



Briefing for:	Children and Young People's Scrutiny Panel – 26 September 2013
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Title:	Response to the Cordis Bright Review of Haringey's Children's Centres
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Purpose of briefing:	To outline the CYPS response to the review reports and the proposed action plan
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Lead Officer:	Lisa Redfern, Deputy Director, Children's Commissioning
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1. Introduction

1.1 Haringey's Children and Young People's Service commissioned a review of the current model for children's centre service delivery. The review was conducted between December 2012 and May 2013 and divided into two work streams; children's centres and childcare.

1.2 The focus of the review was to;

- Review the principles which underpinned the restructure of Haringey's children's centres and establish whether the current cluster delivery model is delivering the benefits that were intended
- Identify how resources are best deployed towards direct service delivery and commissioning in order to maximise VfM, impact and improve outcomes for children aged 0-5; in particular those deemed to be the most vulnerable and disadvantaged
- Identify Haringey's children centre core service offer on the basis of commissioning for outcomes and in anticipation of an increased use of evidence based and payment by result approaches.
- Identify key priorities for the future development of Haringey's children's centre programme in light of national initiatives, emerging government policy and the Council's and Children and Young People Services' strategic priorities

- Identify good practice examples of commissioning models for children's centres
- Provide options which enable the Council to consider and make decisions about the future structure and purpose of children's centres
- Consider the role and function of children's centre childcare provision
- Consider options which enable the Council to make decisions about the future delivery of children's centre childcare

1.3 The purpose of this report is to provide a summary response to the review findings

2. Review findings and recommendations

2.1 Work Stream one: Children's Centres

The review suggested the Council should consider the following key priorities for the future development of Haringey's Children's Centres (CCs);

- A focus on improving outcomes for children and families, particularly those in greatest need of support
- Ensuring that all children's centres have contact with 80% of the families within the reach area and engage with at least 65%, supporting all to become 'good' within the Ofsted inspection framework
- Improve strategic relationship with Health to increasingly become the universal front door for CCs, thus supporting CCs to 'reach 80% of families
- Enhanced early help through increased locality working
- More rigorous approach to demonstrating outcomes, better provision of data, targets and challenge to CCs by the LA
- Sustained pressure to ensure value for money.

2.1.1 Implications for service delivery

Addressing the priorities as set out within the review would have implications for the current delivery model of children's centres, including;

- Shifting resources to delivery of early support through improved capacity for outreach, family support, advice, access to high quality childcare.
- Rationalising of management and administrative costs

- Improving partnership working and data sharing with Health and local schools as universal services to improve reach and enhance pathways to early help services
- Aligning reach areas with social care and Health, ensuring a match with wards to improve availability of local data
- Implementation of clearer commissioning approach

2.1.2 The review's consideration of the current delivery model for children's centres in Haringey identified a number of options for the Council's consideration. These were;

Option 1: Retain all 16 centres as separate entities operating as part of four clusters.

Option 2: Merge smaller centres so each centre has an average reach of 1147 children.

Option 3: A locality model featuring hub CCs and satellites (i.e. where existing CCs are reconfigured as satellites) with each locality led by a locality CC manager.

2.1.3 Further work would need to be done by the Council to evaluate the potential features and benefits of each of the options.

2.2 *Work stream two: Children's Centre Childcare*

The review recommended that the Local Authority undertake a number of actions in respect of the current children's centre childcare offer;

- Develop a detailed profile of need for high quality affordable childcare
- Use all relevant settings for childcare rather than just using children's centres
- Establish structures that more clearly delineate between its role as commissioner for specific groups of children and its current role in delivering childcare via children's centres
- Articulate the objectives of offering subsidised childcare and its current role
- Use data about the outcomes achieved for children by children's centre childcare to inform a judgement about whether the current staffing arrangements are fit for purpose
- Revise the funding formula

- Task all children's centres with a role in improving the take up of childcare across the local community especially in relation to the 2 year old programme and 3&4 free entitlement and access to childcare for vulnerable children

3. Next steps

- 3.1 The options and recommendations contained within the reports provide Haringey's Children and Young People's Service (CYPS) with a starting point for the redesign and development of the children's centre and childcare offer.
- 3.2 The CYPS recognise the need to take action to ensure that the Council are maximising the impact of children's centre services and that they can and do contribute to improved outcomes for children; particularly those from our most disadvantaged communities. It is also acknowledged that there is a need to take action to ensure that we make best use of the limited resources available.
- 3.3 The CYPS acknowledge and note the findings of the review. We will evaluate the recommendations made and some further analysis will be undertaken. An action plan will be developed setting out how the CYPS intends to address some of the key issues identified in the review. It is anticipated that the action plan will include those actions set out in Appendix I.
- 3.4 Any financial implications will become clearer once a fully costed action plan has been developed

Appendix I

General Actions	
1.	Project Board to be established, chaired by the Director of Children's Services, to drive forward the development of proposals following this review and oversee the implementation of the proposed action plan.
Commissioning Actions	
2.	Development of an outcome-based strategic commissioning approach for Children's Centre services based on profiles of need within the borough and in line with Haringey's 54,000 change programme.
3.	Review of centrally commissioned services and the arrangements for the delivery of an integrated early years service offer.
4.	Review of cluster configurations and the establishment of cluster locality models better aligned with health and other key partner services in order to improve integrated service delivery and maximise impact.
5.	Establishment of refreshed service specifications based on value for money and each centre serving at least 800 children.
6.	Development of a refreshed Performance Management Framework aligned with new Ofsted Inspection Framework for Children's Centres and updated to provide appropriate levels of rigour and challenge.
7.	Refocusing of resources towards service delivery and outreach in order to maximise impact and improved outcomes for children.
8.	Development of a childcare strategy that takes into account; <ul style="list-style-type: none"> - Sufficiency and take-up of the 2, 3, and 4 year old free entitlement offers. - Haringey's profile of deprivation and corporate priorities - Value for money and models of sustainable childcare provision - Pathways to good quality childcare for the most vulnerable children

	- Whether the Local Authority (LA) should continue to deliver childcare or not
Management Actions	
9.	Undertake an analysis of 0-5 childcare needs and develop robust profile of needs; building on latest sufficiency audit findings and linked to current corporate priorities.
10.	If the LA continues to deliver childcare, consideration given to a full restructuring to bring staff costs in line with similar Authorities
11.	Review of formula funding model for childcare. Consideration of how the distribution of resources reflects levels of deprivation across the service areas.
12.	Development of greater clarity about the outreach role of children's centres in regard to PVIs & childminders