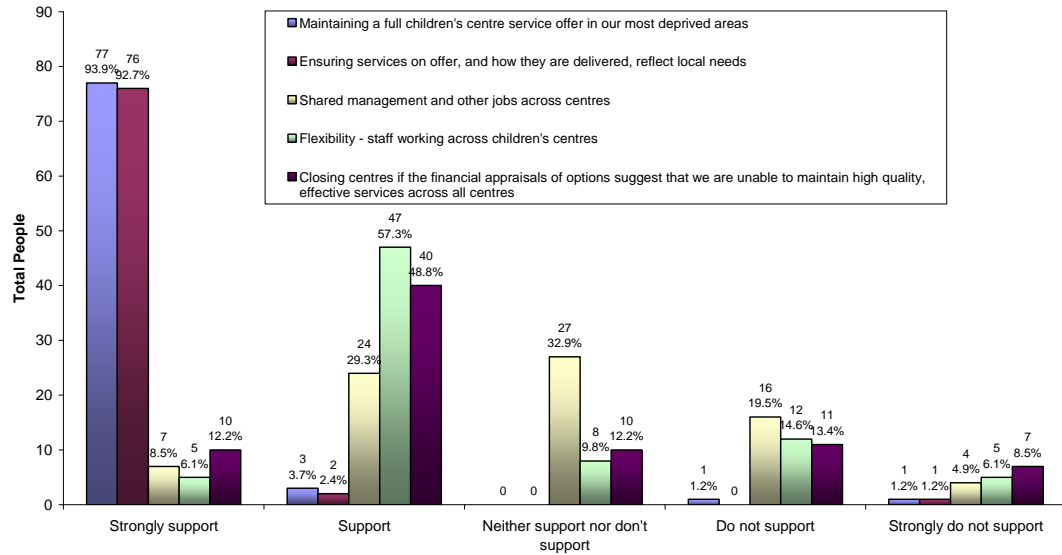


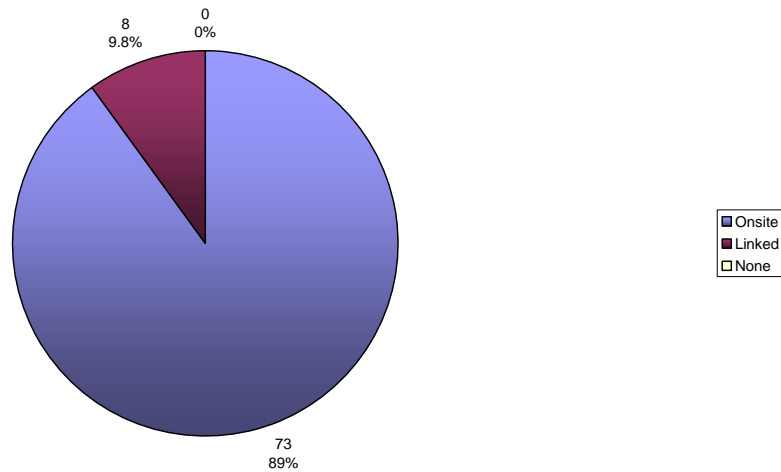
## Annex 8: Children's Centre staff consultation responses

### 8.1 Children's centre staff questionnaire results

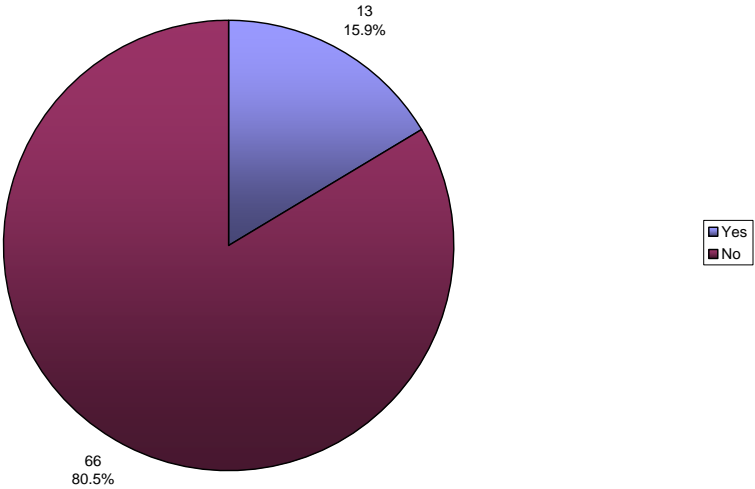
**Question 1: To what extent do you support the principles we have applied to the proposed changes? (Please select one option on each row)**



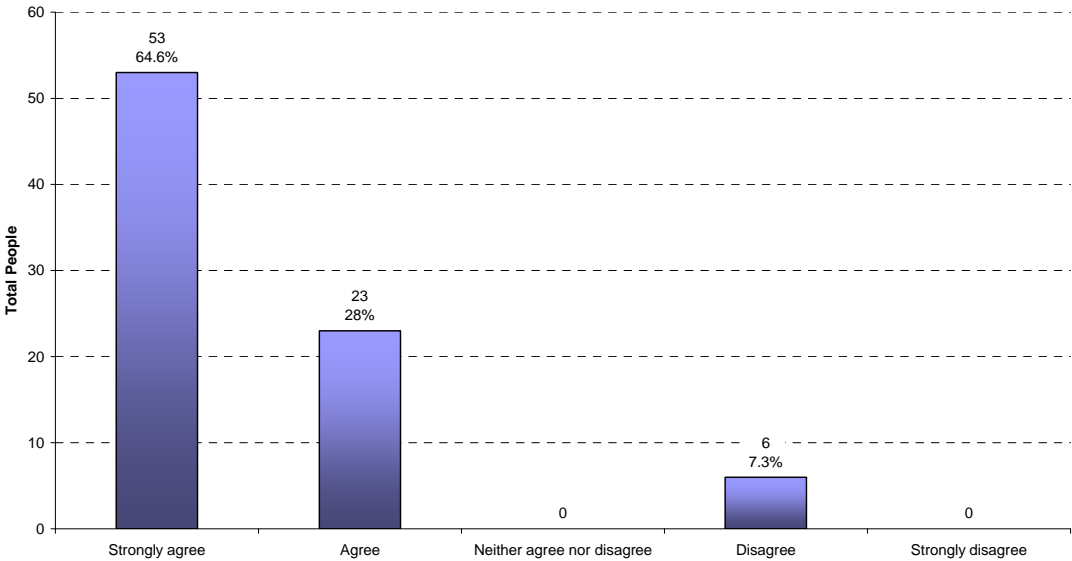
**Question 2: Do you have a children's centre on site or are you linked to a children's centre? (Please select one option)**



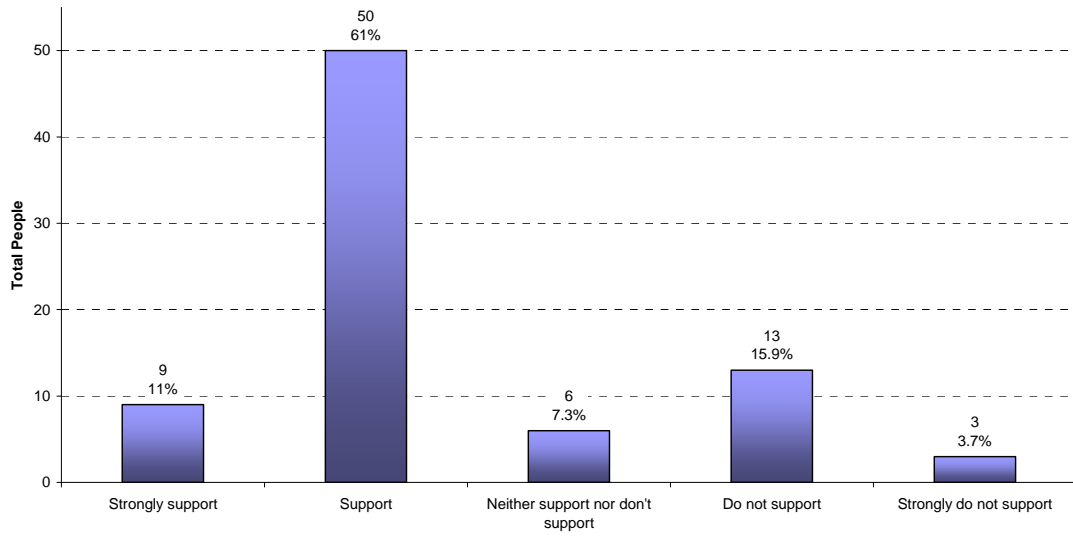
**Question 5: Do the proposals provide sufficient capacity to reach children in our most disadvantaged communities? (Please select one option)**



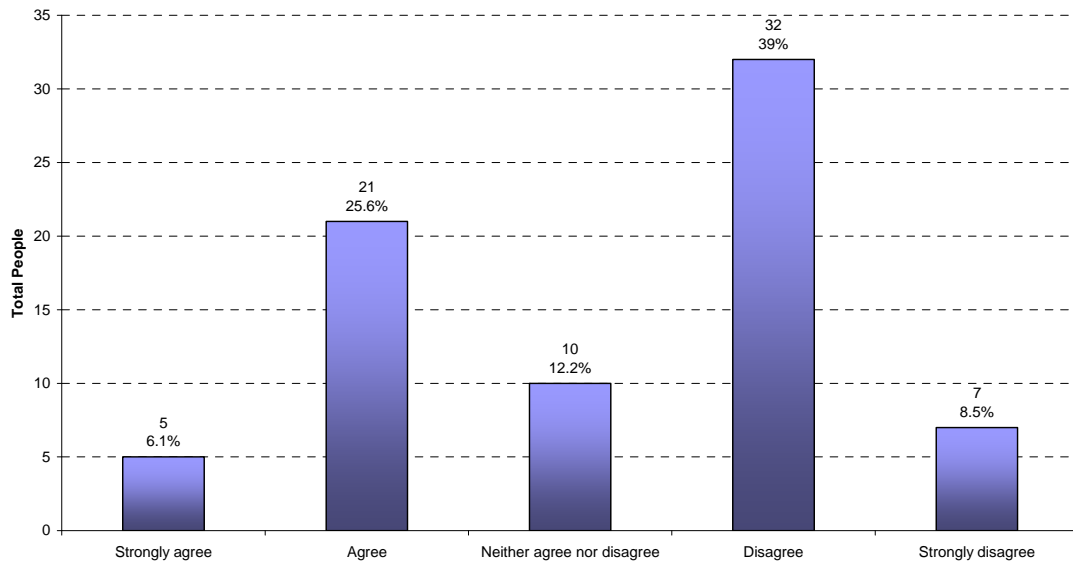
**Question 6: To what extent do you agree that children’s centre services should be targeted to the most vulnerable? (Please select one option)**



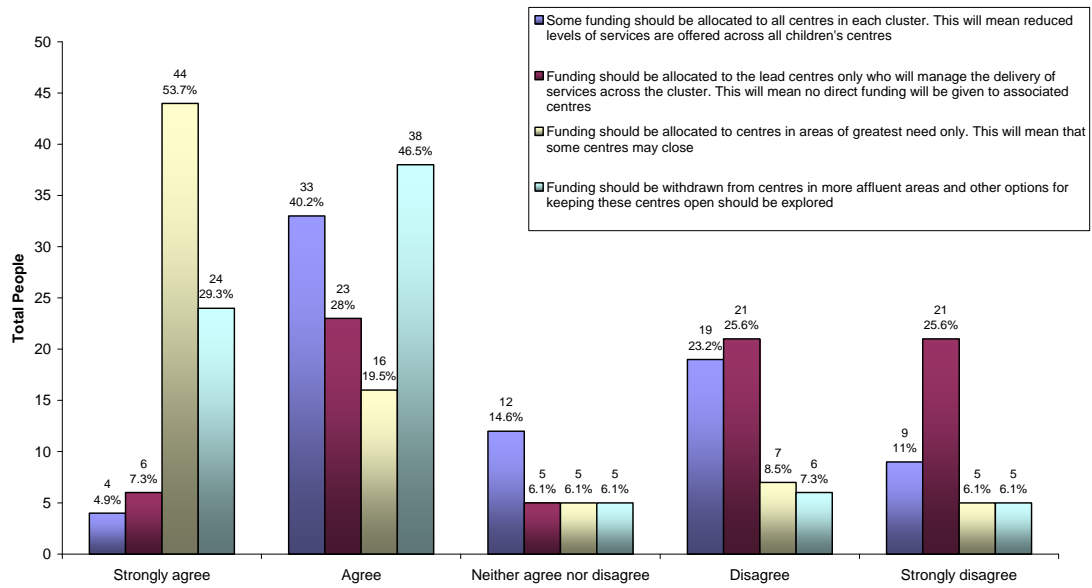
**Question 7: Detailed financial modelling might suggest the closure of some children's centres to ensure services for the most vulnerable were maintained. To what extent would you support this approach? (Please select one option)**



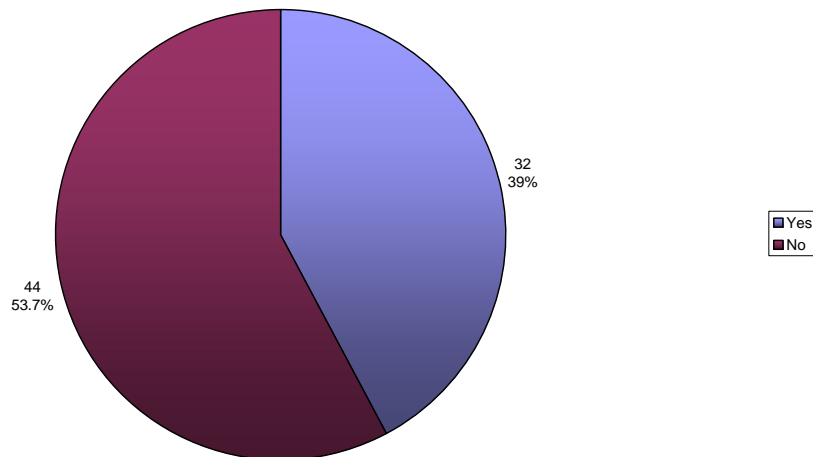
**Question 8: To what extent do you agree or disagree with the overall proposal shown in the consultation paper? (Please select one option)**



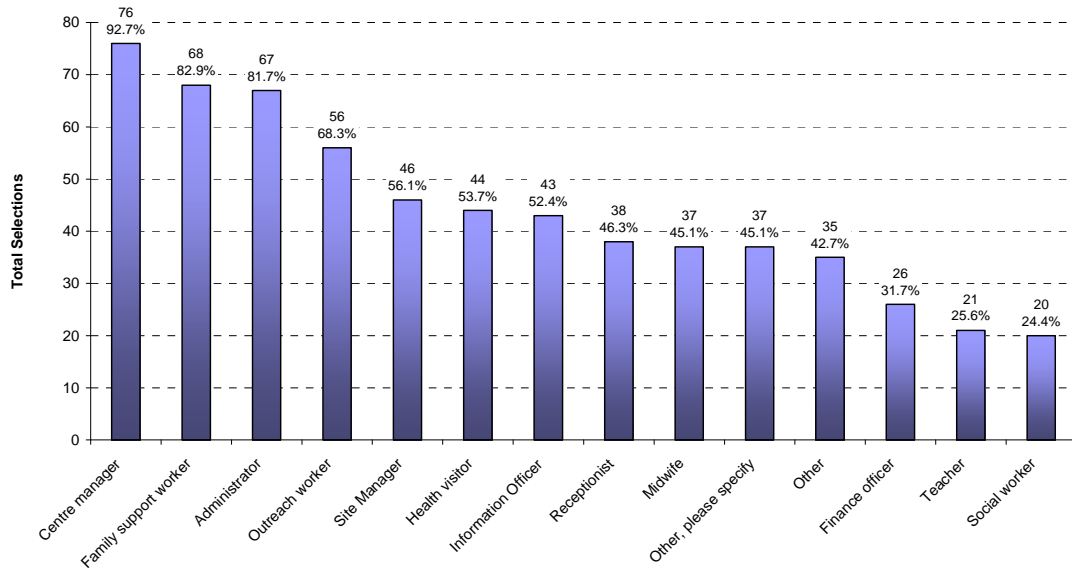
**Question 10: Given the reduction in the budget available for children's centres, please indicate to what extent you agree or disagree with the following statements. (Please select one option on each row)**



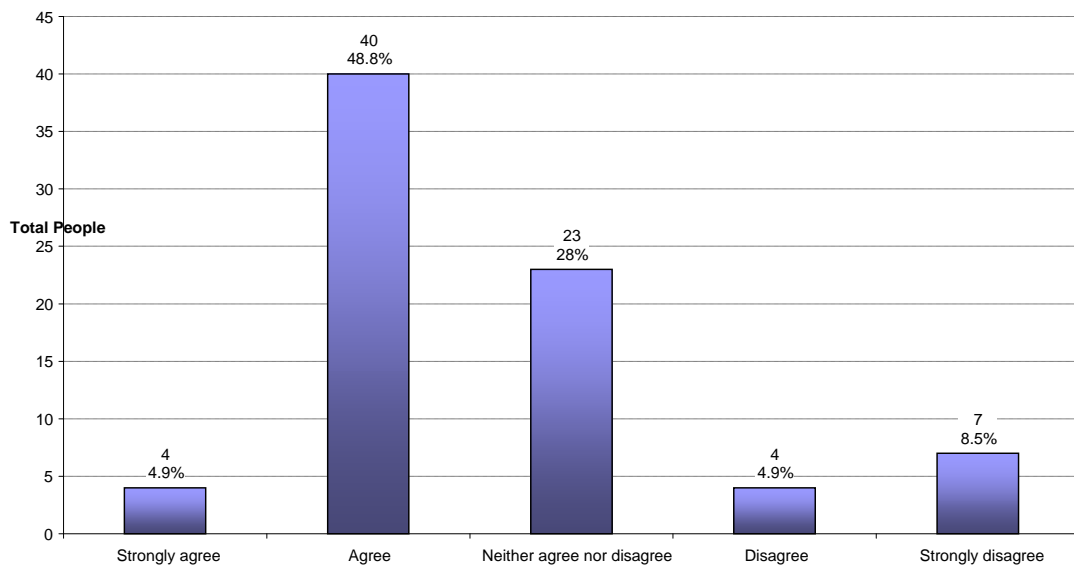
**Question 11: Is the proposed model for core staffing correct? (Please select one option)**



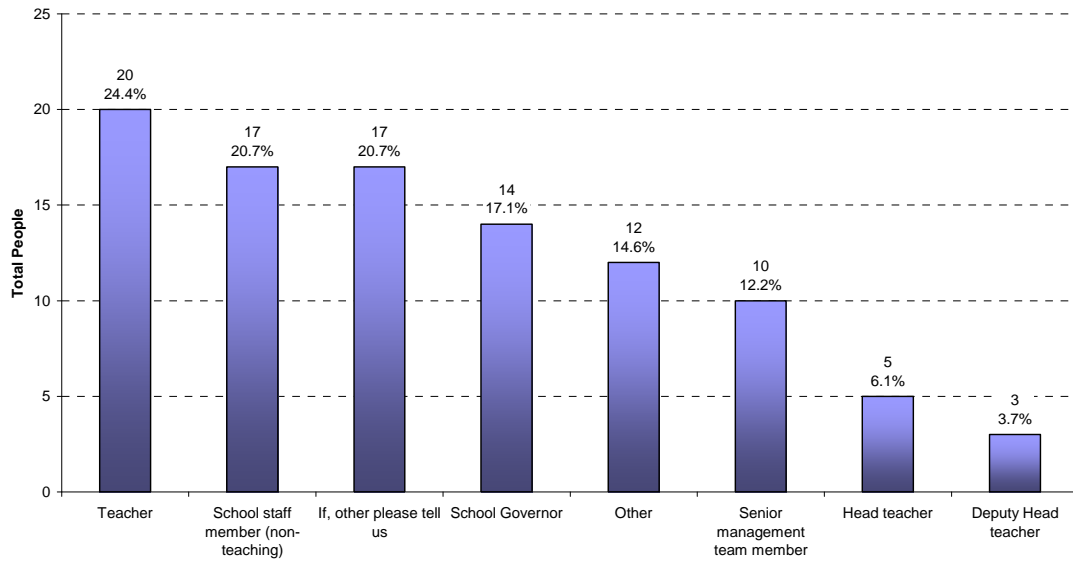
**Question 14: Which job roles do you consider to be essential for a children's centre to operate effectively? (Please select all that apply)**



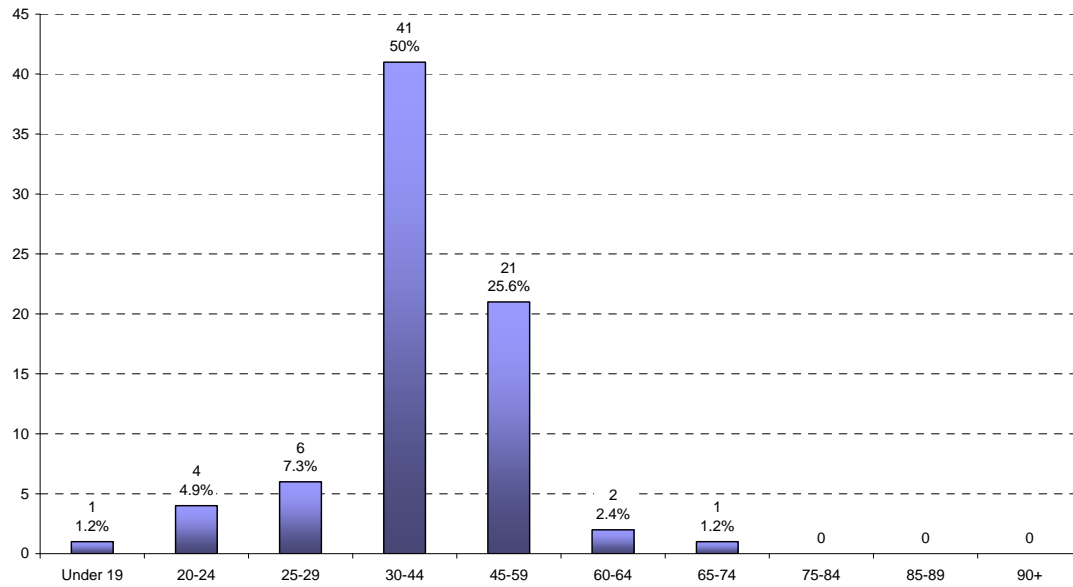
**Q15 To what extent do you agree with the proposal to offer a full service in some centres and a standard offer in others? (Please select one option)**



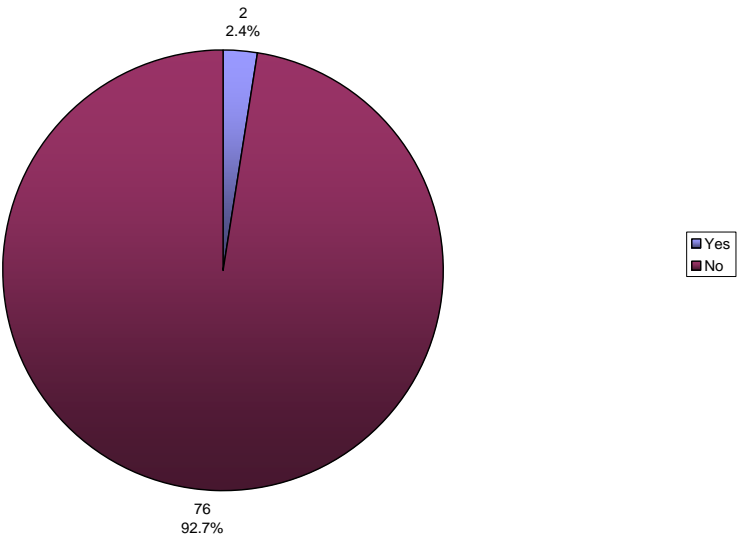
**Question 20: Which, if any, of the following most closely matches your role? (Please select one option)**



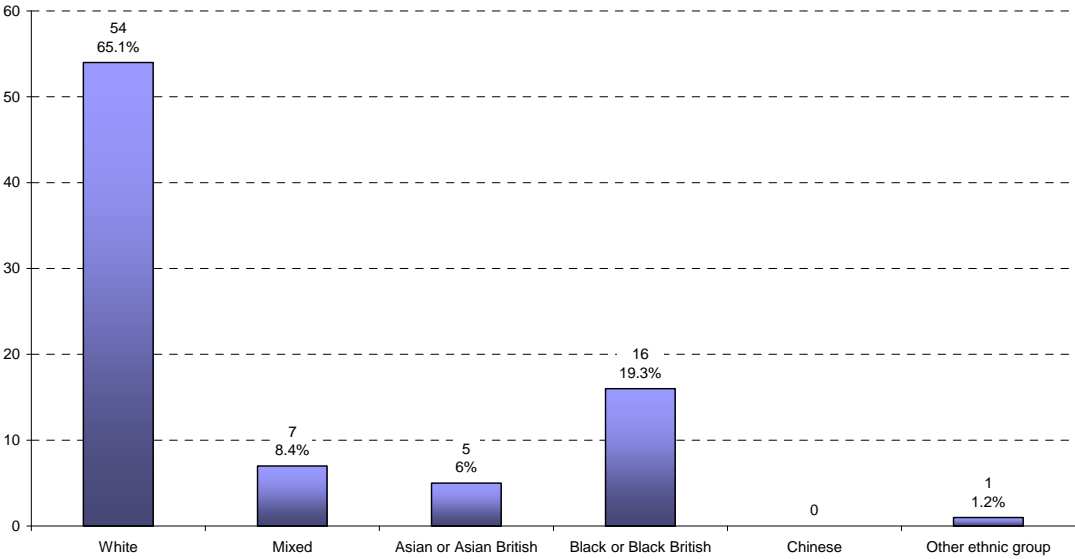
**Question 22: Age**



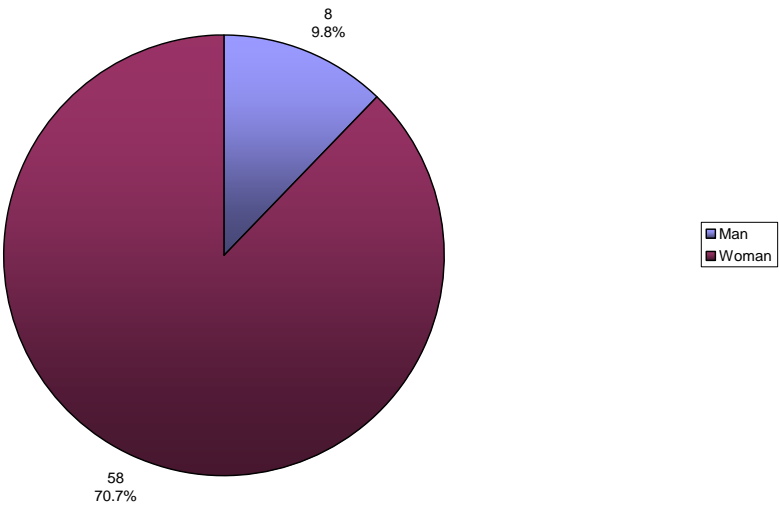
**Question 23: Do you consider yourself to be a disabled person?**



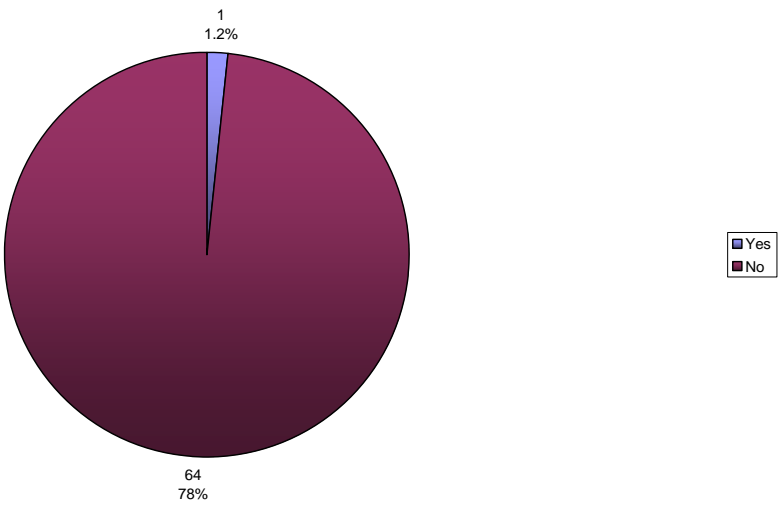
**Question 24: Below we are asking you to let us know which ethnic group best describes you. (Please tick one box from the appropriate section)**



Question 25: Gender

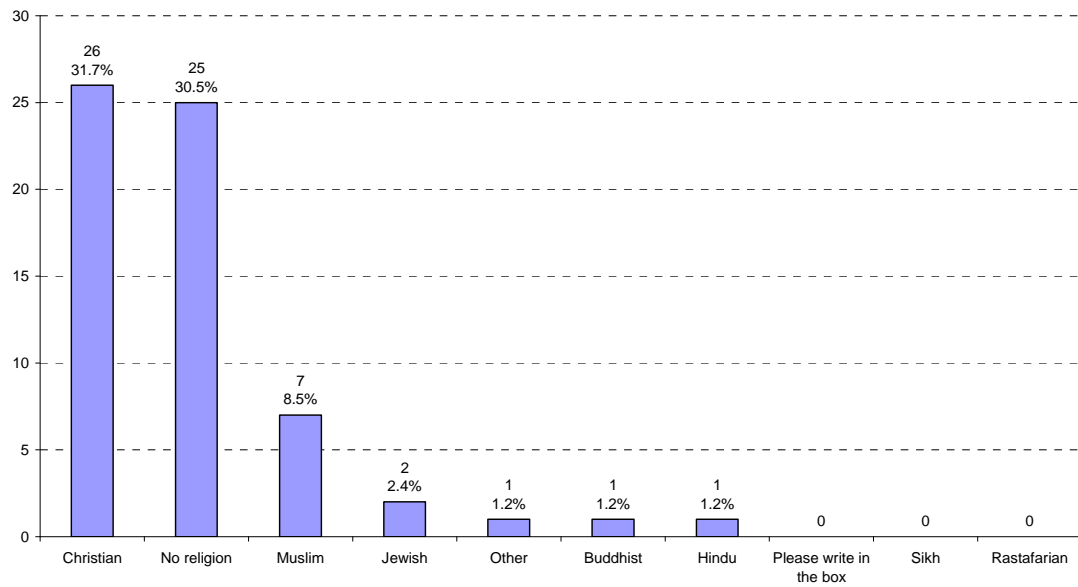


Question 26: Does your gender differ from your birth sex?

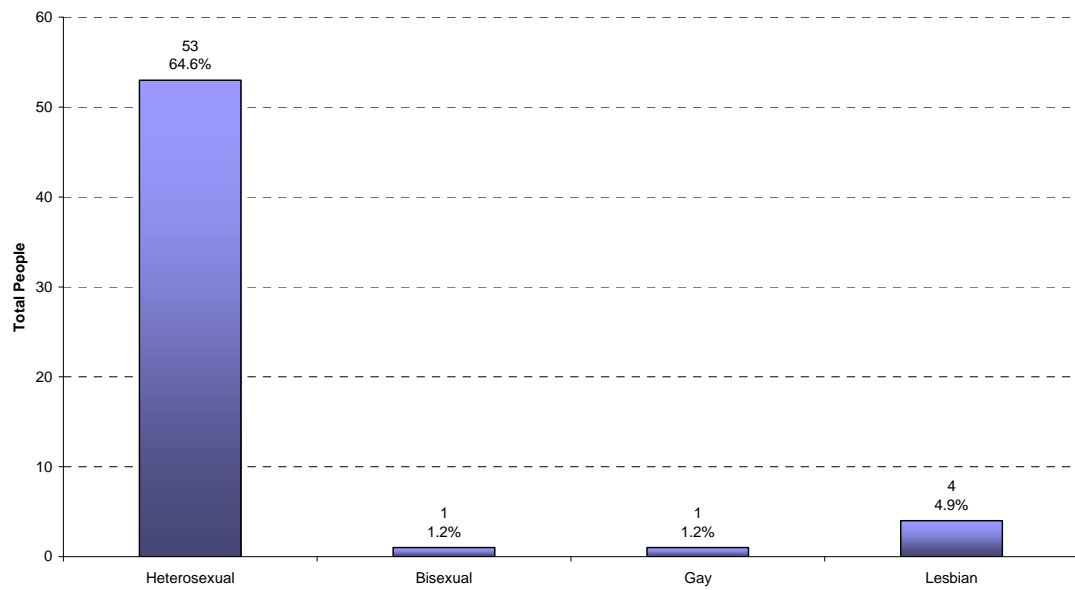




**Question 27: Do you have a religion or belief that you would like to mention?**



**Question 29: How would you describe your sexual orientation?**



## 8.2 Children's Centre staff free text questionnaire results

### Q3 What do you think about the proposed clustering of children's centres into lead and associate centres?

Respondent	Group	Comment/idea summary
<b>Concerns about composition of clusters</b>		
Individual	Staff	I think the idea of clustering is good. However, I do not agree with the proposed clusters. Centre's that are already clustered together and have built up strong working relationships and work in similar ways should be clustered together. This would save time, money and resources as centre staff know each other well already and would therefore be able to work flexibly immediately. Centre's should not just be clustered together because of their geographical location.
Individual	Staff	In principal, shared management is a good idea. Some of the particular clusters are not realistic. Clustering may have worked if an agreement with the various governing bodies (around strong guidelines, with a template (SLA?) for delivery) was in place as a condition for receiving LA CC funding, before particular clusters were put on the table. Without this now, I wonder whether the strategy can be strong enough to ensure coherent and equitable delivery of services.
Individual	Staff	The suggested cluster are too small. each cluster should be large enough to achieve economies of scale. A cluster of 4 or 5 centres will use a smaller percentage of its funding in management costs than for a cluster of 2 or 3
Individual	Staff	The proposed clustering is not the best option. There should be no stand alone centres. Existing clusters that are currently working well should be maintained. Where a centre is based at a school, the school should maintain control over the centre
Individual	Staff	It makes sense in terms of efficiency. However, it is likely to create some challenges where centres who were previously 'peers' are to be in a new 'hierarchical' relationship - especially if both are schools, and also where jobs are now at risk.
Individual	Staff	I do not think that the proposed model presented in the consultation is the most suitable solution as some CC's have natural links in relation to centres they are

		<p>already working with due to what they know about the community and the families they are serving. In my experience families do not usually travel between Broadwater Farm and Rowland Hill it is divided by two main roads. It would seem sensible to build on the established relationships we already have in place in our clusters.</p> <p>Funding that is given to centres should reflect the levels of deprivation within the areas. I feel very strongly that if the decision of cluster working agreed at cabinet is the way forward this should apply to all Centres and there should not be one centre (Park Lane) out of the whole borough which is permitted stand alone. I think that if the above is considered then in principle the clustering with leads/associate centres could work effectively.</p>
Individual	Staff	If there would be a limited management team centres would not function to the best of their ability. It is such a wide area across these centres that we do not have any contact with them at present/future
Individual	Staff	Clusters cover a wide area, these centres presently have little or no contact with each other. It will be difficult for a limited management team to manage these centres.
Individual	Staff	It mustn't work but how you ensure mat that the lead centre fairly finds the associate centre where there may be a higher level of need or social deprivation
Individual	Staff	Cluster is too large for one lead centre and 4 on its own could join cluster 5
<b>Concerns about staffing</b>		
Individual	Staff	Unsure how the proposal can be effective and managed.
Individual	Staff	The clustering idea is a good one and it has proved to work looking at the Woodlands and Downhills Link. But the idea of no consistent staff at each centre will not work very well.
Individual	Staff	I think staff will straggle with work load and services will suffer on quality and continuity of staff.
Individual	Staff	I don't think having the shared staff will work very well as the associated centres won't have a face at the door at all times. I think the staff that are left will struggle to cover all the centres as the lead centre gets busier as more parents and carers will

		go to the lead centres as there is more services on offer.
Individual	Staff	I can understand the rationale for this but remain concerned regarding the capacity for managers to do this if the non lead centres still have to deliver a full core offer. I cannot see how this can be done as the centres are so busy both from an operational stance and the strategic aspect. I think the non lead site should deliver a reduced service if quality is to be maintained.
Individual	Staff	It is not necessarily a realistic proposal and you need to have sufficient amount of staff to continue to provide 'full offer' at the designated sites. I agree with potentially sharing management, but not the 'front line' staff, such as Admin/Information Officer, and Community Nursery Nurses, as you need these people to have face to face contact with the families using the centre.
Individual	Staff	I think it takes away the responsibility of centralised staff supporting heads of centre's and places all pressure and expectations on the heads of the lead centres to run possibly up to three children centres. It is sometimes difficult enough to run one large centre (especially those who are in the highest level of deprivation) let alone three. As a result, there will be less services, less customised support and more importantly less face to face contact with families which we already know has the highest impact. I strongly disagree with this the majority of this proposal
Individual	Staff	Will be difficult to run if not enough managers and experienced staff
<b>Consultation should be longer</b>		
Individual	Staff	Greater time and thought, through consultation is essential. Decisions are being made on a knee jerk basis to save cost, NOT what is best for the community. There are children's centres/nursery schools who seem to have the ability to 'opt out' of providing services, which are part of their remit, for a variety of reasons thereby forcing other centres to provide them. Accountability and transparency is paramount and decisions need to be thought through.
<b>Do not support</b>		
Individual	Staff	I have given it a lot of thought, but do not support the model as described. It will

		neither deliver the necessary economies of scale nor maintain services for the most vulnerable families living in the most deprived ward in Haringey. I feel there are better models.
Individual	Staff	not all centres are being clustered. park Lane is stand alone? Shouldn't Triangle be stand alone as well as it doesn't fit into the proposed model and it's an intergenerational centre?
Individual	Staff	They will not work as they are too far apart and centres have families with different needs
Individual	Staff	I don't fully agree with the model but if it means it sustain delivery across the borough I would rather this than to close the centres and not have any delivery.
Individual	Staff	It appears to have been a bit rushed and not clearly scoped
Individual	Staff	I don't actually matter what we think, It isn't realistic, and Children and families will suffer.
Individual	Staff	I understand cuts need to be made, but I don't think it will work. How will we provide a equality of good services when some centres will only provide standard offer???
Individual	Staff	I don't think it will be a good working model. The quality of service will suffer
Individual	Staff	Do not agree everyone should have own budget and their own staff you cannot manage two centres it is a ridiculous idea.
Individual	Staff	Not Good.
<b>Don't close CCs</b>		
Individual	Staff	I Agree with this, however, I do not agree with closing down children's centres because the government claim they have no money.
Individual	Staff	All children centres should stay open as they current are. Clustering should only be considered as a last resort. All proposals indicate job losses which should be kept to a minimum.
Individual	Staff	It is better than closing Centres.
<b>Good idea</b>		
Individual	Staff	With the job description of an information officer changing with the introduction of eStart, 1 information officer can easily do the data work for the 3 CC as long as there

		is a dedicated outreach worker doing the promoting of the CC. You can easily hire cheaper outreach workers than having 2 or more information officers to do data work.
Individual	Staff	Good idea
Individual	Staff	I think it is a good idea and that this will promote more of a team work environment across the borough. I also think, that this way the current facilities will have more a chance of being made full use of, while maintaining the same knowledge of the deprived areas and being able to know and share this information might allow for easier handling of certain issues with families.
Individual	Staff	Good model
Individual	Staff	I think it could work if staffing is adequate
Individual	Staff	The idea can work as long as there is sufficient staff to do the ground work and not top heavy ratios of managers, overloading staff that are doing the ground work. Standardisation of key areas of work so that where staff have to work across a number of sites it will be the same. More flexible working.
Individual	Staff	I think that in principle the clustering of the centres should work as it makes sense to cluster certain centres together however, I cannot see how shared management and staff can work as it will be difficult to provide the services that we currently offer with good quality.
Individual	Staff	I agree with this if this is a way Children's Centres can provide quality of service. I feel that the clustering should be led from the ground and not an imposed model.
Individual	Staff	There are advantages to cluster working in saving management costs but enabling front line services/staff to support children/families
Individual	Staff	As long as it offers the same services and is safe. I'm okay with it
Individual	Staff	If clustered in a way that would work yes
Individual	Staff	In terms of budget reduction - it seems a valid option. The staffing effect is unclear
Need further information		
Individual	Staff	What level of services will be delivered locally
Target deprived wards		

Individual	Staff	<p>I think the clustering arrangements for the 3 most deprived wards needs to be looked at again as this is where the most need is regarding vulnerable families. There lead centre model is good provided the support is there to link appropriately to the associate centres; but there must be good services at the associate centres which include universal families because this is how we capture the most vulnerable that are on the edge. We need to take into consideration, vulnerable families that tend not to travel far due to disorganisation, lack of motivation, no knowledge or understanding of geographical areas they live in (particularly in new to the area. These areas tend to have transient populations which affect the knowledge of the area i.e. they are not in the area long enough. Other vulnerable families because of cases like domestic violence will only travel certain distances in order to keep safe. The centre I am at is currently the most suitable and meets the family needs in term of location for contact arrangements. Any change in location of venue for supervised contact may be further away from the children's schools/placements will incur travelling time meaning they would lose out on quality contact time with their parents and be a further cost. In the current financial climate it is unlikely there will be a budget to sustain transport costs. The children's centre that currently accommodate supervised contacts are operating at full capacity and there are no other suitable venues for vulnerable families. The centre I am at currently has good security to support contact and is central to a lot of services because of the good transport links.</p>
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**Q9 We are interested in your views. Please tell us if you have other ideas for a children's centre model for the borough**

Respondent	Group	Comment/idea summary
<b>Against cuts</b>		
Individual	Staff	I think it is a very bad move to make cuts in areas where babies, children and families could potentially be into dangerous situations because of the cuts
Individual	Staff	To provide services to give children a better start to their lives and expand their

		number of interactions with personal explore through play. This cannot happen if services are cut and there is such a need in our area.
<b>Against increase in fees</b>		
Individual	Staff	Your proposals that you have concerning the fees is highly unacceptable. Considering the cost of living has gone up, no pay rise for the past year and further pay freeze, the ongoing cuts in jobs in the future and the cuts in benefits, affecting those who are struggling with being offered a job but struggling with the cost of child care. This truly is outrageous. Families already struggling with fees and other rising costs around them have no other choice but to drop out of child care, and then the government will blame the services for failing (in Baby P cases) children because there should have been intervention earlier.
<b>Alternative model</b>		
Individual	Staff	Move away from networks, look at cc in relation to HV clinics and areas they cover and come up with an integrated model that clearly includes health partners as co-deliverer
Individual	Staff	For those that can, go back to being nurseries and extend the children core service by having more children in the centres covered by existing staff and managers
Individual	Staff	If some of the centres providing nursery placements, other areas at present being used for community groups could be used in increasing number of children that are being offered places due to a very large waiting list. additional places would benefit lots of parents within the community.
Individual	Staff	For the centres with nurseries, if reduced to providing a standard offer. The space used to provide previous children's centre services could be used to increase the number of children in the nursery.
<b>Centres should work with schools</b>		
Individual	Staff	A lot of work and effort was put into aligning with local schools by some centres. This in the end did not actually move far enough in terms of joint working by the local school for alignment to fully happen. The school declined to continue the process and the children's centre was left in limbo again. Why has this not been picked up



		again?
<b>Change composition of clusters</b>		
Individual	Staff	I think that current heads of centres should be consulted as some centres may already have formed alliances/relationships, with other centres that might be broken up in the case of the proposal pairing together certain centres which may not have previously had as much contact. I think this is neglecting to make use of the existing relationships and might cost more time, money and effort when spending the extra time that will require new trust and working relationships to be built when there are ready partnerships available and which deprived areas are already benefiting from.
Individual	Staff	I think that clustering children's centres is ok but for example Rowland hill could be a lead centre but I think it should be clustered with woodlands park, and Bounds Green and Come under Wood Green Cluster of children's Centre, rather than the proposed idea that they should merge with Broadwater farm C Centre. this is not a good idea as they are much further away and also they do not currently work with them, whereas they have worked over the last four years with the suggested Wood Green Cluster I mentioned.
Individual	Staff	I disagree with the current cluster model for the most deprived areas. it is too large a gap and needs a link between centres. Face to face contact does much more in the deprived areas as families tend not to have internet access.
Individual	Staff	Clusters of 3 or 4 centres, either in existing groups if working well or geographically based. No stand alone centres.
Individual	Staff	I do not disagree with some children centres in the west being closed as the level of deprivation is not as high as the north and south. I also do not disagree with the remaining children centres in the west to re-structure as one lead centre and linked centres. However, the same cannot be done for children centres in the north and especially not in the south. I think the centres in the most deprived areas should continue as a stand alone with its own set of management teams and staff offering the full core offer. Linking centres to lead centres in the south and north will cause extensive damage to a lot of the hard work the staff have done to bringing families in

		and adapting services to reflect the needs of the community. You cannot treat all three networks as they are the same. They need to be reviewed individually as they have very different needs.
<b>Charge fees</b>		
	Staff	To continue operate and introduce fees for services to families who are on a high income to generate income/funds to be able to operator and sustain services
<b>Flexible children's centre arrangements</b>		
Individual	Staff	Clusters of centres offering and specialising in different services with small teams to allow you to get to know families, plan, monitor and review quality services and be available by families when needed.
Individual	Staff	A good working model would be part of the school and so part of the community; works as part of a cluster with a larger, older centre; contribute to decisions and stays open all day and has the services we need each day.
Individual	Staff	Perhaps it would be better for certain centres (based on their previous success) to deliver targeted services rather than each centre try to deliver everything. Finance could then be targeted at certain services and producing more effective outcomes. I think the current cluster model is appropriate.
Individual	Staff	The overall proposal would be more acceptable if the groundwork had been done - see last response. Generally agree with clustering for management, but other services now put in the "lead centre" staffing need to be kept local in the needier areas. And if centres in less needy areas are to be closed or reduced, there needs to be excellent outreach and information there to reach vulnerable people in those areas.
Individual	Staff	Clusters should: <ul style="list-style-type: none"> <li>• Be large enough to achieve economies of scale. A cluster of 4 or 5 centres will use a smaller percentage of its funding in management costs than for a cluster of 2 or 3.</li> <li>• Make sense to the local community and still be of a manageable size e.g. a cluster shouldn't span barriers such as major roads or railways that will prevent local people accessing services on the different sites.</li> <li>• Have the capacity to ensure there is strong leadership. Staffing structures must be able to support</li> </ul>

		<p>strategic planning, robust monitoring and evaluation and good finance practice. There is no rationale for centres operating in isolation – this approach will not support strong reflective practice in the long term. • Where possible include a range of children’s centres that have evolved out of different types of service (Nursery Schools/Early Excellence Centres, Sure Start local programs, Under Fives Centres, Primary Schools). This will best ensure that there is local expertise without an over reliance on the LA which will have diminished capacity. Each cluster should include at least one centre where there is really high quality childcare and very good practice with the up-to-threes. There may be the potential for individual centres to specialise if local need demands this. Sites might become the focus for: ESOL; employment services; contact sessions; or health services depending on their configuration. The core offer will be delivered across the Cluster not on a centre-by-centre basis. • Consider having a range of opening times across the sites facilitating new ways of working. Some could have all year round opening (perhaps those with childcare which need to be open all year anyway) and others might be term time only (school based). Some may only be open for part of the week but offer regular Saturday opening. Staff contracts should reflect this. Providing that regular and reliable patterns of opening are established it wasn’t felt this would present a problem to users. Individual centres should be: • Open only when there is sufficient staffing on-site to provide a high quality and safe service. This means more than one member of staff on-site including someone with sufficient seniority to deal effectively with safeguarding issues. • Fully integrated into their host school. The host school will have day-to-responsibility for: the staff working at its children’s centre and safeguarding arrangements. The senior member of staff in the children’s centre should be part of the senior leadership team at the host school and staff from the school (e.g. SENCO, Inclusion Co-ordinator, Early Years Co-ordinator) need to see the Children’s Centre as an important part of their remit. Governors from the host school should be part of advisory boards that oversee local arrangements and cluster-wide working. There should be a financial relationship between each school</p>
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		and the Local Authority to promote local ownership.
Individual	Staff	Children centres were first set up in the most needy areas. All children should have right to a good equality service offer! we need to look at staffing structure in work places!! all the services we provide are already need by local families
Individual	Staff	I hope all the centres will deliver a service according to needs of parents carers child. If staff, could have opportunities to be placed in other centres, where staff have taken redundancy
<b>Focus on having centres in the most deprived areas</b>		
Individual	Staff	Areas with low levels of deprivation should be closed, leave the CC open in the areas that have high levels. The CC that are left should be used as hubs for training families and educating staff.
Individual	Staff	I don't have any other ideas for a model for the borough, as I don't think it is my job to. I agree that the management should be shared, but that each Children's Centre (ideally in the most deprived areas) would have the basic 'front line' staff to be able to continue as close to normal service, at the very least an Admin/Info Officer to advise/data analyse/publicise and a Community Nursery Nurse to run the services.
Individual	Staff	Ensure all children centres that are in deprived wards are not closed or essential services continue and therefore local communities futures are secure. Consider a model that has fully consulted with residents, maintains good communication between the council, centres and local communities to ensure current and future standards for the borough are maintained.
Individual	Staff	I think that staffing and resources must be applied in relation to IMD. I also think that although the resources must be targeted at the most vulnerable there must be a balance for a universal service that does not stigmatise groups of vulnerable children and families.
<b>Let centres decide how to cut their own budgets</b>		
Individual	Staff	I think all children's centre should not be closed or grouped together with other centres. I think the centres should have there budgets cut and the individual centres decide how the money is spent in there centres. It may mean losing some of there

		services and maybe changing there staffing structure in individual centre or maybe having more staff working part-time. But if this is done once the cuts are over and the money starts being put back into children centres budgets they can all start running again as they were.
<b>Maintain current cluster arrangements/established centre relationships</b>		
Individual	Staff	The already clustered Centres i.e. Woodlands Park, Downhills, South Grove, The Ladder and Broadwater Farm should remain clustered. They are already working closely together and run in very similar ways, complementing each others services and doing joint community events. Don't split this cluster. The other centres should be clustered around them. DO NOT cluster South Grove with the Triangle. Just because they are geographically close, does not mean they will work well together. The two centre's are completely different, run in different ways and are viewed by the community completely differently. This clustering would be detrimental to way the community uses South Grove.
Individual	Staff	Perhaps there is more scope for building on the existing clusters, where strong relationships have developed between centres. Although there were initially 'lead' centres within this model, the clusters have been non-hierarchical, supportive and mutually beneficial, with many cross-cluster services being developed to avoid duplication of provision. It would be a shame to lose these relationships and networks by creating new (smaller) clusters which in many cases have no connection to the existing ones so would require starting from scratch.
<b>Need more staff/concerns about staffing</b>		
Individual	Staff	To run properly a Children's centre and keep staff motivated, should be enough cover so everyone can do their job properly. 1 admin post is not enough for all the work that involves supporting staff, management and community.
Individual	Staff	clusters will not work Having an information / outreach post will not work because they are different roles, but both are needed at a children's centre delivering the full core offer

Individual	Staff	I am concerned about the level of staff on the ground to deliver a service to all parents in need and to ensure we provide quality of service. Unless there is a view of sharing of the 'offer' across centres then the model is not sustainable and will not meet the demand that we currently face with 19 centres. The models need to be locally driven and formed as we are the staff on the ground having to deal with the issues/demand currently.
<b>Require greater funding information</b>		
Individual	Staff	without details of funding it is impossible to suggest other models for children's centres. how can you consult with staff when they don't have the full details.
<b>Shared management</b>		
Individual	Staff	Shared management across CC that keeps as many front line staff in a CC to enable services to the most vulnerable/disadvantaged is vital

**Q12 If no, which roles do you think should be included in the core staff team?**

<b>Respondent</b>	<b>Group</b>	<b>Comment/idea summary</b>
<b>Multiple roles</b>		
Individual	Staff	outreach and information officer roles should be separate and where's the finance officer post
Individual	Staff	Head of centre, deputy of centre, senior finance officer, nursery manager, teacher, inclusion officer, senior nursery officer, family outreach worker
Individual	Staff	A Manager and a Community Group Worker should be made available at each centre. Each centre, whether they are lead or not should have both of these roles. Families in the community need consistency in their lives and if they need help and support immediately, they need to know that someone they know will be there. It is no good having only permanent posts in the main centres. The community will not have the same faith and views about Children's Centres if these roles are removed.
Individual	Staff	Because of the wide diversity of Children's Centres in terms of scales, staffing structures should, and must vary. a 'one-size fits all' approach is unrealistic. A Family Support Worker would be an asset to any centre, but the way in which Family

		Support is delivered should be re-examined.
Individual	Staff	Outreach worker, Information officer, reception/admin, finance officer, Early years worker
Individual	Staff	The model does not make clear what staff would be kept in each local (inc. associated) centre. In the lead core keep: Centre manager; Service co-ordinator; Outreach; teacher as EY quite for 2 year pilot. In each centre inc each associated centre keep admin / reception with information; early years / community delivery person with in-depth knowledge of local community of families.
Individual	Staff	Executive Head Evaluation and Monitoring Officer Community Services Coordinator Community Nursery Nurse Admin/Reception Information and Outreach Finance Officer
Individual	Staff	Firstly no mention of cleaners or site managers, both of whom are key to the maintenance and safety of the centre - no one will return to a dirty centre. Also it is impossible to say if the proposed staffing structure is adequate until job descriptions are available as roles and responsibilities need to be defined.
Individual	Staff	i. would like clarity of service co-ordinator and early year group co-ordinator roles? Are they the same? For centres with a nursery manager, does that role continue? ii. outreach and information officer roles should not be merged as significant differences and specialities in duties currently undertaken.
Individual	Staff	I think all the above working across although each centre should then have their own staff who work only in that specific centre. This should be; Nursery manager, room leaders, key people (nursery officers), curriculum coordinator/SENCo and any centre/ nursery assistants
Individual	Staff	Family Support workers are essential! Speech and language therapist are essential!; we are getting children on open waiting list who are not speaking at age appropriate level! early years practitioners are front line staff!
Individual	Staff	Site management staff and finance staff office manager
Individual	Staff	Outreach and information officer should be 2 separate posts. How will the finance work.

Individual	Staff	Site Manager & Cleaner
Individual	Staff	Cleaner & Site Manager.
<b>Individual role</b>		
Individual	Staff	Creche workers.
Individual	Staff	Another Administrator, to support staff and management. Reception/ Administrator is a very busy role, in busy days, not much admin work is produce due to helping and dealing with parents/visitors to services, door opening and dealing with incomers and phone calls/messages. also expected to completed urgent duties are sometimes impossible due to lack of time to concentrate in task. Admin roles are essential to effective running of the centre as they support everyone inside the team and the community who comes for advice, help and sign-posting. Also necessary to cover for holidays, sickness, training and others.
Individual	Staff	there are so many staff working at the moment at children's centres doing various different jobs. If they go, who will actually run sessions where they are helping families and children? so I think there needs to be more roles included in the core staffing.
Individual	Staff	What about Outreach Workers I think that they play an key role in encouraging disadvantaged parents to come to the children's centre. I think that they should be classed as core staff.
Individual	Staff	this is very confusing as the model provides higher level of staffing than we have now even though this is a shared model? how does this staffing model fit council run centres?
Individual	Staff	The core staffing is OK but will not meet the needs of all centres, it must be done case by case
Individual	Staff	I think there needs to be an increase in the admin staff to support face to face contact with the community as they are the first point of contact. They would also need to support the administrative functions within the centres allowing other staff to do their work without being called to cover the reception areas. This is costly and a misuse of managers time.



Individual	Staff	All the above but Reception/Admin should be separate, also in order to make things a bit more feasible allow children centres to have term times like schools and if they wish they can have the option of running a term break club for shorter hours.
Individual	Staff	there needs to be a separate outreach person and a small bank of creche workers to support groups across a cluster
Individual	Staff	It is not so much about roles, but about ways of working and for the areas of highest deprivation is about being able to work deeply and reach in the locality. I am not sure this stricture alone will do this.
Individual	Staff	2 early year workers for each centre
Individual	Staff	Head of Centre
Individual	Staff	I don't know as I have not seen the job descriptions for these jobs
Individual	Staff	the core staffing seems almost larger than it is currently. There is also no information on what the staffing would be for the other centres which aren't necessarily the lead centres.
Individual	Staff	I am not sure what a 'service coordinator' is, having not come across this term before. I would think more than one admin/receptionist would be needed, as each centre would need a F/T person for this role. The same would apply to the role of information/outreach worker - particularly if the existing role of outreach worker is to be eliminated and combined with info worker. The requirements of the info worker in terms of what data needs to be collated and recorded would need to be reviewed to clarify the workload for this role. Presumably the family support worker role would still be managed centrally under this proposed model.
Individual	Staff	Proposed staff does not include site management or cleaning staff, even though this may be percentage of costs it is still essential. I have a concern about the monitoring and evaluation aspect of Children's Centre delivery. With reduced staff there needs to be some thought about this aspect. Though an element of this is built into these roles. there is a real capacity issue.
Individual	Staff	What about the nursery managers and site manager post? I also think that the Information Officer and Outreach Worker should not be amalgamated, as this is two

		separate jobs with different roles and responsibility. This wouldn't work in the some centres with high deprivation as this would mean one person taking a high volume of caseloads.
Individual	Staff	not sure
Individual	Staff	I think that if a formula was devised in relation to the levels of deprivation in each area, then each cluster should be able to decide on the staffing which is most appropriate to meet the needs of the families it is serving.
Individual	Staff	However the EYGC post is a vital full time post in supporting families in the areas of high deprivation. It also supports safeguarding.
Individual	Staff	Nursery Manager
Individual	Staff	Nursery Nurse
Individual	Staff	But also keep experienced nursery staff
Individual	Staff	Nursery officers provide care and the support to both families and children
Individual	Staff	Nursery officer also provide important support to children and families
Individual	Staff	More early years practitioners - it is essential to have at least two early years staff running groups. It is a form of early intervention, observation and opportunity to direct to other services. Also for safeguarding
Individual	Staff	Where is the finance officer
Individual	Staff	Early years worker
Individual	Staff	One to one family worker.
Individual	Staff	Family Support Worker

**Q13 Are there any other compositions of the core staff team that should be considered?**

Respondent	Group	Comment/idea summary
<b>Admin workers</b>		
Individual	Staff	1 extra admin role, full time or part time for support.
<b>Community Group Worker</b>		
Individual	Staff	Community group worker.

Individual	Staff	Group Worker should also be central to the core staff team as this is main bulk of the delivery.
<b>Create multi-disciplinary teams</b>		
Individual	Staff	I believe there should be a more radical approach with really multiple disciplinary team with real commitment from all agencies.
<b>Deputy manager</b>		
Individual	Staff	yes the deputy role as this person works across services.
<b>Early years professional</b>		
Individual	Staff	See before - need to include cleaners and site managers. Also, a centre based Family Support Worker who works with families before they reach 2b is essential. An Early Years Professional may be a better option than a teacher as many Early Years Teachers are not happy with working with under 3 year olds.
<b>Head of Centre</b>		
Individual	Staff	Get rid of Family Support Workers. Information and Evaluation Officers are not essential. A manager at each centre is vital as each centre serves a different community and it should be the manager of each centre's role to know what the families in the community need and how the centre can support them.
Individual	Staff	Head of Centre. Alignment of these posts in all Children's Centres to ensure equity in both pay and conditions.
<b>Integration with host school</b>		
Individual	Staff	The model of working needs to be fully integrated into their host school. The host school will have day-to-responsibility for: the staff working at its children's centre and safeguarding arrangements. The senior member of staff in the children's centre should be part of the senior leadership team at the host school and staff from the school (e.g. SENCO, Inclusion Co-ordinator, Early Years Co-ordinator)
<b>Need Outreach worker</b>		
Individual	Staff	More outreach workers in deprived areas
Individual	Staff	The outreach worker or family support worker should be able to do contact sessions for those centres that have contact because the current system is really stretched

		with social workers.
<b>Outreach manager</b>		
Individual	Staff	Outreach Manager should be included in this as without them things would not run smoothly with regard to the outreach team.
<b>Receptionists essential</b>		
Individual	Staff	Receptionists are essential, whether the centre take on volunteers and are supported by the borough thus providing opportunities for local families to get work experience. But using a information officer as a receptionist is a waste of money and waste of valuable time.
<b>Shared management but not front line</b>		
Individual	Staff	Management could be shared, but not the front line staff

**Q14a Which other job roles do you consider to be essential for effective multi-agency/partnership service delivery from children's centres?, please specify**

<b>Respondent</b>	<b>Group</b>	<b>Comment/idea summary</b>
<b>Administrator</b>		
Individual	Staff	Administrator
<b>Community Group worker</b>		
Individual	Staff	Community Group Worker
Individual	Staff	Community group worker.
<b>Community Nursery Nurse</b>		
Individual	Staff	I think a Community Nursery Nurse is key to the success of any children's centre as is an Information Officer.
Individual	Staff	Community Nursery Nurse (EYGC in this model)
<b>Deputy Head of Centre</b>		
Individual	Staff	Deputy
<b>Early Years</b>		
Individual	Staff	Early years Practitioner

Individual	Staff	Early years worker
Individual	Staff	Early Years Practitioners
<b>Family Support Worker</b>		
Individual	Staff	Family Support Worker working at levels 1 & 2a. Some of the positions above can be shared across centres, other need to be based at each.
<b>Group co-ordinator/worker</b>		
Individual	Staff	group co-ordinator/worker
Individual	Staff	Group Worker SENCO
<b>Health partners</b>		
Individual	Staff	With health partners through strong SLA and named lead person for each cluster.
Individual	Staff	Dental advisor Contact team Community health advisor
<b>Inclusion officer</b>		
Individual	Staff	inclusion coordinator finance officer
Individual	Staff	Inclusion officer
<b>Information Officer</b>		
Individual	Staff	information Officer
Individual	Staff	information
Individual	Staff	Information Officer
<b>Nursery Officers</b>		
Individual	Staff	Nursery Officers
Individual	Staff	Nursery officers
Individual	Staff	Nursery officers
<b>Other</b>		
Individual	Staff	SENCo

**Q16a Which other service do you consider to be essential in supporting improved outcomes from children?, please tell us**

<b>Respondent</b>	<b>Group</b>	<b>Comment/idea summary</b>
<b>ESOL provision</b>		

Individual	Staff	Funding to support our creche provisions and ESOL Provision for pre entry and entry level 1 learners needs to be funded by LA like e.g. family support workers
<b>Family Support Worker</b>		
Individual	Staff	Someone available whenever the centre is open for a parent in crisis to talk to - a centre based family support worker
<b>Health Visitors</b>		
Individual	Staff	Health visitors - one year and two year clinics
<b>Outreach</b>		
Individual	Staff	Outreach: Advice and adult learning delivered through partnerships - inc ESOL which needs to be seen as outreach pathway into other services; Voluntary sector esp. important as outreach into local communities
<b>Teenage pregnancy</b>		
Individual	Staff	Teenage pregnancy support
Individual	Staff	specific services for vulnerable groups such as teen parents

**Q17 What services, if any, do you think could be charged for?**

<b>Respondent</b>	<b>Group</b>	<b>Comment/idea summary</b>
<b>All / multiple</b>		
Individual	Staff	massage, yoga, music sessions
Individual	Staff	Stay and Play, Parenting programmes
Individual	Staff	mum and baby yoga, baby massage, music and movement
Individual	Staff	stay and play and some antenatal/ post natal support in SAO's it should be donation only
Individual	Staff	Baby Massage, Adult Education, Creche places, mini music.
Individual	Staff	In the most deprived areas, childcare only. In the affluent areas, many parents could afford to pay for things like stay and play, adult education/training. But there would

		be some parents even in the well-off areas who might be excluded by this.
Individual	Staff	Childcare Adult education training
Individual	Staff	Stay and Play; Childcare
Individual	Staff	Stay and play session, childcare
Individual	Staff	A small fee could be charged for stay and play drop ins ESOL classes.
Individual	Staff	A small charge could be made for stay and play sessions or parenting programmes
<b>Childcare</b>		
Individual	Staff	childcare
Individual	Staff	Childcare
Individual	Staff	Childcare
<b>Means tested payments</b>		
Individual	Staff	stay & play sessions, first aid, yoga ,music sessions etc for working higher income families but free for families in receipt of benefits
Individual	Staff	As Children's Centres should be available in the most deprived areas and for the most vulnerable families, NO services should be charged for. If centre's are continued in the richer areas of the borough then they should be made to pay to support the more deprived areas.
Individual	Staff	None as vulnerable families will not be able to afford to pay and therefore will not access the services they need. Some services could be provided on a means test basis
Individual	Staff	Stay and Play, post natal support groups depending on ability to pay
Individual	Staff	In affluent areas - childcare, Stay and Plays, Parenting programmes, adult and family learning, post natal and new parents groups.
Individual	Staff	Baby Massage, Stay & Play at a very small charge, creche for various sessions, Adult learning. All charges should consider the families circumstances or if they have been referred.
Individual	Staff	Maybe some stay and play sessions and parenting classes in some of the affluent area, where paying for these programme wont be a problem.

Individual	Staff	depends on the area and the need of the family. it could be income based. stay and play and childcare could be payable.
Individual	Staff	It should depend on family - if they are working? how much they are earning? most of our families are just about affording to pay fees I think services should be free for most vulnerable children and families
Individual	Staff	Family that are on high income to contribution stay and play sessions
None		
Individual	Staff	none, these services help develop children's social skills. I am highly against rubbish organisations such as world beaters since I feel they provide limited resources whilst wasting Centre resources printing pictures. For children that have difficulties include them otherwise get rid of them they are wasting our money
Individual	Staff	none
Individual	Staff	None in an area of extreme deprivation and all in more affluent areas
Individual	Staff	I don't think that these should be charged as they are services which ensure the well being of the borough's deprived families.
Individual	Staff	None if you want to reach vulnerable and disadvantage community members.
Individual	Staff	None - In a community like South Tottenham, charging for any services at all might alienate and deter the families most in need of our services.
Individual	Staff	In our area none
Individual	Staff	None in needy areas. If centres are doing their job, their venue should be full to capacity with needed services. If it's something some people might not really need, there's not room to prioritise it. In wealthier areas, if a venue has space, perhaps it could respond to local demand for a pay-to-use service. But the risk is further isolating any needy people living in that area.
Individual	Staff	None. This is a regressive move and will lead to a two tier system
Individual	Staff	None-charges will affect many families ability to access essential services and will hinder family development for the most needy. This will only lead to increased social problems with already limited resources.
Individual	Staff	If there is a charge for services in the most deprived areas then parents and families



		will not able to access the services as they will not be able to afford to attend.
Individual	Staff	Charging for services defeats the object of targeting the most vulnerable and the charging for services add a layer of financial management that would need to be carefully thought about e.g. who collects money, how is this banked etc.
Individual	Staff	In area of high deprivation this is not an option
Individual	Staff	None.
<b>Stay and Play</b>		
Individual	Staff	Stay and play. Baby massage. Contact sessions? Do SW have to pay for other venues where contact may take place? Perhaps there could be a nominal charge to cover basic costs like heating, lighting, cleaning.
<b>Voluntary contributions</b>		
Individual	Staff	I do not think that parents should be charged for any services, as many parents are unemployed and living in poverty however, they only suggestion I would make is that people contribute voluntarily for each session e.g. £1.00 per stay and play session.
Individual	Staff	Universal. but I'm not keen on a set charge, I favour voluntary contributions
Individual	Staff	We can ask parents for voluntary contributions. some may be able to contribute more than others but this should not stop families from accessing services if they can not afford it.
Individual	Staff	stay and play £1 per session, childcare, adult education and training.
<b>Yoga</b>		
Individual	Staff	Drop in groups, debutots, baby yoga

**Q18 How should the established relationships with professional partners and commissioned services be maintained to ensure effective service delivery?**

Respondent	Group	Comment/idea summary
<b>Advisory boards</b>		

Individual	Staff	Advisory boards, Vulnerable children meetings,
Individual	Staff	through Governance structures/ boards
Individual	Staff	Through a system of advisory boards and local committees. Local ownership is crucial Relationships at a strategic level between partners have to be strengthened as this has been a persistent weakness in the last 5 years
Individual	Staff	By not radically changing the established clusters! It has taken some years to build these relationships, and one of the most effective ways has been by including partners in regular cluster managers' meetings - we have been able to look at needs across clusters and plan services accordingly. It would make sense to merge local planning groups (advisory bodies) with cluster meetings though. More use could also be made of borough-wide CC managers meetings too.
Individual	Staff	Regular governance or local advisory group meetings at all centres including staff from associated centres
<b>Children's centres to continue to deliver services</b>		
Individual	Staff	with all centres offering the same services
Individual	Staff	Children's Centres should still be the hub of delivery from partners such as HV, Midwives, Community groups, adult learning, parenting workshops etc
Individual	Staff	Continue to build on the work the children's centres have started
Individual	Staff	Do not change existing arrangements-where systems are effective change is not necessary. It will create unnecessary problems.
<b>Develop Service Level Agreements with clear outcomes and monitor progress</b>		
Individual	Staff	Service level agreements with clear outcomes that is reviewed on a quarterly basis
Individual	Staff	Re-negotiate the SLA's to ensure effective working and commitment to deliver services.
Individual	Staff	Service level agreements , with agreed outcomes, this will be monitored on a quarterly basis to ensure that family's are being supported adequately
Individual	Staff	Strong borough wide SLAs (with health, CAB, HARTs, CARIS, Voluntary playgroups) which describe how it looks on the ground, with delivery data which can be measured and a particular person/ post which is accountable to each cluster. There

		also needs to be recognition of the long standing community engagement and commitment of the voluntary playgroup sector, as one which has delivered value-for-money and sustainable, highly regarded services which have responded well to local need over many years, adapting cooperatively to many demands and changes. I think to withdraw their funding for 2 year pilot at this stage is shabby and foolishly short sighted, esp. given that the 2 year project is to be expanded in a couple of years. To give them a chance to survive this couple of years would be more prudent and fair.
Individual	Staff	Ensuring that they are part of the process of change. Monitoring the input of the SLA at Local Authority level or ensuring transparency between the monitoring and delivery of service to ensure effective service delivery.
<b>Do not change from existing model</b>		
Individual	Staff	I think there needs to be service level agreements whereby expectations are discussed at the beginning. Also to ensure that the partners that are used benefit the service including Citizens advice, Midwife, health and Family Support service.
<b>Improved communications</b>		
Individual	Staff	heads of overall services should communicate better. Better inclusion from the NHS staff is needed, if you look at tower hamlets NHS services are completely integrated with the Centre. Though PCTs are being scrapped health workers should be pushed to work alongside CC. Better networking with housing offices and job centres
Individual	Staff	Communication must be something that is adhered to by all so as to make sure that service is delivered as effectively as possible. Also, regular meetings should be set up with goals discussed by all and taking input from everyone. Any and all changes should be discussed by professional partners and agreed to by all etc.
Individual	Staff	Involve in consultation, maintain good professional working
Individual	Staff	This is more achievable in larger clusters - already we have participation from the Health Visiting team in our existing children's Centre cluster meetings, and this could be maintained in a future setting.

Individual	Staff	There needs to be clarity and transparency of what we are paying partners to deliver and this needs to be agreed at Local Authority Level. There needs to be clear data to show that the agreed targets are being met and sharing of information that results in better outcomes for families. Once this is established, local arrangements can be made and relationships built to deliver.
Individual	Staff	All relationships with professional partners and commissioned services should be maintained as much as possible to help provide as many services as possible, especially as many have been withdrawn due to the Government cuts.
Individual	Staff	Shared communication
Individual	Staff	good communication
Individual	Staff	effective communication
<b>Other</b>		
Individual	Staff	I think the government should carry on funding the above in the most deprived areas, as they provide vital support for many parents living in poverty.
Individual	Staff	Possibly consider charging service users and honouring some payment to partners in order to continue delivering the service.
Individual	Staff	Commissioned centrally and managed on a day to day basis locally in a Children's Centre
Individual	Staff	You can't, it is not going to work. How can you provide the same or better services with less or no staff.
Individual	Staff	we do not understand what is meant by this.
Individual	Staff	By management of each centre.
<b>Partners co-located</b>		
Individual	Staff	Partners should be based in the centre's and should have regular drop ins rather than appointments.
<b>Simplified working together</b>		
Individual	Staff	Simplified communication/paperwork, transparency
Individual	Staff	continue to work together to provide the best outcomes for the vulnerable families.

		keeping the most vulnerable families our focus.
Individual	Staff	more cohesion of vision at strategic level. centre level management of services including outreach and FS.
Individual	Staff	Through partnership meetings
Individual	Staff	This is key to provide any services in the new climate of reduced funding. Partnership must be embedded in a new way of working, this must include clear scope for co-delivery of services
Individual	Staff	Organising joint projects and workshops, signposting and making referrals, attending team meetings and sharing information.
Individual	Staff	I think that each new cluster should have the opportunity to meet regularly with all other partners to discuss shared cases they are working on.
Individual	Staff	Regular meetings; There should be a framework on computer so all staff can keep updated with family/children information
Individual	Staff	regular ongoing meetings, information ongoing
Individual	Staff	Regular meetings with all agencies involved
Individual	Staff	important to keep links in the effort of budget cuts

#### Q19 Do you have any other comments about the proposed changes?

Respondent	Group	Comment/idea summary
<b>Against increase in fees</b>		
Individual	Staff	How can people on low incomes afford such high cost of childcare, that's to be introduced. I know we have child tax credits in place but that's been reduced and for couples both working on low incomes its going to be a struggle.
Individual	Staff	Don't like this proposal change. The fee because the area we are in
<b>Concerns about composition of clusters</b>		
Individual	Staff	I'd urge the reassessment of grouped centres i.e. lead children's centres and their proposed associate children's centres. I think it should be based on more than location and that existing relationships between the centres be considered/taken into account in the context of this proposal.

Individual	Staff	I would like to reiterate that the proposed model falls between the two fields:- neither supporting the most deprived nor delivering the needed economies of scale that everyone accepts are necessary in the current climate. A cluster model which strikes the balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership is what we need.
Individual	Staff	I think the proposal to link more than 2/ 3 centres together will result in gaps in services and early identification all staff in centres provide a front line service and work with children and families
<b>Concerns about staffing</b>		
Individual	Staff	very unhappy there CC are being reduced and staff are being left not knowing how and when jobs will be effected
Individual	Staff	to make sure that there is enough staff to support services.
Individual	Staff	If children centres are not staffed adequately, they will not be able to deliver the full core offer , where it is stated that they should be, . where there are cuts to staff in centres there will also be a cut in services that are currently being delivered.
Individual	Staff	The proposals could have : been more realistic; with more decisions taken much earlier; with prior discussion with governing bodies to achieve a greater degree of co-operation; included information to staff (and for governing bodies) about the standard of equitable and transparent processes for job re-deployment which are expected in council services - not just for the benefit of staff, but to ensure that best services are deliverable after the restructuring. (If governing bodies are left to scabble over piecemeal apportioning of jobs according to budgets, this may not achieve best services and many staff with good CC experience may be lost).
Individual	Staff	Adequate staffing must be maintained at centres for when families arrive in crisis at the same time as services are running and time can be given for staff to reflect and receive informal supervision. Staffing levels must also remain adequate so that safeguarding procedures can be maintained. A minimum of 3 fulltime members of staff must be available when centres are open. School based centres could be open

		only term times and some centres who do not offer any kind of childcare could be open part of a week only to reduce costs but this needs to be clear for the user. Communities take several years to build trust with professionals and therefore, where possible, existing staff should stay in their current community. School based centres must integrate with their schools and leadership and governance be shared. This will not happen with the current proposed changes.
Individual	Staff	I think very sad that after building up such brilliant family support and work in our Children's Centre we can possibly lose all this by making such drastic cuts
Individual	Staff	I don't think the consultation takes into consideration each centre and how they work. I know they want to consolidate all the centres to have the same set up, but there is a reason why it doesn't at the moment. In our case we currently only have two members of full time staff and we are still managing to run as many services as possible. I think it would be quite impressive if you are able to cut our staff into any less and still expect us to provide the same standard of services. That will go for all centres that haven't been proposed as lead centres but will still be expected to provide a 'full service', the staffing should be spread across all centres so that everyone can provide more or less the same level of services (although still focusing on the more deprived areas, even if this means closing other centres in more affluent areas).
Individual	Staff	I think if there is restructuring of staffing it is important to ensure that staff are asked questions in the interviews about identifying vulnerable families as often staff are unable to identify these families and so slip through the net when they should be CAF for additional support. Also to be fully trained with CP issues and to be able to identify the thresholds.
Individual	Staff	The proposed changes will mean service quality will be reduced, i.e. reduced staffing. Staff will be taking on more responsibility and may feel they do not have a "base" or the relevant support from their managers
<b>Focus on early intervention and prevention</b>		
Individual	Staff	The focus of children's centres should be early intervention prevention work so that

		parents do not go up the triangle of need
<b>Introduce fees in less deprived areas</b>		
Individual	Staff	Whilst I am aware under the current financial constraints cut backs are necessary I believe if we can introduce fees in less deprived areas and continue to deliver as much of a service as we can in areas where we have a high level of vulnerable families will be very beneficial.
<b>Local ownership</b>		
Individual	Staff	Local ownership is the key driver to ensure full participation. Children's centres and their host schools know their communities best and have untapped capacity to support the delivery of children's centre services. staff who are working flexibly across centres (e.g. Family support workers) should be managed locally and not be part of centrally managed teams except for clinical supervision
Individual	Staff	I think it is really important to build on what has been developed over the past 5+ years and not lose the knowledge, skills, networks and relationships that have evolved, particularly at the level of existing clusters.
Individual	Staff	The models needs to locally driven to ensure the needs of each area is considered a 'one size fits all approach will not work. Clear financial information would be a positive start
Individual	Staff	I think there may be other models of working as early years across Haringey which have not been considered. What has happened to the linking joining up to local primary schools in Wood?
<b>Make no changes</b>		
Individual	Staff	Leave our children's centre as they are. They are needed to make a difference in children life.
<b>Other (e.g. training opportunities, more childcare places, work with partners)</b>		
Individual	Staff	Provide ample opportunities for families to be able to train. At the end of the day money will be used to train these people but they may get employment and then pay taxes. In this gloomy time you need to provide hope to others but encouraging



		volunteering opportunities with free paid CRB for CCs.
Individual	Staff	If you work with partners you can still provide a substantial service But in order for us to support families with under 5's to access services like ESOL or parenting classes I feel a free creche needs to be provided but this is an expensive part of what we offer but has great benefit to the children attending.
Individual	Staff	Need to ensure there are plans being discussed re how the community service delivery works with the childcare aspect in some centres.
Individual	Staff	think about the bigger picture regarding the needs of families rather than money driven.
Individual	Staff	I think members of the public should have been more involved in the consultation process and hope their opinions will actually count towards the final decision making process.
Individual	Staff	it is a big step that is going to affect a lot of people in the community and staff. Haringey should have taken more time to consult and evaluate peoples opinions, views and suggestions.
Individual	Staff	Support for children with SEN and disabilities including speech and language should be part of standard offer as should stay and play sessions, they support transition into childcare in the centre.
<b>Target resources in most deprived areas</b>		
Individual	Staff	More childcare places including pilot places accessible for vulnerable families especially in the west where many families are more affluent and can afford other types and venues for childcare
Individual	Staff	Centre's in Haringey should be in the most deprived areas. It is the most vulnerable families that need the support and these families are in the east of the borough. The families in the west know how and where to access services and can afford services. The families in the east need the funding. Keep the east centres and get rid of the west.
Individual	Staff	I do not think that it is helpful to provide full service in some centres and a standard service in others. I think that this should apportioned to the areas most in need of

		services ( most deprived)with the most needs.
Individual	Staff	If we start from the assumption that 2 year old pilot is what would be left in some centres, then we must ensure that HV, social workers and family support workers work together effectively to support the families. Also if this is all it is left for some centres, we need to ensure there is quality information disseminated to all potential referrers and nobody is left out.

### 8.3 Summary of responses from consultation meetings held with Children's Centre Staff

Theme	Number of comments	Percentage
Alternative proposal	2	2%
Closures	1	1%
Consultation difficult to understand	2	2%
Consultation period too short	2	2%
Consultation process	5	6%
Core staffing	9	10%
Fear link to community will be lost	3	3%
Fees	1	1%
Final outcome	1	1%
Financial query	3	3%
Full and standard offer	2	2%
Future role of Head Teacher	1	1%
Governance	4	5%
Other	2	2%
Panel comment	5	6%
Political situation	2	2%
Question composition of cluster	2	2%
Role of libraries	3	3%
Single status	3	3%
Staffing restructure	33	38%
Grand Total	86	

#### **8.4 Children's Centre staff consultation meeting dates**

- 1. Wednesday 6<sup>th</sup> April 2011      10am-11.30am**  
Haringey Civic Centre  
High Road, London N22
- 2. Tuesday 12 April 2011 4.30pm-6.00pm**  
Room G8, Professional Development Centre  
Downhills Park Road, London N17 9LN
- 3. Tuesday 12 April 2011 6.30pm-8.00pm**  
Room G8, Professional Development Centre  
Downhills Park Road, London N17 9LN