

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:

Cluster 1	Cluster 2	Cluster 3	Cluster 4
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.