

Children and Young People Overview and Scrutiny Committee

26th September 2013

Call-in – Early Years Commissioning

Recommendations

That the Children and Young People Overview and Scrutiny Committee consider the call-in request and the issues and decide what action, if any, it wishes to take from the following three options:

- 1) Set out its concerns in writing and ask the decision-taker to reconsider;
- 2) Refer the matter to Full Council; or
- 3) Decide to take no action

1.0 Report to Cabinet

- 1.1 On 12th September 2013, Cabinet considered the proposals as outlined in the Early Years Commissioning report. A copy of the report to Cabinet is attached at **Appendix A**.
- 1.2 At that meeting, Cabinet considered the outcome of the Early Years and Children's Centres consultation exercise and the proposed three options that had been included in the consultation document. Cabinet approved Option 1 as the preferred delivery model for Children's Centres with a number of revisions, which had been outlined in the report as a result of the consultation. It also approved a one-group approach for Children's Centres in the Rugby area.
- 1.3 A copy of the minutes of the Cabinet meeting is attached to the end of this agenda.

2.0 Reasons for Call-in

- 2.1 The following reasons for the call-in were submitted by the members on 17th September 2013:
 - The option determined by Cabinet is not the option that was available for public consultation; and
 - The Overview and Scrutiny Committee will need to consider the Equality Impact Assessment.
- 2.2 A copy of the Equality Impact Assessment is attached at **Appendix B**.

3.0 Recommendation

3.1 A copy of the call-in process, which includes the options available to the Overview and Scrutiny Committee, is attached to this agenda. The Committee must consider the issues, in light of the reasons for the call-in, and decide what action, if any, it wishes to take from the following three options:

- 1) Set out its concerns in writing and ask the decision-taker to reconsider;
- 2) Refer the matter to Full Council; or
- 3) Decide to take no action

Cabinet

12 September 2013

Early Years Commissioning

Recommendations

- 1) That Cabinet approves **option one** as the preferred delivery model for Children's centres with the revisions outlined in section 14 of this report as a result of the consultation.
- 2) Cabinet considers the Rugby 2-Group proposal outlined in 11.5.1 in response to the consultation feedback and rejects this in favour of the 1- group approach in option one.
- 3) That Cabinet approves the commissioning and contracting of the two-year offer from the children's centres outlined in the report
- 4) That Cabinet approves the continued policy to charge a nil or peppercorn rent from all WCC owned properties and only applies a market rent for the properties specified in part 9.10 of this report.
- 5) That Cabinet approves a change to the lease agreement (where permitted by our own lease in the case of properties held on lease by WCC) to allow children's centres to generate additional income to support Children's centre provision through the hiring of rooms to appropriate organisations or persons.
- 6) That Cabinet approves and authorises the Strategic Director of People group and the Strategic Director for Resources to carry out the procurement process and enter into all relevant contracts for the provision of Children's Centres on terms and conditions acceptable to the Strategic Director for Resources.

1. The Early Years Offer

- 1.1 We know that our early years shape how we are as adults and the quality of services available for Warwickshire's youngest children is important to help make sure all children have the best possible start in life. Intervening early, therefore, makes sense on every level; it prevents issues escalating and so makes better use of resources whilst also increasing the likelihood of improving the lives of our most vulnerable children and their families.
- 1.2 Warwickshire children's centres offer support to families by providing a mix of childcare, family and parenting support, health advice, support groups, and

information and advice on a range of family issues. We intend to protect these services and indeed extend them to include nursery education as part of the Early Years Offer.

- 1.3 We know children's centres are important to local people and we want to ensure they continue to provide quality services that offer value for money, and respond to the needs of those families who benefit most from pre-birth and early years support.
- 1.4 The proposed Early Years Offer is to provide across Warwickshire children's centres:
 - 1) Groups for children (eg. stay and play, chatter matters)
 - 2) Groups for parents (eg. adult learning, job clubs, family learning)
 - 3) Family Support (eg support with finance, housing, emotional issues etc)
 - 4) Parenting support (eg. Triple P groups)
 - 5) Child and family health advice and services (eg. breastfeeding support, health visitor clinic sessions, Family nosh, Toddler nosh, stopping smoking)
 - 6) Support groups for families (eg with children with an additional need or disability)
 - 7) Information, advice and signposting on family issues
 - 8) Nursery education
- 1.5 The ambition of The "Early Years Offer" is to focus upon the importance of preparing children well for their entry into school by pooling resources to support better life chances for all children in their early years. To do this, the aim is to bring together family support, education and health services to improve school readiness for all youngsters, and enable parents to give their children the best start in life.
- 1.6 In protecting this offer however, we need to consider different ways of delivering these services due to the limited and reducing resources available.
- 1.7 The purpose of this report is to reach an agreement for the future commissioning of Children's Centre provision and to set out a rationale for pooling resources across the People Group to support better life chances for all children in their foundation years through the physical integration of the early year's provision within the Learning and Achievement Business Unit and the Early Intervention Business Unit.
- 1.8 The vision for the People Group is to champion the learner by adopting a focus on early intervention so that resources are targeted appropriately to support our vulnerable children, young people and families. Evidence articulated in key policy drivers such as Frank Field's review on Poverty and Life Chances (2010), the Independent Tickell review of the Early Years Foundation Stage (2011) and the Graham Allen's, 'Early Intervention: The

Next Steps (2011) all make clear the importance of supporting better life chances by intervening early.

- 1.9 Early intervention does not necessarily mean early in a child's life, it means identifying risk and targeting support so that risk does not escalate into need, however, research demonstrates (The Effective Provision of Early Education 2004) that it is in the early years that the level of influence to transform poor life chances is heightened.
- 1.10 Intervening early, therefore, makes sense on every level; it prevents issues escalating and so makes better use of resources whilst also increasing the likelihood of transforming the lives of our most vulnerable children and their families.
- 1.11 Childcare Act 2006. The local authority is under a general duty to improve the well-being of children under five in their area, and reduce inequalities between those children. As part of fulfilling that duty the local authority must make arrangements to secure that early childhood services are provided in an integrated manner. Within those arrangements the authority must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need. There is no prescribed number of children's centres and the local authority can take account of facilities provided both inside and outside of its area in determining whether there is sufficient provision. There is also a duty to secure sufficient childcare for working parents and to make available free of charge certain early years provision.

2. Why do we need an Early Years Offer?

- 2.1 Evidence from our Statistical Neighbours report (Appendix A) shows that there is an attainment gap in the Early Years Foundation Stage (EYFS) between the most and least deprived, which is more marked than that of our statistical neighbours. Warwickshire ranks as 7th out of the 11 neighbours. This is not good enough. Our efforts to improve must concentrate on those with the poorest outcomes.
- 2.2 Targeted support is crucial if everybody moves forward, those behind are still left behind. We must therefore recommission our children's centres to ensure that they are focussing on those most in need. We are also aware of the link between deprivation and poor outcomes in early years. For this reason, we will continue to target resources in children's centres in areas of deprivation.
- 2.3 We have recently reviewed our 2012/13 school readiness scores and on the face of it, they don't make good reading. The provisional Good Level of Development results show that Warwickshire is 7% below the national average of 52%. With 7 responses from our statistical neighbours so far, Warwickshire is ranked bottom.

However, there is an overall percentage fall in this indicator across the country that is being attributed to the changes that the Government introduced for these assessments starting in September 2012:

<http://www.education.gov.uk/schools/teachingandlearning/curriculum/a006810/2/early-years-foundation-stage-eyfs>

To achieve a Good Level of Development now, children have to be “Awarded an Expected or Exceeding grade in **all** Prime and **all** Literacy and Mathematics early learning goals”. This is a revision from the previous scoring in which across all measures of early development to provide an overall score. The change is a strengthening of literacy and maths goals have and now it would only take one of these not be achieved for the child not to be counted within the ‘school readiness’ indicator.

As with everything, it always takes time for new changes to ‘settle down’ and we won’t have evidence to indicate if Warwickshire’s school readiness programmes/teaching is on a decline compared to national or stat neighbours for a couple more years. Either way, Children’s Centres play a key role in this early development and need to be aware of the new EYFSP framework and Government developments in this area in order to support the children they work with.

- 2.4 The Council monitors the sufficiency of nursery education places across the county. We will continue to work with the market to ensure a sufficiency of places. Where there are gaps in sufficiency we will ensure that children’s centres are part of the solution.
- 2.5 The county is in a strong position to attract, and continue to involve, a diverse range of organisations with a track record of supporting families and young children to find innovative ways to offer services and support.
- 2.6 To move our vision into action, it is necessary to set out the plan to get there. The objective of the offer is to:
 - identify the resources to achieve our vision to champion the learner within their early years;
 - identify the enablers that will support us to achieve our vision; the systems and processes that will make best use of resources to support better outcomes;
 - identify the outputs, the measurables that will enable us to demonstrate success;
 - identify the outcomes that will tell us when we have achieved our vision; our success criteria-how will we know we have transformed life chances? What will success look like?

3. Children's Centre Current arrangements.

- 3.1 Like many councils, we have to make difficult decisions about how we save money. A reduction in government funding means we have to significantly reduce the council's total budget by 2014. All council services are under review and we have already made significant savings. Changing the way we support children through their early years is just part of this. We have already identified £1.4m of savings (2013/14) from internal administrative support services, by restructuring our early years teams, by reducing allocations to Children's Centre teams, and by trading some of our services.
- 3.2 In the next financial year (2014/15) a savings target of £2.3m has been approved by Cabinet and Council against a current Children's Centre budget of £7.5m. This equates approximately to a 30% reduction of the current budget.
- 3.3 To make these savings the local authority must find new ways to deliver Children's Centre services in local communities. In determining the best arrangements and to achieve value for money, considerations must be taken to ensure centres are configured to meet the needs of local families. This will require us to pool our resources in the ways that we will describe below.
- 3.4 By looking at funding currently allocated to both early years provision and children's centres we believe that we can significantly reduce the impact of the proposed budget reduction. This holistic view of wider pre-school service delivery will be adopted to help ensure the best use of all early years' resources not just children's centres but also how we best develop the nursery provision for 2 year olds, and how to continue to offer this provision for 3 and 4 year olds within Children's Centres (where there are sufficiency gaps).
- 3.5 Prior to reaching school age, Warwickshire County Council commissions a wide range of support for children (and their families) in their early years (0-5 years old) from a broad mix of providers including Council based services, schools and the voluntary and community sector.
- 3.6 We also work closely with key partners including community health teams, midwifery, Warwickshire Welfare Rights Advice Service (WWRAS) and Citizens Advice Bureau (CAB), Job Centre Plus and Adult and Community Learning.
- 3.7 In Warwickshire, there are currently 39 children's centres and 1 outreach site which are either run by Warwickshire County Council, or contracted out and run by another organisation. Ofsted have rated 95 per cent of centres as outstanding or good.
- 3.8 A strength of Warwickshire's current arrangement that will be retained and enhanced is the 'mixed market' approach – reduced risk by using a range of providers from whom Warwickshire gains a variety of specialist and innovative practices. The current mix of providers is broken down as follows:

Type of existing provider in Warwickshire	Number of Centres
WCC School / Nursery Governors	11
Warwickshire County Council staff	10*
Two Community Groups	2
Health	1
Four Voluntary Community Sector providers (VCS)	15
TOTAL	39

*It should be noted that the 10 Centres run by directly WCC may no longer be so therefore transfer of in-house staff will need to be taken into account.

3.9 To meet our Sufficiency obligations a Local authority must:

- 1) identify parents and those expecting a baby in their area and encourage them to use children's centres; and
- 2) ensure there are sufficient children's centres, so far as reasonably practicable, to meet local need.
- 3) ensure that a network of children's centres is accessible to all families with young children in their area;
- 4) ensure that children's centres and their services are within reasonable reach of all families.
- 5) target children's centres services at young children and families in the area who are at risk of poor outcomes through, for example, effective outreach services, based on the analysis of local need;
- 6) demonstrate that all children and families can be reached effectively;
- 7) ensure that opening times and availability of services meet the needs of families in their area;
- 8) take account of families crossing local authority borders to use children's centres in their authority. Families and carers are free to access early childhood services where it suits them best; and
- 9) take into account wider duties under section 17 of the Children Act 1989 and under the Child Poverty Act 2010.

3.10 'Designated' status obliges Centres to independently meet Ofsted requirements. However, some of the smaller children's Centres can never, by definition, demonstrate their ability to meet the full 'Core Purpose' on which Ofsted judges them. These Centres are therefore unable to achieve the required 'Good' or 'Outstanding' OFSTED outcomes. Therefore a key outcome that the revised model is seeking to achieve is to address this anomaly. The new operating model provides the opportunity for Children's

centres to deliver the core purpose across a group or collaboration of children's centres rather than a single site.

- 3.11 Despite this, each Centre plays an effective role in reducing inequalities, and has developed a high profile in the Centre's community. This profile and accessibility makes Centres well placed to deliver a widening range of services in the heart of the communities they serve.
- 3.12 The main strategy to date to support the work of Children's Centres in reducing inequalities has been to use a formula to adjust funding in favour of Children's Centres with certain characteristics in their area of 'reach'. The current formula uses a deprivation index to allocate funding to areas of most disadvantages although does not consider the mix and balance of services on offer or the opening hours of each individual site

4. Options and Proposal

4.1 What options for Children's Centres have been explored by the local authority?

The Group and Collaboration model.

This revised model has been designed to build on the current arrangements by facilitating shared management and administrative support across all Centres in each group or collaboration wherever possible and practical. As a result each centre, working with the other Centres with which they are grouped, has the potential to better meet community needs and meet the OFSTED requirements to the highest possible level.

Changes to the Ofsted Inspection Framework for Children's Centres (April 2013), which introduced Groups, Collaborations and Single Centres has made us think of using this type of model rather than using "cluster" terminology

Groups – a number of centres operating under one leadership model and offering integrated services that meet the core purpose. Single inspection by Ofsted from April 2013.

Collaborations – a number of children's centres are run by different bodies but collaborate to offer the core purpose. This provision is inspected jointly as part of a locality inspection by Ofsted but each CC gets separate grades and reports.

Single Centres – single entity with own leadership, may still be inspected by Ofsted as part of 'locality' inspection but will receive own grade and report.

The group and collaboration model has a number of advantages:

1. Economies of scale – making better use of public money by ensuring services are focussed around the needs of families and local communities
2. Shared Leadership and Management – joint investments between partners to support the effectiveness of business planning and sustainability of provision
3. Inclusion and outcomes for all children (Children’s Centres, Health, Early Years and Childcare PVI sector)
4. Shared vision and priorities - holistic offer across localities empowering parents to reduce dependency
5. Greater flexibility within localities aiming to target the families with most need using a suite of evidence based interventions
6. The management of transitions and the effectiveness of partnership working with schools and other local providers
7. Creating models for peer to peer support using our outstanding providers to embed practice across the County

4.2 In summary our approach to deliver the Early Years Offer within a reduced budget is to:

1. Target resources

- Ensuring that Children's Centres are commissioned to deliver access to all local families in need. Children's Centres are to be managed and funded accordingly to meet the needs of the most disadvantaged children and families.

2. Making the most from all available resources

- Drawing in funding from the 2 year old early education places into Children's Centres by commissioning places in Children's Centres from 2014.
- Drawing in funding from the 3 and 4 year old early education places into Children's Centres by commissioning places in Children's Centres in areas where there is a lack of sufficiency from 2014.
- Drawing in funding from the Adult and Community Learning budget to commission Adult Learning directly by the Children's Centres where needed most.
- Allowing the opportunity for income generation for each area group to be held and reinvested in front-line Children's Centre services.
- Generating income by trading County Council services for quality improvement and training in Early Years provision.

3. Ensure that management and support staffing structures are fit for purpose

- Proposing that children's centres work in formal groups or collaborations in order to achieve savings through management restructuring.
- Achieving savings from restructures to the WCC Early Years and Children's Centres support team in order to offset the impact to front-line services and to meet the needs of the changing plans for Early Year.

4. Work in partnership

- Identifying with South Warwickshire NHS Foundation Trust where additional Health Visiting resources (coming on stream by 2015) will be placed and how they will deliver services.
- Working with other partners to reduce costs whilst maintaining and improving quality of service.

We would also take further advantage of economies of scale by looking at opportunities to co-locate services, providing more services for families in their own homes and community venues, and some specialist services delivered jointly.

5. Payment by results.

We are not proposing to include payment by results a part of this change. Payment by results were piloted across the country in early 2011 and ran until March 2013 early decisions on rollout were to have been taken by early summer 2012, to enable sufficient lead-in time for national and local data collection systems to be in place by early 2013. Final decisions on the measures were not taken and it is questionable if this will be rolled out nationally. Regardless of this, it was always intended that local authorities would decide which, if any measures, to use for local payment of providers by results. To this end we intend to strength the outcomes framework within our future delivery contracts to ensure that the core purpose and local priorities are delivered.

The information in the cabinet report provides further information on the current service and how the new model promotes service improvements through more efficient and targeted ways of working.

6. The recommendation includes some service re-design and improvement because:

- All 12 groups will be put out to open and competitive tender and it is expected that there will be no NON school WCC managed and governed centres.

- increasing the number of Centres open to the rigours of competition is the best guarantee of quality and value – 10 Centres are currently run in-house the intention is that, where practical, they will be put out to tender, there are exceptions to this which will be discussed later where building ownership and full integration with other services effectively rules out the possibility to tender that site
- offering a single provider the chance to compete for a group/s or collaboration/s of geographically close Centres enables efficiencies through shared administrative and management support, as well as improvements through sharing of good practice and staffing rotation
- OfSTED inspections will be of a group or collaboration of centres, at this time, some of the smaller centres are unable to offer ends the ceiling on their aspirations to become OFSTED Good or Outstanding Centres

5. How do we compare nationally?

- 5.1 National research published by the Daycare Trust and 4Children in January 2011 found that 7 per cent of children's centres were closing or expected to close, while 56 per cent would provide a reduced service and 86 per cent were facing budget cuts of some sort.
- 5.2 Using freedom of information responses received from 151 of England's 152 top-tier councils 401 Sure Start children's centres have closed during the last two years with London (126) and the south-east (62) are the regions that have seen most closures.
- 5.3 Looking more closely at the 401 closures, only 25 (less than 1% of the total number of centres) were what it termed "outright closures". The other 376 centres were reduced by reorganisations, including the merger of two or more centres.
- 5.4 Local authorities are required to notify the Department for Education of any changes to any asset funded by the Sure Start grant, including children's centres. As of the 8th August 2013 over 200 changes relating to children's centres have so far been notified to the department and the potential clawback implications of each of these changes have been considered.
- 5.5 To date **no clawback** has been applied to any children's centre as local authorities have been able to show that even after the changes to the children's centres, they continue to deliver predominately Early Years services by way of nursery provision or the 2 year old offer for example, which is a condition of the original grant.

5.6 Summary of non closure changes that have occurred nationally.

- Income targets for children's centres have also been increased in some instances, with the temporary appointment of centre development managers to maximise potential revenue from those who can afford to pay.
- A number of council's are facing around 10 per cent cut in children's centre budgets, the savings were made by management rationalisation (in both in-house centres and those delivered by voluntary sector partners), reducing the number of staff in each session, and adjusting the preparation time allocated for each session. In some instances, this has meant changing the frequency and length of sessions to accommodate an operating model that optimises preparation and delivery time.
- Meanwhile, a council with a more substantial 35 per cent cut to children's centre budgets has operationalised the 'hub and spoke' model of children's centre delivery – with a core of main centres and a number of smaller delivery hubs. Some centres, therefore, deliver fewer sessions but coverage is retained across the whole local authority area with no centres facing closure.

6. Proposals for public consultation.

- 6.1 We have considered the various options available and have come up with a number of proposals for how we can deliver the Children's Centre services in different ways to meet the Early Years Offer.
- 6.2 We have identified that savings can be made by revising how Centres operate in different areas. We have looked at **groups**, **collaborations** and **single centres**. Centre closures are also part of our considerations but we would hope to avoid this.

Groups – a number of Children's Centres operating under one management and governance model in a geographical area and offering integrated services that meet the core purpose for children's centres (explanation in glossary). Single inspection by Ofsted from April 2013.

Collaborations – a number of Children's Centres run by different management governance bodies in a geographical area but who collaborate to offer services, which jointly meet the core purpose. This provision is inspected jointly as part of a locality inspection by Ofsted but each Children's Centre receives separate grades and reports.

Single Centres – a single Children's Centre with its own management and governance. It fully delivers the core purpose for children's centres. This may still

be inspected by Ofsted as part of 'locality' inspection but will receive its own grade and report.

- 6.3 In order to protect the Early Years Offer and achieve the savings required, three options are proposed:
- **Option 1** - Early Years Offer provided through groups and collaborations of Children's Centres. No Children's Centres would close under this proposal.
 - **Option 2** - Early Years Offer provided through groups and collaborations of Children's Centres. Five Children's Centres and one outreach site would close or cease to provide the Early Years Offer under this proposal.
 - **Option 3** – Early Years Offer provided through 33 single Children's Centres. Five Children's Centres and one outreach site would close or cease to provide the Early Years Offer under this proposal.
- 6.4 The preferred option that officers will recommend to Cabinet is Option 1. The consultation seeks to test whether, within available resources, this option is preferred by the public or whether other options are more favourable.

Option 1 - Early Years Offer provided through groups and collaborations of Children's Centres. No Children's Centres would close under this proposal.

Children's centres would operate in a group or collaboration in a geographical area. The following groups of Children's Centres are proposed:

Proposed Groupings – Option 1
North Warwickshire
Atherstone Early Years Centre, Coleshill Children's Centre, Kingsbury Children's Centre, Mancetter Sure Start Children's Centre, Polesworth Children's Centre
Bedworth 1
Bulkington Children's Centre, St. Michael's Children's Centre
Bedworth 2
Bedworth Heath Children's Centre & Nursery School, Rainbow Children's Centre
Nuneaton 1
Abbey Children's Centre, Riversley Park Children's Centre, Ladybrook Children's Centre
Nuneaton 2
Park Lane Children's Centre, Camp Hill Children's Centre, Stockingford Children's Centre
Rugby
Boughton Leigh Children's Centre, Cawston Children's Centre, Claremont Children's Centre, Dunchurch & District Children's Centre, Hillmorton Children's Centre, Newbold Riverside Children's Centre, Oakfield Children's Centre,

Wolston Children's Centre
South Warwickshire
Wellies Children's Centre, Badger Valley Children's Centre, Lighthorne Heath & District Children's Centre
South West Warwickshire
Clopton and District Children's Centre, Alcester & District Children's Centre, Stratford Children's Centre, Studley & District Children's Centre
Southam
Southam & District Children's Centre
Kenilworth
Kenilworth Children's Centre & Nursery school, St. Johns Children's Centre (Kenilworth)
Leamington
Dale Street Children's Centre (outreach), Kingsway Children's Centre, Lillington Children's Centre & Community Centre, Sydenham Children's Centre, Whitnash Children's Centre
Warwick
Warwick Children's Centre & Nursery School, Westgate and Newburgh Children's Centre

The Early Years Offer would be delivered across the group or collaboration. This may mean that some individual Children's Centres will no longer provide the full Early Years Offer, but a nearby Children's Centre would. The precise arrangements for how much and how frequently individual Children's Centres within a group or collaboration would provide different parts of the Early Years Offer would be agreed locally between WCC and the provider.

Under this option no Children's Centres would close.

It is anticipated that the successful bidders will reduce the current costs of provision in order to operate within the reduced contract prices, it is estimated that costs will be reduced in some or all of the following ways:

- Reducing the management structure across Children's Centres -£0.8m
- Reducing activity across a group or collaboration of Children's Centres (but maintaining provision of the Early Years Offer across the group or collaboration) -£1.5m

Income that could be generated to offset the reduced contract value:

- Possible income generation countywide through providing nursery education in Children's Centres for 2 year olds (as £0.9m

described on page 8)

- New income generating powers awarded to successful bidders such as the opportunity to hire rooms to appropriate other users.

Option 2 - Early Years Offer provided through groups and collaborations of Children's Centres. Five funded Children's Centres and one outreach site would close or cease to provide the Early Years Offer under this proposal. This would allow resources to be targeted in areas of deprivation, insufficient provision and lack of readiness for school.

The Early Years Offer would be delivered across the group or collaboration. As per Option 1, this may mean that some individual Children's Centres will no longer provide the full Early Years Offer, but a nearby Children's Centre would. The precise arrangements for how much and how frequently individual Children's Centres within a group or collaboration would provide different parts of the Early Years Offer would be agreed locally. The following groups of Children's Centres are proposed:

Proposed Groupings – Option 2
North Warwickshire
Atherstone Early Years Centre, Kingsbury Children's Centre, Mancetter Sure Start Children's Centre, Polesworth Children's Centre
Bedworth 1
Bulkington Children's Centre, St. Michael's Children's Centre
Bedworth 2
Bedworth Heath Children's Centre & Nursery School, Rainbow Children's Centre
Nuneaton 1
Abbey Children's Centre, Riversley Park Children's Centre, Ladybrook Children's Centre
Nuneaton 2
Camp Hill Children's Centre, Stockingford Children's Centre
Rugby
Boughton Leigh Children's Centre, Cawston Children's Centre, Claremont Children's Centre, Hillmorton Children's Centre, Newbold Riverside Children's Centre, Oakfield Children's Centre, Wolston Children's Centre
South Warwickshire
Badger Valley Children's Centre, Lighthorne Heath & District Children's Centre
South West Warwickshire
Alcester & District Children's Centre, Stratford Children's Centre, Studley & District Children's Centre
Southam
Southam & District Children's Centre
Kenilworth

Kenilworth Children's Centre & Nursery school, St. Johns Children's Centre
Leamington
Kingsway Children's Centre, Lillington Children's Centre & Community Centre, Sydenham Children's Centre, Whitnash Children's Centre
Warwick
Warwick Children's Centre & Nursery School, Westgate & Newburgh Children's Centre

Under this option Children's Centres would close or cease to provide the full Early Years Offer.

The criteria upon which centres are proposed for closure under this option are:

- a) that the locality is able to continue to meet the sufficiency duty for Early Years provision with the Children's Centres remaining in the locality
- b) that other Children's Centres in the locality are able to continue to provide the full Early Years Offer (either independently or in a group or collaboration)
- c) that there is limited risk of capital funding being recouped by DfE due to little or no money invested in capital or due to the fact that Early Years provision would continue to be delivered in the building
- d) that provision is maintained in areas of highest deprivation and where the attainment gap at the Early Years Foundation Stage is at its greatest

Five Children's Centres and one outreach site have been identified for possible closure based upon the above criteria. These are:

Children's Centre	Closure or Cease full Early Years Offer
Park Lane, Nuneaton	Cease full Early Years Offer. Childcare provision to be made available.
Wellies, Wellesbourne	Closure
Dunchurch, Rugby (this is a 'virtual' Children's Centre with activity taking place in an area rather than a building)	Closure
Coleshill, North Warwickshire	Cease full Early Years Offer. Childcare provision to be made available.
Clopton, Stratford	Closure
Dale Street, Milverton, Leamington (this is an outreach site of Lillington Children's Centre)	Closure

It is anticipated that the successful bidders will reduce the current costs of provision in order to operate within the reduced contract prices. It is estimated that the cost will be reduced in some or all of the following ways:

- The closure or ceasing the full Early Years Offer at five Children’s Centres and one outreach site -£0.7m
- Reducing the management structure across Children’s Centres -£0.6m
- Reducing activity across a group or collaboration of Children’s Centres (but maintaining provision of the Early Years Offer across the group or collaboration) -£1.0m

Income that could be generated to offset reduced contract price:

- Possible income generation countywide through providing nursery education in Children’s Centres for 2 year olds. £0.9m
- New income generating powers awarded to successful bidders such as the opportunity to hire rooms to appropriate other users.

Option 3 - Early Years Offer provided through 33 single Children’s Centres. Five funded Children’s Centres and one outreach site would close or cease to provide the Early Years Offer under this proposal. As per option 2, this would allow resources to be targeted in areas of deprivation, insufficient provision and lack of readiness for school.

This means operating 33 single Children’s Centres, while five Children’s Centres and one outreach site would be closed or cease to provide the full Early Years Offer. The 33 Children’s Centres would be:

Abbey Children’s Centre	Kenilworth Children’s Centre and Nursery	Southam Children’s Centre
Alcester Children’s Centre	Kingsbury Children’s Centre	Stockingford Early Years Centre and Library
Atherstone Early Years Centre	Kingsway Children’s Centre	Stratford Children’s Centre
Badger Valley Children’s Centre	Ladybrook Children’s Centre	Studley Children’s Centre
Bedworth Heath Nursery and Children’s Centre	Lighthorne Heath Children’s Centre	St Johns Children’s Centre
Boughton Leigh Children’s Centre	Lillington Children’s Centre	St Michaels Children’s Centre

Bulkington Children's Centre	Mancetter Children's Centre	Sydenham Children's Centre
Camp Hill Children's Centre	Newbold Riverside Children's Centre	Warwick Children's Centre and Nursery School
Cawston Children's Centre	Oakfield Children's Centre	Westgate and Newburgh Children's Centre
Claremont Children's Centre	Polesworth Children's Centre	Whitnash Children's Centre
Hillmorton Children's Centre	Riversley Park Children's Centre	Wolston Library and Children's Centre

Under this option five Children's Centres and one outreach site would close or cease to provide the Early Years Offer. These are the same centres as described in Option 2.

A key difference between this proposal and Option 2 is that each of the 33 Children's Centres would continue to offer the full Early Years Offer independently as opposed to delivery across a group or collaboration model. However, in order to manage within the reduced contract price each Children's Centre would be operating from a significantly reduced allocation inevitably resulting in far less activity in each of those remaining. As single Children's Centres, less cost reductions would be available via management restructure.

The required savings will be met by:

- The closure or ceasing the full EYO at five Children's Centres and one outreach site -£0.7m
- Reducing the management structure across Children's Centres £0
- Reducing activity across Children's Centres (but maintaining provision of the Early Years Offer in each centre) -£1.6m

Income that could be generated to offset reduced contract price:

- Possible income generation countywide through providing nursery education in Children's Centres for 2 year olds. £0.9m
- New income generating powers awarded to successful bidders such as the opportunity to hire rooms to appropriate other users.

Summary for 10 Local Authority directly managed Children's Centres.

Area of Warwickshire	Name of Centre	Proposal under Options	Future Grouping
North Warwickshire	Mancetter Coleshill	Coleshill proposed for closure under Options 2 and 3	Both centres to be included in the North Warwickshire group
Rugby	Claremont Newbold Riverside	No closures	Rugby 1 (subject to Cabinet approval of Rugby groupings))
	Oakfield Cawston cluster include: Cawston Wolston Dunchurch	Dunchurch is proposed for closure under Options 2 and 3	Rugby 2 (subject to Cabinet approval of Rugby groupings)
South Warwickshire	Badger Valley Wellies	Wellies is proposed for closure under Options 2 and 3	South Warwickshire group

Summary of alternatives not chosen

Alternative?	Why not?
No change	This would not identify the £2.3m of savings that are required. Opportunities would be lost for efficiencies through extended use of the competitive market.
Decommission Children's Centres	Local 'hubs' of family-centred and family-friendly services would be replaced by lower profile outreach services that are harder to locate, access and understand by the public. Co-located professionals such as Health Visitors would be displaced. Services such as weighing clinics would be displaced causing service disruption. Capacity would be lost to capitalise on foot-fall to further develop whole family approaches on site e.g. community learning, targeted youth support, job centre Loss of the benefits of early intervention through intensive integration.
Close 17 centres to save £2.3m	Savings could be achieved through the closure of 17 children's centres, however this has been rejected as it would not provide sufficient coverage of children's centres across the county
All Children's Centres managed in house	Internal line management as well as performance management poses a conflict of interests. This is not LA Policy.
All Children's Centres	Full competition could not be achieved due to

competitively tendered	reliance on Schools and premises owned by 3 rd parties able to manage the provision themselves and unwilling to accept an alternative.
Organise Children's Centres over the sub region as a whole	Sub regional partners are not able to collaborate, justified by the localised nature of Children's Centre provision.
Reduce all Children's centre budgets by 32% to save £2.3m	The budget of the 39 children's centres could have been reduced. This option has been rejected as it would make many centres unsustainable in the medium and long term.

In the event of physical closure or early childhood services no longer taking place in that building, capital from buildings/assets could be recouped by the Department for Education. We are unable to state how much this is likely to be until a business case to close a centre is submitted to the Department, but to date nationally there has not been any clawback of this nature.

Commissioning Nursery Education in Children's Centres.

It is a fact that many children who have experienced early education will have an easier transition when they move into school. As they have already had opportunities to express themselves and to socialise through a range of creative, physical, emotional and social play opportunities, they will be more confident in interacting with other children and different adults.

All local authorities have been delivering some form of a targeted offer to their most disadvantaged 2 year olds since September 2009. The scheme is currently targeted in the most disadvantaged areas of the County.

From September 2013, there will be a statutory entitlement (confirmed in the Education Act 2011) to 15 hours per week of early education for 38 weeks per year for every disadvantaged two year old. Places are expected to be required for around 20% of two year olds nationally. The early education entitlement for two-year-olds will be further expanded to cover more children from September 2014 with additional funding made available to reflect this significant increase.

In order to be able to generate income, we propose that children's centres are now commissioned as a provider of nursery education for 2 year olds. In addition, where there are sufficiency gaps, children's centres should also be a provider of nursery education for 3 and 4 year olds.

It will remain the choice of the parent of whether they wish to use their nursery education entitlement at children's centres or with an independent provider.

2 Year old Places to be commissioned from Children's Centres

Nuneaton 1

Abbey	0
Riversley Park	16 or 32 TBA

Ladybrook	0
Total	16 or 32

Nuneaton 2

Park Lane	24
Camp Hill	0
Stockingford	16
Total	40

Bedworth 1

Bulkington	0
St Michaels	32
Total	32

Bedworth 2

Bedworth Heath	36
Rainbow	0
Total	36

Rugby

Boughton Leigh	12
Cawston	8
Claremont	12
Dunchurch	0
Hillmorton	8
Newbold	8
Oakfield	8
Wolston	0
Total	56

South Warwickshire

Wellies	0 TBA
Badger Valley	8
Lighthorne Heath	12
Total	20

South West Warwickshire

Clopton	0
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Alcester	8
Stratford	TBA
Studley	0 TBA
Total	8

Southam

Southam	12
Total	12

Kenilworth

Kenilworth	TBA
St Johns	12
Total	12 TBA

Leamington

Dale St	0
Kingsway	0
Lillington	8
Sydenham	12
Whitnash	0
Total	20

Warwick

Warwick	16
Westgate/Newburgh	TBA
Total	16 TBA

North Warwickshire

Atherstone	16
Mancetter	0
Kingsbury	0
Polesworth	0
Coleshill	0
Total	16

Maximum number of potential places to date = 300

300 places x £4.95 x 15 x 38 = £846,450 for a full year, assuming all places filled all year.

Issues to consider

Place funding can only be done until the end of the trajectory funding period (March 2015), from that date all funding must be done on actual places filled – so although we can ‘commission’ Children’s Centres to provide these places, their funding will soon depend on them actually filling them which we believe they can, but this is not guaranteed funding.

Funding will only be given to the Centres who actually provide places that are attended by children. It cannot be spread across all Children’s Centres as a contribution to the overall budget.

7. Increased health visiting resources in Warwickshire

- 7.1 The implementation of the new health visiting service in Warwickshire will contribute to the Early Years Offer by providing the best possible start in life for children by providing families with the support they need when they need it most. This is a fundamental part of the “core purpose” and will ensure that a large proportion of the universal offer for children’s centres is maintained post the reduction in funding.
- 7.2 The Integrated and Community Care Division of South Warwickshire NHS Foundation Trust and NHS Warwickshire will work together to implement the new health visiting service by March 2015. The Integrated and Community Care Division has been engaged with the roll out of Children’s Centres across Warwickshire. Of the 39 centres and over 50% of the health visiting teams are co-located with Children’s Centre staff.
- 7.3 There are currently 79.63 WTE health visitors working in Warwickshire along with a variety of skill mix within the teams. This includes Community Staff Nurses, Community Nursery Nurses and Health Visiting Clerical Assistants. The Strategic Health Authority (SHA) requires Warwickshire to increase the number of whole time equivalents by 42.5 by 2015. 12 new health visitors were trained in 2011/2012 and the plan is to recruit at this level or above for the next three years to reach the additional 42.5 target.
- 7.4 The health visitor’s caseloads have been organized geographically so that each health visitor relates to a children’s centre area rather than an attachment to a GP surgery and resources have been allocated to mirror the allocation model for Children’s centre resources to ensure those areas with most need are targeted. The focus for both the children’s centres and the health visiting service is early intervention with a specific emphasis on parent/infant interaction and attachment.
- 7.5 All of the health visitors undertook attachment training at Warwick University in 2010 and trained in the use of promotional interviews. Since that time the health visitors are seeing pregnant women at around 28 to 30 weeks of pregnancy to carry out the promotional interview.

- 7.6 There are a number of activities carried out universally in Children's Centre by the health visiting team and there is a team around the child approach. These include for example, baby massage, child health clinics, parent craft classes and "Chatter Matters" which is a programme promoting speech and social interaction. There is also a recently signed a partnership agreement between Health Visiting Teams and Children's Centres which sets out clear guidance about what each can expect from the other.
- 7.7 There have been more challenges engaging the midwives in Children's Centre agenda and the input is inconsistent across the County. There are three Acute Trusts with maternity units and this adds to the challenge. However there is some good practice in many of the Children's Centres such as booking clinics, post natal clinics, handover from the midwife to health visitor clinics.

8. Linkages with Priority Families ('Troubled' Families Programme).

- 8.1 The national Troubled Families Programme (in Warwickshire known as the 'Priority Families Programme') **may** in due course come to be seen as a significant development in relation to the Early Years Offer.
- 8.2 The Programme started in April 2012 and will run initially until March 2015. Through a combination of up-front funding (attachment fees) and moneys derived from Payment by Results, the County Council and its partners have committed to work with and 'turn round the lives' of 805 families.
- 8.3 These families are identified through the application of imposed national criteria that relate to Crime /Anti-Social Behaviour, Education (poor school attendance, exclusions and behaviour issues) and Out of Work (where an adult family member receives a qualifying DWP out of work benefit).
- 8.4 The Priority Families Coordinator and officers leading work in relation to the Early Years have collaborated closely in order to ensure that the benefits of the Programme can be made available to those families with younger, pre-school children that are eligible for support / challenge through the Programme.
- 8.5 However, both locally and nationally it has been found that the criteria for identifying families favour those that have older children and that there are comparatively few families with younger, pre-school children that qualify for support.
- 8.6 As a result of the Spending Review (May 2013) the duration of the Programme is scheduled to be extended to March 2018.
- 8.7 The criteria that will apply after 2015 are unknown but **may** be altered so as to encourage closer linkages between the Programme and Early Years

initiatives. Whilst officers are aware that this is an issue that Government is considering, we are unlikely to have a complete picture of the new criteria that will apply until Spring 2014 at the earliest.

- 8.10 More detailed information about the Priority Families Programme is available from:

www.warwickshire.gov.uk/priorityfamilies

9. Property considerations for options 2 and 3.

- 9.1 Both options 2 and 3 proposed, if chosen, would result in closures of children's centres and as discussed previously, potentially result in capital clawback by the DfE. The six sites that are proposed to close under these options are listed below. Consideration for delivery in the area has been balanced between need in the area and potential capital clawback by the DfE.

1. Centre Name and Location

Park Lane (Nuneaton) Managed and governed by WCC School

What do they deliver now

Deliver full core purpose

What will they deliver post closure

Will deliver childcare only with a focus on the provision for two year olds

What are the clawback implications

£345,554

Where will the services be delivered post closure

The services will be delivered by the remaining Children's Centres in the locality which are Stockingford and Camphill

2. Centre Name and Location

Wellies (Wellesbourne) Managed and governed by WCC School

What do they deliver now

Deliver full core purpose

What will they deliver post closure

Health services will continue to be delivered in the locality of Wellesbourne reach area. Discussions will take place with the library service as to the continued provision of early years services.

What are the clawback implications

£509,049

Where will the services be delivered post closure

Services to families will be offered via outreach support from Badger Valley.

3. Centre Name and Location

Dunchurch (Rugby) Managed and governed by WCC School

What do they deliver now

This is a Virtual centre (no identified building) activity is provided in via outreach from Cawston . Does not presently delivery full core purpose at an independently designated Children's Centre

What will they deliver post closure

Services will still continue to be delivered via outreach from Cawston but Dunchurch will no longer be a designated centre and will not be funded as such.

What are the clawback implications

£63,597 is recorded against the outreach site at Bawnmore infant school, which we would stipulate would continue to be used by the group or collaboration.

Where will the services be delivered post closure

As per present arrangements on outreach basis from Cawston but without formal designation of virtual centre.

4. Centre Name and Location

Coleshill (north Warwickshire) Managed and governed by WCC School

What do they deliver now

Presently deliver full core purpose

What will they deliver post closure

Will deliver childcare only; focus on 2 year old offer.

What are the clawback implications

£494,989

Where will the services be delivered post closure

Via outreach from the remaining centres in the North Warwickshire group

5. Centre Name and Location

Clopton (Stratford) Managed and governed by SPP

What do they deliver now

Presently deliver full core purpose but the site is shared with the school (Thomas Jolyffe) who utilize the site for early year provision for part of the week .

What will they deliver post closure

The shared space will be used for outreach purposes by the remaining centres in the group. The school will continue to use the site.

What are the clawback implications

£314,917

Where will the services be delivered post closure

Via outreach from the group to this building.

6. Centre Name and Location

Dale Street (Milverton) Managed and governed by A4C

What do they deliver now

This is not a designated Children's Centre but is presently funded as a designated site, it is an outreach of Lillington so as such does not deliver full core purpose.

What will they deliver post closure

Will still deliver the same or similar services.

What are the clawback implications

£0

Where will the services be delivered post closure

They will deliver outreach services in to the locality from the remaining Children's Centres in the group.

- 9.2 We believe that if we are able to implement the changes outlined above then we would not be liable for DfE clawback although this is a risk that will need to be tested through the return of business cases that outline the changes and ongoing usage for all assets. The DfE will seek to ensure that the assets will continue to deliver predominately Early Years services (for the life of the asset) and that can be by way of 2 year old provision. The returns made to the DfE would require details of the services that would be delivered under the changes, days/ hours per week and type of services. If they believe any of the assets will no longer deliver predominately Early Years services they will most likely invoke clawback. It should be reiterated that to date, nationally there has been no clawback of this nature.
- 9.3 Until we have completed our consultation and a preferred option has been agreed by Cabinet we will not be able to clarify the position with regards to clawback fully.

Property considerations.

- 9.4 Draft leases (with plans) for all properties subject to the tender exercise will have to be ready by the date that the service contract goes out to tender (4th November 2013). The draft leases will include rights and reservations in respect of the site. Condition surveys will be required for all of the properties prior to granting the leases.
- 9.5 In the case of Children's Centres already let to external service providers we would be looking to the service providers to comply with the terms of their original leases prior to the end of their occupation on 31 March 2014. If the condition surveys indicate that the properties require redecoration and/or repair and their leases required them to do this then the current occupant should carry out the work.
- 9.6 In the case of properties, which have not been let on lease before (no external service provider) then the condition surveys will need to indicate whether works are required to be completed by WCC prior to leasing. Once leased it will be the tenant's responsibility to repair during that period.
- 9.7 The properties should be let to service providers in good condition so if at all possible any outstanding works of maintenance should be carried out (at WCC expense) prior to granting the leases. If we do not carry out the works then we could include in the lease a copy of the schedule of condition and require the tenant to return the property in no worse a condition.

- 9.8 It should be noted though, that most of the Children's Centres are located in relatively new (or recently refurbished) buildings so all being well there should not be a great deal of maintenance expenditure required.
- 9.9 The leases to service providers will make the tenant responsible for internal repair and maintenance; the landlord will be responsible for external and structural repairs and maintenance of the central heating plant.

Lease costs to Service providers.

- 9.10 As now the tenants in future will be required to pay for utilities, business rates etc either direct or (if not separately metered / assessed) the appropriate proportion of these costs. At this time leases for all Children's centres are provided at a nil or peppercorn rent with two notable exceptions. Bedworth Heath Leisure and Community Centre and the Riversley Park Children's Centre at Our Lady of the Angels RC Primary School in Nuneaton. At these two locations WCC pays market rents for our own leases on these properties and as a result we will be required to recover these costs from the service provider. The underleases to service providers will incorporate any rent review provisions contained in WCC's own leases.
- 9.11 St Nicholas Park Clinic which hosts Ladybrook Children's Centre is held on lease from the PCT but has a long rent free period to cover the fitting out and refurbishment costs so it will be several years before any rent is payable to the landlord. The Claremont Children's Centre is held on a lease from the Coventry Diocesan board of finance at a market rent. This centre is currently operated by WCC, under any new service contract, the lease to a service provider will be at the same rent as is currently paid by WCC and will incorporate the annual RPI rent review provision contained in WCC's lease.
- 9.12 The former Bedworth Heath Library is a surplus property and was due to be sold with the capital receipt allocated to the Property Rationalisation Programme (PRP) but is now occupied as a Children's Centre. The Children's Centre pays £7,000 per annum to Resources to recompense the PRP for the lack of a capital receipt (otherwise there would be a shortfall in the PRP savings). This rent will be included (and charged) in the lease to a service provider.
- 9.13 It is proposed that the rentals included in the new Children's Centre leases for Our Lady of the Angels, Bedworth Heath Leisure & Community Centre, Claremont Children's Centre and the former Bedworth Heath Library are allocated to the Early Years Property Budget whether direct from the service tenant as rent, or via an equivalent revenue transfer from Early Years for the rent equivalent to avoid the need to charge and recover rent from the tenant.
- 9.14 Landlord's costs (external and structural maintenance, maintenance of the central heating plant, buildings insurance etc.) will be recovered from tenants via a service charge.

- 9.15 In the event that a Children's Centre is exempted from the tender exercise and is operated directly by Early Years rather than a third party provider then all costs (rent, internal and external repair and maintenance, utilities, business rates, buildings insurance etc.) will be funded by Learning & Achievement / Early Years.
- 9.16 The model presented in this report is based on the assumption that £2.3m will be the maximum reduction in funding to Children's centres so any changes to the charging of Nil or peppercorn rent will significantly reduce service delivery beyond what has been considered in this report. It is therefore requested that Cabinet agree to the continuation of nil or peppercorn rent for those centres that are not subject to market rents as indicated in part 8.10 of this report.
- 9.17 It is good estate management practice to determine a rental figure in any lease, even those associated with a service contract. This helps safeguard the Council's position in the event that the service contract is terminated for whatever reason and either the lease continues or the tenant does not vacate the property (in which case the rent will be charged). Whilst rare, these situations can occur and the recent legal case of *Newham LBC v Thomas Van-Staden 2009* highlights there are no guarantees for vacant possession at the expiry of unprotected leases.

Whilst establishing a rent is recommended as part of the tender exercise it is suggested that Early Years confirm that no rent will be demanded during the lease whilst the service contract remains in place. This results in the status quo where service contract costs are minimised with no additional cost for rent but has the advantage that if the tenant remains in occupation for whatever reason after the service contract ends a rent is then payable as stipulated in the lease, rather than a peppercorn.

10. Equality impact.

- 10.1 The Council must under the Equality Act 2010, have due regard to the need to (a) eliminate discrimination, harassment and victimisation, etc (b) advance equality of opportunity and (c) foster good relations. . The particular protected characteristics dealt with by the Act are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. Members must consider the effect that implementing a particular policy will have in relation to equality before making a decision and must have an adequate evidence base for its decision making. Careful consideration of the outcomes of Equality Impact Assessments are one of the key ways in which members can show "due regard" to the relevant matters. The duty is a continuing one and Equality Impact Assessment is attached as Appendix B.

11. Feedback from Consultation.

- 11.1 The consultation document outlines all the responses that were received over the course of the 9-week consultation period. (This is a large document published electronically and with paper copies in Group Rooms. The Executive Summary is attached as Appendix C). This section is to provide a summary of the key themes that were identified as a result of this consultation. The main conclusion from respondents was just how highly valued the services provided by children's centres are and a strength of feeling that these must be protected.
- 11.2 1,575 responses were received in total. This includes all online responses to the questionnaire, paper responses, comments from all those who attended consultation meetings and other questions and comments received in to the Children's Centre email account during the 9-week consultation period.
- 11.3 Option 1 (WCC Officers preferred option) was selected as the preferred option.
51.8% selected option one (no closures) as their preferred model.
20.3% selected option two
6.0% selected option three
21.9% did not state a preferred option.
- 11.4 As a result of the consultation, officers maintain their preferred option as OPTION 1, which would not result in any Children's Centres closing
- 11.5 As part of the consultation, views were sought on the design of the groupings proposed in the options section. There were a number of key suggestions that were made:
- 11.5.1 Concerns were expressed with regards to the size of the group that was proposed for Rugby. The group proposed would see a group of 6 children's centres and 2 outreach sites. Respondents expressed concern about the size of this group and proposed it to be split in to two, or even three groups.

Rugby 1

Newbold Riverside Children's Centre, Claremont Children's Centre and Boughton Leigh Children's Centre operate as a group.

Rugby 2

Hillmorton Children's Centre, Cawston cluster (to include Wolston and Dunchurch) and Oakfield Children's Centre operate as a group.

Officers accept that there is a weight of opinion against the proposed 1 group for Rugby and have therefore proposed an alternative 2-group approach. Officers feel that this 2-group approach takes in to account the feedback from the consultation. It should be noted that **Officers still favour the 1 group Rugby option.**

Officers feel strongly that the 1-group approach supports the greatest opportunity for financial savings under the single governance arrangements.

Officers accept the comments that a group of 8 children's centres may appear to contradict Ofsted's recommendation of a group made up of between 4 and 6 centres. It should be noted that as Wolston and Dunchurch are outreach centres and Dunchurch a virtual centre, the group is in effect made up of 6 centres and 2 outreach sites and therefore does fit with the Ofsted recommendation.

Officers also feel that the 2- group Rugby model proposed from the consultation feedback does not work geographically as this leaves Hillmorton isolated from the rest of the group. It also does not afford the greatest opportunities for savings to be made from the management and governance. As with the 2-group proposal, the feedback for the 3-group proposal was predominantly based on a feeling that there were too many centres in the group. Officers feel that this is not sufficient enough reason to justify a change in their preferred option, so although a 2-group model has been outlined for consideration we feel that a 1-group Rugby model is not only more practical, but also provides the greatest opportunities for management savings.

11.5.2 In Kenilworth Officers had proposed a collaboration of the two centres.

Officers felt that this would be the most practical for future governance. As a result of the consultation the two Kenilworth centre's users, staff and governors have indicated a preference for a group model. Officers were happy to accept this suggestion and would favour a group model in Kenilworth as opposed to the original collaboration model. Officers feel that this approach will allow greater potential for savings to protect frontline services.

11.5.3 In Nuneaton there was a strong preference for a 1-group approach rather than the 2-group approach proposed by officers. Officers accept that the 1-group approach is preferable so in response would propose a 1-group approach of 6 centres in which Stockingford collaborates with a group of 5 other centres.

Officer originally proposed a 2 group model to take in to consideration proposed exclusions from the tendering process and to ensure a greater focus on areas of high deprivation. As a result of a significant amount of work undertaken the tendering process has been revised so only Stockingford in this group would not be open to competitive tendering. The weight of opinion from service users and staff to support the one group model is hard to ignore and officers feel the 1-group approach will allow greater potential for savings to protect frontline services.

11.5.4 Within Leamington and Warwick respondents suggested a revised proposal to retain Westgate and Newburgh with the Leamington centres as this is currently operated by a single provider and works well. Whilst officers accepted that this arrangement currently worked well, it was felt that to change the proposed model to suit one current provided could be seen to be against an open and competitive tender process and officers prefer the original proposal that favours governance of centres in the locality.

11.5.5 The final key theme from the consultation was a proposal to close centres in the most affluent areas. On the whole these suggestions were not supported with specifics in terms of which centres respondents felt should be closed.

Officers did not favour this approach; the 3 options proposed by officers were based on known need in localities as a result of a detailed needs analysis. The needs analysis identified that whilst there was less need in more affluent areas, there was still a need. Officers feel that the weighted funding formula for centres already takes in to account a significant weighting for deprivation factors that means that areas with higher levels of need get proportionally more funding. Officers also felt that sufficiency of provision could be questioned if this blanket approach were taken.

11.5.6 Respondents also wanted more say in the services that are delivered from each children's centre. In response to this officers will include a requirement within the service specification for each group and collaboration to ensure parents are engaged in decision-making around the governance, timetabling and mixture of provision. This proposal fits with the revised Ofsted framework for children's centres.

11.5.7 Respondents also requested that officers support further income generation by centres. In response to this officers have inserted recommendation 4 in to this report. That Cabinet approves a change to the lease agreement (where permitted by our own lease in the case of properties held on lease by WCC) to allow children's centres to generate additional income to support Children's centre provision through the hiring of rooms to appropriate organisations or persons. This will allow centres to maximise the use of the building resource to hire out rooms, as and when appropriate, to generate additional funding that is to be reinvested in the centre.

11.5.8 There were a number of other comments and suggestions made that are outlined in the consultation document. These were often just general comments and not proposing alternatives for officers to consider.

12. Amendments to Option 1 proposal as a result of the consultation.

Proposed Groupings – Option 1

North Warwickshire

Atherstone Early Years Centre, Coleshill Children's Centre, Kingsbury Children's Centre, Mancetter Sure Start Children's Centre, Polesworth Children's Centre.

Bedworth

St Michael's children's Centre operates as a single site, collaborating with Bedworth Heath Children's Centre and Nursery School, Rainbow Children's Centre and Bulkington Children's Centre operating as a group.

Nuneaton

Stockingford Early Years Centre and Library operates as a single site, collaborating with Park Lane Children's Centre, Camp Hill Children's Centre,

Abbey Children's Centre, Riversley Park Children's Centre and Ladybrook Children's Centre who will operate as a group.

Rugby

Newbold Riverside Children's Centre, Claremont Children's Centre and Boughton Leigh Children's Centre operate as a group.

Hillmorton Children's Centre, Cawston cluster (to include Wolston and Dunchurch) and Oakfield Children's Centre operate as a group.

South Warwickshire

Wellies Children's Centre, Badger Valley Children's Centre, Lighthorne Heath and District Children's Centre operate as a group in collaboration with Southam Children's Centre.

South West Warwickshire

Clopton and District Children's Centre, Alcester and District Children's Centre, Stratford Children's Centre, Studley and District Children's Centre operate as a group.

Southam

Southam and District Children's Centre to operate as a single site in collaboration with the South Warwickshire group.

Kenilworth

Kenilworth Children's Centre and Nursery School and St John's Children's Centre operate as a group.

Leamington

Kingsway Children's Centre, Lillington Children's Centre, Sydenham Children's Centre, Whitnash Children's Centre and Milverton outreach site (Dale Street) to operate as a group.

Warwick

Warwick Children's Centre and Nursery School and Westgate and Newburgh Children's Centre to operate as a group.

The above group and collaboration model takes in to consideration the feedback received throughout the 9 week consultation and reflects changes highlighted in the feedback section.

12. Financial Considerations.

- 12.1 It is proposed that to achieve savings of at least £2.3m on the current allocation of funds for Children's centres that open and competitive tendering of the preferred option needs to occur. Whilst the majority of the savings will come from Children's Centres themselves proposals have been drawn up to make additional savings from the internal Early Years services. These savings again are subject to the outcome of the overall Early Years consultation and will be subject to a further consultation with all affected staff.

A. Funding formula:

Funding for Children's Centres is allocated via a WCC determined funding formula, which was highlighted as an exemplar of good practice by the DfE. The formula allocates funding based on a number of factors outlined below, utilising the most up to date data available at the time. The factors included are:

- Size of the 0-5 populations in the reach area of the Children's Centre.

For each reach area there is weighted funding dependant on various factors within the reach area including:

- Family Income
- Levels of employment
- Health Deprivation and disability prevalence
- Levels of Education Skills and Training
- Barriers to Housing and Services – Rural factor
- Crime

The formula ensures that funding is targeted to areas of most need; we are not proposing to change this allocation method.

Whilst the overall reduction of funding equates to approximately 30% of the total money available, the impact on individual centres, groups or collaborations will not be know until the consultation is completed and final decisions are made to the revised delivery model.

B. Transitional Costs.

There are significant transition costs associated with all three proposals.

Costs to consider will be.

1. Redundancy for staff employed by WCC
2. Associated pension costs for staff made redundant

Redundancies are not confirmed at this stage and are only a possibility. The parties cannot agree to opt out of the TUPE regulations, the regulations either apply or they don't. It is therefore not possible to predict the exact costs at this time. After taking HR and Legal advice, we are working on the assumption that TUPE will apply at this time.

Prior to any transfer of staff an actuarial assessment is required for pensions, it is likely that one of these will be required for each group or collaboration at a cost of £3,000. If the model proposed is accepted then the associated costs would be in the region of £36,000.

C. Non staffing costs.

Additional costs will be incurred associated with buildings Energy Performance Certificate (EPC) are required for each of the centres where we are granting a lease (this is a legal requirement). It is estimated it will cost around £15,000 to obtain these certificates.

Further costs associated with repairs and redecoration required as a result of condition surveys on WCC and schools run centres will also incur additional costs. These figures will not be known until the surveys are completed and it is anticipated that this work will be completed by the 31st December 2013.

As previously discussed capital clawback would apply to any site where it is not possible to justify, post any changes, is predominantly used for early years provision. Under option 1 this is not an issue, but under options 2 and 3 although we believe that our proposals are sufficiently robust as to exclude clawback there is a risk that claw back could be applied. The maximum liability associated with these is:

Park Lane:	£345,554
Wellies:	£509,049
Dunchurch:	£63,597
Coleshill:	£494,989
Clopton:	£314,917
Dale Street:	£0
Total:	£1,728,106

Legal fees will be incurred throughout the TUPE and contracting processes although it is not possible to estimate what these will be at this time.

Dates for the tendering process outlined in section 13 of this report identify just how tight the timescales are to deliver a re-commissioned service. Any delays to the decision making and procurement process will lead to slippage costs being incurred for every week we do not implement changes required to meet the £2.3m savings target post 31st March 2014, these costs will equate to somewhere in the region of £45,000 per week.

13. Timescales associated with the decision and next steps.

- 13.1 We expect Cabinet to approve a competitive tender process for the selected delivery option, on the 12th September 2013.
- 13.2 Selection stage: 12th Sept to 4th November 2013: during this stage we will finalise a selection questionnaire that will be made available to all providers who express an interest in the tender. This questionnaire is completed by those wishing to participate. At the end of the period these questionnaires will be evaluated and a shortlist will be drawn up of those providers who will progress to the tender stage.

- 13.3 Tender stage: 4th Nov to 3rd Feb 2014: Following on from the selection stage, shortlisted bidders will be given the tender documents, which they will have to complete and return for evaluation. At the end of this stage all tenders are evaluated and the highest scoring bidders are identified for each lot (or group).
- 13.4 Award stage: 3rd Feb to 28th February 2014: Having identified the highest scoring bidders, approval is sought to award contracts to these providers. This stage also includes the voluntary "standstill" period which allows unsuccessful bidders to ask for de-briefing before the contracts are entered into.

Background papers

1. Equality Impact assessment.
2. Statistical neighbour analysis.
3. Consultation document.

	Name	Contact Information
Report Author	Colin McKenzie	colinmckenzie@warwickshire.gov.uk 01926 742337
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Portfolio Holder	Heather Timms	

EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Children's Centre/ Early Years offer -Commissioning Review

Equality Impact Assessment/ Analysis (EqIA)

Group	People
Business Units/Service Area	Learning & Achievement, Family & Parenting Support – Children's Centres
Plan/ Strategy/ Policy/ Service being assessed	Children's Centre Commissioning Review incorporating review of Early Years Offer
Is this is a new or existing policy/service? If existing policy/service please state date of last assessment	A new commissioning project for an existing service. Not previously assessed
EqIA Review team – List of members	Vicky Kersey, Julie Toal, Graham Lowther, Kim Merritt, Barbara Wallace,
Date of this assessment	June 2013
Signature of completing officer (to be signed after the EqIA has been completed)	
Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	YES – flagged with Head of Service
Name and signature of Head of Service (to be signed after the EqIA has been completed)	Sally Lightfoot
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	Shearon Williams

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team



Working for Warwickshire

Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS



High relevance/priority



Medium relevance/priority



Low or no relevance/ priority

Note:

1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services:	Relevance/Risk to Equalities																										
State the Function/Policy /Service/Strategy being assessed:	Gender			Race			Disability			Sexual Orientation			Religion / Belief			Age			Gender Reassignment			Pregnancy/ Maternity			Marriage/ Civil Partnership (only for staff)		
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Identify Proposals for Delivery	✓			✓			✓					✓		✓		✓					✓	✓					✓
Consultation	✓			✓			✓				✓		✓			✓					✓	✓					✓
Overview & Scrutiny	✓			✓			✓					✓		✓		✓					✓	✓					✓
Service Specification	✓			✓			✓					✓		✓		✓					✓	✓					✓
Tender Process	✓			✓			✓				✓		✓			✓					✓			✓			✓
Award Contracts	✓			✓			✓					✓	✓			✓					✓	✓					✓
<p>Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? If yes please explain how.</p> <p>There is a presumption against outright closure of children's Centres but this is not designed to restrict local authorities nor prevent changes being made. In any reorganisation of provision the local authority needs to demonstrate that the outcomes for children, particularly the most disadvantaged, will not be adversely affected. The proposal is to reconfigure Warwickshire's 39 children Centres into a model based on 12 locality groups and collaborations. There may be an impact for all rural areas across the county as services are reorganised and therefore access may be harder within rural areas where the availability of transport is limited. Families in disadvantaged areas may also be affected as services are reduced which may impact on child poverty.</p> <p>The primary reason for the proposed reorganisation is to realise the agreed budget savings and utilise core staff resources, and refocus service delivery to support families in greatest need.</p>																								YES			

Are your proposals likely to impact on a **carer** who looks after older people or people with disabilities? **If yes please explain how.**

YES

The primary reason for the proposed reorganisation is to realise the agreed budget savings and utilise core staff resources, and refocus service delivery to support families in greatest need.

Form A2 – Details of Plan/ Strategy/ Service/ Policy

Stage 1 – Scoping and Defining

(1) What are the aims and objectives of Plan/Strategy/Service/Policy?

To reconfigure Warwickshire's 39 Children's Centres into a model based on 12 locality areas of groups and collaborations. The primary reason for the proposed re-organisation is to realise the agreed budget saving of £2.3million for 2014 and to utilise core staff resources and refocus service delivery to support families in greatest need. These areas will be fundamental in achieving a new delivery model for the Early Years Offer that will support the opportunities for children in Warwickshire to arrive at school ready to learn.

(2) How does it fit with Warwickshire County Council's wider objectives?

- The Apprenticeships, Skills, Children and Learning Act 2009 placed new provisions into the Childcare Act 2006 so that the Act now defines Children's Centres in law. It places duties on local authorities in relation to establishing and running Children's Centres.
- The Childcare Act 2006 imposes duties on local authorities to improve the well-being of young children in their area and reduce inequalities between them, to make arrangements to secure that early childhood services are provided in an integrated way in order to improve access and maximise the benefits of services to young children and their parents. It also placed duties on statutory relevant partners to work together with local authorities in their arrangements for securing integrated early childhood services (Stat guidance 2010).
- "Think Family" agenda
- Corporate Business Plan, ambitions:
 - Community & Customers
 - Safety & Protection
 - Care & Independence
 - School & Education
- Early Intervention Business Plan and Individual Team Business Plans
- People Group 6 themes: – Personalising Services; Early Intervention; Cohesive Communities; Diverse Markets; Integrating Services; Evidence Base.

Warwickshire's' Strategic Commissioning is about following a logical process in deciding how best to achieve the outcomes needed for the organisation, based upon the needs of the population, the resources available and agreed priorities of the Council.

It is not about outsourcing Council services per se and procuring from an external supplier. It is about 'right sourcing' and following a process to ensure we achieve the 'right outcomes' for our customers and the organisation.

The approach that WCC has agreed is based on the following criteria:

- Engage and involve service users and communities in commissioning decisions
- Is aligned to desired outcomes
- Is in accordance with political ambitions
- Provide efficient quality services within the resources set out in the Medium Term Financial Plan
- Use open and consistent processes that are sufficiently flexible to meet the needs of Warwickshire
- Look beyond the immediate needs to consider long term impact
- Assume that the current approach to service delivery is not the best value that can be achieved
- Develop the capacity and capability of the organisation to commission services
- Engage with providers and work constructively to develop innovative, effective and good value solutions
- Decommission services where necessary

<p>(3) What are the expected outcomes?</p>	<p>To improve outcomes for all children as part of the government strategy to reduce inequalities, especially for those families in greatest need of support. The core purpose of children's centres is to improve outcomes for young children and their families with particular focus on families in greatest need of support, in order to reduce inequalities in child development, ensure school readiness, support parenting aspirations, self esteem and enhance parenting skills and child and family health and life chances This will lead to a reconfigured 'Early Years Offer' for Warwickshire, which aims to bring together and deploy family support, education and health services to improve school readiness for all youngsters, and enable parents to give their children the best start in life.</p>
<p>(4) Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)</p>	<p>All groups whom need to access Children's Centre services and early years provision should benefit, including children, young people, families and partner agencies. Services are targeted to support and work with the most vulnerable families. The objective of these services is to support children, young people and families and there should be no restrictions according to the protected characteristics groups to who should benefit. Universal services will continue through collaborative working with Health partners whom will offer support to all families through the "Pregnancy, Birth and Beyond" framework, the "Healthy Child" Initiative and the integrated 2 year olds health check which will bring together health and education priorities. Families with 2 year olds will gain particular benefit as existing priorities are used to benefit vulnerable families through the provision of funded childcare places. Refer to Stage 3 & 4 for specific protective characteristics.</p>
<p><u>Stage 2 - Information Gathering</u></p>	
<p>(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?</p>	<p>The Sure Start statutory Guidance 2013 issued under the Childcare act 2006 (with new provisions inserted into the act by the Apprenticeships, Skills Children and Learning Act 2009), clarifies the duty for Local Authorities to secure sufficient children's centres accessible to all families with young children. The act also secures a duty upon Local Authorities to provide sufficient access to childcare places and funded childcare places for eligible two year olds. Children's centres were developed in three phases following central government directives and were focussed initially in areas of highest deprivation, building on existing provision/projects where possible. The programme was gradually rolled out across the county to offer a universal service to all families with children aged 0-5. This review takes account of the requirement for sufficiency of childcare and children centre provision whilst focussing services and support on those families most in need of support through integrated service provision. Local Authorities have a duty, under section 13 of the Childcare Act 2006, to provide information, advice and training to Early Years providers. (Children & Families Bill may repeal)</p>
<p>(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?</p>	<p>A series of informal meetings has already taken place with Children's Centre (CC) Managers. Discussions have also taken place within the CC strategic group meetings and area CC network meetings both of which include key partner organisations. There have also been discussions at some advisory board meetings for individual centres where those meetings had been scheduled to take place. There have been other meetings such as the area partnership/Children's trust meetings/maternity forums etc., where reference has been made to the review being undertaken. This will be followed by a formal consultation process, which will include Children's Centre Managers and representatives from their governance model in face to face meetings in areas, and also by written consultation. Staff teams, remaining members of Governance and Advisory Boards will be included through written consultation. Wider public consultation including parents, community groups and partner organisations will be held through face to face meetings in areas and by written consultation, through survey monkey and through partner organisations.</p>

<p>(3) Which of the groups with protected characteristics have you consulted with?</p>	<p>Existing Forums for groups with protected characteristics will need to be consulted more widely given the timescale e.g. Gypsy and Traveller forums, LGBT forums, Fathers Forum etc. Partner organisations and community organisations will also have a role in delivering the messages on behalf of WCC to ensure widest inclusion within all sections of the community.</p>		
<p><u>Stage 3 – Analysis of impact</u></p>	<p>The proposed models of service delivery to be discussed within programme of consultation may reduce some services, which will impact upon service users, which may include groups with protected characteristics. Services, which have the greatest impact on those with protective characteristics, will need to be identified by the children's centres to ensure that these groups are not adversely affected.</p>		
<p>(1) From your data and consultations is there any adverse or negative impact identified for any particular group, which could amount to discrimination? If yes, identify the groups and how they are affected.</p>	<p style="text-align: center;">RACE</p> <p>E.A.S.L possible impact due to lack of interpretation/translation of information, which could mean some people are excluded from the consultation process. This could be minimised through collaborative work with community organisations</p>	<p style="text-align: center;">DISABILITY</p> <p>Reduced range of services within rural areas may have an impact if accessibility for families with disabled child or disabled parents is reduced as a consequence of reduced access to transportation</p>	<p style="text-align: center;">GENDER</p> <p>Isolated rural communities may only have limited access to transport which may effect male or female where their partners work and use the family car</p>
<p>(2) If there is an adverse impact, can this be justified?</p>	<p style="text-align: center;">MARRIAGE/CIVIL PARTNERSHIP</p>	<p style="text-align: center;">AGE</p> <p>Teenage parents</p>	<p style="text-align: center;">GENDER REASSIGNMENT</p>
	<p style="text-align: center;">RELIGION/BELIEF</p> <p>Schedules for consultation events may coincide with significant dates e.g Ramadan, EID</p>	<p style="text-align: center;">PREGNANCY MATERNITY</p> <p>Consultation will be through health and midwifery services as part of the existing health agreement</p>	<p style="text-align: center;">SEXUAL ORIENTATION</p> <p>Our ability to engage same sex couples may be impaired as a result of these changes to services through lack of access.</p>

<p>(3)What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p>	<p>Working through community organisations and in collaboration with strategic partners will minimise adverse impact. Schedules will need to be reviewed to ensure any significant religious dates are avoided and dates and timings considered minimising negative impact and accessibility issues. The proposals for delivery will include locality venues and have consideration for outreach services. With reduced resources for 'centre based' services and a greater need to deploy workers across a wider geographical area in an outreach role, this can help to redress the loss of centre based services in the areas of greatest need.</p>
<p>(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?</p>	<p>Universal services will be offered through health partners with targeted support for vulnerable families within centres. This will ensure that all high priority families, protected groups and the most vulnerable families will have access to pathways for support and advice. "Progressive universalism".</p>
<p>(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?</p>	<p>The aim will be to develop opportunities using a shared outcomes framework with partners by implementing a new delivery model. This will offer economies of scale making better use of public money by ensuring services are focussed around the needs of families and local communities with shared leadership and management and joint investments between partners to support the effectiveness of business planning and sustainability of provision.</p>
<p>(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>Reduction in funding will limit Children Centre (CC) service proposals within the budget limitations. There may be barriers to delivery both for the consultation programme and the subsequent delivery of (CC) services. The breadth and range of services may be reduced within all areas of the county and reduced more significantly in less disadvantaged areas. This could have a greater impact on those vulnerable families living in challenging circumstances within affluent areas where they already have reduced access to services or dilute services for the most disadvantaged families in areas of high deprivation. The impact will be mitigated through the engagement of vulnerable families through the targeted work with 2 year olds and the delivery of a different type of CC service across the county offering more effective use of buildings and CC service delivery through integrated working arrangements.</p> <p>Through our planned consultation events during June/July we intend to interrogate the data we gather and use this to inform our decisions for Children's Centre Services. We are mindful that as a result of our decisions that we may indirectly discriminate against certain protected characteristic groups when we reduce services. The reduction in service provision in our more affluent communities may indirectly affect vulnerable families where we know they live in challenging circumstances.</p> <p>Also we need to consider the impact on protected characteristic groups where we know the super output areas have highly populated groups who may indirectly suffer should services be reduced.</p>

Stage 4 – Action Planning, Review & Monitoring

If No Further Action is required then go to –
Review & Monitoring

(1) Action Planning – Specify any changes or improvements, which can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.

EqlA Action Plan

Action	Lead Officer	Date for completion	Resource requirements	Comments
Wider consultation through use of, forums, on line surveys and face to face meetings	Sally Lightfoot/ Barbara Wallace	8/12 weeks from commencement – July/August 2013	Room hire, publicity costs, staffing, refreshments	Contingency plans in place for signposting people / informing and consulting for anyone unable to attend events and anyone without IT access
Staff consultation for all LA staff impacted by process	SL and BW	As above	As above	Counselling service and support offered for staff whom will be required to maintain service delivery after receiving the information
Development and delivery of funded places for 2 year olds within CC	Diana Spragg/ Barbara Wallace	April 2014	Business plan support, set up funding	

(2) Review and Monitoring
State how and when you will monitor policy and Action Plan

Review every three months as situation fluid

Please annotate your policy with the following statement:

'An Equality Impact Assessment/ Analysis on this policy was undertaken on (date of assessment) and will be reviewed on (date three years from the date it was assessed).