

## Appendixes: Children's Centres Release Consultation

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*Cabinet date: 16<sup>th</sup> June 2015*

# Appendix I: Feedback

## Children's centre rep group: General feedback



Point raised	Response
It's important that the focus on 0 -5 years is not lost in a model which caters for 0 – 19 years	We are ensuring that this is reflected in the offer, and our work with partners continues to ensure that we address early years.
Language (e.g. hub, locality, early help) needs to be accessible to parents, and understood by the entire system	This is under constant review. We are planning to test the consultation material with parents.
Integrated working will not be achieved by new structures – a new model needs to build on the strengths of the existing model, the connectivity that already exists and the early help work that children's centres already do.	Noted.
Concerns have been raised that the Local Authority is looking to outsource centres	This is not our direction of travel.
Any financial modelling should consider that in the existing model, cross-subsidising of children's centres by schools occurs	We acknowledge that this may be the case and we will continue to work with schools to understand their costs and ensure sustainable business plans are in place.
Need to consider the financial implications for schools if they are no longer a designated children's centre, and whether they will be able to afford to keep the buildings open	One of our key workstands over the next period is to work with de-designated centres to understand what they can offer as a key community access point and ensure that sustainable business plans are in place.
The model needs to mitigate against the risks raised in recent case reviews	Noted.
The models needs to be informed by the sustainable business models of Highgate and North Bank	We intend to meet with both sites as part of our next phase of work.
Need to be mindful of the proposed policy changes coming from central government post election	All proposed changes from political parties have been noted and we are working through the implications. Clearly the future model, in particular the childcare arrangements, will be informed by the policy changes that emerge post election.
Need to understand what services are delivered from the hub and by whom	Reflected in the proposed service model.
Need to hold on to the non-stigmatising services	We recognise the importance of universal services and in the new model will maintain capacity for delivery of universal services. We have tested our universal offer with parents and will work with them, and other stakeholders, to develop commissioning specifications.

# Children's centre rep group: General feedback



Point raised	Response
Hubs need spokes – need to understand where the key link sites are going to be, and what will happen there	More detail has been provided on location.
Need to consider the dynamic between two centres that are in the same locality	Addressed in latest model.
Need to look at the impact of commissioned services and whether they offer value for money (specifically money spent on speech and language therapy)	All early years commissioned services will be reviewed as part of a wider review of early help commissioned services. This will enable us to set out a clear 3 year commissioning plan from April 16.
Difficult to isolate nursery schools from the impact of the proposed changes	We recognise that Nursery Schools are particularly effected by some of the proposed changes and this is being addressed through some focused work with Nursery Schools.
Need to understand what the impact of the proposed changes to childcare will be to visualise the new children's centre model	Information on proposed changes to childcare have been provided and work will continue.
Need to understand how children's centre teams fit with the three proposed Early Help teams, and how the Early Years team might be re-organised to support the locality model	Addressed in latest model – structures are shown under three teams.
Need to understand whether the funding from family support offers value for money	The impact of the Family Support offer will be evaluated as part of a wider Early Help outcomes performance framework.
A paper on childcare policy was scheduled to go to Cabinet in March 2015. There was concern over the limited window of opportunity to influence the se proposals around childcare, particularly given the council's internal clearance process on cabinet papers.	Timescales were amended – Cabinet paper scheduled for June 2015.

# Children's centre rep group: Feedback on team structures and roles



Point raised	Response
Need to have a clear understanding of the children's centre team, the supporting early help team and the core council early years team to understand whether the number of hubs, and proposed staffing is sufficient	Information has been provided outlining how the children's centre team links to the wider early help team. More detail will be provided in due course.
A one size fits all solution will not work. Children's centre teams need to be resourced based on the needs and populations of their locality	Addressed in latest model – teams have increased in size.
Early Help co-ordinators and family support workers need to be part of the core children's centre team	This is being progressed with the Early Help lead.
Need clarity on who will manage the children's centre teams, what this looks like for each locality and who will be the accountable body	Addressed in latest model.
Need to understand the role of the Early Help Locality Manager	More detail will be provided in due course.
In the new model, teams need to be better resourced – cannot ask centres to do more with less – resource is already stretched	Addressed in latest model.
Ofsted requirements need to be considered when ensuring that centres are adequately resourced	Noted – we are fully aware of the requirements placed on both the Local Authority and children's centres via the Ofsted regime.
With increased reach areas, 1 reception worker per centre is not enough and concerns were raised at this post being Sc 4	Within the budget constraints, we will need to consider the capacity of the reception for each centre – particularly where we would like to consider flexible hours. Further work is being done to model capacity that will be needed for de-designated centres and where services may take place at a key community access point. All job descriptions will need to be evaluated to determine the grades.
Need clarity on what children's centres will offer for 0 -19s, and where the support will come from in the system to deliver this	Provided in the offer.
Job descriptions required for each role, with clarity on how this links to the Early Help model.	Job descriptions will be provided in due course.

# Children's centre rep group: Feedback on team structures and roles



Point raised	Response
Concerns raised over removing the evaluation and monitoring officer from the core children's centre team, and centralising the resource	Noted.
PO5 grade for a children's centre manager role appears high	Addressed in latest model – PO4 for LA Centre Manager.
Family support workers need to be part of the core team, to add capacity to outreach workers at Sc6	This is being reviewed with the Early Help lead.
Concerns over having Centre Manager posts allocated on a locality basis, rather than per centre	Having a centre manager at each centre is unaffordable. We have included PO1 Assistant Managers to add management capacity as required.
Concerns over having Early Learning posts allocated on a locality basis, rather than per centre	Addressed in latest model – allocated per centre.
Concerns over separating the outreach and early learning play worker - it was felt that a more generic workforce provides flexibility in the system	The proposal to separate roles is based on concerns raised by staff in those roles and the need to have a clear focus on early learning which may not fit with the outreach role.
Need to consider whether new roles will be attractive to current staff	Noted.
Criticism that the model was too hierarchical	More capacity has been added to the front line in the latest model.
With less centres, outreach workers are vital	Addressed in latest model – increased number of outreach workers, and included early intervention role
The Local Authority needs to consider how the additional funding from Public Health for health visitors can be used to alleviate pressures on the core children's centre team	The purpose of any additional funding from other areas will not necessarily be to alleviate pressure, but will be to support the development of more integrated working. This may mean jointly funding roles.

# Children's centre rep group: feedback on proposed sites and delivery model



Point raised	Response
South East Tottenham: Welbourne was favoured as the third hub over the Earlsmead based on the physical space. Request for three rather than two hubs (as per initial proposal).	Addressed in latest model.
Wood Green: In the south of the locality, services should be delivered from both Woodlands Park and the Ladder. Based on need, if South Grove is to be de-designated it will be important that services are still delivered from the site.	Addressed in latest model.
West: It was felt that Rokesly fit the criteria for being a hub, and that Stonecroft and Campsbourne could act as key link sites.	Addressed in latest model.
Suggestion to add DownHills, Ferry Lane School, Park View and Lordship Co-op as link sites .	Addressed in latest model.
Suggestion to change the Irish Centre from a proposed link site, to a key community access point.	In NE Tottenham, the proposed number of children's centres is the same as there are at the moment, and so we don't feel with limited funds that we can resource a key community access point.
Health centres, libraries and schools should all be link sites.	We propose that within children's centre SLA's, we will set out requirements on the children's centre to engage and form strong relationships with named link sites (those that we have mapped). Health centres, libraries and schools are all key partners in the wider model.
Need to understand the links to the 2 year old provision.	Map included as part of the latest slide deck. We will be exploring how those sites de-designated as centres could provide additional capacity to the 2YO Programme.
Need to consider how fundraising is addressed / resourced on a borough wide basis.	Noted.
More detail required on opening hours, and the affect this will have on staff / costs.	Further work is being done to model the implications.

# Children's centre rep group: feedback on proposed sites and delivery model



Point raised	Response
Need to have more detail on the services that will be delivered at the key community access points and how they will be resourced. Wasn't felt that a blanket allocation of £7,820 was sensible.	More detailed modelling is underway.
Need to ensure that by creating a model around the NLC's, there is still opportunity to share best practice and information across the borough	Addressed in the new model – Termly Network Practice meeting proposed
Need more clarity on the role of the Advisory Board, how delivery and link sites will be represented, and how parents will feed in.	Work is underway to design the governance arrangements which will be tested with stakeholders in due course.
Need clarity on safeguarding pathways, supervision and support – and the interface with the Early Help Team.	Further detail will be provided in due course.
Workforce development strategy needed	This is being addressed as part of a wider activity focusing on early help workforce development.

## Parent feedback: parents raised the following concerns which we have been noted

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- A model with fewer children's centres will provide fewer access points, with more children slipping through the net
- There are already waiting lists, sessions are full and populations are increasing – where will people go to get help?
- It's taken a lot of time to build trust with families, and get them into the centres – how will we get them to go somewhere else?
- Parents don't like to ask for help, but they feel safe talking to children's centre staff – less official than health visitors and social workers. Concern that reduced staffing structures will affect this.
- A 0 – 19 model will take the focus off the early years
- Reducing the budget for Early Years will only lead to escalation of needs, which will be more expensive long term
- Concern that there be less access to speech and language services



Parent feedback: Parents valued, and highlighted the importance of the following services and characteristics of the current model, which we must build on in the new model

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- Universal stay and plays and breastfeeding groups
- Antenatal classes (which are key to getting people through the door)
- ESOL classes where crèche is provided alongside
- Universal, non-stigmatising, face to face services
- Integrated services
- Having places where people can come together (which are key to reducing isolation)
- The high quality and consistency of Haringey's children's centre staff, who are always welcoming
- Outreach workers who engage with the most disadvantaged families - they reduce the hurdles to access of services
- Childminders valued centres as a place to share best practice, and to raise awareness of the childminding offer to parents

## Parent feedback: Parents felt that there are things that could be improved, and done differently and this feedback has been used to shape the new offer (1)

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- The LA needs to provide space for community groups to come together to run their own groups. The process needs to be less onerous and rigid, and more creative
- The new offer needs to have a consistent, quality offer for Dads and young parents. For Dads, particular attention needs to be given to the offer pre-birth
- New offer must support single mums and mums with disabled and SEND children
- The consistency and quality of breastfeeding groups should be improved
- Lack of services for 5 – 10 year olds
- Lack of information and advice on applying for school places
- Need to have more volunteering options which are supported by childcare
- More support to get parents back into work, and provide training with childcare running alongside
- We need to link volunteering and peer mentoring to pathways into employment, and create solid solutions to bridge skill gaps, and stronger communities
- Need to consider the appropriateness of delivering services in homes, as apposed to in in community settings, given the isolation in the borough

## Parent feedback: Parents felt that there are things that could be improved, and done differently, and this feedback has been used to shape the new offer (2)

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- Link 'preparation for parenting courses' with Stay and Play, allowing expectant parents to come along to get support from parents.
- Learn lessons the NCT model, with the Local Authority playing a role to facilitate networks
- Explore whether some services could be charged for
- Centres should generate revenue by renting space out, including at weekends
- Encourage more donations, rather than centres spending money on toys
- Make it easier to get a Health Visitor qualification

## Parent feedback: When considering how we promote and increase access to services, parents felt that:-

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- Sites should not be closed in the most deprived areas – but equally there are needs across the borough that are not defined deprivation (isolation, breastfeeding)
- Language can be a barrier to accessing services
- Opening hours should be extended
- Easy access is key – travel can be difficult and expensive
- Good, co-ordinated, up-to-date information is key
- Importance of word of mouth in promoting services
- People will travel where they want – need to be mindful of this when using Network Learning Community boundaries
- Need to consider policies on catchment areas in the new model
- Health Visitors and GPs could do more signposting

# Appendix II: Design principles



## **Children's centre representative group:**

- Making a difference to the lives of children and families
- Integrated teams
- Flexibility and responsiveness
- Range of job descriptions available
- Support for staff
- Realistic targets
- Robust governance with parents at the heart
- Access to high quality childcare
- Early Identification
- Safeguarding and safe access points
- Consistency
- Partnership working
- Sufficient resources
- Balance of targeted and universal services
- Maintaining expertise and knowledge
- Local ownership
- Learning from experience and best practice

## **Added by parents:**

- Use parents as a resource
- Where possible, centres are kept open
- Parents to become active volunteers, to maintain access points

## **Added by Local Authority:**

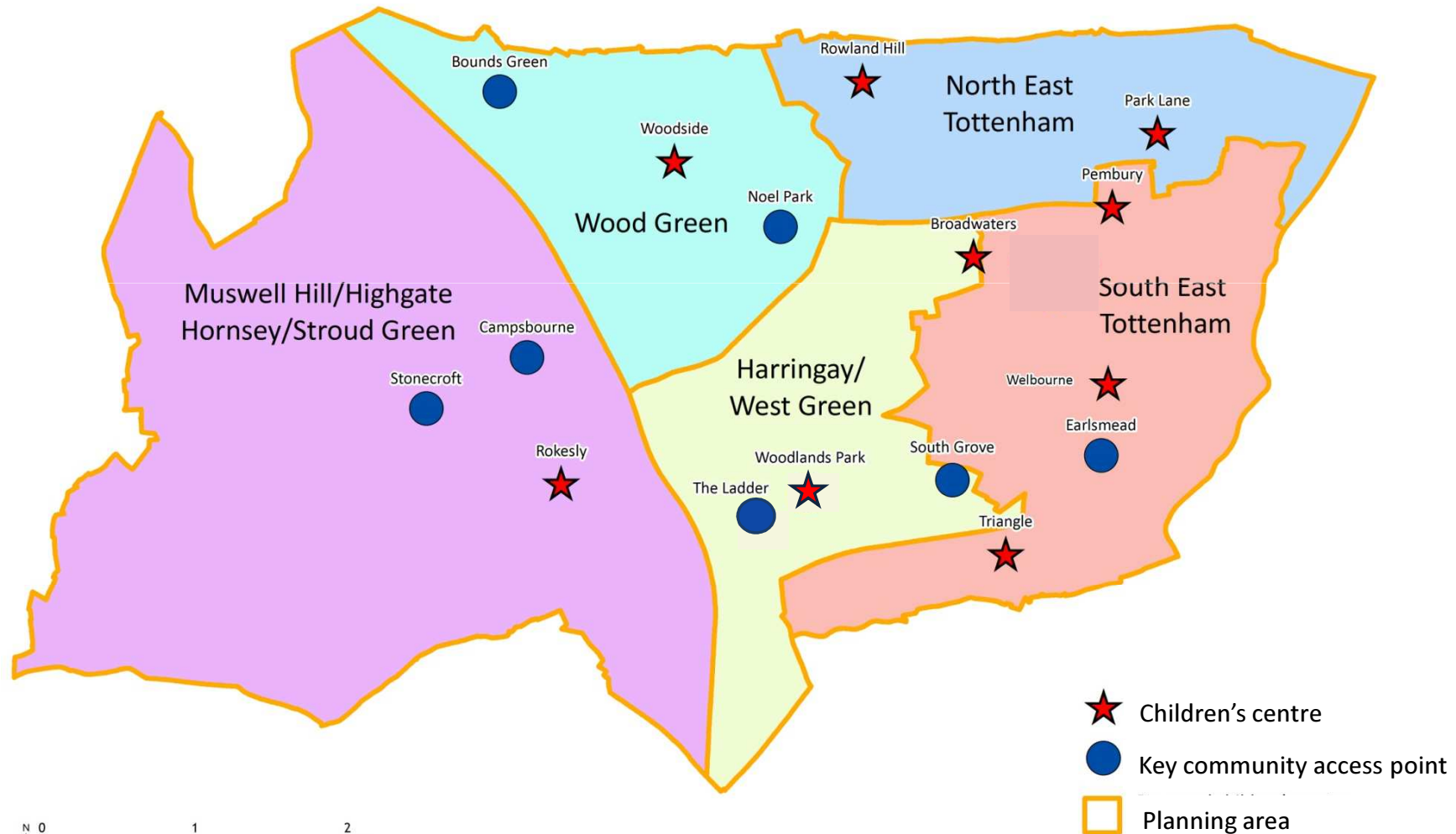
- Financially sustainable
- Being innovative and creative
- Commissioning for outcomes – ensuring flexibility and delivery that best meets needs

# Appendix III: Profile of centres



Children's Centre	Management arrangement	Children Centre community services?	Children's Centre Childcare?
Bounds Green	School	Yes	No
Broadwaters	School	Yes	Yes
Campsbourne	School	Yes	No
Earlsmead	School	Yes	No
Noel Park	LA	Yes	No
Park Lane	LA	Yes	Yes
Pembury	School	Yes	Yes
Rokesly	School	Yes	No
Rowland Hill	School	Yes	Yes
South Grove	School	Yes	No
Stonecroft	LA	Yes	Yes
The Ladder	School	Yes	No
Triangle	LA	Yes	Yes
Welbourne	School	Yes	No
Woodlands Park	School	Yes	Yes
Woodside	LA	Yes	Yes

# Appendix IV: The location of the proposed children's centres and key community access points within the future model



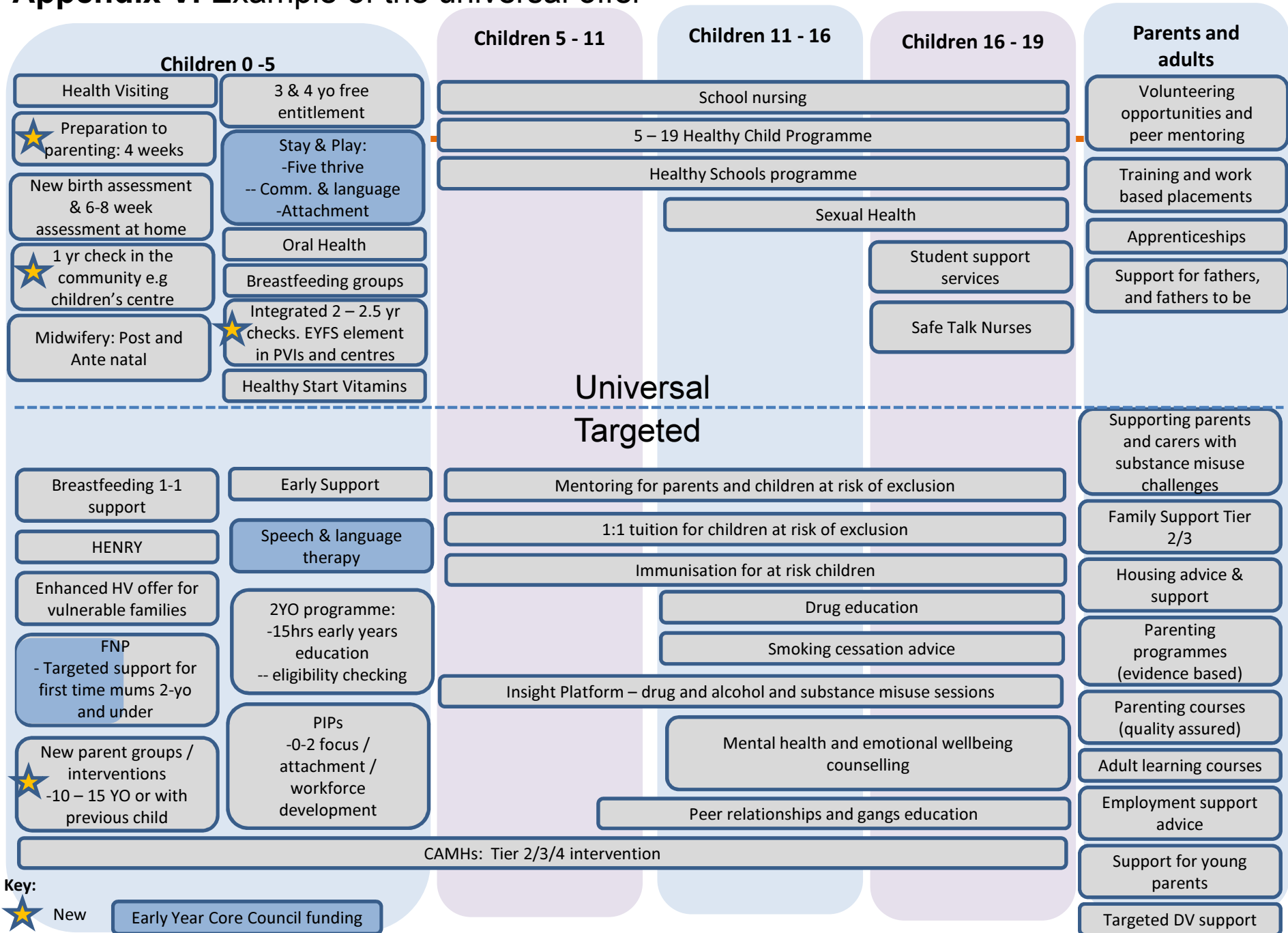
# Annex IV: (continued)



Children's centre planning area	Ward	Sum of 0 – 4s	Sum of 0 – 19s	Children's centres	Key community access points
Muswell Hill / Highgate and Hornsey / Stroud Green	Alexandra	5342	17968	Rokesly	Campsbourne Stonecroft
	Fortis Green				
	Highgate				
	Muswell Hill				
	Crouch End				
	Hornsey				
	Stroud Green				
Wood Green	Bounds Green	2814	9901	Woodside	Bounds Green Noel Park
	Noel Park				
	Woodside				
Harringay / West Green	Harringay	2711	8857	Broadwaters Woodlands Park	South Grove The Ladder
	St Ann's				
	West Green				
North East Tottenham	Northumberland Park	2342	9258	Park Lane Rowland Hill	
	White Hart Lane				
South East Tottenham	Bruce Grove	4903	17372	Pembury Triangle Welbourne	Bruce Grove Earlsmead
	Seven Sisters				
	Tottenham Green				
	Tottenham Hale				
<b>Totals</b>	<b>19 wards</b>	<b>18,112</b>	<b>63,356</b>	<b>9 children's centres</b>	<b>8 key community access points</b>



# Appendix V: Example of the universal offer



Key:



New

Early Year Core Council funding

# Appendix VI: Family and information offer

