

	<p><b>Children, Education, Libraries and Safeguarding Committee</b></p> <p><b>28 October 2014</b></p>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Early Years Review- Full Business Case</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Lead Commissioner, Family and Community Well-being Director of Public Health</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix A – Full business case Appendix B – Consultation analysis Appendix C – Update on the recommendations of the Early Years Task and Finish Group Appendix D – Equalities Impact Assessment</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>James Mass, Family &amp; Community Well-being Lead Commissioner, <a href="mailto:james.mass@barnet.gov.uk">james.mass@barnet.gov.uk</a> 0208 359 4610</p>

<p><b>Summary</b></p>
<p>The early years of childhood development present us with the best early intervention opportunity across the public sector to improve outcomes for local residents and reduce the financial burden on the state. Following a thorough review that has included significant engagement with residents, front line staff and a range of other stakeholders, the full business case (FBC) builds on the recommendations made in the outline business case (OBC), detailing how the new early years model should be developed.</p> <p>The early years model proposed has been designed to achieve the following outcomes;</p> <ul style="list-style-type: none"> <li>• Identification of and support for the most vulnerable families.</li> <li>• School readiness for all children in Barnet.</li> <li>• Positive health outcomes for all children in Barnet.</li> </ul>

- Sufficiency of high quality childcare places for children in Barnet.
- Reduce the number of adults with young children who want to return to work but are unable to.

To develop a sustainable model and achieve an improvement in the outcomes detailed above the Council and partners have developed a bold vision for early years services, designing a more flexible, targeted and collaborative model with greater community involvement and a focus on improved identification and support for vulnerable families. The new model will focus on evidence based interventions and develop a system where the state works with families, helping them to be able to support themselves.

The proposals achieve the £700,000 saving required in the Council's medium term financial strategy. The new model will preserve front-line services through developing a more cost effective management structure; more effective use of physical locations and ensuring the service is flexible and can adapt to future need.

## **Recommendations**

**1. That the Children, Education, Libraries and Safeguarding Committee note the early years review full business case and approve the following:**

- a. That a locality model of delivery for children's centres with three Ofsted registered clusters of children's centres is implemented.
- b. That all children's centres are to be managed by the local authority. Where it is appropriate, and in agreement with a school, the council's preferred option is for schools to continue to deliver childcare when located on school sites.
- c. To continue to improve joint working between health visitors and local authority early years services through joint commissioning arrangements with NHS England. To bring a recommendation to the Committee to establish a fuller form of integration by October 2015.
- d. To reduce of opening hours at Stonegrove, St Margaret's and Hampden Way children's centres but maintain sessional service delivery in each of the local areas.
- e. That officers develop a full options appraisal of alternative deliver models for the early years services and bring a recommendation, following significant staff engagement, to the Committee in October 2015.

**2. That the Children, Education, Libraries and Safeguarding Committee note the update on the recommendations of the Early Years Task and Finish Group.**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 Early years services across the public sector provide the ideal opportunity to identify risk factors in vulnerable families at an early stage and offer effective support to allow families to support themselves and reduce reliance on social care services at a later date. This will not be a quick return but a sustained focus on the early years should be a priority to help achieve longer term financial sustainability.
- 1.2 The key driver for the early years review is to design a system that more effectively identifies and support vulnerable families and improves outcomes for children in Barnet. However, this needs to be achieved in a period of reduced resources and increasing demand. Due to the economic challenge facing the British economy, councils have received reduced grant settlements since 2010 and will continue to see a reduction in funding. For Barnet, this will mean a further £72 million reduction by 2020.
- 1.3 This increase in financial pressure is combined with the increase in demand for services, with the number of 0-4 increasing, especially in areas to the West and South of the borough. These changes will put pressure on both childcare and children's centre services in particular areas of the borough and the Council needs a flexible solution to be able to meet demand.
- 1.4 Furthermore, the current early years system in Barnet is a complex result of many years of incremental change and does not support dedicated and hard-working staff to have the most impact on improving outcomes for families in Barnet. To achieve a system that really works for families a more flexible, targeted and joined up service is needed.
- 1.5 To achieve our vision of supporting more vulnerable families at the earliest stage, whilst reducing the base budget by £700k, there is a requirement for whole system change, to avoid budget reductions involving a significant reduction in front-line services.

## **2. REASONS FOR RECOMMENDATIONS**

### **Case for continued investment**

- 2.1 The early years of a child's life are crucial, with eighty per cent of brain development happening before a child is three years old. As outlined above, the investment made in the early years of a child's life offers the best chance to improve a child's outcomes in later life, reducing the risk of them requiring more intense and expensive public sector support.
- 2.2 Our local case history, based on a set of interviews with social workers and family support workers, demonstrated that there was an opportunity to intervene early and reduce the number of children who need higher level support, including troubled families, child protection and looked after children.
- 2.3 Moreover, a growing number of research papers and government reviews are emphasising the importance of early intervention and early years support on

the long term outcomes for children. This is not only for the more vulnerable families, but has an impact on all children.

- 2.4 Although Barnet has significantly higher than average attainment level throughout schools, there are still 40 per cent of children who do not getting a good level of development at age 6 (early years foundation stage profile). A continued investment in early years can support the effort to reduce the gap between the least and most deprived children in Barnet, giving more children the opportunity to succeed at school and in later life, reducing costs such as truancy, the need for extra SEN support and whilst improving the outcomes for children.
- 2.5 It is achievable to develop a new early years model that supports more vulnerable families at the earliest stage, whilst reducing the budget by £700,000; any further 'stop' savings would significantly limit the ability of the service to improve the health and wellbeing of all families in Barnet, especially the most vulnerable. If the service were reduced to the statutory minimum service a further saving of £1.5 million would be possible from the early years budget, However, it is highly likely that any such reduction would be highly likely to lead to poorer outcomes for families and as a result an increase in social care in excess of this saving.
- 2.6 However, with investment of £1.5m per year of public health funding by 2019/20 there is potential to manage demand for social care services, increase the life chances of all children in Barnet and for wider savings to be achieved across the public sector. Many local authorities are reducing early intervention services to save costs and whilst this maybe an easier option in the short term, investment in early years has the biggest chance of achieving improved outcomes for children in Barnet, setting them up with the skills to succeed in life.

### **Financial benefits**

- 2.7 The changes proposed as part of the new early years FBC will reduce the family services budget by £700,000.
- 2.8 The new model will allow for a new early years system that will be able to identify and support vulnerable families better and by continuing to invest in early years services there is the potential to make savings through the reduction of social care costs through improved early intervention and prevention. The business case projects financial benefits from reduced costs from the looked after children budget of £321,000 by 2019/20, with potential for further £500,000 savings from 2020/21 to 2024/25.

### **Non-financial benefits**

- 2.9 The new early years model will create a system that works for families and will have significant benefits to the delivery of high quality early years services and outcomes for children in Barnet as well as expanding the reach of early years services. These include;

### *Children's centres and family support*

- A locality model will allow for a more strategic approach to early years, ensuring consistency and effective performance management across the network. It will also give the ability to share resources, learning, training and expertise across the borough.
- Integration of health visitors will increase collaborative working across early years, improve information sharing and increase the reach of early years services.
- Improve co-ordination of the early years model with a range of partners, including early years settings and social care services (both adults and children's)
- Increasing the number of volunteers will increase the capacity of the early years services whilst supporting parents to develop their skills, confidence and employability.
- Improve the ability of early years services to identify and support the most vulnerable families in the borough, improving life outcomes for the borough's most vulnerable children.

### *Childcare and early education*

- A cost neutral children's centre childcare offer will ensure the continuation of high quality childcare.
- A new centralised and aligned early years standards and childcare support team will provide a simpler and more streamline offer to childcare providers and improve targeted use of resources to support childcare providers who require the most support.
- Ensure sufficient high quality childcare, especially in regard to the expansion of the FEE2 offer.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The FBC builds on the range of options considered as part of the OBC and outlined in section 6 of the FBC [Appendix A].
- 3.2 There are 6 different options appraisals focused on service delivery, followed by consideration of the service model for early years services. Each options appraisal is different depending on the options being considered but the section generally outlines strategic priorities, advantages, disadvantages, consultation feedback and a recommendation. This section also outlines the high level service model for children's centres and the childcare and early education.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Subject to approval, by the Children, Education, Libraries and Safeguarding Committee, the implementation of the new early years model will be taken

forward as outlined in the implementation section of the FBC. Significant milestones to note are:

- Termination of the Barnet Pre-school Learning Alliance contract to deliver children's centre services from Stonegrove children's centre - early 2015.
- Staff consultation on the proposed new structure - early 2015.
- Go-live with new early years model – August 2015.
- Report to Children, Education, Libraries and Safeguarding Committee on long term delivery model for early years – October 2015.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The Early Years Review supports Barnet's Children and Young People's Plan 2013 – 2016, which sets out a vision that 'every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment'. The early years priorities as part of the Children and Young People's Plan are;

- Engage families early to ensure children have happy lives at home.
- Provide high quality health services for mothers and young children.
- Ensure children in need of support are identified early and appropriately supported in their early years.

5.1.2 The key outcomes outlined for the early years review align with both the Public Health Outcomes Framework and a key principle of the Barnet Health and Wellbeing Strategy.

*Public Health Outcomes Framework;*

- Children in Poverty.
- School readiness.

*Barnet Health and Wellbeing Strategy;*

- 'Preparation for a healthy life – enabling the delivery of effective pre-natal advice and maternity care and early-years development'.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

#### **Finance**

5.2.1 This section outlines the current cost of the early years service, the savings achieved through service re-design, the costs avoided due to improved early intervention and the investment from public health.

5.2.2 The table below outlines the 2014/15 early years spend and the source of funding;

<b>Service</b>	<b>Budget (2014/15)</b>	<b>Funding Source</b>
<b>A. Children's Centres and Family Support</b>		
Children's Centres	£3.576m	Family Services budget
Children's Centre teaching allocation	£297k	Designated Schools Grant
Children's Centres support	£279K	Family Services budget
Health Visitors	£3.8m	Public Health England*
Family Nurse Partnership	£300k	Public Health / NHS England (£150k each)
Community Midwives	£1.5m	Clinical Commissioning Group*
Healthy Children's' Centres	£285k	Public Health
Speech and Language Therapy	£48.6K	Clinical Commissioning Group / Family Services budget*
<b>Total</b>	£10.076m	
<b>B. Childcare and Early Education</b>		
Free eligibility for 3&4 year olds	£15.705m	Designated Schools Grant
Free eligibility for 2 year olds	£3.85m	Designated Schools Grant
Early Years Vulnerable Fund	£275K	Designated Schools Grant
Early years standards / Support for childcare	£733K	Family Services budget / Designated Schools Grant
Raising standards for quality provision for childcare providers	£63.8K	Family Services budget
<b>Total</b>	£20.527m	
<b>Total (A+B)</b>	£30.602m	

5.2.3 The total of spend on early years is approximately £30 million. It is important

to note that a significant amount of this funding is Designated School Grant, with over £19.5million going directly to childcare settings who provide the free eligibility offer for 2, 3 and 4 year olds. Spend from LB Barnet base budget in 2014/15 was £4.2m.

5.2.4 The family services budget will see a reduction in spend from the base budget from £4.2m in 2014/15 to £2m in 2019/20.

5.2.5 One objective of the early years review is to reduce the family services base budget by £700k, profiled as £575k across 2015/16 and £175k in 2016/17.

5.2.6 There is a proposal for public health investment to be used to support the delivery of early years services, as outlined in the table below.

<b>Financial year</b>	<b>Savings (cumulative)</b>	<b>Early years budget (family services)</b>	<b>Public health investment (cumulative)</b>	<b>Total spend on early years</b>
2015/16	£525,000	£3,675,000.00	£0.00	£3,675,000.00
2016/17	£1,075,000	£3,125,000.00	£375,000.00	£3,500,000.00
2017/18	£1,450,000	£2,750,000.00	£750,000.00	£3,500,000.00
2018/19	£1,825,000	£2,375,000.00	£1,125,000.00	£3,500,000.00
2019/20	£2,200,000	£2,000,000.00	£1,500,000.00	£3,500,000.00

5.2.7 The allocation of public health spend to early years is being judged against a set of clear criteria. The final decision will be made at Health and Wellbeing Board on 13 November 2014.

5.2.8 By continuing to invest in early years services there is potential to make savings through the reduction of social care costs through improved early intervention and prevention. The business case makes an assumption that no financial benefits are accrued until 2016/17 from the re-modelling of early year's services. This financial analysis is based on a tracking back exercise undertaken in August 2013 in Barnet and has a range of assumptions built in. It is important to note the savings potential outlined is very modest.

5.2.9 Further to the savings outlined in the table above, the costs avoided through early intervention are estimated to equate to £321,000 by 2019/20, with a potential further £500k savings from 2020/21 to 2024/25.

<b>Financial year</b>	<b>Saving (Cumulative)</b>	<b>Where is saving made</b>
2016/17		Looked After Children, Assessment and Children in Need
2017/18	<b>£131,000</b>	
2018/19	<b>£291,000</b>	
2019/20	<b>£321,000</b>	



5.2.10 The full business case outlines the resource requirement to deliver the changes proposed as part of the early years review. The resource requirement for the delivery of the new early years model is **£345,290** the details are outlined in the table below;

<b>Role</b>	<b>Description</b>	<b>Cost</b>	<b>Time</b>
<b>Project Management</b>			
Project management team	Project management responsibility for delivery of Early Years Implementation outputs	£82,500	9 months
<b>Operational Implementation</b>			
Early years Transformation Manager	Strategic development and management responsibility for delivery and implementation of new operating model; includes overall management of staffing, recruitment, service delivery, stakeholder management; organisational/ policy development	£99,840	8 months
Service Development Team	Development of policy, practice and procedures. Ensuring operational readiness for go-live of the new way of working.	£126,950	9 months
Transformation resource (technical)	Developing service level agreements with schools and partners	£36,000	3 months
<b>Total for Operational Implementation</b>		<b>£345,2905</b>	

5.2.11 There will be Estates and IT costs as part of the implementation of the new early years model and these will be considered as part of the capital budget cycle between December 2014 and March 2015.

5.2.12 Final decision on the allocation of resources outlined above sits with Policy and Resources Committee and will be part of the capital budget cycle between December 2014 and March 2015.

## **Procurement**

5.2.13 There should be no new procurement activity as part of the recommendations outlined in the FBC. Any procurement within the service over the next year will be part of business as usual.

## **Staffing**

5.2.1 Due to the reduction in budget of £700k across 2015/16 and 2016/17 there will be an impact on staff, with the staff consultation period planned for early 2015. The project will continue to use a detailed communications plan to ensure transparency, support and information flow for the individuals involved.

5.2.2 All staff are currently employed by the London Borough of Barnet except those employed by Stonegrove for the Barnet Pre-school learning alliance where the Council believe that TUPE applies.

5.2.3 Staff who are currently employed by schools which deliver children's centre services will be transferred to the local authority prior to any staffing changes. The Council will also submit a request to the Pre-School Learning Alliance, as part of the TUPE process, to carry out consultation on the proposed changes to the overall structural with Pre-School Learning Alliance (employed under the Stonegrove children's centre contract) employees prior to their TUPE transfer to the Council, as per the updated Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014.

### 5.3 Legal and Constitutional References

5.3.1 The Childcare Act 2006 sets out the statutory duties for local authorities in relation to childcare and children's centres. The following sections are particular relevant:

- Section 1 – duty to improve the well-being of young children and reduce inequalities.
- Section 3 – duty to make arrangements to secure that early childhood services are provided in an integrated manner to facilitate access and maximise benefits to young children and their parents.
- Section 4 – duty on commissioners of local health services and Jobcentre Plus to work together with local authorities in their arrangements for improving the well-being of young children and securing integrated early childhood services.
- Section 5A – arrangements to be made to ensure sufficient children's centres to meet local need.
- Section 5C – duty to ensure each children's centre is within the remit of an advisory board.
- Section 5D – duty to ensure there is consultation before any significant changes are made to children's centre provision in their area.

5.3.2 Statutory guidance in relation to children's centres was published in April 2013. This confirms that there is a presumption against closure of children's centres and when consulting on significant changes, everyone who could be affected should be consulted, including local families, users of the centres, children's centre staff, advisory board members and service providers. Particular attention should be given to ensuring disadvantaged families and minority groups participate in the consultation. Decisions following consultation should be announced publicly and give reasons for the decision.

5.3.4 There is a statutory duty to consult. As a matter of public law consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;

- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals; and
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.

5.3.5 When making policy decisions, the Council must take account of all relevant considerations; including importantly the duty to give due regards to the public sector equality duties and in particular any potential differential and/or adverse impact. The Council must also have regard to and weigh up all countervailing factors, including financial resources, which in the context of the function being exercised, it is proper and reasonable for the Council to consider.

5.3.6 The guidance confirms that children's centres should have a named health visitor and access to a named social worker as a minimum. The guidance recommends that children's centres are commissioned as part of local authorities' wider early intervention strategy and strategy for turning around the lives of troubled families.

5.3.7 Children's centres are subject to Ofsted inspection. From April 2013, inspections are organised according to how local authorities deliver their children's centres. If centres are grouped and share leadership and management, they will be inspected together under one Ofsted registration, however the individual centres will still be referred to as individual centres, so that parents are aware of where local services are provided.

5.3.8 Each children's centre must have an advisory board, however centres clustered together can share a board. The board must include representatives from each children's centre within its remit, the local authority and parents and prospective parents in the area. Other representatives should be included on the board as set out in the guidance.

5.3.9 This report is compliant with the Council constitution.

## 5.4 Risk Management

5.4.1 Risks associated with the delivery of this project will be managed and reported in accordance with the corporate risk and project management processes and will also be reported through existing democratic processes.

5.4.2 The current provision through children's centres is established in its current format. The new model for early years will involve significant changes to the current service and risks disruption to the established service. A robust implementation plan has been developed to ensure this does not happen.

5.4.3 Failing to deliver a new commission for early years risks not achieving the most cost effective model for early years and missing an opportunity to take

advantage of the opportunities for improved working across the local authorities and partners. The new model will also ensure the Council focuses resource on targeting and supporting the most vulnerable families in the borough.

5.4.4 The key risks and mitigations for the project are outlined in the table below.

<b>Risk Description</b>	<b>Risk Outcome / Impact</b>	<b>Mitigation</b>
Risk to the delivery timescales of the project if agreement on detail of implementation with schools does not progress on schedule.	Impact on delivery timescales and potential negative impact on relationships with schools impacting on service delivery.	Plan in place for continued discussions with schools, ensuring good communication and staged transfer of operational management.
A risk that an Ofsted inspection could be initiated in the transition period or the new model could trigger an Ofsted inspection.	Potential impact of significant change meaning service is not resourced to react to an Ofsted inspection.	Continuity plans will be put in place and additional resource provided if required to ensure service levels are protected during the transition period.
Risk that suitable individuals cannot be recruited at the required level for both implementation roles and in the new structure.	This could impact on the success of change management, delivery timescales service delivery.	There is a plan to allow for a sufficient period of time for recruitment, with job evaluations at market value to improve the likelihood of successful recruitment.
There is a risk that the proposed timescales slip, especially in regard to IT work stream	Delays impact on project timescales, impacting on delivery of savings, service delivery and staff morale.	Detailed implementation planning with adequate resources against work streams.
There is a risk of impact to service delivery during the change process.	Possible impact on service quality.	Effective Change Management procedures have been planned as part of the implementation process.

Risk Description	Risk Outcome / Impact	Mitigation
There is a risk that the proposed Stonegrove insourcing takes too long to be part of formal restructure.	This is likely to impact on project timelines and/or on staff transferring to the Council.	Early engagement with Stonegrove about transition process and plans.
There is a risk that the implementation costs for the project escalate.	Increased cost and reputational damage.	Detailed review of proposed implementation costs to ensure they are sufficiently robust.

## 5.5 Equalities and Diversity

5.5.1 The Council and all other organisations exercising public functions are required under the Equality Act 2010, to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

5.5.2 An equalities impact assessment was completed as part of the outline business case. This has been updated as part of the full business case and can be found in in Appendix D. The children's centres are more likely to be used by children aged 0-5, parents of those children, particularly women and pregnant women. Marital status may be relevant as many parents receiving support from the centres are lone parents, although there is currently no data on marital status.

5.5.3 A key strategic aim of the new model for early years is to improve the targeting of the most vulnerable families in the borough. This approach is to ensure we focus resources on those who most require support. This is an attempt to reduce inequality, by targeting the most vulnerable at an early age, with an objective to reduce inequality in educational attainment and health and wellbeing. Ensuring support to increase employment opportunities for parents will support a number of protected groups. Improving the targeting of services will have a positive impact on those families most in need, which impacts on the protected characteristics of age, gender, disability and potentially marital

status. Whilst reducing the opening hours of some centres has a potentially negative impact on users of those centres, services will continue to be offered from those centres and other centres in the locality will have existing opening hours, which should mitigate any negative impact.

## 5.6 Consultation and Engagement

5.6.1 The 'Barnet early years review: finding a better way to support children under five and their families' consultation was conducted between 24 June 2014 and 12 September 2014 and involved the engagement of over one thousand residents and stakeholders in Barnet. The table below outlines the level and method of engagement.

Method	Summary	Participants
Online questionnaire	Available at Engage Barnet	134
Paper questionnaire	Paper copies of the questionnaire were circulated children's centres	150
Citizen's Panel questionnaire	A questionnaire went to all Citizen's panel members to get a representative sample of Barnet residents.	623
Workshops with targeted families	5 workshops were held with targeted parents to get their views on early years	31
Workshops with staff and volunteers	5 workshops were held with staff and volunteers to their views on early years	42
Drop-in sessions at 9 locations across Barnet	Drop in sessions were held at children's centres and libraries to get feedback and help parents complete questionnaires.	180
<b>Total</b>		<b>1,160</b>

5.6.2 The changes consulted on were informed by earlier engagement with children's centre workers, health professionals and families.

5.6.3 The public consultation has informed the full business case and will go on to guide the implementation of the new early years model subject to Committee approval. Consultation feedback has been included throughout the early years review full business case (Appendix A) and a full consultation report can be found at Appendix B. Whilst there was generally a positive response to the changes proposed, a number of areas of concern were identified.

5.6.4 Some key concerns were raised around the following;

<b>Section</b>	<b>Concern</b>	<b>Mitigations</b>
Aims	Some respondents disagreed with parents of very young children going out to work and thought that where suitable, services should support parents to stay at home.	The relevant aim has been changed from 'to increase the number of parents with young children returning to work' to 'reduce the number of adults with young children who want to return to work but are unable to'.
Vision – A more flexible model of support	Some respondents were concerned that this could mean staff moved around and worked at different venues and that this could have a negative impact on the relationship between families and staff.	Whilst the new model will involve staff working more flexibly, it will ensure that consistency of staff at locations is achieved; ensuring trust and relationships between families and staff is preserved.
Vision – A more targeted model of support	Parents felt strongly that the universality of services was important and that if it was only for 'deprived' or 'needy' people there would be a stigma attached and people would be put off from attending.	Universal services will be preserved within the new model as the council recognises the importance of universal services in identifying and supporting families with additional needs.
Vision – Increasing the involvement of parents and communities in children's centres	Some respondents felt that volunteers could add more to children's centres but that they could not replace professional staff.	The Council are not proposing that volunteers replace professionals, but that they offer a way to expand the capacity of the service. The new model will increase capacity to support, train and develop volunteers to ensure they can provide effective support to families and they can develop skills, supporting individuals back to work.
Proposed changes - Locality model	It was emphasised that when children's centres were initially developed that they would be within pram-pushing distance of vulnerable families to reduce the barriers to accessing services and this principle should continue to be centre of the early years offer.	The new locality model will continue to use a range of venues across the borough to ensure services are offered in venues that are accessible to vulnerable families.

Section	Concern	Mitigations
Proposed changes – Children’s centres managed by one organisation	Respondents from number of children’s centres said that they thought engagement with the community and schools was important and there was some concern about how services, resources, responsibility and staff would be split between CCs and adjoining schools and nurseries.	The Council and schools have been in dialogue over potential changes over the last few months and will continue in discussions to ensure a solution that best services children and families is achieved as part of the implementation of the new early years model.
Proposed changes - Changing of opening hours for certain buildings	Parents felt that reducing opening hours does not help parents, that fewer hours means lesser service and that the council should not close or change settings.	<p>Due to the budget reduction of £700k the council has to make difficult decision in regard to children’s centres. The proposed changes are based on a detailed needs analysis, considering where there is the most need for services.</p> <p>Where there are proposed reductions in opening hours the council will maintain sessional service delivery in each of the local areas.</p>

## 6. BACKGROUND PAPERS

- 6.1 Early years review – PSR proposal and public consultation paper, Children, Education, Libraries and Safeguarding Committee, 23 June 2014.
- 6.2 Early years review outline business case, Cabinet, 2 April 2014.
- 6.3 Early years review task and finish group report, Cabinet, 25 February 2014.