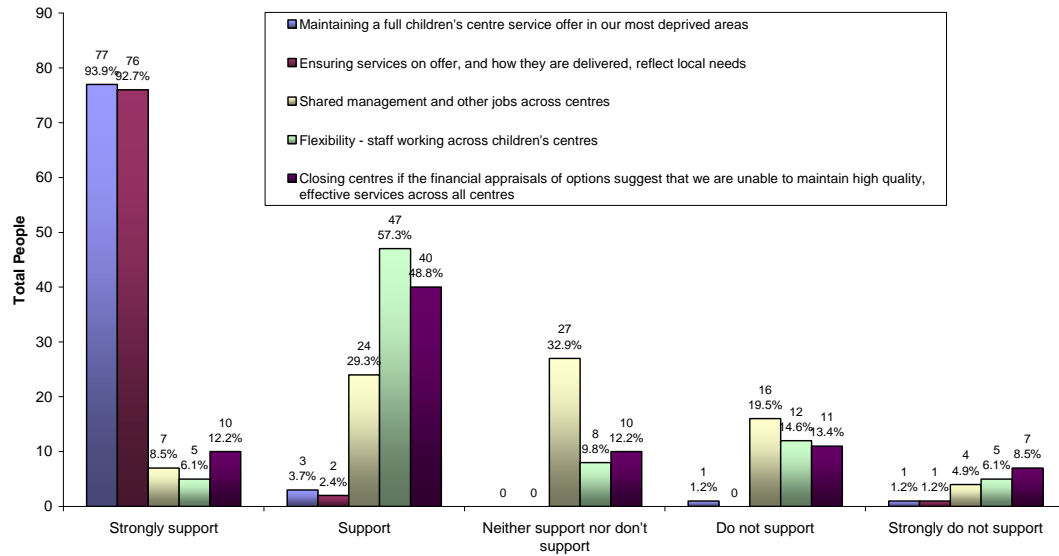


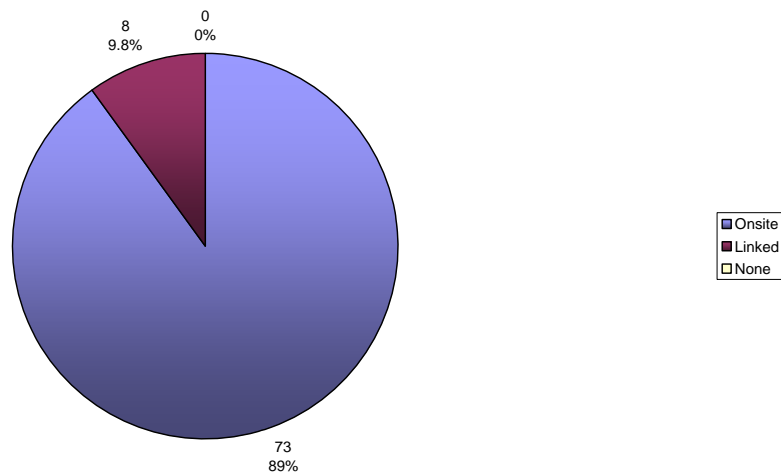
Appendix 9: School Staff and Governors consultation responses

9.1 School Staff and Governors questionnaire results

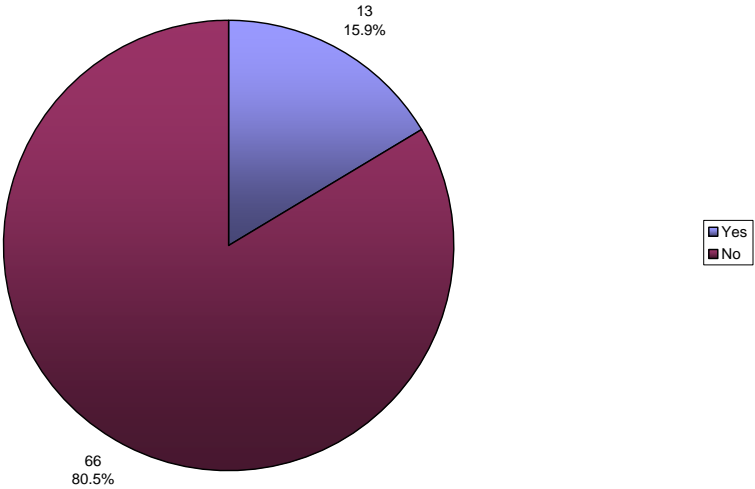
**Question 1: To what extent do you support the principles we have applied to the proposed changes?
(Please select one option on each row)**



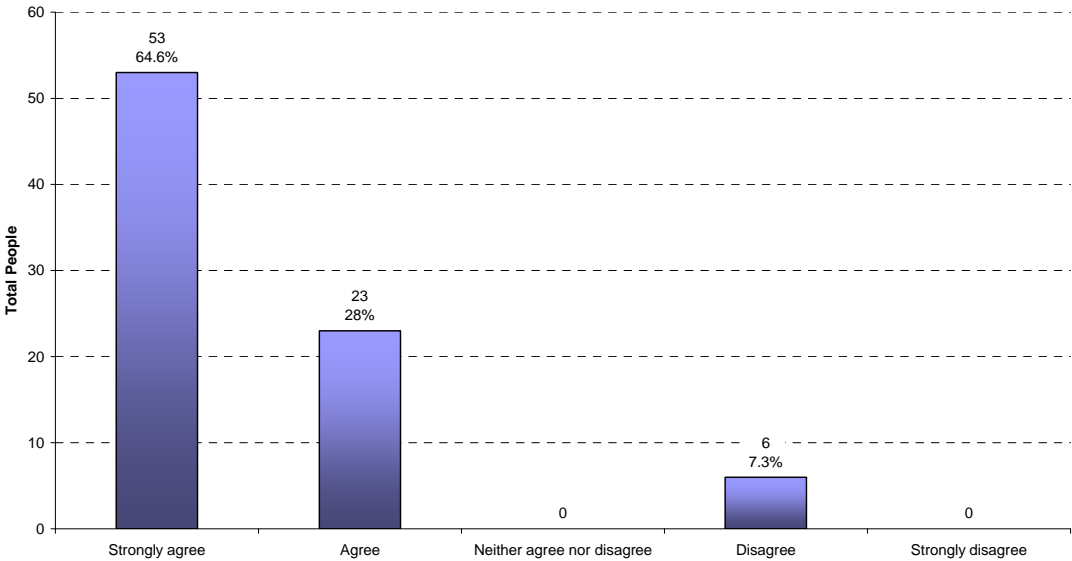
Question 2: Do you have a children's centre on site or are you linked to a children's centre? (Please select one option)



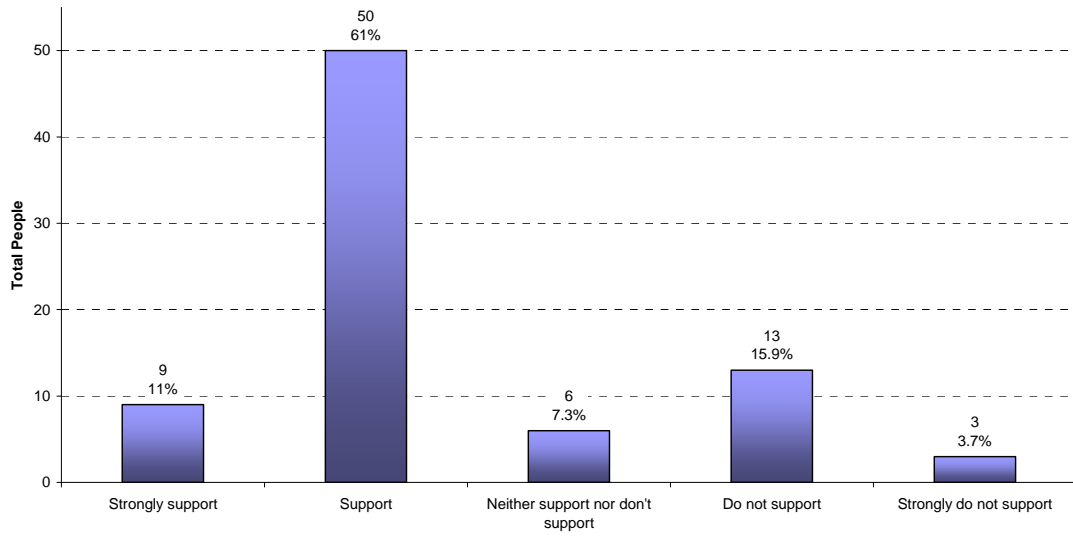
Question 5: Do the proposals provide sufficient capacity to reach children in our most disadvantaged communities? (Please select one option)



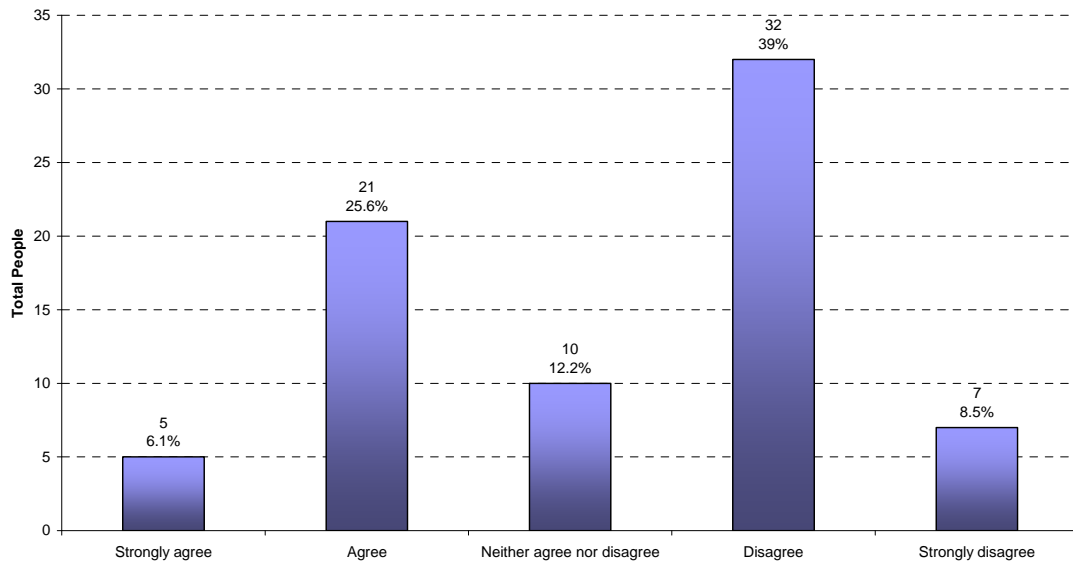
Question 6: To what extent do you agree that children’s centre services should be targeted to the most vulnerable? (Please select one option)



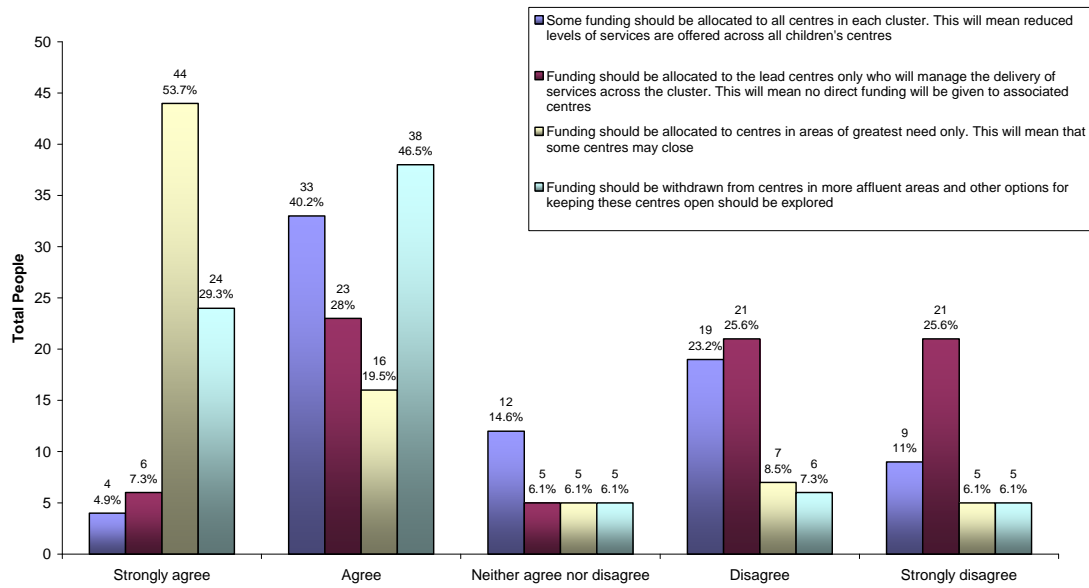
Question 7: Detailed financial modelling might suggest the closure of some children's centres to ensure services for the most vulnerable were maintained. To what extent would you support this approach? (Please select one option)



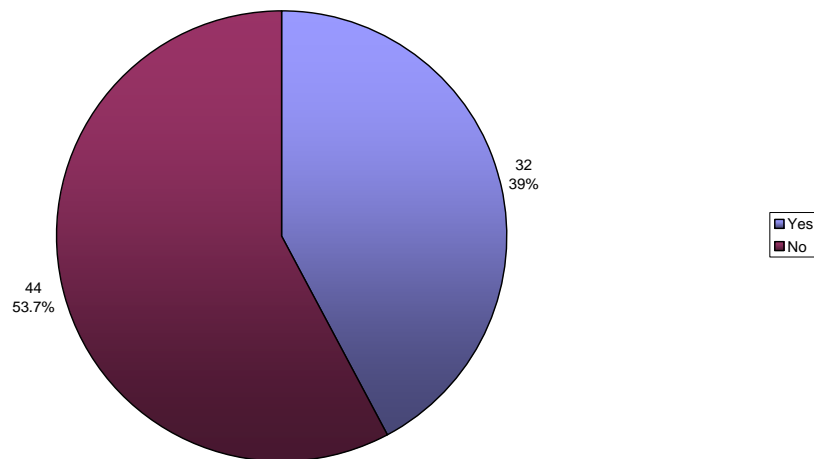
Question 8: To what extent do you agree or disagree with the overall proposal shown in the consultation paper? (Please select one option)



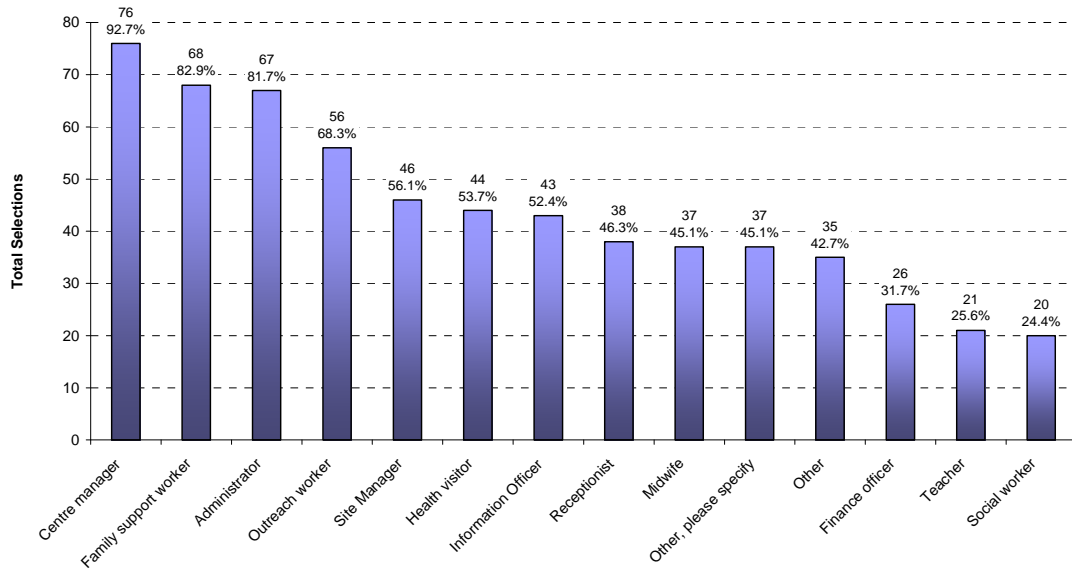
Question 10: Given the reduction in the budget available for children's centres, please indicate to what extent you agree or disagree with the following statements. (Please select one option on each row)



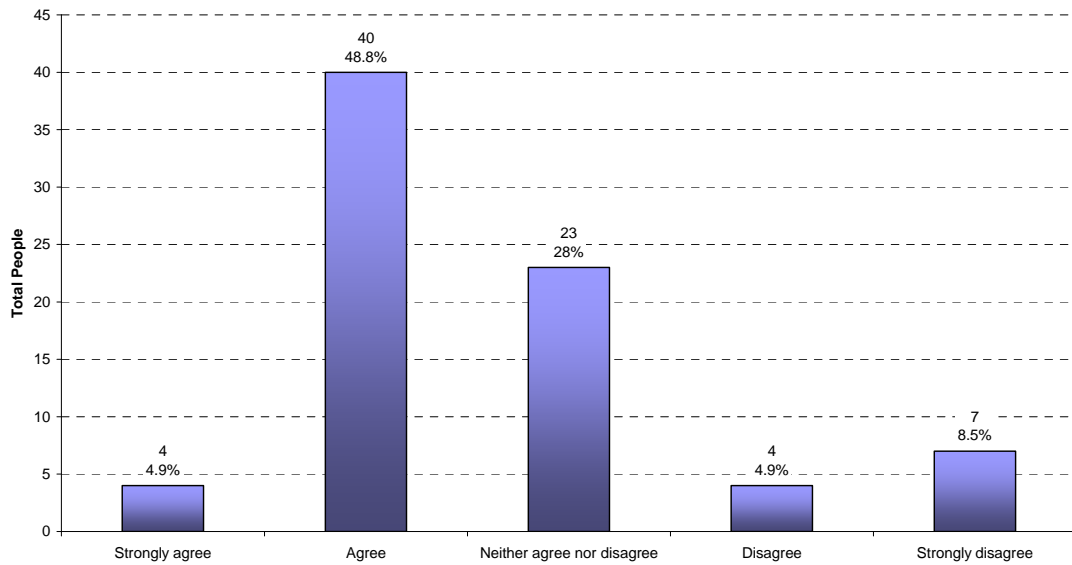
Question 11: Is the proposed model for core staffing correct? (Please select one option)



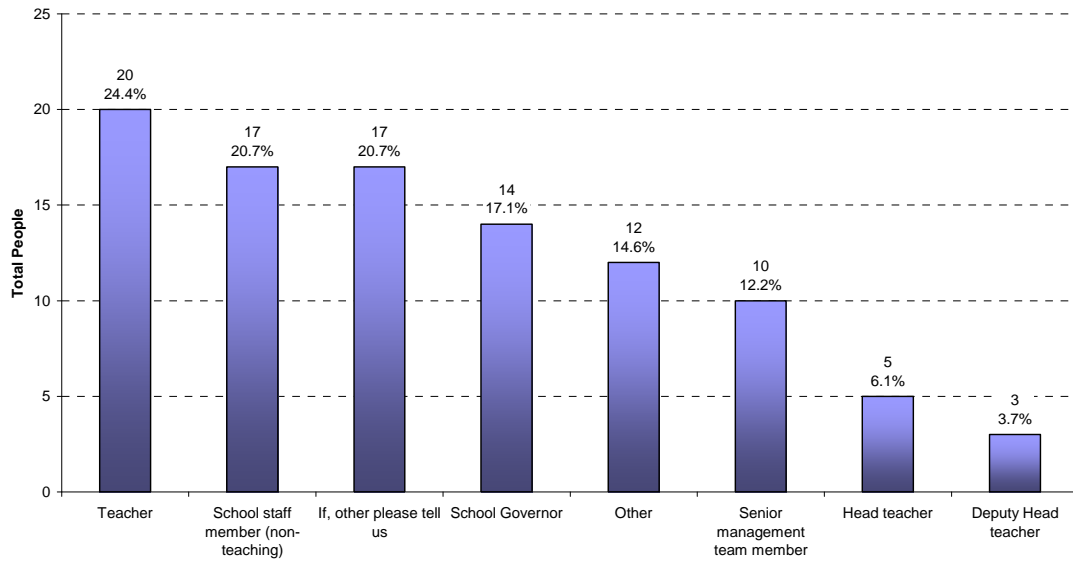
Question 14: Which job roles do you consider to be essential for a children's centre to operate effectively? (Please select all that apply)



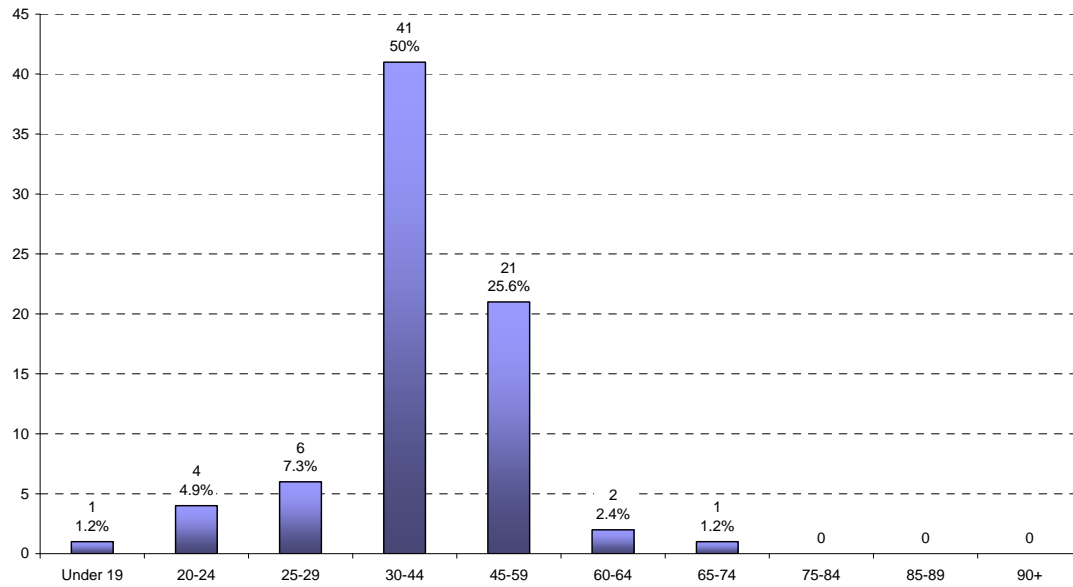
Q15 To what extent do you agree with the proposal to offer a full service in some centres and a standard offer in others? (Please select one option)



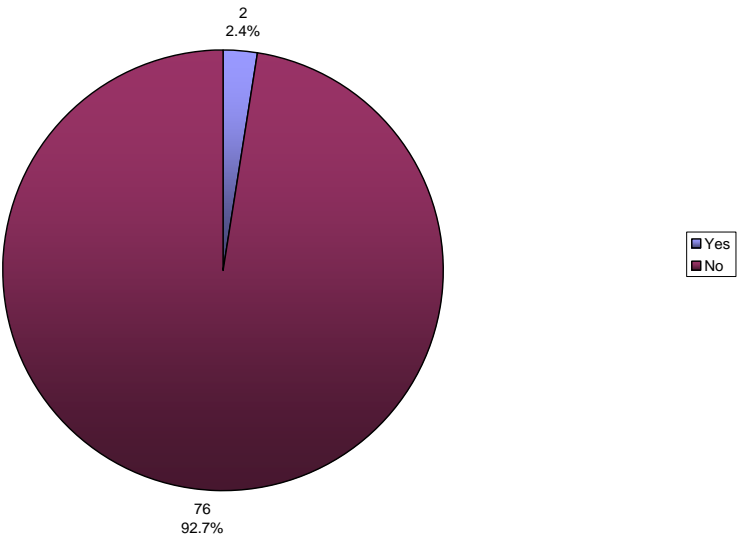
Question 20: Which, if any, of the following most closely matches your role? (Please select one option)



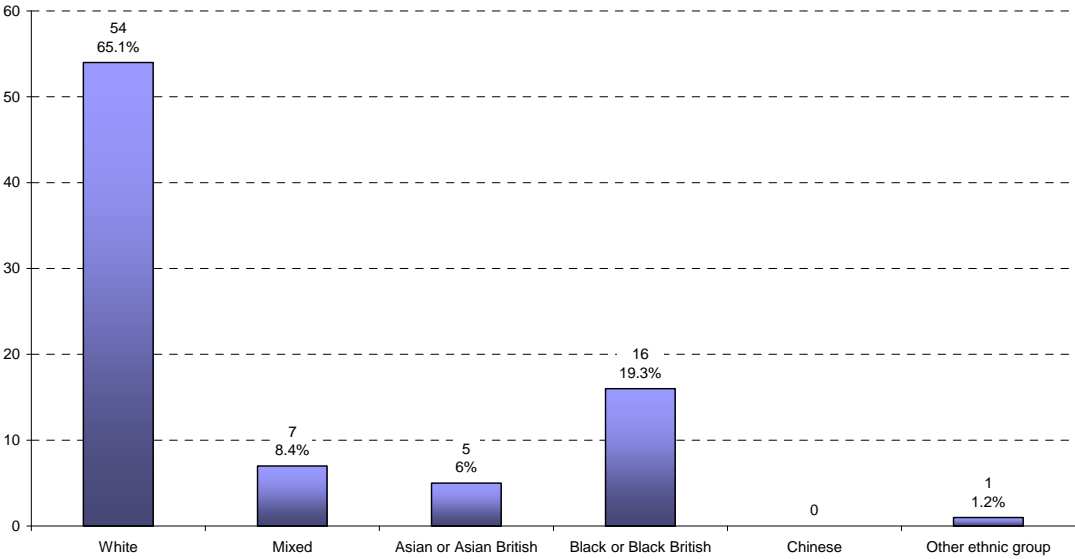
Question 22: Age



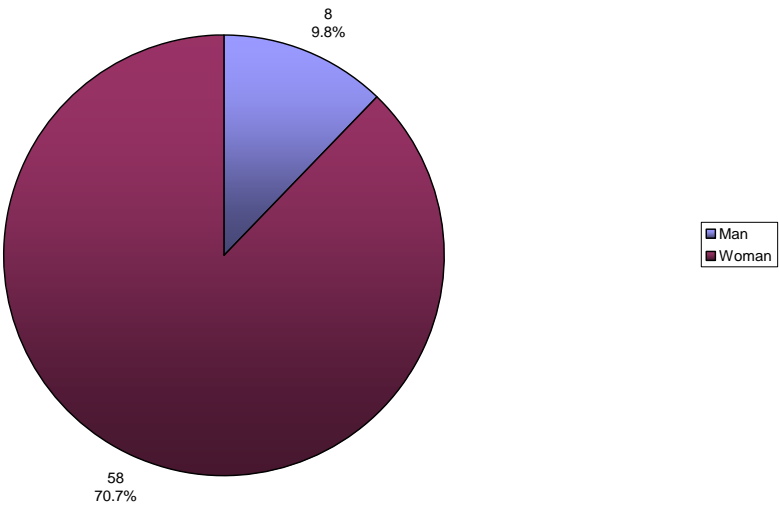
Question 23: Do you consider yourself to be a disabled person?



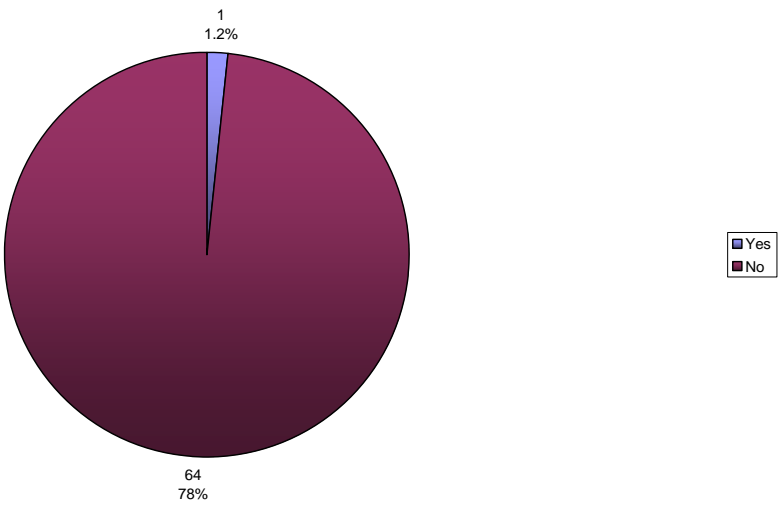
Question 24: Below we are asking you to let us know which ethnic group best describes you. (Please tick one box from the appropriate section)



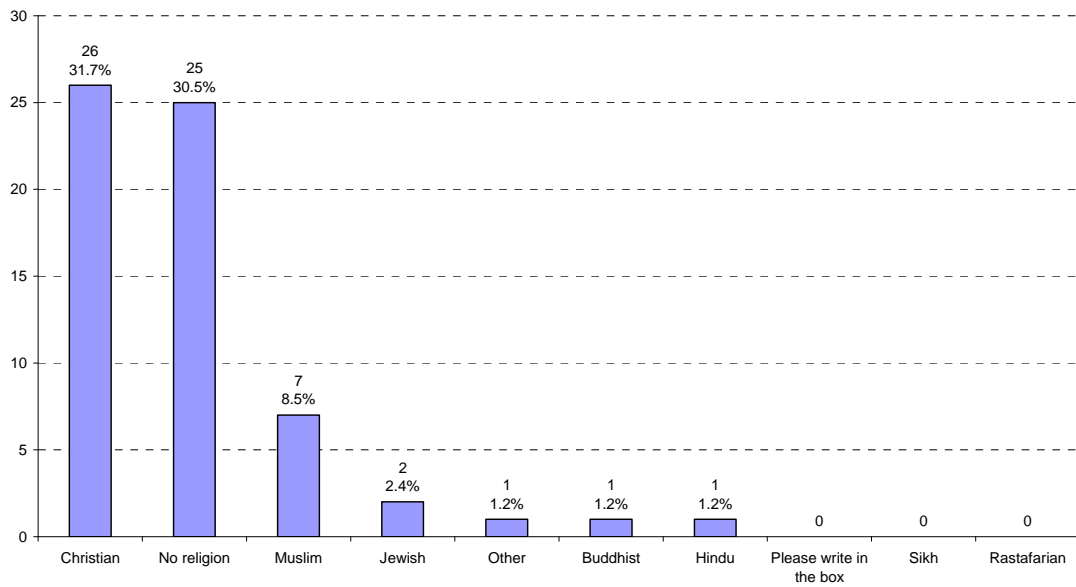
Question 25: Gender



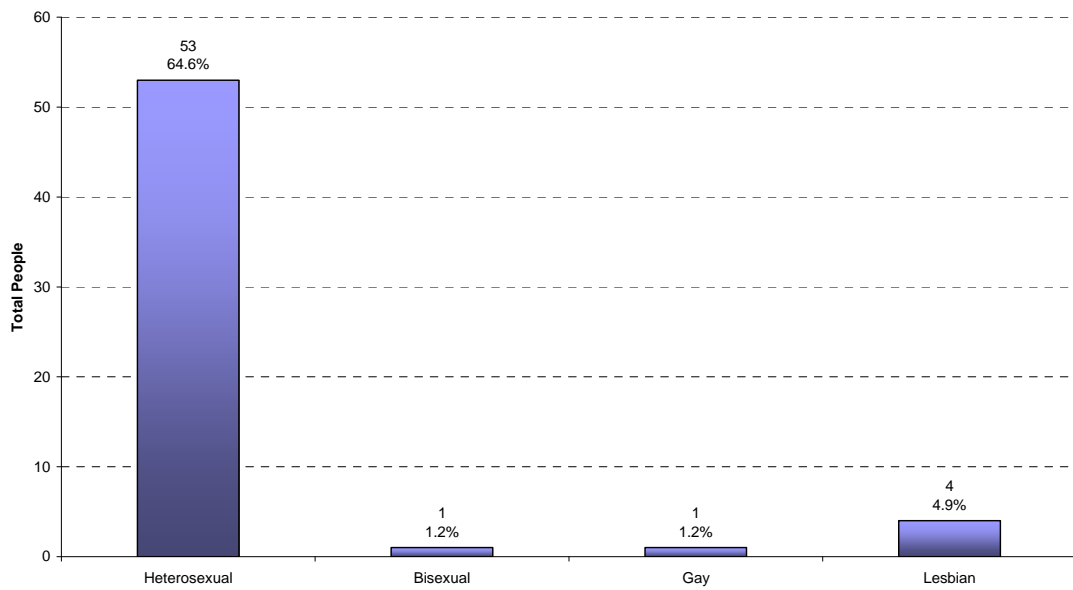
Question 26: Does your gender differ from your birth sex?



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



Question 29: How would you describe your sexual orientation?



9.2 School Staff and Governors (SS&G) 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
Concerns about clusters		
Individual	SS&G	I feel that the clusters proposed has not been thought through extensively and that the dynamics of the clusters will not prove to be satisfactory. An alternative cluster, linking local site and arranging them to provide the community with the necessary services would be more productive. Centres should have been given access earlier to the proposed clustering, I do appreciate that some information has not been to hand but these are extremely important services for the community and rushing into providing the incorrect services from the wrong centres could prove even more damaging. If clustering is going to work then all centres should be provided with bodies that compliment each other and all centres should be linked welcome the idea
Individual	SS&G	If based on existing working partnerships between centres and also based on geography then it may work. I work at Rowland Hill and for the past 4 years we have been working with Woodside, Noel Park and Bounds Green. This seems more of a natural cluster than with Broadwater Farm. Why is Park Lane standing alone? Shouldn't they work with Pembury House?
Individual	SS&G	If the proposal is to cluster centres then for Rowland Hill we should be working with Woodside, Noel Park and Bounds green. These are the centres that we have been working with for the last four years.
Individual	SS&G	I feel that much of the local knowledge and relationships built up with families and staff will be lost if centres are clustered
Individual	SS&G	Do not oppose principle of clustering but need to look at logic of the clusters and make sure they are meaningful for the local areas and families they serve
Individual	SS&G	Sounds a good idea but I think BWF children's centre should be a lead as it is integral and the learning campus
Individual	SS&G	In some areas of the LA the proposed clustering may well work in the care of Broadwater Farm Children's Centre it is not the best model for the proposed BWFILC. A needs based

		model based on an area analysis may well be the best option so long as costs can be reduced.
Individual	SS&G	This will work if the right centres are linked. South Grove & Triangle link won't work as they are run so differently and the cluster wouldn't work.
Concerns about governance		
Individual	SS&G	I think it will present a problem for governance - currently we are responsible for the CC as governors, how would this work if the CC is managed by another CC? The Broadwater Farm CC should be a lead centre because it is part of the new Inclusive Learning Campus and will be a model for inclusion and cohesion.
Individual	SS&G	in theory it sounds like a good idea but I do not think it will work in practice - governance will be a nightmare - different loyalties and styles of management - how will 6 (in the WEST) governing bodies subsume into 1 - when more than 1 of these bodies have other responsibilities - i.e. schools that are linked? the idea that £200,000 will be enough to run 6 Children's centres in the WEST is unfounded - who is going to manage all this - the Head at Campsbourne already manages 2 linked schools, 2 CC, 1 play centre - adding another 2 or 3 (because some will be closed) CC does not make financial or management or governance sense - IT IS WAY OF THE COUNCIL PASSING THE RESPONSIBILITY TO THE LOCAL SCHOOLS AND GOVERNORS
Concerns about local accountability		
Individual	SS&G	It will be challenging to reflect the local needs with a team not in direct partnership with the school
Individual	SS&G	I don't support the model as described. In particular, I would be concerned about the loss of accountability to the communities surrounding the associate centres. Moreover, I think that there are concerns that these clusters as proposed will not deliver the necessary economies of scale. I feel that there are better models, please see my response to question 9
Concerns about most vulnerable		
Individual	SS&G	I think it is unfair as to how the decision has been made. I feel that the more deprived areas should continue to offer all services as these need it the most.
Individual	SS&G	This proposal, with a lead centre and associate centre, will not maintain services for the most vulnerable families living in Tottenham. It will also not give the hoped for economies of scale.

Concerns about outcomes		
Individual	SS&G	I think that it will harm the progress with have already made within our school community
Don't support		
Individual	SS&G	I don't 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, please see later.
Individual	SS&G	I don't 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, please see later.
Individual	SS&G	Q3 What do you think about the proposed clustering of children's centres into lead and associate centres? I don't 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, please see later.
Individual	SS&G	I don't 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, please see later.
Individual	SS&G	I don't 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, please see later.
Individual	SS&G	I don't 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, please see later.
Individual	SS&G	not a good idea
Individual	SS&G	I do not agree with this as this will not lead to equal access to all families in our local area
Individual	SS&G	I don't 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.
Individual	SS&G	I don't 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, please see later.

Individual	SS&G	I don't 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, please see later.
Individual	SS&G	not fair as services offered would be reduced, parents/ carers of young children deserve the right to choice.
Individual	SS&G	I don't 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	SS&G	don't think this will work as more cuts will ensure that associate centres will die slowly
Individual	SS&G	this is appalling and will not work as parents should be able to choose where they go and not be dictated to
Individual	SS&G	I do not agree with the proposed change, as Tottenham is a highly deprived area and it needs as many children's centres as possible. As a teacher, I know that many people wouldn't walk to another place to take part in the services.
Individual	SS&G	I don't 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, please see later.
Individual	SS&G	Think all centres should be of equal quality.
Other		
Individual	SS&G	Needs further discussions @ cluster level.
Individual	SS&G	Can't see logic of some links.
Individual	SS&G	Our children's centre performs very efficiently as a stand alone centre. We are already part of a well established South West cluster.
Partially support		
Individual	SS&G	I think that clustering of centres, where appropriate may help to keep the cost down.
Individual	SS&G	A possible solution if staffing level remains effective in associate centres & the population served has equitable access to service provision; also need to ensure there is accessible, open 2-way communication & support from lead centres & the lead centre is able to ensure hands on support when needed.
Individual	SS&G	Agree, but with reservations.
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line

		staff delivering services to support children and families
Individual	SS&G	I think this ok as long as the lead and associate centres in a specific area are geographically and professionally linked
Individual	SS&G	I feel that this is ok as long as the lead and associate centres in a specific area are geographically and professionally linked
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling front line staff delivering services to support children and families
Individual	SS&G	Clustering for the delivery of some services - health, counselling, therapies.
Individual	SS&G	Clustering some services - housing, health, therapies, counselling, CAB.
Individual	SS&G	Clustering would gave an management costs whilst enabling frontline staff to deliver key services.
Individual	SS&G	There are advantages to cluster working in saving management costs but enabling frontline staff delivering services to support children and families.

Quality concerns		
Individual	SS&G	quality will be watered down
Staffing concerns		
Individual	SS&G	Can only see that this would save money on staffing costs which would mean stretching staff & putting services at risk.
Support		
Individual	SS&G	This makes sense to achieve economies of scale
Individual	SS&G	in support of this
Individual	SS&G	I think it makes sense in the present economic climate. Otherwise the alternative is probably to close centres.
Individual	SS&G	The benefits in terms of efficiencies of scale are obvious, and while I would prefer that we were in a financial situation that would allow full provision and management at all centres this no longer seems possible. It is an acceptable compromise, though not a desirable one.
Individual	SS&G	if it is needed ok
Individual	SS&G	If this is absolutely necessary, we agree with the proposal that Noel Park and Woodside with Earlham and Bounds Green would make an effective cluster. Noel Park and Woodside and Earlham would work very well together with Noel Park leading on the community aspect and Woodside delivering quality childcare.
Individual	SS&G	There are advantages to cluster working in saving management cost, front line staff delivering services to support children and families
Individual	SS&G	Think its a good idea, providing the arrangement is organised and run fairly and efficiently
Individual	SS&G	In theory sounds OK.
Support proposal to maintain services for most vulnerable		
Individual	SS&G	Q9 We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it.

		<p>We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make them representative of and accountable to their community.) • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership.
Individual	SS&G	<p>Q9 We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's</p>

		<p>Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make them representative of and accountable to their community.) • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings
--	--	---

		and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership.
--	--	--

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
Budgeting/Finances		
Individual	SS&G	Part of the problem with the overall model is that of the budgeting structure, where centres have to spend their resources by March, without being able to carry finances over, leading to spending that could be saved for the next financial year. Also, many centres suffer from lack of investment in marketing and physical building space, which would attract more families to their services. If cuts have to be made, then centres in more affluent areas should have their budgets reduced first.
Individual	SS&G	More core full time places with parents paying for extended.
Centres targeted in areas of highest need		
Individual	SS&G	Children's Centres need to be targeted in areas of the highest deprivation and the most vulnerable need to be provided for.
Individual	SS&G	I would like to see the most deprived areas offering full service as these areas need it more.
Individual	SS&G	.keep centres in deprived areas and privatise the ones in the richer part of the borough
Individual	SS&G	The children centre with full service provision at all the children's centre in areas of high deprivation. This would include a full time outreach info officer and early year group
Individual	SS&G	I think that centres in the most vulnerable areas should remain open offering support to the families that need it the most. Some services (as I have specified in this questionnaire earlier) would work well as a cluster. Other services need to be run from one centre where the staff can do the early intervention work rather than being stretched across centres & probably then not meeting the needs of our most

		vulnerable families.
Detailed idea proposed		
Individual	SS&G	<p>We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make them representative of and accountable to their community.) • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre

		<p>services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership.</p>
Individual	SS&G	<p>We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which: • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make</p>

		<p>them representative of and accountable to their community.) • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership.</p>
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's Centre because it met the needs of the most vulnerable in our community. We need a model which: • Meets the needs of our</p>

		<p>community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.</p>
Individual	SS&G	<p>.Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's' Centre because it met the needs of the most vulnerable in our community. We need a model which: • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means</p>

		<p>to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.</p>
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's Centre because it met the needs of the most vulnerable in our community. We need a model which: • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1</p>

		centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.
Individual	SS&G	Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's' Centre because it met the needs of the most vulnerable in our community. We need a model which: • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers

		<p>economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.</p>
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's' Centre because it met the needs of the most vulnerable in our community. We need a model which: • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead's existing</p>

		governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.
Individual	SS&G	Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's Centre because it met the needs of the most vulnerable in our community. We need a model which: • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from

		<p>the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging.</p> <ul style="list-style-type: none"> • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's' Centre because it met the needs of the most vulnerable in our community. We need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in

		engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.
Individual	SS&G	<p>Q9 We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make them representative of and accountable to their community.) • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering

		<p>of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership.</p>
Individual	SS&G	<p>Q9 We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which: • Meets the needs of our</p>

		<p>community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make them representative of and accountable to their community.)</p> <ul style="list-style-type: none"> • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership.
--	--	---

Individual	SS&G	<p>Q9 We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make them representative of and accountable to their community.) • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's' Centre because it met the needs of the most vulnerable in our community. We need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of

		<p>Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.</p>
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's Centre because it met the needs of the most vulnerable in our community. We need a model which: • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures</p>

		<p>collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined.</p> <ul style="list-style-type: none"> • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's Centre because it met the needs of the most vulnerable in our community. We need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being

		<p>longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined.</p> <ul style="list-style-type: none"> • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's Centre because it met the needs of the most vulnerable in our community. We need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House

		<p>and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead’s existing governing body, and the subcommittee of that governing body charged with delivering Children’s Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn’t open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.</p>
Individual	SS&G	<p>We, as the Governors and Staff of Earlsmead School and Children’s Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children’s Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children’s Centre initiative was first discussed, the school’s Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children’s Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which: • Meets the needs of our community and continues to ensure that the Children’s Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children’s Centres were placed within schools was as a means to make them representative of and accountable to their community.) • Ensures</p>

		<p>collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale.</p> <ul style="list-style-type: none"> • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership.
Individual	SS&G	<p>We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's Centres need to deliver the necessary economies of scale. Earlsmead</p>

		<p>is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make them representative of and accountable to their community.) • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who
--	--	---

		<p>are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership. We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which: • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make them representative of and accountable to their community.) • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services</p>
--	--	--

		<p>across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale.</p> <ul style="list-style-type: none"> • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership. <p>to keep all centres in deprived areas open and running as normal. With any financial cuts being made in the more affluent parts of the borough.</p>
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's Centre because it met the needs of the most vulnerable in our community. We need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for

		<p>example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined.</p> <ul style="list-style-type: none"> • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.
Individual	SS&G	<p>We need a model that meets the needs of the most vulnerable in Haringey. Earlsmead Children's Centre is situated in the most deprived ward. We need to develop a model which:</p> <ol style="list-style-type: none"> 1. Adopts a locality approach so that centres situated close together, work on delivering services in order to improve outcomes for their communities. A cluster of school based children's centres (such as Earlsmead, South Grove and Welbourne) working with the Triangle is a better model. 2. This would result in collaborative working and sharing of expertise, resources and best practice. The Phase 2 centres would benefit from the larger size of the Phase 1 centres and together could enhance services for the wider community. The suggested models in the consultation (Earlsmead and Welbourne, for example) would not achieve this and also would not deliver economies of scale. 3. We want to

		<p>make sure that the school based Earlsmead Children's Centre continue to be an integral part of our school, sharing our ethos and working for the community together. This was the reason the school wanted the Children's Centre in the first place. 4. We therefore look to a future where the school's Governing Body (and the subcommittee of the Governing Body that oversees the Children's Centre services) continue to be part of the decision making process in the new clusters. 5. We need the doors open all the time! It sounds simplistic, but if parents come and the centre is closed, they will be less likely to try again. This is particularly true of hard-to-engage vulnerable families.</p>
Individual	SS&G	<p>We, as the Governors and Staff of Earlsmead School and Children's Centre, fully endorse the proposal to maintain and enhance services for the most vulnerable families living in the wards of highest deprivation in Haringey. We also acknowledge that Children's Centres need to deliver the necessary economies of scale. Earlsmead is situated in Tottenham Green, the most deprived ward in the Borough. When the Children's Centre initiative was first discussed, the school's Governing Body was enthusiastic about the proposal because it would help meet the needs of the most vulnerable in our community. We were willing to give up some of our already limited playground space to accommodate it. We continue to be strongly committed to the Children's Centre. We have looked carefully at the proposal and do not believe that, in its present form, it addresses the needs of the deprived families of South Tottenham. We believe we need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. (One of the principal reasons Children's Centres were placed within schools was as a means to make them representative of and accountable to their community.) • Ensures collaborative working and sharing of expertise, resources and best practice. We do not think that the model in the proposal will do this effectively and would like to propose a model where school-based (Phase 2) centres are linked in clusters with larger, standalone (Phase 1) centres. The school based Children's Centres would

		<p>benefit from the Phase 1's larger size and more developed links with partners and the community and a rationalisation of services across the new cluster. The proposed link of Earlsmead with Welbourne links two school-based centres, and would neither deliver economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale.</p> <ul style="list-style-type: none"> • Ensures that Earlsmead's existing Governing Body, and the subcommittee of that Governing Body charged with delivering Children's Centre services, are part of the decision-making process in the clusters. As Governors, we believe we understand our community and wish to continue to be involved with providing services for this area. • Keeps the doors of the Children's Centre open all the time. The first time a parent turns away from the centre because the door is closed, might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Triangle with Earlsmead, Welbourne and South Grove. We therefore believe we need a cluster model, such as proposed in the paragraph above, which strikes a balance between needed savings and accountability to communities, while crucially allowing the settings in which they are based to retain a sense of ownership.
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's Centre because it met the needs of the most vulnerable in our community. We need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for

		<p>example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined.</p> <ul style="list-style-type: none"> • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne.
Individual	SS&G	<p>Earlsmead is situated in the most deprived ward in the borough, and the governors of Earlsmead supported a Children's Centre because it met the needs of the most vulnerable in our community. We need a model which:</p> <ul style="list-style-type: none"> • Meets the needs of our community and continues to ensure that the Children's Centre is an integral part of Earlsmead School, with a shared ethos and shared working. It should be noted that the principal reason Children's Centres were placed within schools was as a means to make them representative of and accountable to their community. • Ensures collaborative working and sharing of expertise, resources and best practice, for example by linking school-based Phase 2 centres with larger, standalone Phase 1 centres, to benefit from the latter's larger size and, possibly, due to their being longer-established, more developed links with partners and the community. The

		<p>proposed link with Welbourne links two Phase 2 centres, and neither delivers economies of scale nor accountability. Similarly, the clustering of Pembury House and Bruce Grove Link Site does not deliver any economies of scale. Perhaps this is something that should be re-examined. • Ensures that Earlsmead's existing governing body, and the subcommittee of that governing body charged with delivering Children's Centre services are part of the decision-making process in the clusters. • Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging. • Adopts a locality approach, so that centres which are close together can work closely on delivering services and improving outcomes for their users and communities, for example, a larger cluster of Earlsmead, Welbourne, Triangle and South Grove, or the existing South East cluster of Earlsmead, Triangle, Pembury House (and Bruce Grove link-site) and Welbourne</p>
Don't make any changes/cuts/closures		
Individual	SS&G	Keeps the doors open all the time; the first time a parent turns away from the centre because the door isn't open might be the last time they visit the centre, and this is especially true of the most vulnerable parents who are less likely to engage with services, and who are more likely to be deterred by any setback in engaging.
Individual	SS&G	Although I am aware of costs being cut across all areas of life I think the young need protecting and as such I think any children centre that is providing services that are being used on regular basis and are providing what their area needs should remain open even if its not in a deprived area, children from less deprived area's can be just as vulnerable as any other child so any centre not meeting its needs/ care offer or that is not used should be considered for closure /or reduced services or linked with closer more used centre.
Minimum guarantee of services for all		

Individual	SS&G	A consideration of a minimum guarantee of services should be considered. This model appears to be penalising certain areas of Haringey. Your survey reflects that as it is biased towards one model
Other		
Individual	SS&G	Q5 feel yes/no response is inadequate - it is an unknown (need a trial period to see how effective it is in reaching the most vulnerable population.
Individual	SS&G	Earlsmead Children's centre is based in one of the most deprived areas of Tottenham. The families in our area are most often disaffected and do not access services easily or readily. They will not travel as far as other centres. having a children's centre on site helps us to build relationships with families before they enter our school.
Individual	SS&G	I understand that there is not a lot of money, however, cutting costs for services that help young families is the wrong way about it. It would be more beneficial to cut the spending budget of the MPs. They do not need as much money and could handle having less, so therefore it should be given to services that need it more. Also, the borough is highly divided in the make up of different areas of it and Tottenham needs children's centres more than Highgate or Crouch End.
Individual	SS&G	THE PROPOSAL FAILS TO CONSIDER THAT PARENTS MAY NOT BE ABLE OR WILLING TO TRANSPORT THEMSELVES ACROSS THE BOROUGH TO ANOTHER CC - WHAT ABOUT THE COUNCIL DECIDING TO KEEP ALL THE CENTRES OPEN DESPITE THE CUTS - AND SCALE DOWN THE ACTIVITIES OR USE A SLIDING SCALE FOR THOSE PARENTS WHO CAN AFFORD TO PAY SOMETHING?
Individual	SS&G	While the current model is acceptable, future housing developments should make use of section 106 agreements to provide for future expansion of the children's centre and schools network.
Individual	SS&G	CC would play an important part in developing early years as we are developing inclusive hearing campus.
Individual	SS&G	See BWF Children Centre Proposal sent separately
Individual	SS&G	We are developing inclusive learning campus, our children centre would play

		key/important role in developing our early years
Individual	SS&G	See also BW FCC proposal for the sustainability of services and letter from Hugh Williams, Chair of the Brook Special Centre and other developments in the area around us. and language development which could link in very well with the BWF Inclusive campus. This would not be a model for the LA but as there are not as yet any other ILC's written the LA we need to address particular circumstances in this case and link it to the greater economics of scale in using the Children's Centre as the early stage of the ILC
Individual	SS&G	I feel decisions re future of Children's Centre have already been made..... The fact that the closure date for returning this consultation (on 22/4) limits the amount of responses (as many centres are closed/ families travel). also we received the consultation document quite late so have not had a full 9 weeks to fully respond.
Staffing		
Individual	SS&G	I think it is essential to maintain managers of Children's Centres or the efficiency of each centre will deteriorate
Strengthen community links		
Individual	SS&G	it should stay open all day and people who use it have a say in what happens in it and it should be for the immediate community and especially for the benefit of the individual school
Suggestions for alternative clustering		
Individual	SS&G	Rowland Hill and Tower Gardens to work with Woodside Noel Park and Bounds Green children's centres
Individual	SS&G	As I said, Broadwater Farm CC should be a lead centre with Bruce Grove perhaps as it is a key part of the Inclusive Learning Campus and early intervention programmes.
Individual	SS&G	If the proposed clusters were changed to meet the local communities needs for example if in particular the wood green cluster included Rowland Hill, Woodside, Noel park and Bounds Green, who already have a working partnership, this would

		ensure that the local areas are provided with substantial services
Individual	SS&G	In the Wood Green cluster with Rowland Hill, Noel Park, Woodside and Bounds Green existing relationships could be built upon. Sharing expertise, joint working could take place. One cluster meeting could be agreed upon a graduated response could be met according to deprivation
Individual	SS&G	If we are to cluster then it should be with the settings already listed.
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co coordinator at the CC where deprivation is high but shared management
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management

		include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management
Individual	SS&G	A cluster model that is = 3 children's centres (cc) based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach /information officer, and Early Year group co ordinator at the CC where deprivation is high but shared management
Individual	SS&G	I think the idea of hub and associates is a good model and should stay. I would from choice support universalistic care for all children but if finance doesn't permit this then concentrating on the east of the borough is the best thing. However, I feel and think that Broadwater Farm Children's centre should be the hub and management lend as is. do part of the new learning campus and it could be linked with Bruce Grove and Rowland Hill if RH has no other centre it can link with. There should also be joint initiatives and management opportunities across centres
Individual	SS&G	A cluster model that is = 3 CC based around a lead CC with full service/front line staff provision at all the CC in areas of high deprivation. This would include a full time outreach/Information officer, and early year group co ordinator at the CC where deprivation is high but shared management

Individual	SS&G	A cluster model which included more than 2 children's centres and with one as the lead could work. Full service/frontline staff provision is very important at all centres in area of high deprivation. A full time outreach / information and Early Years group co-ordinator would be required in such centres but management could be shared
Individual	SS&G	South Grove is already linked i.e. is already in a cluster. There is no need to break up this cluster. Triangle and South Grove are SO SO different. South Grove is an a school site & Triangle is corporate this link + sharing won't work.
Individual	SS&G	A cluster model that is = 3 Children's Centres based around a lead Children Centre with full service/ frontline staff provision at all the Children Centres in areas of high deprivation. This would include a full time outreach / information officer an a Early Year Group co-ordinator at the Children Centre where deprivation is high but shared management.

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

Respondent	Group	Comment/idea summary
Lead teacher/curriculum co-ordinator		
Individual	SS&G	lead teacher/curriculum coordinator/
Don't know		
Individual	SS&G	I don't know
Need a flexible approach to staffing; every centre is different		
Individual	SS&G	Because the varying Children's Centres in Haringey are so disparate, a 'one size fits all' model is not appropriate. Staffing structures should, and must vary.
Individual	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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. 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	SS&G	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	SS&G	.Due to 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	SS&G	We have a varied community and I do not believe that it is possible to have a one

		size fits all approach
Individual	SS&G	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	SS&G	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	SS&G	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	SS&G	.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	SS&G	There is a wide range of Children's Centres so it is not possible to suggest one staffing structure for all.
Individual	SS&G	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	SS&G	This model will not work for every Centre and local needs must be considered before a staffing structure is agreed.
Individual	SS&G	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	SS&G	Staffing profiles will differ depending on the area and the amount of deprivation in that area.
Individual	SS&G	Roles should reflect local need. The posts may include safeguarding and vulnerable children admin and data evaluation posts.
Individual	SS&G	Need to look at it as a needs lead basis
Individual	SS&G	Different centres have different needs
Service Co-ordinator		
Individual	SS&G	children's centre manager could take on the role of service co-ordinator as I believe this should be a combined role an two positions are not needed, therefore reducing costs and enabling more services to be maintained
Family Support Worker		
Individual	SS&G	different areas will need different support, family support is a role which could be included in certain areas if they need it more.
Flexible management		
Individual	SS&G	have managers that are flexible across the centres to oversee services
Other		
Individual	SS&G	WHAT ABOUT ALL THE OTHER STAFF THAT ENSURE THAT THE CENTRE IS RUN ADEQUATELY
Individual	SS&G	Site Management.
Individual	SS&G	The above staffing is fine per centre but not per core model (e.g. shared between centres) to ensure quality + consistency of services.
Need core staff at all centres		

Individual	SS&G	At present until final decisions have been made, and even then, it would be dangerous to remove core staff as this could have a direct effect on the vulnerable children and families we are trying to help
Individual	SS&G	it may be difficult for staff to manage more than one centre - and tricky for a receptionist to serve more than one site
Early Years co-ordinator		
Individual	SS&G	The Early Years Coordinator is a vital post in supporting children and families both as part of a group and individually
Individual	SS&G	There should be a receptionist at all times to cover the different shifts. An Early Year Worker would be required to cover stay and play groups.
Individual	SS&G	However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.
Individual	SS&G	However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.
Individual	SS&G	However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.
Individual	SS&G	However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.
Individual	SS&G	However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.
Individual	SS&G	However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.
Individual	SS&G	However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.
Individual	SS&G	However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.

Individual	SS&G	.However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.
Individual	SS&G	However the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need.
Individual	SS&G	However, the EYGC is a vital full time role in supporting children and families in groups and individually for CC to run services for the most in need
Individual	SS&G	However the EYGC is vital full time role in supporting children and families in groups and individually, for Children Centre to run services for the most in need.
Manager		
Individual	SS&G	Cleaner, someone to lock up at night. Need to have a manager on site or the whole staff team will disintegrate
Nursery nurses		
Individual	SS&G	.Nursery Nurses play an important role centres have a wide variety of needs
Health staff		
Individual	SS&G	.Health staff e.g. health visitors/midwives and other lead practitioners who would also be providing services across the Inclusive Learning Campus and may be based at the Special school - The brook
Community Group Worker		
Individual	SS&G	Community Group worker is needed otherwise this is Okay. All centres need a manager. Otherwise there will be no continuation within the community.

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

Respondent	Group	Comment/idea summary
Family support workers should be cut		
Individual	SS&G	FSW should not be top sliced from the children's centres budget - their role is an expense that should be cut
Individual	SS&G	AT our centre it has been extremely beneficial to have a family support worker on site and as we deal with a vast amount of vulnerable families. Having them on site has proved to be absolutely essential when dealing with children and families as they provide excellent advice
Individual	SS&G	Family support workers
Inclusive Learning Campus Model		
Individual	SS&G	Need to look at staffing team along with inclusive learning campus model
Individual	SS&G	inclusive learning campus - staffing in line with that
Manager		
Individual	SS&G	Manager in each Children's Centre
Individual	SS&G	An Admin Officer, (Information Officer) & each Children's Centre needs some type of manager to co-ordinate.
Individual	SS&G	A manager is needed to keep up with the local community needs.
Other		
Individual	SS&G	The roles beneath are misleading. They suggest that centres directly payroll midwives and FSWs which they don't. There isn't any consideration for part time posts.
Individual	SS&G	budget/finance

Individual	SS&G	All the posts mentioned below are important in order to meet the variety of needs of different client groups across the borough
Individual	SS&G	speak to parents/carers in the centre and carrying out an evaluation role which is a crucial task.
Individual	SS&G	In some cases it might be possible for people to multi-skill so there could be a children's centre service manager and then a co operative team where different people take a lead but ll multi skill
Individual	SS&G	Linkage as in Q12 with the primary school and special school
Shared crèche and group workers		
Individual	SS&G	Shared crèche and group workers
This is not suitable for all children's centres		
Individual	SS&G	I don't think this model is suitable for all children centres.
Individual	SS&G	Core staff team is not suitable for all sites, given the different site composition.

Q14a. Which other job roles do you consider to be essential for effective multi-agency/partnership service delivery

Respondent	Group	Comment/idea summary
Cleaner		
Individual	SS&G	Cleaner
Individual	SS&G	Cleaner, Group worker.
Community Group Worker		
Individual	SS&G	Community Group worker.
Individual	SS&G	Community Group worker.

Community Nursery Nurse		
Individual	SS&G	A Community Nursery Nurse is a vital member of the centre, and much of our outreach is done by that worker. Family Support is vital, but it should be re-examined how it's managed.
Individual	SS&G	I think a Community Nursery Nurse is key to the success of any children's centre.
Individual	SS&G	I think a Community Nursery Nurse is key to the success of any children's centre.
Individual	SS&G	community nursery nurse
Individual	SS&G	Community Nursery Nurse
Individual	SS&G	community nursery nurse
Individual	SS&G	Community Nursery Nurse.
Individual	SS&G	community nursery nurse
Individual	SS&G	Community Nursery Nurse
Individual	SS&G	Community nursery nurse
Individual	SS&G	A variety of non teaching staff like nursery officers, nursery nurses, teaching assistance
Individual	SS&G	nursery nurses nursery officers nursery assistants
Early Years Coordinator		
Individual	SS&G	Early Years Coordinator
Individual	SS&G	Early Years Group Co ordinator (currently called a community nursery nurse)
Individual	SS&G	Early Years Group Co ordinator (currently called a community nursery nurse)
Individual	SS&G	Early Years Group Co ordinator (currently called a community nursery nurse)
Individual	SS&G	Early Years Group Co ordinator (currently called a community nursery nurse)
Individual	SS&G	Early Years Group Co ordinator (currently called a community nursery nurse)
Individual	SS&G	Early Years Group Co ordinator (currently called a community nursery nurse)
Individual	SS&G	Early Years Group Co ordinator (currently called a community nursery nurse)

Individual	SS&G	Early Years Group Co ordinator (currently called a community nursery nurse)
Individual	SS&G	Early Years Group Co ordinator (currently called a community nursery nurse)
Individual	SS&G	Early years group co ordinator
Individual	SS&G	Early years group co ordinators (currently called a community nursery nurse)
Individual	SS&G	Early Years Group co-ordinator (Community nursery nurse)
Individual	SS&G	Early Years Group coordinators (Current called Community Nursery nurse).
Other		
Individual	SS&G	Receptionist + info person = one post with support from information officer based at lead centre; Administrator & site manager = one post? Finance/budget Outreach worker & family support worker = one post? social worker & health visitor = peripatetic posts but based at lead centre
Individual	SS&G	School Nurse
Individual	SS&G	stay and play workers
Individual	SS&G	Community services co-ordinator.
Reception/admin		
Individual	SS&G	reception/admin to be combined. Nursery nurse
Safeguarding		
Individual	SS&G	Safeguarding vulnerable children administrator and data evaluation officer

Q16. What services, if any, do you think could be charged for?

Childcare		
Individual	SS&G	childcare if people can afford it
Individual	SS&G	Childcare, parenting classes, adult education
Individual	SS&G	Childcare
Individual	SS&G	Childcare

Individual	SS&G	Childcare
Drop-ins		
Individual	SS&G	drop in services
Flexible fees		
Individual	SS&G	???nursery/children play & stay etc if possible the lowest income groups should be exempt; and/or dependant on income could pay a graduated subsidized charge (could be supported with a subsidized voucher system?).
Individual	SS&G	those in areas where families can afford it
Individual	SS&G	ACTIVITIES SHOULD BE ON A SLIDING SCALE WITH THOSE PARENTS WHO CAN AFFORD TO PAY - PAYING A FEE
Individual	SS&G	There should be charges but it should be within the needs and level of costs that parents can afford. It should not just be for the affluent and the most deprived.
Individual	SS&G	Depending on income/benefits some activities may be charged for.
Individual	SS&G	Would depend on how affluent area's are as to charges for services such as creche, stay & play + other services, training, Health/ Social should be free.
None		
Individual	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	none. it is far too expensive already. 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	SS&G	None in this area.
Individual	SS&G	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	SS&G	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	SS&G	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	SS&G	None
Individual	SS&G	none, all services are essential especially in more deprived areas of the borough
Individual	SS&G	none as parents/carers who attend Earlsmead children's centre are often on low incomes but need the services which are currently available i.e. regular stay and play sessions.
Individual	SS&G	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	SS&G	In a deprived area such as Tottenham, there should not be any charging. We must provide for the most needy.
Individual	SS&G	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	SS&G	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	SS&G	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	SS&G	No services should be charged for. If the proposals for reorganisation are based on maintaining service provision in the areas of greatest need charging would prevent those who need the services most from accessing them, and it would add an unnecessary administrative burden on the centres.
Individual	SS&G	none

Individual	SS&G	In areas of high deprivation as is our children's centre this is not viable
Individual	SS&G	None
Individual	SS&G	None
Individual	SS&G	In areas of high deprivation as is our children's centre this is not viable
Individual	SS&G	In areas of high deprivation as is our children's centre this is not viable
Individual	SS&G	In areas of high deprivation as is our children's centre this is not viable
Individual	SS&G	In areas of high deprivation as is our children's centre this is not viable
Individual	SS&G	In areas of high deprivation as is our children's centre this is not viable
Individual	SS&G	In areas of high deprivation as is our children's centre this is not viable
Individual	SS&G	In areas of high deprivation as is our children's centre this is not viable
Individual	SS&G	In areas of high deprivation as is our children's centre this is not viable
Individual	SS&G	Lettings
Individual	SS&G	In areas of high deprivation no services should be charged for.
Individual	SS&G	None.
Individual	SS&G	None.
Individual	SS&G	In areas, of high deprivation as is our children's centre this is not viable.
Individual	SS&G	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.
Non-essential services		
Individual	SS&G	Non-essential ones e.g. baby massage
Other		
Individual	SS&G	In a community like ours, it would be very difficult to charge for any services, and the fear would be that it would deter those who most need Children's Centre services from engaging with any services.
Individual	SS&G	The costs of collecting any money from groups would cost more in administration and lead to vulnerable families not using the Centres
Individual	SS&G	I feel there should be a consistent policy re charging of services across all

		Children's Centres otherwise some will be charging for services which families can access free @ other Children's centre.
Stay and Play		
Individual	SS&G	Stay and plays, courses, one-off courses but not health visitor, CAB, baby weighing.
Individual	SS&G	Stay and play, baby massage, training opportunities.
Individual	SS&G	May be charge small amount for stay and play?
Voluntary contribution		
Individual		All parents could be asked for a contribution which is voluntary
Individual		Centres could ask for voluntary contributions or minimum charges for some services. This would obviously need looking into but it could provide some solutions
Individual		All users of services can be asked for a voluntary donation which should be minimal for most services
Individual		voluntary contributions to all services?
Blanks		
Individual		I don't know
Individual		this is so unfair

Q17. What should the governance arrangements be in a cluster model?

A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.		
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior

		leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub committee of lead site GB consisting of a governor representative from all sites, a CC parent representative and a member of senior leadership team from each site clustered.
Individual	SS&G	A governing body sub- committee of lead site. Cuts consisting of a Governor

		representative from all sites, a Children Centre parent representative and a member of the senior leadership team from each site in the cluster.
Individual	SS&G	A governing body sub- committee of lead site GB consisting of a Governor representative from all sites, a Children Centre parent representative and a member of senior leadership team from each site clustered.
Advisory Board/CC reps		
Individual	SS&G	The Governing Bodies that are in the clusters would need to have a children's centre representative they could meet the heads or a cluster co-ordinator could be appointed to oversee funding and ensure requirements are being met
Individual	SS&G	Advisory Board
Individual	SS&G	A subcommittee of the lead site Governing Body comprising of One Governor representative from each site One parent representative of each site One member of the Senior Leadership Team from each site
Individual	SS&G	There should be a children's centre rep where there are governing bodies in a cluster. This rep would meet the cluster heads to be made fully aware of funding meeting the needs of the service level agreement.
Individual	SS&G	A children's centre parent representative and a member of senior leadership team from each site clustered
Centres should be affiliated to/linked to schools		
Individual	SS&G	All centres to be affiliated with schools so that Governing Bodies share responsibility delegated to head teachers as in NLC arrangements
Individual	SS&G	This would be very challenging. A lease would have to be established with the school.
Individual	SS&G	I think the governance needs to somehow still be linked with schools.
Clear guidelines in an SLA		
Individual	SS&G	There should be a clear governance structure and line management in an SLA.If Noel Park, Woodside/Earlham clustered, Earlham Governors would be responsible.
Each centre have its own governance arrangements		
Individual	SS&G	Each centre must have its own governance responsibilities.

Individual	SS&G	each centre requires their own governing body.
Local boards/governing working parties should be set up		
Individual	SS&G	Governing Body working party made up from all centres involved
Individual	SS&G	local boards should be established
Need accountability to the wider community and to where the centre is based		
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative

		from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body

		would want to meet monthly or at the very least half-termly.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres

		are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Individual	SS&G	There should be accountability to the settings in which the Centres are based with Governors working within a shared ethos with the school. There should also be accountability to the wider community.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.

Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Individual	SS&G	It should strike a balance between accountability to the settings in which the Centres are based, for example in Earlsmead or Welbourne Primary Schools, and accountability to the wider community. At the same time, care should be taken to prevent a governing body becoming unwieldy. In a larger cluster model such as that discussed in my answer to Q9, one would want at least one member of the SMT and at least one governor of each linked centre/school setting, as well as representative from partners such as health, Jobcentre Plus and community groups. Most importantly, you would want representatives of centre users. Any governing body would want to meet monthly or at the very least half-termly.
Other		
Individual	SS&G	I don't know
Individual	SS&G	Perhaps have half of the Governors from each CC form a new body, but what are the implications of this for the current Governing bodies? Will the CC have to split from the school?
Individual	SS&G	I DON'T THINK THAT THIS MODEL WILL WORK IN TERMS OF GOVERNANCE
Individual	SS&G	Governors should work together where services have been merged e.g. finances. Each governing body should know what the other centres are doing.
Individual	SS&G	Schools will not take on responsibilities of a Children Centre where it is not a lead Centre
Individual	SS&G	Should match governance arrangements for the inclusive learning campus.

		Governance attached too schools
Individual	SS&G	streamlined committed management governor representative from each cluster member. There could be advisory group involving parents
Individual	SS&G	Possibility of federPossibility of ??? Governance across the whole ILC
Individual	SS&G	Joint local arrangements to also include input from governing bodies of centres managed through schools
Individual	SS&G	The lead centre could provide governance with smaller teams of governors in associate centres.
Individual	SS&G	One governor per centre represented.
Individual	SS&G	School Governor's to head up an overall team to oversee the local managers.
Separate arrangements for each cluster		
Individual	SS&G	a separate body to oversee the group of centres
Individual	SS&G	individual ones for each cluster
Individual	SS&G	One governing body per cluster. This is why Triangle & South Grove cluster won't work.
Blanks		
Individual	SS&G	Good
Individual	SS&G	I have no idea

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

Advisory groups		
Individual	SS&G	Advisory groups
Individual	SS&G	Advisory groups
Forums/ reps per cluster		
Individual		Each cluster should have a representative body and a forum for information sharing.
Good communication		
Individual	SS&G	Perhaps need a hub system - i.e. via the lead centres but need to ensure that their

		services are fully accessible/timely to all populations served as needs arise.
Individual	SS&G	The centre head would have to meet regularly to ensure all services are being monitored and maintained.
Individual	SS&G	CC heads should work together with other professional services to look at the best ways to deliver services, but we should continue with multi agency working in each centre
Individual	SS&G	Effective communication and partnership working
Individual	SS&G	Effective communication and partnership working
Individual	SS&G	At cluster level meetings.
Individual	SS&G	Both sides working together to maintain standards.
Individual	SS&G	.By keeping staff who work well together to build on work teams.
Interagency working groups		
Individual	SS&G	Interagency working groups and children's centre representation on new health and well being boards
Individual	SS&G	A locally responsive service could be developed by children centre heads being represented on the local health and well being board. Shared supervision welcomed as an opportunity for professional development to take place by all those concerned.
Joint training/regular meetings		
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi-monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi-monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi-monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi-monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi-monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi-

		monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	.Joint training, regular meetings e.g. the South Network Health meetings held bi-monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi-monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi-monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi-monthly co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Training; co ordinated by service co ordinator; regular meetings
Individual	SS&G	Joint training, regular meetings e.g.; The south network health meetings lead bi monthly; co ordinated by service co ordinator across cluster at local level.
Individual	SS&G	Joint training. Regular meetings.
Individual	SS&G	Joint training, regular meetings e.g. the South Network Health meetings held bi monthly. Co-ordinated by service co-ordinator across cluster at local level.
Other		
Individual	SS&G	With the lead manager liaising as current.
Individual	SS&G	This will really depend on what services are being maintained. Although it is likely that the range of services on offer will be reduced.
Individual	SS&G	Continued communication and regular meetings
Individual	SS&G	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	SS&G	This is achievable through the model suggested above in question 9
Individual	SS&G	keeping them informed and asking advice at ground level
Individual	SS&G	BY NOT CUTTING THE FUNDING IN THE FIRST PLACE. THIS PROPOSAL WILL ENSURE THAT PARTNERSHIPS DISSOLVE AND COMMISSIONING WON'T WORK - HOW WILL MIDWIVES AND HEALTH VISITORS MEET WITH THEIR CLIENTS FOR

		EXAMPLE IF THEY HAVE TO TRAVEL FROM THEIR AREA
Individual	SS&G	how they are now, but improved
Individual	SS&G	Formal partnership agreements or SLA's across the campus linked to the vision and aims of the campus and to partners from health and social services
Individual	SS&G	Not sure
Individual	SS&G	Continuity of established service - the present set up works well.
Individual	SS&G	Stay the same.
Individual	SS&G	Extremely difficult to maintain relationships with professional partners when there are no staff i.e. managers in post to support these relationships!
Participation from the Health visiting team in cluster meetings		
Individual	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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	SS&G	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.

		could be maintained in a future setting.
SLAs		
Individual	SS&G	Via re-negotiated SLAs both centrally and locally.
Individual	SS&G	By clear, standard letters of agreement (for paid services) + service specification for other commissioned services e.g. CAB, Markfield, IADT, Health services, meeting with partners/ monitoring.

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

Alternative clustering		
Individual	SS&G	We feel strongly that Noel Park and Woodside should align with Noel Park providing community services and Woodside providing childcare under the governance of Earlham Primary School.
Individual	SS&G	Cluster working is the most cost effective way of working, however the proposed clusters may not be the best model; they may be too small or too big. Where possible as much funding as possible should be devolved to centres /clusters to use directly to provide staff/ services rather than a large amount held centrally. Centres may be not knowledgeable about there immediate needs within the community.
Individual	SS&G	Keep South Grove in the cluster they are already. Do not link them with Triangle. It is stupid. South Grove is SO important to our community. Take it away and you will have a community break down. They are so important. South Grove is working so hard for the community. DO not take this away. It will cost you more money in the long run.
Concern about speed of changes		
Individual	SS&G	Changes are being made very quickly and although I understand that some changes do have to be made, due to the financial implications, I can only hope that you will listen to requests made. These changes will affect all children and families, vulnerable families in particular and deleting services will prove to be extremely costly and dangerous in the long run as some families will struggle to cope with the

		depletion of services across the borough
Concern that good work will be lost		
Individual	SS&G	I think that much of the early intervention work with families and vulnerable families will be lost as there will not be the staff to support them or help them go to the different agencies that could help them. In the long run, the State will end up spending 10x as much in the future as families disintegrate and cause difficulties for schools and the workforce in the future.
Individual	SS&G	Rather than progressing and developing child care and education and efforts is very wasted on cutting back. What are the priorities for this country? It should be the BEST POSSIBLE for all OUR CHILDREN to develop a harmonious, diverse and fair society.
Concerns about vulnerable people		
Individual	SS&G	If any of the centres close down the most vulnerable people in the community will suffer the consequences
Individual	SS&G	joining of centres and closures can only serve to reduce the services required by those most in need and in the poorest communities.
Individual	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	we have worked so hard to build a good community around our centre and feel that this should be maintained as we are in an area of the greatest need
Individual	SS&G	I think it is a very sad and worrying time for everyone concerned but I realise some drastic decisions have to be made. If this consultation is dealt with sensitively I believe that the best decisions will be made from this very difficult situation. All children and their families deserve the best but our most vulnerable need to be heard otherwise there will be a lot more "Baby P's"
Don't make changes		
Individual	SS&G	they should not happen
Individual	SS&G	YES - DON'T DO IT. MAKE A STAND AGAINST THE GOVERNMENT - THESE ARE OUR CHILDREN - OUR FUTURE YOU ARE THROWING AWAY
Individual	SS&G	I have seen some families go through our centre who have had their lives charged for the better, and who without as could of lost their children/homes/ benefits + their mental well being it would be a shame if even one family suffered because of cuts, which is why any centre worth its money should be kept open no matter how affluent the area is.
Other		
Individual	SS&G	All centres should offer pilot places , full time places in schools to be put in centres.
Individual	SS&G	Joint training, and regular meetings coordinated by the cluster service coordinator
Individual	SS&G	The Broadwater Farm Inclusive Learning Campus is a prime opportunity to work in partnership with the local community/SEN/mainstream/Health and Social Services to deliver services to meet the needs of the pupils from 0 - 11. There can be no better basis for a Children's Centre to lead on the early intervention agenda with the support of health and SEN outreach services
Proposed model will not deliver the necessary economies of scale		
Individual	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	Q19 Do you have any other comments about the proposed changes? t I would like to reiterate that the proposed model falls between two stools, 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 a balance between needed savings and accountability to communities, while crucially allowing he settings in which they are based to retain a sense of ownership is what we need.
Individual	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	Q19 Do you have any other comments about the proposed changes? I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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.

		everyone accepts are necessary in the current climate. A cluster model which strikes a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	The proposed changes do not either deliver economies of scale nor do they protect services for the most deprived. A model as described in question 9 has more chance of doing both.
Individual	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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	SS&G	I would like to reiterate that the proposed model falls between two stools, 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 a 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.
These are not balanced		
Individual	SS&G	They are biased and this document does present a balanced view.
Waste of new buildings		
Individual	SS&G	It would be great shame if the new costly building were not used as intended.

9.3 Summary of responses from consultation meetings held with School staff and Governors

Theme	Number of comments	Percentage
Addendum	2	4%
Against increase in fees	2	4%
Against reductions in West	1	2%
Alternative proposal	3	5%
Commissioned services	2	4%
Consultation period too short	5	9%
Consultation process	3	5%
Could pay more to keep centre open	2	4%
Financial query	8	14%
Other	4	7%
Panel comment	11	19%
Potential travel difficulties	1	2%
Pro merging of centres/clustering	2	4%
Pro universal services	1	2%
Retain current clusters	1	2%
Safeguarding	1	2%
Should target 2 year olds	1	2%
Staffing restructure	7	12%
Grand Total	57	

9.4 School Staff and Governors Consultation meeting dates

1. **Wednesday 30th March 2011 6pm – 7.30pm**
Room G8, Professional Development Centre
Downhills Park Road, London N17 9LN
2. **Thursday 7th April 2011 6pm – 7.30pm**
Room G8, Professional Development Centre
Downhills Park Road, London N17 9LN

