubs?

Q7 Can you think of any other ways we could make it easier for families with children to access services or support?

Support

- Q8 If the proposal is carried out and Start Well centres change to become Family Hubs, is there any support we should offer to help people through the changes?

Your interest

- Q9 What is your interest in the proposed change from Start Well Centres to Start Well Family Hub service?

- | | |
|--|--|
| <input type="checkbox"/> Parent / family of child aged 0-5 currently using Start Well centre | <input type="checkbox"/> Responding in an official capacity on behalf of a childcare / family support / education provider - please explain at Q9b |
| <input type="checkbox"/> Parent / family of child aged 0-5 not currently using Start Well centre | <input type="checkbox"/> Live in Bolton Borough, no children under 19 |
| <input type="checkbox"/> Parent / family of child aged 6-19, living in Bolton borough | <input type="checkbox"/> Responding in an official capacity as a Parish / Bolton borough Councillor / Elected Member - please explain at Q9b |
| <input type="checkbox"/> Parent / family of child / young person with special needs, live in Bolton borough | <input type="checkbox"/> Responding in an official capacity on behalf of a local business / organisation / community group - please explain at Q9b |
| <input type="checkbox"/> Staff member at one of the Start Well Centres | <input type="checkbox"/> Other - please explain at Q9a |
| <input type="checkbox"/> Member of Start Well Centre Governance Board | |
| <input type="checkbox"/> Staff member / volunteer with organisation that provides services that would be included in Start Well Family Hub | |

Q9a Please say what your interest is

Q9b Please say which ward, business, organisation or community group you represent and in what capacity. Once you have answered, please go to the end of the questionnaire without completing the 'About you' section.

About you

Your answers in this section help us to make sure that we are getting views from different types of people. They will not be used to contact you.

Q10 What is your postcode?

Q11 Are you ...?

- Female Male Other

Q12 Which most closely describes you?

- Employed full time [30 hours or more a week] Full time student
 Employed part-time [up to 30 hours a week] At home, looking after family
 Self employed / freelance Retired
 Unemployed, available for work Other - please explain below
 Unable to work because of sickness / disability

If 'other' please explain

Q13 Which age group are you in?

- Under 18 55 - 64
 18 - 24 65 - 74
 25 - 34 75 - 84
 35 - 44 85 or over
 45 - 54

Q14 Do you look after, or give any help or support to family members, friends, neighbours or others who need help because they have a long-term physical or mental ill-health / disability, or have problems relating to old age?

Please don't count anything you do as part of your paid employment.

- No Yes, 20 - 49 hours a week
 Yes, 1-19 hours a week Yes, 50 or more hours a week

Q15 Are your day to day activities limited because of a long-term physical or mental health conditions or illness?

Long-term means something that has lasted or is expected to last 12 months or more.

- Yes, limited a lot Yes, limited a little No

Q16 What is your ethnic group?

- | | |
|--|--|
| <input type="radio"/> White British | <input type="radio"/> Asian or Asian British |
| <input type="radio"/> White other | <input type="radio"/> Black, Black British, Caribbean or African |
| <input type="radio"/> Mixed or Multiple ethnic group | <input type="radio"/> Other ethnic group |

Q17 What is your religion?

- | | |
|---|--------------------------------------|
| <input type="radio"/> No religion | <input type="radio"/> Jewish |
| <input type="radio"/> Christian [including Church of England, Catholic, Protestant and all other Christian denominations] | <input type="radio"/> Muslim |
| <input type="radio"/> Buddhist | <input type="radio"/> Sikh |
| <input type="radio"/> Hindu | <input type="radio"/> Other religion |

Q18 Which of the following most closely describes your situation?

- | | |
|--|---|
| <input type="radio"/> Single | <input type="radio"/> Living with partner but not married or in a Civil Partnership |
| <input type="radio"/> Married | <input type="radio"/> Widowed / surviving partner of Civil Partnership |
| <input type="radio"/> In a Civil Partnership | |

Thanks for giving your views. Please return your completed form to any Start Wel centre, or post to Freepost RTTT-YTEL-YSXS, Consultation & Research Team, 2nd Floor, Town Hall, Victoria Square, Bolton, BL1 1RU.

Appendix C – Stakeholder feedback

Email comment submitted on behalf of the Skills and Aspiration Group / Team Bolton Employment and Skills Partnership.

‘The Bolton Vision Group have had extensive dialogue with partners who work in priority areas such as Farnworth, Great Lever and particularly Brightmet about a collaborative approach to delivering services in our communities that contribute towards raising aspiration and skills. All recognise the beneficial impact to families and young children of a community-based approach to education and training, in terms of outcomes for improved mental wellbeing, health, essential skills, digital inclusion, job outcomes, income, parenting, community cohesion and safety. Consultation has included representation from social housing, community safety, schools, connexions, health, community organisations, employer engagement, DWP, economic development and further education etc.

The Skills and Aspiration Group, and wider Team Bolton Employment and Skills Partnership, hold a shared belief that access within ‘Family Hubs’ to a targeted insightful programme of intergenerational training and education is a vital service for families to raise aspiration and skills. This could include Family Learning, NEET provision, essential skills enablement (digital, English and maths) and community learning as a steppingstone to adult education.’

Email comment submitted on behalf of ‘Family Time’

Can I raise a point for your consultation process that the statutory work undertaken by the FTS for children age 0-19ys continues and is increasing despite the reduction in rooms available to deliver services from. Can serious consideration be given to identifying additional rooms at the Harvey Centre or other centres in the Startwell estate, to support not only statutory FT delivery but also improved quality of services for families and children.

Could consideration also be given to the possible multi purposing of rooms to meet the needs of multiple services and timeslots where delivery is needed, predominantly for the FTS after school usage.

Family Time Service Manager, Dept of People

Email comment submitted on behalf of the Church at The Centre, TMURC



Church at The Centre Tonge Moor United Reformed Church



BOLTON COUNCIL CONSULTATION on START WELL CHILDREN'S CENTRES Response of the Church ADDENDUM 2nd December 2021

Further to the response submitted on 18th October, the Elders wish to thank Helen Shearer (Bolton Council) for meeting with representatives of the church (25/11/21) and for the invitation to make further comment. At that meeting Church representatives were given to understand:

- Bolton Council desires the church to continue as Partner in serving the local community
- Family Hubs are a HM Government initiative
- The concept of Family Hubs will not be limited to buildings but would take services out into the community. There is a lot to bring together to achieve this. This initial consultation is to change the names. The council will then work with all partners and communities to develop the Family Hub model and what that should look like after this consultation.
- Family Hubs are intended to integrate Council and health care services so that families only have to deal with one Council/health care contact. One place to go to for them that they feel confident to use. From antenatal visits through to getting support up to the age of 19 (25+ for those with Special Educational needs)
- Tonge Children's Centre will (renamed) become a Family Hub.
- Changes will be introduced starting in April 2022, with Partners included in the development of the Family Hubs over time with a target for completion across the Borough by 2024.
- The existing 'Head of Centre' post will be disestablished and responsibilities for services will be separated from responsibilities for buildings. HS said she hoped that did not mean we would need to deal with two people instead of one. This will be further developed in the New Year and HS will work with The Church at the Centre around this.
- Council has to save £37m in 3 years. There will be a reduction in the number of 'front line' staff, but the proposal that families only have one Council/health care contact is intended to reduce current duplication of effort.
- Although the stated consultation period had ended, any further comments from church would be welcomed.

Elders considered this additional information at their meeting on 30th November and wish to record the following:

- The Elders are disappointed that, whilst this consultation is presented as a consultation on a 'name change' and 'governance arrangements', there has been no prior notification of the proposal to radically alter the core offer of the Children's Centre. Notwithstanding this, since the proposals appear to support a more integrated approach to serving local children and families (and since the core offer of the church has never been age-specific) the elders feel the church will wish to continue as Partner to the Council in serving the local community from the building in Starkie Road. (This will require a decision by the Church Meeting.)
- Elders note that 1st April 2022 would not bring an immediate change to the operation of the Children's Centre, but that this would simply mark the start of the development of a 'Family Hub' model in which development the Church would be fully involved.
- Elders recognise the financial constraints on the Council and the need to seek more efficient ways of working and note the hope that providing each family with one contact will reduce duplication. However, elders are very concerned that any reduction in 'frontline' staff would result in a reduction in the quality of service to residents, together with an increase in risk to vulnerable children and increased workload and stress on the remaining staff.
- Elders are concerned that the proposed removal of the existing 'Head of Centre' post, and the separation of responsibilities for 'services' and 'buildings', together with centralisation of those responsibilities - would adversely affect co-ordination between Church and Council and impair the effectiveness of joint efforts to support the local community.
- Elders also have doubts about the ability of a centralised 'Governance Board' to promptly and effectively meet the variety of individual needs in different local communities.



Church at The Centre
Tonge Moor United Reformed Church
Tonge Children's Centre
Starkie Road, Bolton BL2 2ED



BOLTON COUNCIL CONSULTATION on START WELL CHILDREN'S CENTRES

Response of the Church

These comments are offered by the elders of the Church in response to the invitation from Ms Rebecca Allbrow (Chief Executive's Department) (email 11/10/21).

- 1) The elders are extremely disappointed that the Church was only consulted on these proposals some 3 weeks after the consultation commenced, with only 8 days to the close of consultation.
Despite being a founding Partner in the Tonge Children's Centre, and having accepted the Council's offer to extend that Partnership until 2030, the church is now expected to consider the limited information available and respond within a very short period of time - which has precluded consultation with Church Members.
- 2) Initial queries were submitted on behalf of the Church by email regarding the following:
 - i) Proposed changes in the way the Tonge Centre will operate
 - ii) Any proposed changes in the level and nature of service provision and staffing
 - iii) Possible impact on Council/Church partnership working
 - iv) Anticipated time-frame for introduction of the proposals
 - v) If there is to be no Head of Centre(s) based at Tonge, with whom would the church liaise in order to continue and further develop our well-established joint working for the benefit of Tonge residents?The Church has received no response to date, so these comments are based on the limited information available to the Church.
- 3) The consultation is said to be in relation to the proposed re-naming of Children's Centres as 'Family Hubs' and the associated 'governance arrangements'. The church has not been notified of this proposed change in service provision and use of the Tonge building, and (given the investment by the Church in Tonge Children's Centre over the past 17 years) the Church would have welcomed the opportunity to discuss the proposals with Council Officers before making this response.
- 4) In addition to concerns regarding the impact of the proposals on the well-established Council/Church partnership working, the elders are concerned as to the potential impact of the proposals on the Licence by which the Church has use of the Children's Centre; in particular, the provisions contained therein in the event that the building ceases to be a Children's Centre.

Consequently, the Church has requested an urgent meeting with the Council's Start Well Strategy and Commercial Manager and Head of Centre (Council Officers with whom the Church usually liaises) to help the Church achieve a better understanding of these proposals and to assess their potential impact on the Council/Church partnership and any potential impact on the Church's service to the local community.

continued over

- 5) Notwithstanding the above concerns, it would appear from the limited information available that the extension of the core offer of the Centre to that of a 'Family Hub' would seem to be a positive step.

The Church has never limited its core offer to a specific age range and since the opening of the Tonge Centre, has assisted in extending the Centre's core offer to all age groups. However, the elders have concerns over the following:

- i) The impact of changes on existing staff.
 - ii) Will the broader offer be appropriately resourced? *or*
 - iii) Will fewer members of staff be tasked with achieving the current level of service provision? *or*
 - iv) Is a reduction in the current level of service provision anticipated?
 - v) Will the proposed extended hours of operation of the building impact on the Church's use of the building at weekends?
- 6) The Church is legally entitled to be represented on the Advisory Board of the Tonge Children's Centre and the elders have concerns over the proposal to merge all Advisory Boards into one Board covering the whole of the Borough. A single Advisory Board could be tempted to adopt a 'one size fits all' approach, and is unlikely to effectively address the specific needs and opportunities of different areas/Centres across the Borough.

Those promoting this consultation may not be aware that the Church itself has recently undertaken a consultation (involving Centre staff, local Council Members and others) to help identify how the Church can best support the local community in a post-Covid future. It was expected that this future would be in partnership with Children's Centre staff and other local groups.

Between 2007 and 2020, the Church provided a Church Related Community Worker based in the Centre, working alongside and supporting Centre staff; and the Church is exploring the possibility of a similar post in the future. As a Partner in Tonge Children's Centre, the Church always involves the Head of Centre in the exploration of any such initiative.

The elders hope that a meeting can be arranged with Council Officers as soon as possible to discuss the proposals and to allow the Church to consider how and whether the proposals will allow the Council/Church Partnership to continue for the benefit of the Tonge community.

The Elders
Church at The Centre
Tonge Moor United Reformed Church
18th October 2021