

Agenda item:

**[No.]**

**Cabinet**

**On 28 July 2011**

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

Report of **Peter Lewis, Director of Children's Services**

Signed :

Contact Officer : Jan Doust, Deputy Director, Prevention and Early Intervention  
Ian Bailey, Deputy Director, Business Support & Development

Wards(s) affected: **All**

Report for: **Key**

**1. Purpose of the report**

1.1. To set out a proposed model for the delivery of children's centre services.

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

2.1. I would like to take this opportunity to thank the members of the Children's Centres task group for their work in developing the alternative model which forms the basis of this report. I believe we now have a model which will serve the children of the borough well, particularly our most vulnerable children.

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

- 3.1. The plans reflect the Council Plan vision set out in strategic priority 3 to “*Encourage lifetime well being*”. The proposals address this priority by seeking to ensure there is integrated, good quality early childhood service provision available from the earliest point in a child’s life.
- 3.2. To support the delivery of the Children’s Trust Preventative Strategy and Child Poverty Strategy and to provide a sound basis for early intervention across all services.3.3.
- 3.3. In addition, the proposals link to the objectives set out in the Children & Young People’s Plan Action Plan 2011-2012
1. Giving Every Child the Best Start in Life - ensuring all children make good progress from conception to 3 years to improve outcomes at age 5
  2. Reduce inequalities
  3. Ensuring children, young people and their families access services in a timely and appropriate manner
- 3.4. The proposals also link with the Council’s Sustainable Community Strategy - 2007-2016, in particular the outcomes:  
-*Economic vitality and prosperity shared by all*  
-*Safer for all*  
-*Healthier people with a better quality of life.*
- 3.5. The proposals have clear links to the Council’s Child Poverty Strategy and Action Plan 2008-2011, namely:
- Objective 1: Addressing workless ness and increasing parental employment in sustainable jobs  
Objective 2: Improving the take-up of benefits and tax credits  
Objective 3: Reducing educational attainment gaps for children in poverty
- (Consultation on the Child Poverty Strategy 2011-14 is currently underway)

### **4. Recommendations**

- 4.1. That the Cabinet takes due account of the feedback from consultation summarised in Appendix 3 and the Equalities Impact Assessment in Appendix 4.
- 4.2. That the Cabinet agrees the principles of the arrangements for the delivery of Children’s Centre services in Haringey set out in sections 8-10 of this report.

4.3. That the Cabinet agrees that officers engage in consultation with trade unions and affected staff on the staffing changes that follow from these arrangements, and support schools to undertake consultation with their affected staff and unions.

4.4. That the Cabinet agrees the proposals for the delivery of children's centre services at Highgate, Rokesly and North Bank Children's Centres set out in section 11 of this report.

## **5. Other options considered**

5.1. The option that was initially proposed is set out in the consultation document, (Appendix 1) and the Addendum to the consultation document (Appendix 2).

5.2. Following the period of consultation, the option proposed to the Lead Member for C&YPS is set out in the report to the Lead Member of 18<sup>th</sup> May 2011.

## **6. Summary**

6.1. The report sets out the background, statutory, local and national context, the proposed model for children's centres, implications for staff and proposed arrangements for Highgate, Rokesly and North Bank.

## **7. Background**

7.1. In February 2011, Cabinet agreed total savings of £6.5m in the Children's Centres and Early Years budget spread over 2011/12 and 2012/13, of which £4.3m relates to funding for children's centre provision. These savings contributed to the Council's overall savings target of £84m as set out in the Medium Term Financial Plan for the period 2011-14.

7.2. These savings leave £4.8m available for children's centre provision, including the cost of subsidising childcare places, the costs of the autism provision at Woodside, and centrally-managed family support. Taking into account the above services, £2.375m remains for the actual running costs of children's centres. This is the available budget which the model set out in this report works within.

7.3. The report to Cabinet in February 2011 asked the Cabinet to consider an alternative model for the delivery of Children's Centre services. This model was based on 8 clusters including all 19 centres, and configured around Lead and Associate centres and three linked sites. All centres were to be retained but would provide different levels of service offers across the borough.

7.4. Cabinet agreed that the future Children's Centre programme should be reconfigured so that it can be delivered within the budget constraints whilst

ensuring that children living in the 0-30% most deprived super-output areas are able to access the full range of children's centre services. It asked officers to complete further detailed work on the proposals and to undertake consultation with service users and stakeholders.

7.5. A public consultation was held between 16<sup>th</sup> March 2011 and 22<sup>nd</sup> April 2011 on how the Children's Centre delivery programme should be configured within the revised budget constraints. The underpinning principle for the model of provision proposed was that the most vulnerable families living in the most deprived areas would be the priority for future service delivery.

7.6. In response to the consultation, serious concerns were expressed by all sections of the community about any reductions to resources for this age group of children. However given the scale of reductions that the Council has to make due to the changes in Government funding, the over-whelming response from the consultation was support for the proposal to focus the resources that remain on provision for the most vulnerable families living in the areas of greatest deprivation.

7.7. The report to the Lead Member of 18<sup>th</sup> May 2011 proposed a model that aimed to deliver this. The proposal was for Children's Centres to be reorganised into four clusters with staff directly employed by the Local Authority. Service Level Agreements with each cluster would prioritise the most vulnerable and set out the provision required to support the best outcomes for these families. Local Partnership Boards in each cluster would ensure that Children's Centres work together to deliver an offer within each locality that will provide the full range of services to the families that most need them and link with the other partnerships operating in the locality. The report also proposed that funding would no longer be provided to support Highgate, North Bank and Rokesly Children's Centres and the link site at Tower Gardens.

7.8. The 18<sup>th</sup> May report also set out changes to childcare fees, to be the subject of a separate report and equalities impact assessment.

7.9. The decision taken by the Lead Member to approve the implementation of the model set out in the report of 18<sup>th</sup> May 2011 was the subject of a 'call-in'. The 'call-in' stated that the 'model proposed fails to consider need across the borough and residents living in pockets of deprivation in wealthier areas which the Council still has a duty to provide for'. It proposed that the Council: reconsider plans to close Children's Centres; consider reducing other areas of C&YPS spending and utilising funding allocated to accommodate demographic pressures in order to increase funding available to Children's Centres; and explore differential charging structures and income generation in all centres to boost revenue. The childcare proposals, as they were to be reported on separately, were not subject to call-in.

7.10. The call-in was considered by Overview & Scrutiny Committee on 8<sup>th</sup> June 2011. The committee heard representations from interested groups including

Headteachers, Centre Managers and Governors. The committee referred the decision back to the Lead Member to reconsider.

7.11. In response, the Lead Member agreed that additional funding would be identified for Highgate, Rokesly, and North Bank children's centres (see section 11 of this report). The Lead Member also asked officers to undertake further work with representatives of the interested parties, known as the Children's Centres Alliance, to develop an alternative model for the delivery of children's centre services.

7.12. A children's centres task group was formed to undertake this work. The group included Headteachers, a Chair of Governors, Centre Managers from school-run centres, the Head of an LA-run centre, local authority officers (including those representing children's social care), and representation from health services. Meetings were held with the wider Children's Centre Alliance group, and with partners in the NHS, to enable them to feed into the development of the model. The model set out below is the result of this work.

## **8. Statutory, local and national context**

8.1. The Local Authority has enduring statutory responsibilities and our first priority is to ensure that these continue to be met. The arrangements set out in the proposed model reflect the statutory role of the Local Authority as the accountable body for Sure Start Children's Centres.

8.2. The Childcare Act 2006 places a number of duties on Local Authorities (LAs), including an Early Years Outcome Duty, and outlines the changing context for LAs in which a greater emphasis is placed on LAs as commissioners of services.

8.3. The Apprenticeship, Skills, Children and Learning Act 2009 sets out explicit duties on LAs for the provision of Children's Centres, and provides that the Council may make arrangements for Children's Centres to be managed on their behalf by a third party.

8.4. The provision of children's centre services is a key part of our Early Years Strategy and one of the mechanisms through which we will address the following early years strategic priorities:

- Safeguarding – ensuring the well-being of all children
- Prevention and early intervention – focusing on key known risks
- Reducing inequalities – reducing the gap in outcomes and ensuring that children with special educational needs and social disadvantage receive their entitlement to early years education
- Raising attainment – improving attainment levels for all children by ensuring high quality early years provision is accessible to all children

- Improving children's health and reducing health inequalities

8.5. This proposal is based on clear commissioning relationships between the LA and providers. The LA will be the commissioner of children's centre services whether delivered by LA managed centres, school managed centres or another provider. The Early Years Commissioning Strategy is the framework for this.

8.6. The LA will have in place a Service Level Agreement (SLA) with each individual centre, which will be monitored as part of the performance management framework.

8.7. The SLA is the contractual relationship between the Council and the provider. Where a school manages the children's centre, the contract will be between the Council and the Governing Body of the school as the provider. The LA will agree a cluster delivery plan, for each of the four clusters, which will outline the plans for, and organisation of, service delivery, staffing and deployment of resources across the children's centre cluster and will be strongly aligned to individual SLAs for each centre.

8.8. The provider is accountable for meeting the requirements set out in the SLA rests with the provider; which in the case of a school based children's centre, will be the Governing Body. Funding will be reviewed where any children centre provision is found by Ofsted to be unsatisfactory.

8.9. The aim of the proposals set out in this report is to ensure that the LA has a model that supports the council to fulfil its children's centre sufficiency duty under the 2009 Apprenticeship, Skills, Children and Learning Act and enables Haringey's population of children under 5 to have access to integrated early years services wherever they live within the borough. We have retained the principle set out in the February Cabinet report to maintain a full children's centre service offer in our most deprived areas.

8.10. The proposed model will:

- provide integrated, early years services that enable us to identify children's needs early
- provide targeted outreach to those least likely to access or engage in services
- offer preventative and early intervention services through children's centres, with effective links to specialist services across all early years settings
- ensure that all children have access to high quality health, education and care services that enable them to thrive and develop
- have in place strong and effective partnerships and systems that enable swift and easy access to support and services

8.11. The national context for children's centres continues to change. The Government have recently issued a document for consultation setting out what

they believe to be the core purpose of children’s centres. The proposals set out within this report are subject to changes in Government policy and approach as they evolve the national strategies for early years and early intervention services. Consideration will need to be given to the LA’s ability to respond to changes within the sector and the potential impact on our ability to continue to meet our statutory duties.

8.12. It is anticipated that changes to children’s centres service delivery in neighbouring LAs will impact on services in Haringey. The proposed introduction of charges for universal children’s centres services across Barnet will potentially lead to increased demand from families living outside of Haringey. In addition to this, a recent decision in Islington to restrict children’s centres services access to Islington families only will mean that Haringey families living close to the border may find access to services more difficult. We will continue to monitor these developments and may need to return to Cabinet with proposals to respond.

## 9. Proposed model

9.1. There are some similarities between the model presented in this report and that set out in the report of 18<sup>th</sup> May 2011. It is based on four clusters, it does not feature ‘lead’ centres, and the work of each cluster will be overseen by a Local Partnership Board. There also some key differences. The composition of the clusters is different. With the exception of the existing local authority-run centres, staff will be employed and line managed not by the local authority but by the school in which they are primarily based. Whilst centres will work together to plan services across the cluster, there is no Cluster Manager role to co-ordinate/oversee provision.

9.2. A number of cluster options were considered by the Task Group. The preferred option is set out in the table below and was selected on the basis that it:

- Breaks through east/west barriers
- Builds on existing relationships and links
- Reflects patterns of family usage
- Is widely supported by schools and centres

| Cluster 1             | Cluster 2   | Cluster 3               | Cluster 4    |
|-----------------------|-------------|-------------------------|--------------|
| Campsbourne           | Earlsmead   | Broadwater Farm         | Bounds Green |
| Stroud Green          | South Grove | Park Lane               | Noel Park    |
| The Ladder            | Triangle    | Pembury House           | Rowland hill |
| Woodlands Park        | Welbourne   | Bruce Grove (link site) | Woodside     |
| Stonecroft            |             |                         |              |
| Downhills (link site) |             |                         |              |

9.3. A funding formula was agreed for the allocation of resources to each cluster. The formula uses a combination of under 5's population size and deprivation indicators to allocate funding to each super output area<sup>1</sup>. The amounts awarded at super output area level are then aggregated to make cluster budgets using existing children's centre reach areas. The allocation of funding is set out in the table below. Funding will be devolved on the basis of a service level agreement with each children's centre setting out clear outcomes to be achieved and expectations of service delivery. The LA's performance management framework will operate at both centre and cluster level and will continue to take into account value for money and outcomes.

|                                  | <b>Cluster 1</b>   | <b>Cluster 2</b>                                  | <b>Cluster 3</b>                                       | <b>Cluster 4</b>                                      |
|----------------------------------|--|---|--|---|
|                                  | Stonecroft<br>Stroud Green<br>Campsbourne<br>The Ladder<br>Woodlands Park<br>Downhills | Earlsmead<br>South Grove<br>Triangle<br>Welbourne | Broadwater Farm<br>Park Lane<br>Pembury<br>Bruce Grove | Bounds Green<br>Noel Park<br>Rowland Hill<br>Woodside |
|                                  | <b>£</b>   | <b>£</b>  | <b>£</b>   | <b>£</b>  |
| Premises & site management       | 105,111  | 95,141  | 92,515   | 127,468   |
| Staffing                         | 409,573  | 366,956   | 441,490  | 411,867   |
| Running costs & service delivery | 41,355   | 14,384  | 75,039   | 62,904  |
| Leadership & finance             | 40,000   | 29,000  | 36,154   | 26,043  |
| <b>Total</b>                     | <b>596,039</b>   | <b>505,481</b>                                    | <b>645,198</b>   | <b>628,282</b>  |

*Table adds to £2,375,000*

9.4. The allocations will be reviewed annually in line with the latest data.

9.5. Subject to consultation, staff working predominantly in school-based children's centres will be employed on school contracts, with line management through to the school's senior leadership team. Local Authority-run children's centres will continue to be directly managed by the local authority, although other management options may be considered in future.

9.6. The deployment of staff will be flexible; with an expectation that staff will work in different locations across the cluster as required. This will be clearly stated on all job descriptions. In cases of staff absence, whilst the responsibility to provide cover would still lie with the school employing that member of staff, the cluster would work together to maintain service provision.

9.7. It is proposed that every cluster will have a Local Partnership Board, the

<sup>1</sup> The model uses a combination of the Index of Multiple Deprivation (IMD) and the Income Deprivation Affecting Children Index (IDACI) from the 2010 Indices of Deprivation.



membership of which will be agreed on a cluster by cluster basis but as a minimum will include representation from every children's centre in the cluster, the Local Authority, health services, relevant voluntary sector organisations, parents and prospective parents within the area. In line with statutory guidance, the Boards will provide advice and assistance for the purpose of ensuring the effective operation of the children's centres within the cluster. They will play an important part in driving improvement in the children's centres' performance.

9.8. Sitting above the Local Partnership Boards will be a Children's Centres Steering Group, with representation from each cluster and as appropriate, local authority staff. The purpose of the Steering Group will be to ensure that there is integrated service delivery, sharing of evidence based practice, and oversight of Children's Centres across the Borough. A representative from the Steering Group will also be a member of the multi-agency Early Years Strategy Group, which oversees the provision of prevention and early intervention services for 0-5s.

9.9. It is proposed that the staffing structure of each of the clusters will be based around four key roles. Job descriptions for these roles will be consistent across the clusters but will allow for some flexibility in how staff are deployed. The balance of roles in each cluster will also vary according to local circumstances. The roles have been developed taking into account comments received as part of the staff and trade union consultation on the previous proposals. These proposed roles will nevertheless be subject to an additional period of staff and trade union consultation before final decisions on staffing structure are taken by school governing bodies and Corporate Committee.

9.10. It is proposed that Early Intervention Co-ordinators (EICs) will lead on the planning and co-ordination of high-quality integrated services for children and families. Most EIC posts in the proposed model will work primarily in and for one children's centre, though some will work across two or three centres. EICs in school-based centres will be line managed by a member of the senior leadership team in the school in which they are primarily based, and EICs in the local authority-run centres will be managed by the local authority. The post will be a range grade to reflect different levels of responsibility. There will be close working relationships between the EICs in each cluster.

9.11. The proposed Community Outreach Workers role combines an outreach role (identifying vulnerable families, supporting them to access services, liaising with other agencies etc.) with a group worker role (running groups with children and families to support children's development and improve positive parenting skills). The role is flexible and the balance of the two aspects of the role can be adjusted according to local need and the skills of the worker. Community Outreach Workers will be line managed by their EIC.

9.12. Administration & Information Officers will perform an administrative and reception function ensuring the smooth day-to-day running of the centre. They will also provide effective information about and sign-posting to services for parents

and prospective parents, contributing to the delivery of the information duty under the Childcare Act 2006. In most cases their line manager will be the EIC, though in one cluster it is proposed that it will be the Monitoring & Evaluation Officer.

- 9.13. The proposed role of the Monitoring & Evaluation Officer is to support the cluster's self-evaluation, service planning and performance management through ensuring that necessary quantitative and qualitative data is effectively gathered and analysed. This is a cluster-wide role, line managed by a member of the senior leadership team in a nominated school.
- 9.14. Childcare is not the subject of this report, however the provision of childcare across children's centres is the subject of a continuing review.
- 9.15. In line with our intention to commission for prevention and early intervention and to reduce the need for social care interventions and placements, family support will continue to be managed centrally and deployed across the clusters in line with need at any time. These services will be available irrespective of where families live.
- 9.16. Concurrently with the work to develop the model set out in this report, we have continued positive discussions with commissioners and providers of NHS services. No significant changes are proposed to the current pattern of NHS services that already operate across Children's Centres.

## **10. Staffing**

- 10.1. Subject to the agreement of Cabinet, officers will commence consultation with trade unions and affected local authority-employed staff on the staffing changes necessary to implement the model set out in this report. Officers will also support school governing bodies to undertake parallel consultation with their staff and unions. As some school-based staff are employed on a term-time only basis, and governing bodies will not be able to meet to agree the revised basis for consultation during the school holidays, these consultations will begin in September.
- 10.2. In order to ensure consistency across all centres, the Children's Centres Task Group will reconvene following the completion of the consultation period to jointly agree responses to comments received and any changes to roles or the staffing structure. Reports will then be submitted to school governing bodies and the Corporate Committee to agree the implementation of the proposed staffing model.
- 10.3. It is proposed that in order to ensure fairness, all affected staff will be considered together as part of one recruitment exercise to the available posts in the new structure. Staff will be ring fenced to available posts based on the standard criteria of grade and degree of match with their current role, and will be invited to apply for the post(s) they are ring-fenced to. As part of their application

they will be able to state preferences for where they will work. Candidates will undergo a competitive interview process. Interview panels will include representation from schools and the local authority. As far as is practicable, selected candidates will be matched with their preferred location.

- 10.4. The planned implementation date of the new model is January 2012. Operation of the new model will be closely monitored by the local authority and adaptations considered if necessary. The model may also need to be amended in light of national policy developments in or changes in provision in neighbouring authorities.

## **11. Arrangements for Highgate, Rokesly and North Bank**

- 11.1 As set out in section 7.10, separate arrangements are proposed for Highgate, Rokesly and North Bank Children's Centres. Limited pump-priming funding has been identified for 2011-12 to enable the centres to develop sustainable business models. Long-term funding has been committed to pay accommodation costs needed to enable continued delivery of universal health services for children and families.

## **12. Chief Financial Officer Comments**

- 12.1. The savings attributable to centrally retained early years staff have already been approved through the Corporate Committee and have been substantially implemented. The proposals in this report relating to Children's Centre devolved services will be the subject of further staff consultation with final decisions being taken by a subsequent Corporate Committee and as a consequence the phasing of the saving presented to Cabinet in February 2011 will now be substantially different.
- 12.2. It is anticipated that the earliest implementation date for the new arrangements would be January 2012; the consequent slippage which represents a movement of the saving between 2011-12 and 2012-13 (rather than any overall reduction in the originally proposed saving) will need to be recalculated taking into account the ability to make further savings over the forthcoming period from the ending of fixed term contracts and other measures to save non-essential costs in line with the current spending embargo in place within Children's Services. A separate calculation of the amount of slippage can now be calculated and included in future budget management reports to Members.
- 12.3. The formula which has been used to allocated resources between the clusters for Children's Centre services does not encompass the resources available for Childcare; in particular the amount of subsidy provided, which has reduced by £425,000 between 2010-11 and 2011-12, the level of resources received in support of 3 and 4 year olds through the Early Years Single Funding Formula (EYSFF) and fees.

12.4. Given that the funding for Children's Centres is devolved it is important that the Service Level Agreements (SLA) include clear performance and output standards including those relating to the maintenance of budget management and financial control. The continued receipt of funding must be dependent upon delivering such standards including those relating to financial performance.

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

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

13.2. Section 5E of the 2006 Act places a duty on the Council to consider providing services through a children's centre. The non-statutory guidance explains that, when services are not delivered directly at centres, local authorities, working with their Children's Trust partners should consider how best to ensure that the families who require services can be supported to access them. Such services should also be the subject of regular review whether provided directly by the authority or its partners, or alternatively through the commissioning of other providers or agencies.

13.3. Section 5D of the 2006 Act requires the local authority to consult before it decides to either close an existing centre or to make a significant alteration to the level and nature of the service.

13.4. The report sets out the consultation process that has taken place and demonstrates that the Council has complied with its consultation duty. The proposed way forward for the children's centre service set out in the report meets the duties of the Council under Sections 5A and 5E of the 2006 Act.

13.5. Section 5C of the 2006 Act places a duty on the Council to make arrangements to secure that each of the centres is within the remit of an advisory board. The proposals set out at paragraph 9.6 meet the requirements of this duty and follow the appropriate statutory guidance.

13.6. In reaching a decision on the proposals set out in the report, Members of the Cabinet must take account of the outcome of the public consultation. Further, due regard must be given to the Council's public sector equality duty, taking into account the attached equality impact assessment. The report also makes clear that detailed consultation is now to commence with staff and recognised trades unions on the basis of these proposals. Thus the final decision concerning the service and its staffing complement should only be taken following this latter

consultation exercise and take into account its outcome.

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

- 14.1. The full Equalities Impact Assessment (EIA) is at Appendix 4. It is based on the EIA that was submitted as part of the report to the Lead Member for C&YPS of 18<sup>th</sup> May, amended to take account of any differences between the model presented in that report and the model now proposed. It should be noted that whilst it is hoped that changes in the composition of clusters, balance of roles and line management and employment arrangements will be an improvement for children and families, these changes do not substantially alter the equalities groups adversely impacted by the proposal nor the actions needed to mitigate this impact.
- 14.2. The proposed changes to the pattern of Children's Centre delivery will result in reduced provision for children under 5 in Haringey. In terms of the equalities strands, the most relevant categories are age, maternity/pregnancy, and gender – whilst the children accessing the service are evenly split between boys and girls, parents and carers accessing the service are overwhelmingly women.
- 14.3. The model set out in this report is intended to prioritise the needs of the most vulnerable families living in the most deprived areas. As set out in Section 11 of this report, funding has been identified to support the continuation of services (including at a minimum, universal health services) within each of the 3 centres in the West where children's centre funding is no longer being provided. This will mitigate the impact for vulnerable families living in pockets of deprivation in the west of the borough. In addition outreach and family support services will be available to identify and support the most vulnerable children and families wherever they live.

#### **15. Consultation**

- 15.1. Initial proposals were set out in the consultation document (Appendix 1) and the views of the public were sought during a statutory consultation which took place between 16<sup>th</sup> March 2011 and 22<sup>nd</sup> April 2011. An addendum to the consultation was issued on 5<sup>th</sup> April 2011 (Appendix 2), setting out which children's centres would be at risk of closure if we could not sustain them all.
- 15.2. Outcomes from this consultation informed the development of the model proposed in the report of 18<sup>th</sup> May 2011, and have also been referred back to in the work of the Children's Centre Task Group to develop the model set out in this report. Full details of the consultation and the feedback are the subject of a separate report and this has been included as Appendix 3.
- 15.3. Following the Lead Member's agreement to the implementation of the

model set out in the report of 18<sup>th</sup> May 2011, the local authority began consultation with trades unions and affected staff on the changes necessary to implement the model. Schools with children's centres began consultation with their affected staff and relevant trade unions.

15.4. Following the recommendations made by the Overview & Scrutiny Committee at their meeting of 8<sup>th</sup> June 2011, the response of the Lead Member, and subsequent formation of the Children's Centres Task Group to undertake further work on the model, it was agreed to keep the staff and union consultation open, to enable the views of staff and unions to continue to feed into the development of the model. Responses received to date from staff have been considered by the task group.

15.5. The model as proposed in this report is significantly different to the one set out in the staff and union consultation documents. Therefore, an additional 30 days of consultation will take place, following which the final decisions relating to the staffing structure will be made.

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

- 16.1. Appendix 1: Consultation document
- 16.2. Appendix 2: Addendum to consultation document
- 16.3. Appendix 3: Report on the consultation feedback
- 16.4. Appendix 4: Equalities Impact Assessment

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

- 17.1. Relevant documents are attached as Appendices.