

Agenda item:

**[No.]**

**Lead Member Signing**

**On 17 May 2011**

Report Title **Children's Centres in Haringey**

Report of **Peter Lewis, Director of the Children and Young People's Service**

Signed :

Contact Officer : Jan Doust, Deputy Director, Early Intervention and Prevention

Wards(s) affected: **All**

Report for: **Key**

**1. Purpose of the report**

1.1. To set out proposals, following the period of consultation, to maintain effective children's centre services within the available budget and based upon the principles agreed by Cabinet:

- maintaining a full children's centre services offer in our most deprived areas
- ensuring that the delivery of services reflect local needs;
- shared management and other jobs across centres;
- flexibility amongst staff working across Children's Centres
- the closure of centres if the financial appraisals suggest that we are unable to maintain high quality, effective services across all centres.

**2. Introduction by Cabinet Member (if necessary)**

2.1. Not applicable.

### **3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

3.1. The plans reflect the Council Plan vision set out in strategic priority 3 to “*Encourage lifetime well being*”. The proposals address this priority by seeking to ensure there is integrated, good quality early childhood service provision available from the earliest point in a child’s life.

3.2. To support the delivery of the Children’s Trust Preventative Strategy and Child Poverty Strategy and to provide a sound basis for early intervention across all services.

3.3. In addition, the proposals link to the Children and Young People’s Plan 2009 - 2020 priorities set out below;

Priority 1 – to improve health and well-being throughout life

Priority 3 – to improve safeguarding and child protection

Priority 4 – develop positive human relationships and ensure personal safety

Priority 5 – develop sustainable schooling and services with high expectations of young people

Priority 6 – engender lifelong learning for all across a broad range of subjects both in and out of school

Priority 10 – Empower families and communities

3.4. The proposals also link with the Council’s Sustainable Community Strategy - 2007-2016, in particular the outcomes;

*-Economic vitality and prosperity shared by all*

*-Safer for all*

*-Healthier people with a better quality of life.*

3.5. The proposals have clear links to the Council’s Child Poverty Strategy and Action Plan 2008-2011, namely;

Objectives 1: Addressing worklessness and increasing parental employment in sustainable jobs

Objective 2: Improving the take-up of benefits and tax credits

Objective 3: Reducing educational attainment gaps for children in poverty

### **4. Recommendations**

4.1. That the Lead Member notes the feedback from consultation summarised in section 16 of this report and in detail in Appendix 3 and the Equalities Impact Assessment in Appendix 4.

4.2. That the Lead Member agrees the arrangements for the delivery of Children’s Centre services in Haringey set out in sections 17 - 19 of this report.

- 4.3. That officers engage in consultation with affected staff on the staffing changes that follow from these arrangements.
- 4.4. That officers prepare a report seeking agreement to the changes to childcare fees set out in section 21 of this report and undertake an assessment of the equalities impact of the increases.

## **5. Other options considered**

- 5.1. The options considered were set out in the consultation document, Appendix 1 and the Addendum to the consultation document (Appendix 2)...

## **6. Chief Financial Officer Comments**

- 6.1. The saving proposed in this report (£6.519m) is consistent with that reported to Cabinet in February 2011 and necessary to achieve the overall level of savings agreed by the Council in setting its budget for 2011-2012 and the Medium Term Financial Plan for 2011-14. The phasing of the saving is however, also important. The supporting papers to Cabinet suggest that £1.3m of the saving is to be achieved in 2012-13 with the bulk (£5.2m) being scheduled for 2011-12.
- 6.2. Achievement of that savings profile is not possible and, whilst provision exists corporately for overall programme slippage, this cannot necessarily be assumed against individual proposals. Potential slippage of approximately £600,000 against the originally proposed profile has been estimated against this proposal which assumes that any revised structures and proposals take effect from September 2011.
- 6.3. This also recognises action taken already to reduce non-essential expenditure. It is important that steps continue to be taken in order to minimise slippage and the Directorate should also take such action as it can to identify other areas where savings proposals can be accelerated and/ or identify alternative areas for savings to be made. This is imperative to ensure that, in overall terms the profile of savings agreed for the Directorate are in fact achieved.

## **7. Head of Legal Services Comments**

- 7.1. Section 5A of the Childcare Act 2006 places a duty on a local authority to, so far as is reasonably practicable, include within its arrangements for early childhood services, sufficient provision of Children's Centres to meet local need. The statutory guidance, to which the Council must have regard, states that local authorities should ensure that universal access to Children's Centres is achieved, with the centres configured to meet the needs of local families, especially the most deprived.

- 7.2. Section 5E of the 2006 Act places a duty on the Council to consider providing services through a children's centre. The non-statutory guidance explains that, when services are not delivered directly at centres, local authorities, working with their Children's Trust partners should consider how best to ensure that the families who require services can be supported to access them.
- 7.3. Section 5D of the 2006 Act requires the local authority to consult before it decides to either close an existing centre or to make a significant alteration to the level and nature of the service.
- 7.4. The report sets out the consultation process that has taken place and demonstrates that the Council has complied with its consultation duty. The proposed way forward for the children's centre service set out in the report meets the duties of the Council under Sections 5A and 5E of the 2006 Act.
- 7.5. In reaching a decision on the proposals set out in the report, the decision maker must take account of the outcome of the public consultation. Further, due account must be taken of the Council's public sector equality duty, taking into account the attached equality impact assessment. The report also makes clear that detailed consultation is now commencing with staff and recognised trades unions on the basis of these proposals. Thus the final decision concerning the service and its staffing complement should only be taken following this latter consultation exercise and take into account its outcome.

## **8. Equalities & Community Cohesion Comments**

- 8.1. The proposed changes to the pattern of Children's Centre delivery will result in reduced provision for children under 5 in Haringey. The revised model set out in this report is intended to prioritise the needs of the most vulnerable families living in the most deprived areas. Where financial support is withdrawn from centres we expect health services to continue to operate. In addition outreach and family support services will be available to identify and support the most vulnerable children and families wherever they live.
- 8.2. The full Equalities Impact Assessment (EIA) is in Appendix 4.

## **9. Consultation**

- 9.1. Section 15 summarises the consultation process. A full report on the consultation process is included as Appendix 1 and the addendum to the consultation process is included as Appendix 2.

## 10. Service Financial Comments

10.1. The Cabinet report of 8 February set out details of savings of £6.519m overall in the Early Years' and Children's Centre budgets, including £2.2m through changes to the central management and support arrangements for Children's Centres and Early Years and reductions to the services centrally commissioned to support this age group. £4.8m is available for direct service delivery.

10.2. This sum includes the cost of subsidising childcare places (£1.557m) and the costs of the autism provision at Woodside and centrally-managed family support, leaving £2.375m for the actual running costs of Children's Centres.

10.3. The proposals in this report have been developed within this budget. The resources have been allocated across clusters as follows:

	<b>Cluster 1</b>	<b>Cluster 2</b>	<b>Cluster 3</b>	<b>Cluster 4</b>
	Broadwater Farm Park Lane Pembury Welbourne Bruce Grove	Stonecroft Stroud Green Campsbourne	Earlsmead The Ladder South Grove Triangle Woodlands Park Downhills	Bounds Green Noel Park Rowland Hill Woodside
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Premises and site management	157766	13846	207237	101596
Staffing	441558	231733	381497	439337
Running costs	52458	20000	52599	32374
Service delivery	68234	25000	47107	21538
<b>sub-total</b>	<b>720016</b>	<b>290579</b>	<b>688440</b>	<b>594846</b>

10.4. This allocation broadly follows the population of under-5s, taking account of levels of deprivation across the areas served by each cluster. It is not however, allocated on the basis of a formula due to the need to take account of the real costs of running and opening centres in each cluster. The effect of this allocation of funding is considered in more detail in the Equalities Impact Assessment (EIA) accompanying these proposals (Appendix 4).

## **11. Use of appendices /Tables and photographs**

- 11.1. Appendix 1: Consultation document
- 11.2. Appendix 2: Addendum to consultation document
- 11.3. Appendix 3: Report on the consultation feedback
- 11.4. Appendix 4: Equalities Impact Assessment

## **12. Local Government (Access to Information) Act 1985**

- 12.1. Relevant documents are attached as Appendices.

## **13. Summary**

13.1. In February Cabinet agreed savings of £6.519 from Haringey's Early Years' and Children Centre programme and recommended charges to the fees charged for childcare in Children's Centres. Reductions to central staffing costs and commissioning budgets were agreed and a public consultation was held between 16<sup>th</sup> March and 22<sup>nd</sup> April on how the Children's Centre delivery programme should be configured within the revised budget constraints. The underpinning principle for the model of provision was that the most vulnerable families living in the most deprived areas would be the priority for future service delivery. An addendum to the consultation was issued on 5<sup>th</sup> April 2011 making explicit the Children's Centres that would be at risk of closure if the available finances could not sustain all existing centres. Almost 1000 responses were made to the online consultation as well as 13 public meetings and over 65 emails and letters and alternative proposals were received.

13.2. Serious concerns have been expressed by all sections of the community about any reductions to resources for this age group of children. National research consistently demonstrates that the early intervention with young children can prevent greater problems developing as they get older. However given the scale of reductions that the Council has to make due to the changes in Government funding, the over-whelming response from the consultation was support for the proposal to focus the resources that remain on provision for the most vulnerable families living in the areas of greatest deprivation. This report sets out the model that we will adopt for delivering this. Children's Centres will be reorganised into four clusters with staff directly employed by the Local Authority. A Service Level Agreement will be in place that prioritises the most vulnerable and sets out the provision required to support the best outcomes for these families. The report also proposes the establishment of Local Partnership Boards in each cluster who will ensure that Children's Centres work together to deliver an offer within each locality that will provide the full range of services to the families that most need them and will link with the other partnerships

operating in the locality. Funding will no longer be provided to support the following Children's Centres:

- Highgate
- Northbank
- Rokesly
- Tower Gardens

13.3. We will continue to commission services centrally to support the most vulnerable families wherever they live and to provide specialist family support for the families that are most at risk, wherever they live. No significant changes are proposed to the current pattern of NHS Haringey services that already operate across Children's Centres.

13.4. Subject to agreement, a new fee structure is proposed from September 2011 that will reduce the subsidy provided for childcare. A further review of the impact of this is planned, so that fees charged will be linked to family income and a sliding scale will be introduced from April 2012. A full equalities impact assessment of these changes will be completed.

## 14. Background

14.1. In February 2011, Cabinet agreed savings of £6.519m in the Children's Centres and Early Years budget as an element of the Council's overall savings target of £41m for financial year 2011/12.

14.2. In introducing the report to the February Cabinet, Cllr Reith made the following comments:

*'It is bitterly disappointing therefore to present this report which outlines how we have to reduce these services because of Central Government cuts. Officers and members have spent long hours trying to stretch the money to keep as many centres open and services available as possible. We have substantially reduced central support and individual centre management costs. We have prioritised those children living in the most severely deprived areas.*

*However, it is clear that we cannot avoid some reductions in service and we may have to close some centres. We will reach a final decision on this once we have been able to assess the impact of changes to fees as well as the ongoing support from other stakeholders and have completed the consultation with centres.'*

14.3. Cabinet were asked to consider an alternative model for the delivery of Children's Centre services. These proposals were based on a model that included :

- the development of 8 clusters including all 19 centres and configured around Lead and Associate centres and three linked sites.
- reduced management and administrative costs of each centre through combining roles; and
- retention of all existing centres but providing different levels of service offers across the borough.

14.4. The Cabinet report also set out details of savings amounting to £2.2m through changes to the central management and support arrangements for Children's Centres and Early Years and reductions to the services centrally commissioned to support this age group. £4.8m is available for direct service delivery. This sum includes the cost of subsidising childcare places (£1.557m) and the costs of the autism provision at Woodside and centrally-managed family support as set out in paragraph 18.8 leaving £2.375m for the actual running costs of Children's Centres.

14.5. Cabinet agreed:

- (4.1) that the future Children's Centre programme should be reconfigured so that it can be delivered within the budget constraints whilst ensuring that children living in the 0-30% most deprived super-output areas are able to access the full range of children's centre services;
- (4.2) that officers complete the detailed work required to meet 4.1 above including a commissioning strategy which sets out the required service level, revised formula for the allocation of funding and a revised fee structure that maximises income and supports the maintenance of services where parents/carers are able to contribute to the cost; and
- (4.3) that consultations on this strategy and proposals should take place with each Children's Centre and school in the current programme in order to ensure that service delivery is protected for the most vulnerable families, resources are targeted to the areas that will be most effective and the programme is delivered within the available budget from April 2011.

## **15. The consultation process**

15.1. Initial proposals were set out in the consultation document (Appendix 1) and the views of the public were sought during a statutory consultation which took place between 16<sup>th</sup> March 2011 and 22<sup>nd</sup> April 2011.

- 15.2. An addendum to the consultation was issued on 5<sup>th</sup> April 2011 (Appendix 2). The original consultation proposed that Children's Centre resources would be targeted at the most vulnerable families and those living in areas of highest deprivation. A map of Haringey showing Children's Centres and deprivation bandings were included in the consultation document. We were given legal advice that we should specifically state which Children's Centres would be at risk of closure if we could not sustain them all and the addendum set out the potential changes.
- 15.3. The process of consultation included a series of 13 open meetings hosted by a combination of the Lead Member for Children and Young People, the Early Years Champion Member and senior officers and these were attended by parents/carers, staff, governors and other interested parties. Written responses were received through the online questionnaires and other forms of submission.
- 15.4. There were a total of 976 questionnaires submitted – 790 from parents/carers, 57 from Children's Centre staff, 82 from school staff and governors and 47 from partner statutory and voluntary organisations. In addition, 65 emails and letters and a video were also received.
- 15.5. Full details of the consultation and the feedback are the subject of a separate report and this has been included as Appendix 3.

## **16. Feedback from the consultation**

- 16.1. The vast majority of responses to the consultation reflect serious concerns about reducing resources to support this age range and about the level of savings required. National independent research commissioned by the government and published as recently as January 2011 demonstrates the importance of targeting support to children in the 0-5 age range and the potential that this has for improving outcomes and reducing the need for more costly interventions later on (*Graham Allen: Early Intervention: The Next Steps*).
- 16.2. Among users of the services almost all respondents to the on-line consultations and attendees at meetings agreed with the principle of maintaining a full children's centre service in our most deprived areas delivered in a way that meets local needs.
- 16.3. It should also be noted that there was substantial opposition expressed in the questionnaire responses to the closure of any centres, even if the financial resources prove insufficient to maintain high quality, effective services across all centres. Parents/carers expressed particular concerns about cuts or closures

and there was some support for increased charges where this would enable services such as 'stay and play' and childcare to remain.

- 16.4. These views must be balanced with the dialogue from the consultation meetings that were held where there were some strong expressions of support for closing centres where this would enable services to be protected for the most vulnerable families and the areas of greatest deprivation.
- 16.5. During the process of consultation Members and officers have continued to do detailed and exhaustive work to evaluate a range of models within the available resources, including financial assessment. Some alternative proposals were submitted by the Early Years Champion Member, the Opposition Party in Haringey and Children Centre staff and managers who have also been actively engaged in the process. There will be a full response to each of these and they have been taken into consideration in developing the proposals set out in this report.
- 16.6. Consultation responses and discussions with Children Centre staff, managers and partner organisations indicates that there is an understanding of the economies that would be achieved through bringing groups of centres together and a shared approach to management and administration as set out in the proposal originally considered by Cabinet.
- 16.7. There has been debate about both the number of clusters and the combination of centres in each cluster. We knew that there would be debate about these areas and have openly encouraged the submission of alternatives.
- 16.8. Whatever combination of clusters we propose, it is unlikely that there will be universal consensus given the range of different perspectives. However, our intention is that the model will:
- maintain and build on the good practice that already exists;
  - recognise the particular challenges for children living in the most deprived areas;
  - provide continued access to the full range of services, to the families that are most vulnerable;
  - enable us to direct as much as possible of the available resources into direct work with children and families;
  - reduce duplication, overlap and gaps, particularly in relation to management and administration of services; and
  - be delivered within the resources that are available.

## 17. Proposed way forward

- 17.1. The Local Authority has enduring statutory responsibilities and our first priority is to ensure that these continue to be met. These are set out in the Childcare Act 2006. This sets out the commitment to give every child the best start in life and parents/carers greater choice and flexibility about how to balance work and family life. The Act places the following duties on local authorities:
- to improve outcomes for young children and reduce inequalities between them;
  - to secure sufficient childcare to enable parents/carers to work; and
  - to provide information to parents/carers about childcare and a wide range of other services that may be of benefit to them.
- 17.2. The Act defines a Children's Centre as a place or group of places:
- which are managed by or on behalf of the Local Authority with the purpose of securing that early childhood services are delivered in an integrated manner;
  - through which early childhood services are available; and
  - at which activities for young children are provided.
- 17.3. As a result of the feedback and the financial modelling we propose to continue with the principle of cluster-based model of working that was set out in the consultation document. However, we have responded to feedback that eight clusters are too many and that we should not have any 'stand-alone' centres. Concerns were also expressed about the notion of 'lead centres' and different levels of service offer and we have addressed these in the model.
- 17.4. We now propose to have fewer clusters as this will reduce the number of managers required and will release more of the available resources into the frontline. In addition, larger clusters will provide increased flexibility to target resources to where they are most needed. There are no 'stand-alone' centres in the model and as far as possible, the proposed clusters have been configured on the basis of existing collaborative working or suggestions from the Children's Centres themselves. We accept that there will inevitably be some exceptions to this.
- 17.5. The proposal set out here should be seen as a radical rethinking of the management and organisation of Children Centres that will enable us to use these resources as a powerful tool in our strategy for prevention and early intervention.
- 17.6. Effective early intervention services can prevent children from progressing to the higher levels of need where they will require more intensive, expensive and long term interventions and Children's Centres are integral to this process. We will endeavour to get the balance right between the delivery of

universal services and the relationships between services that work at the specialist end of the continuum and Children's Centres.

17.7. We want our children's centre services to prioritise the groups of children known to be at risk according to the Haringey Continuum of Needs and Intervention:

- children under 5 who are the subject of a Child Protection Plan or are siblings of older children who are subject to a Child Protection Plan;
- children in care;
- children known to be in need;
- children with disabilities; and
- children who live in households with other known risk factors, including family breakdown.

17.8. Our commissioning strategy for Children's Centre clusters will be based on providing services that lead to improved outcomes for these children and families. We want them to:

- provide outreach and support to identify and engage with children and families known to be vulnerable wherever they live in the locality;
- facilitate partnership working to provide a 'team around the child' and 'team around the family' approach for all vulnerable children, including those in the Two Year Old Programme; and
- coordinate the delivery of all elements of the Children's Centre offer to meet local needs.

17.9. We want our Children's Centres, working with statutory, voluntary and community partners to:

- improve the quality and capacity of in-borough specialist provision so that fewer children require specialist out-borough placements;
- support families so that where possible children and families are kept together and their needs identified and supported using the most effective interventions so that fewer children need to be taken into care;
- contribute to the earliest identification possible of those children that do need to be taken into care to ensure that effective permanency planning is facilitated;
- focus targeted and specialist interventions on the most vulnerable children and their families and to work with universal services to agree clear expectations on how they will support children below the thresholds for these services; and
- ensure that properly integrated services work together with families to support children's' development and therefore improve overall attainment for all and narrow the gap between the lowest 30% and the rest.

17.10. The current offer of health services such as ante and post-natal classes, breastfeeding support, baby weighing and some health services commissioned

by the Local Authority such as speech and language therapy will continue for families wherever they live.

17.11. The evident good practice and impact of work already done from the original centres will be critical to the success of the new model and will provide the foundation for the new model, albeit within reduced resources. A specific example of this is Broadwater Farm Children's Centre which is integral to the Inclusive Learning Campus as well as being part of the cluster of Children's Centres.

## **18. Organisation**

18.1. We are proposing that a four cluster arrangement would offer a balance between the objectives of reducing overall management costs and maintaining a degree of local flexibility in response to local needs. Each will have a cluster manager and these will be appointed and line managed by the local authority, in close cooperation with Children's Centres.

18.2. We understand the concerns that were raised in the consultation about the notion of 'lead centres' and 'full' and 'standard' offers. These do not form part of the model that we are proposing in this report. Instead, Children's Centres within each cluster will work together to use resources so that the full range of services are provided to the families that most need them.

18.3. No changes are proposed to the way that childcare is delivered. There are currently 500 free full time education places for 3 & 4 year olds currently spread across schools and a review is underway that will ensure that these are used to support better outcomes for the most vulnerable children. Changes to the distribution of these places will be in place for April 2012 onwards.

18.4. We will commission a set of integrated services from other partners to work alongside Children's Centre services. In some cases this may lead to changes over time in the degree to which services are offered at the sites available within each cluster.

18.5. A Local Partnership Board will be created for each cluster and will have representation from all the governing bodies of the Children's Centres, headteachers, parents/carers, the local authority and professional, voluntary and community partners. These will be advisory bodies where all partners will participate in planning and evaluating services to be delivered across the cluster and they will link in as appropriate with other partnerships operating in each area e.g. Area Assemblies.

18.6. Within each cluster some Children's Centres will offer a full range of services and some a limited range; some would be open around the year and some term time only, in some cases on a reduced number of days per week.

This would be organised and agreed across the cluster, facilitated by the cluster manager and endorsed by the Local Partnership Board...

18.7. All staff, whether centrally located or based in clusters will in future be employed directly by the local authority for their work in Children’s Centres .This will maximise flexibility to respond to changing needs. In principle, staff could be deployed across any cluster, though in practice we will ensure that cluster-based staff will normally remain within their own cluster in order to support the continuity of positive professional relationships which are vital to the work.

18.8. In line with our intention to commission for prevention and early intervention and to reduce the need for social care interventions and placements, family support will be managed centrally and deployed across the clusters in line with need at any time. These services will be available irrespective of where families live.

18.9. We propose the following revised set of clusters:

<b>Cluster 1</b>	<b>Cluster 2</b>	<b>Cluster 3</b>	<b>Cluster 4</b>
Broadwater Farm Park Lane Pembury Welbourne Bruce Grove	Stonecroft Stroud Green Campsbourne	Earlsmead The Ladder South Grove Triangle Woodlands Park Downhills	Bounds Green Noel Park Rowland Hill Woodside

18.10. Overall we are proposing that the delivery of service offers will be determined within each cluster. The full range of services will be maintained for the families with the highest level of needs. No reductions are proposed in child care and early education where it is currently provided – so, for example, Stonecroft, Woodside and Stroud Green will continue with their current arrangements in this respect. Rowland Hill, Pembury and Woodlands Park will continue to operate as nursery schools and will continue to deliver a range of Children Centre services.

18.11. Our overall approach has been to target the limited resources to areas of greatest need. Accordingly, we will not be able to provide direct financial support for the Highgate, Rokesly and Northbank (Fortis Green) sites though we will encourage partnerships – for example with schools, parents/carers and our colleagues in the NHS – which may enable services to continue at these sites. We will also cease to support the Tower Gardens site.

18.12. We are engaged in a dialogue with our neighbouring Local Authorities who are also making future plans for Children's Centre provision and have assessed the degree to which these might impact on Haringey families. We have taken account of these discussions in our proposed model. Many of our families access provision in other Local Authorities and families from other areas access our services. We are continuing this dialogue so that vulnerable families will be able to access the services that they need where possible, in the location that is best suited to their circumstances.

## 19. Staffing

19.1. Detailed consultation is now starting with staff working in Children's Centres as the reduction in funding and the changes to the operating model will affect posts at all levels. The consultation process will follow the agreed processes for restructuring and will be referred to the Council's Corporate Committee for decisions in June 2011.

## 20. Childcare Fees

20.1. The Cabinet Report in February 2011 set out proposals to change the fee structure for childcare in Haringey. The proposals were that fees for children under 2 should be increased to reflect the actual cost of care for this age group and that differentiated fees should be considered in order to reflect the demand and to improve the sustainability of Children's Centres within the current budget constraints.

20.2. Changes to the fee structure for childcare in Haringey are proposed in two stages – September 2011 and April 2012.

20.3. The consultation paper outlined the new childcare costs which will be in place from September 2011 and asked for comments from parent/carers on the impact of these changes.

20.4. Parents/carers are concerned about any rises. However, the Local Authority can no longer provide subsidised childcare costs for families who are able to pay and will reduce this over a staged process.

20.5. Subject to agreement, the first stage of the new fee structure as set out in the consultation document will be in place from September 2011 :

Age Range	Charge per week (£)
0-2	225
2-3	200
3-4	175

- 20.6. We will report separately on these proposed increases, accompanied by an equalities impact assessment. Before the changes are implemented, we will communicate separately with parents/carers about them so that they can make proper arrangements.
- 20.7. The second stage of the changes to the fee structure will be in place for the financial year 2012-13. This means that we will be implementing a sliding scale of fees linked to family income. We will be doing further work to review the impact of the increase in fees from September 2011, changes to the welfare and benefits system and any changes in employment levels in Haringey as a result of the current economic climate.

## **21. Conclusion**

- 21.1. This has proved a difficult and challenging process for the members and officers involved in this review. All regret the need to make these very large savings. However, the considerable financial constraints have required us to focus on what really matters in improving the lives of the most vulnerable children in Haringey. We believe that the arrangements set out in this report represent the best hope of preserving what is best about current Children's Centre provision.