

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA**CABINET– 14 JUNE 2012****REPORT BY THE TRI-BOROUGH EXECUTIVE DIRECTOR OF
CHILDREN'S SERVICES****CHILDREN'S CENTRES STRATEGY**

This report sets out a proposed strategy for the future development of Children's Centres in Kensington and Chelsea in the context of reduced grant funding. It recommends that, subject to public consultation, all eight children's centres should be retained, with streamlined management and inspection arrangements. Options for provision of childcare by an external provider will be explored, and other children's centre services will be reviewed to ensure effective targeting of those most in need and close alignment with other Early Help services.

FOR DECISION**1. INTRODUCTION**

1.1 This paper sets out a proposed strategy for children's centres for decision by Cabinet. Within a context of reducing grant, it seeks further improvement in targeted support for vulnerable families through closer alignment of children's centres with the objectives of the Early Help and Targeted Services Strategy. These are to:

- Reduce the number of children requiring intervention from statutory services;
- Build the capacity of vulnerable families to support their children effectively in achieving positive outcomes;
- Address child poverty and worklessness through better targeting;
- Target Council resources at those most in need of extra help with a consequent shift away from funding universal activity and from subsidising those who can afford to pay;
- Make services more financially sustainable and consider alternative forms of delivery such as outsourcing.

1.2 Children's centres make an effective contribution to Early Help provision in the Royal Borough, providing a single front door to services for under fives and their families. It is important that they remain accessible to all families who need early help, with a strong presence in disadvantaged communities and close links with the new Early Help service.

- 1.3 The Early Help and Targeted Services Strategy, approved by Cabinet on 5th January 2012, signalled the Council's intention to work towards outsourcing the childcare element of the children's centre offer, and to assess the options for the most effective model of delivery for other elements of the offer.

2. CHILDREN'S CENTRES

- 2.1 A Sure Start children's centre is defined as a place, or a group of places, where integrated services are made available to children and families to support them to meet their full potential. They are designed for families with young children, from conception to five years, and are developed in line with the needs of the local community so centre programmes will vary.
- 2.2 Services provided in children's centres may include health visitors and breastfeeding support sessions, advice and access to high quality childcare and early learning, parenting support, access to specialist services like speech therapy, healthy eating, help managing money, and employment and training focused activity.
- 2.3 The eight children's centres in the Royal Borough were established in two phases, and were based around existing nursery schools and Social Services family centres.

3. RATIONALE FOR CHANGE

- 3.1 There is a substantial body of evidence to suggest that effective interventions in early childhood make a significant difference in improving outcomes. Early Years provision is a high priority in the Royal Borough and achieves good outcomes. A key focus of Early Help should be to build on this, ensuring that children, especially the most disadvantaged, have reached the appropriate stage of development by the time they reach school age and are "school ready".
- 3.2 Local authorities are under a duty to "target children's centres services at young children and families in the area who are at risk of poor outcomes". In 2011, the Government re-defined the core purpose of children's centres as being to improve outcomes for young children and their families, especially the most disadvantaged, in order to reduce inequalities in child development and school readiness, and to improve parenting skills and child and family health. The services required to achieve this purpose include targeted family and parenting support, child and family health

services, and links with JobCentre Plus to facilitate parents into employment.

- 3.3 There is no longer an obligation for the Council to secure childcare as part of the core purpose for children's centres, although access to childcare, whether on-site or through signposting, can be a key factor in promoting children's early learning and opportunities to return to work.
- 3.4 Faced with budget reductions, many local authorities have begun to reconfigure their children's centre provision since 2010. In recognition of this, Ofsted will launch a consultation in Summer 2012 on future inspection arrangements. National pilots will test how children's centres can be inspected more flexibly, to reflect increasingly diverse local management arrangements, and to remove unnecessary inspection burdens. This will include inspecting against emerging locality models in which previously 'independent' centres are grouped together in integrated local service delivery.
- 3.5 Outsourcing provision will promote market diversification, encourage new providers into the borough and provide alternative forms of delivery and financial sustainability. For example, the voluntary sector is able to innovate and to build capacity while contracts with larger providers could bring additional experience and expertise into the borough. Revised children's centre statutory guidance also requires local authorities to commission "in ways that increasingly involve a diverse range of organisations that have a track record of supporting families and young children. This includes voluntary and community organisations and social enterprises that have specialist knowledge and skills in engaging the most vulnerable families". Going forward, childcare and the core purpose services could also be delivered by the same organisations.

Financial constraints

- 3.6 The prescription placed upon children's services in previous years is gradually being relaxed, as the new government continues to develop policy and implement legislation. Previous prescription has included: ring fencing of funding to pursue specific government policy. With this relaxation comes opportunity to refocus our services and ensure we respond to meet local needs of children and families. Alongside this freedom is a new fiscal reality; one that requires strategic, operational and cultural change across the children's services business group. The financial context is for continued pressure and funding reductions in the next Comprehensive Spending Review period

- 3.7 Children's services has delivered savings of £9.714m since 2009/10, reducing its budgets from £56.575m in 2009/10 to £46.861m in 2012/13 a reduction of 20.7%. The savings target for 2013/14 is £1.605m and £1.510m in 2014/15, further reductions of £3.115m.
- 3.8 At the core of all savings proposals are services that encourage families to be less reliant on the help provided by the Council and to strengthen parents' supremacy in their children's lives, whilst remaining vigilant with regards to the duty of safeguarding vulnerable children and young people.
- 3.9 The next Comprehensive Spending Review and changes to the grants through the school funding reform will increase the challenge on the service to deliver high quality services and to deliver its statutory responsibilities.

4. CHILDREN'S CENTRES PROVISION IN KENSINGTON AND CHELSEA

The Current Centre Model

- 4.1 There are eight registered children's centres in the Royal Borough. Of these, seven offer childcare services, and four are attached to schools. They are divided between two geographical localities, north and south of Kensington High Street, each encompassing four children's centres. Centres are located in close proximity to each other and collaborate within these locality clusters. For example, activities are spread across the week at different centres in order to avoid duplication. Parents have proved willing to travel to different centres to access the services they require and this pattern is evident also in neighbouring boroughs.
- 4.2 Centre-based activities are commissioned centrally by the Early Years Service through service level agreements with both internal and external partners. The model provides a menu of standardised activities from which children's centre managers can select.
- 4.3 Table 1 which follows, shows the childcare offered in each centre and which sites offer Children in Need places:

Table 1: Children’s Centres

Name of Centre	Location and management	Childcare Places
Violet Melchett Children’s Centre	South Locality - managed by the Early Years Service in the borough	41 full-time childcare places Delivery of Children in Need places
Cheyne Children’s Centre	South Locality - managed by the Early Years Service in the borough	57 full-time childcare places Delivery of Children in Need places
Chelsea Open Air Nursery School and Children’s Centre	South Locality- Managed by school and governing body	Offers breakfast and after-school club and 24 places for holiday club services for children aged from 3 to 8 years-old
St. Cuthbert with St. Mathias CE Primary School & Earls Court Children’s Centre	South Locality School based	
St Quintin’s Children’s Centre	North Locality- managed by the Early Years Service in the borough	52 full-time childcare places Delivery of Children in Need places
Clare Gardens Children’s Centre	North Locality managed by the Early Years Service in the borough	47 full-time childcare places Delivery of Children in Need places
Golborne Children’s Centre	North Locality - Managed by school and governing body	24 children aged from birth to 3 years-old, 16 children for the after school places.

Maxilla Children's Centre	North Locality School based	A voluntary sector childcare organisation offers breakfast club (8 places), after-school and holiday club services (20 places) to children from 3 to 5 years-old for children at Maxilla Children's Centre and St Anne's Nursery School. The voluntary organisation currently receives an annual grant of £25k from the Early Years Service to subsidise this childcare offer.
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Proposed Model

- 4.4 The proposal is to re-configure the delivery of children's centre services by building on the developing locality model, improving collaborative working across the two locality groups of Centres and strengthening links with the Early Help strategy. One centre would take a 'lead' role in each locality in order to minimise management costs and to promote coherence across the four centres.
- 4.5 This would build on the existing successful locality model already in place and ensure that services across an area are coordinated according to need and that duplication is avoided. It would enable the development of a centre of excellence in both the north and the south of the borough, and for satellite services to be offered in a wider range of settings than at present. This would simplify communication with the Family Services and enable management efficiencies, while ensuring that children's centres remain locally accessible into all communities.
- 4.6 It is likely that Ofsted would treat each locality group of children's centres as a unit of inspection, which would reduce the burden of inspection without affecting the number of sites from which services are delivered.
- 4.7 Subject to consultation with the existing centres, service users and key stakeholders, it is proposed that Holmfield House (Golborne ward) forms the lead site in the north of the borough, with Violet Melchett as lead site in the south of the borough. While Holmfield House is not at present independently registered as a children's centre, a range of children's centre services are already delivered from this site. This proposal is primarily for reasons of building size

and suitability and of proximity to areas of high need and deprivation. Other existing children's centres would remain as satellites from which service delivery will continue.

- 4.8 This configuration would reflect the trend in a number of Local Authorities which have already moved to this delivery model, keeping their centres open, but grouped into clusters within localities. The reconfiguration into 'hubs' and smaller centres has reduced the burden of Ofsted inspection. Reduced management costs, rather than cuts to front line services, and the realignment of other services across the centres, have delivered significant savings.
- 4.9 Implementation of an enhanced locality model and the creation of a 'lead' centre within Kensington and Chelsea will need to be developed in line with a reconfigured offer of services that support the core purpose. Areas of priority for service delivery will be identified through consultation and from the work already undertaken in the needs analysis carried out as part of the Early Help and Targeted Services Strategy.
- 4.10 Local authorities continue to have duties under the Apprenticeships, Skills, Children and Learning Act 2009 to consult before opening, closing or significantly changing children's centres, and to secure sufficient provision to meet local need so far as is reasonably practicable.
- 4.11 Because these proposals involve significant changes, the Royal Borough will need to consult with families and key stake holders about the proposed enhancements to the locality model and final core purpose delivery offer in order to demonstrate that families, especially the most deprived, will still be reached effectively.

5. SERVICES OFFERED IN CHILDREN'S CENTRES

The Current Model

- 5.1 The majority of children's centre 'core purpose' services are currently commissioned as centrally managed contracts by the Early Years Service through service level agreements with both internal and external partners. The model provides a menu of standardised activities from which children's centre managers can select. These include:
- stay and play, crèche and childcare services;

- health provision including speech and language, health visiting, midwifery, and Family Nurse Partnership for first time young parents;
- community midwifery
- Speech & Language Therapy
- family outreach and parenting support
- library services
- home safety equipment
- Training for employability.

5.2 Additional activities such as drop-in sessions for parents of babies under one year old and grandparents' groups are organised by local managers according to demand.

5.3 The current cost of delivery of these services:

Table 2: Core purpose services

Service	Current contract
Speech and Language	£224,370
Health Visiting	£225,000
Midwifery	£135,000
Library Service	£61,320
Enjoy & achieve training courses	£52,000
Crèches to support Enjoy & achieve training courses	£30,000
Commissioned voluntary sector stay and play and childcare services	£224,200
Home safety equipment	£5,090
Family Nurse Partnership	£70,000*
Family Outreach	£255,097*
Parenting Support	£67,020*
Total	£1,349,097

*These functions and budgets are moving into the Early Help Service in Family Services.

- 5.4 The Primary Care Trust and JobCentre Plus also commission some health and employability services which are delivered in Children's Centres.
- 5.5 Children's centres are expected to include a 'universal' element within their services. Universal services are those services that are available to **all** children, young people and their families. They often include 'stay and play' provision, as well as core health services. This provides a non-stigmatising front door to basic services for young children, through which families with additional needs can be identified. In Kensington and Chelsea the services delivered have developed as a result of identified local need and demand by professionals and by parents. The stay & play provision will continue. However, the cost and activity analysis carried out in 2011 as part of the development of the Early Help Strategy indicated that some of the other services available, such as baby massage and baby yoga, are particularly attractive to more able and less needy parents, sometimes at the expense of the more vulnerable.
- 5.6 The analysis also showed that at some centres there is a low percentage of users from the most deprived areas based on Income Deprivation Affecting Children Index (IDACI) data, which measures the proportion of children under the age of 16 in an area that live in low income households.

Proposed Model

- 5.7 Services in children's centres must continue to complement the integrated Early Help service. While individualised support for families needing extra help and outreach work will be delivered by specialist key workers in the Early Help Service, there will be close liaison and cooperation between children's centres and the Early Help Service.
- 5.8 The service offer in children's centres needs to be reviewed against the priorities for future service delivery identified in the Early Help needs analysis (February 2011) and through consultation on the proposed children's centre delivery model.
- 5.9 There are other commissioners and service providers who have a duty to, or interest in, providing services at children's centres. These include NHS Trusts, the Library service and JobCentre Plus. Local Authority commissioning in these service areas may duplicate other public expenditure and needs to be justified in terms of value for money. The review will provide an opportunity for this.

- 5.10 Service users, stakeholders and staff will be need to be consulted in order to shape a revised children's centres offer that fulfils the core purpose, delivers value for money and supports the targeted approach of the Early Help strategy. Some flexibility will continue to be needed to meet the evolving needs of children and families in local areas.
- 5.11 All centres will be encouraged to develop the range of services offered from their sites. For example, some local organisations delivering services for under fives and their families may want to rent space from a children's centre on a sessional basis. This would improve community use of facilities and generate additional income.
- 5.12 Some benchmarking activity with other boroughs can be undertaken to compare service provision, outcomes, innovation in delivery and value for money. Initial comparison with the services available in our neighbouring boroughs to deliver the core purpose has already shown some gaps in Kensington and Chelsea's provision (e.g. financial health checks and debt advice) and some areas where additional provision is made (e.g. health visiting).

6. THE CHILDCARE OFFER IN CHILDREN'S CENTRES

The Current Model

- 6.1 There are currently eight registered children's centres in the Royal Borough. Of these, seven offer childcare services. Please see Table 1 in 4.3 for a breakdown.
- 6.2 Children's centres in many local authorities do not directly provide full day childcare, and have never done so. Instead, children's centres have established partnerships with their local childcare providers in the maintained and private, voluntary and independent (PVI) sectors, signposting parents to established provision as appropriate.
- 6.3 In this model, children's centres engage with private and voluntary sector childcare providers, inviting them to join local advisory boards and maintaining strong links. Sessional childcare is often still provided onsite at children's centres, again with a local childcare provider renting space within the children's centre building.
- 6.4 In an independent review of the Royal Borough's children's centres by the Daycare Trust (August 2011), occupancy rates at the four

children's centres that deliver full-time maintained daycare was analysed:

Table 3: % of Occupancy in the Early Years managed centres

	Violet Melchett *	Cheyne	Clare Gardens	St Quintin's
Number of places	41	57	47	52
% occupancy Dec – Jun 2011	99.22%	91.38%	80.88%	89.47%

* Violet Melchett is registered for 71 places but has staffing capacity for only 41 places currently. This is an additional 30 places that could be sold by an external provider.

- 6.5 Based on these figures, the Daycare Trust outlined in their options for future delivery the potential for outsourcing the childcare provision, subject to a full cost-benefits analysis.

Proposed Model

- 6.6 As indicated in the Early Help and Targeted Services Strategy, it is proposed that the Royal Borough will seek to outsource the childcare offer in children's centres rather than directly delivering itself. The final decision will depend upon the responsiveness of the market.

- 6.7 There are clear business reasons to support the outsourcing of childcare provision including:

- market development; introducing new providers and expertise into the borough
- economies of scale, reduced cost and better value for money
- national guidance on provider diversity and innovation.

- 6.8 Two options for the outsourcing of childcare provision will be tested for their viability:

1. Leasing the current premises where childcare is delivered to external childcare providers. Purchase of places for Children in Need and the two year old free entitlement places would be commissioned from the successful tenderer on a spot purchase basis.
2. Letting a contract with a marketplace childcare provider to deliver the childcare offer for children's centres, and including the block purchase of Children in Need places within the contract.

- 6.9 Section 11 of the Childcare Act 2006 requires that all Local Authorities undertake an assessment of the sufficiency of childcare within their local area. In the Childcare Sufficiency Assessment (CSA) in 2011, no case was established to suggest over-provision of childcare places in the borough. This would support a move to outsourcing the provision of childcare as the current marketplace is already meeting parental needs, with high levels of occupancy.
- 6.10 The centres to be looked at for this exercise would be the four sites currently maintained by the Early Years Service in the borough: Violet Melchett Children's Centre, Cheyne Children's Centre, St Quintin's Children's Centre and Clare Gardens Children's Centre.
- 6.11 Childcare places currently delivered by the voluntary organisation at Maxilla Children's Centre would be reviewed as part of this process. The aim would be to develop a fee structure that would enable the centre to provide childcare places at full cost recovery reducing the current childcare subsidy of £112k and premises related expenditure of £90k. The centre could also take the opportunity to vary its Ofsted registration and to offer two year old places.
- 6.12 Based on initial figures and current occupancy rates, potential efficiencies could be achieved through a review of the number of Children in Need places commissioned by the Council. The potential for further savings will need to be identified through a full cost benefit analysis of the childcare provision, including the affordability of daycare at the centres if childcare provision is outsourced.

Market Capacity and Quality

- 6.13 There is clear evidence to demonstrate that a sufficient childcare market exists within inner London to support the outsourcing of delivery to the private and voluntary sector.
- 6.14 In a recent market warming exercise in Westminster, fourteen national childcare providers expressed interest in delivering provision in the City. Potential providers were asked about their experience of providing places for vulnerable children and if they would be interested in running Westminster's Day Nurseries. They were also asked about the provision of affordable places and whether they would be interested in providing Children in Need places on a spot purchase basis. Potential providers were asked about the packaging of the contract, whether they were interested in tendering for individual nurseries (or all three) and optimum contract length.

- 6.15 Contracted provision or leasing of the current childcare provision with a spot purchasing arrangement would introduce new specialist providers and promote market diversification. This would also support local planning with marketplace providers for the expansion of two year old places in response to the national DfE extension of the free entitlement.
- 6.16 One option is to offer the four maintained full daycare sites as a single contract. This will usually deliver greater efficiencies, and can be further explored through a specific market testing exercise.
- 6.17 Royal Borough childcare development officers would continue to ensure the quality of childcare provision through contract monitoring.
- 6.18 Affordability of the childcare places will also be addressed within the procurement process with models based on local market and demographic of parents accessing the service. Some voluntary and social enterprise providers operate differential fee bands and support parents with applications for childcare tax credits.

CHILDCARE FOR CHILDREN IN NEED

The Current Model

- 7.1 As defined in the 'Early Intervention and High Needs-Needs Analysis' a child in need is one that has been assessed to be eligible for social work services under section 17 of the Children Act 1989. These can include children subject to Child Protection and Child in Need assessments, Looked after Children, Care Leavers, Unaccompanied Asylum Seeking Children and Young Offenders.
- 7.2 There are currently 233 children zero to five years, and an additional nine unborn children under five identified/registered/designated as Children in Need.
- 7.3 Family Services has a Service Level Agreement with the Early Years Service for **111** Children in Need and children referred for safeguarding reasons following a Common Assessment Framework (CAF) recommendation. The cost is £1.5m per annum.
- 7.4 In the independent review of the children's centres in August 2011 by the Daycare Trust, the total occupancy of childcare places and occupancy of the Children in Need/Common Assessment Framework places by children's centre was analysed over a seven month period.

The occupancy of these places mostly did not exceed **58** over the period with only two months showing just over **60** children. Less than half the places therefore are taken up at most times.

- 7.5 Current practice is to sell a proportion of the spare Children in Need places to parents at a market rate. This means that some places are double funded which makes it difficult to determine a true cost of the current childcare service.
- 7.6 Currently, at least twelve Children in Need places are accessed by children who are extremely disabled. If the Royal Borough were to commission from the marketplace, provision for additional support would need to be included in the specification.
- 7.7 Whilst every borough will have different levels of Children in Need at any one time, boroughs also deliver their childcare offer to this population in different ways and at different levels. In Hammersmith & Fulham, there are 40 full time places in the maintained sector, while in Westminster 77.5 full time places are offered via a mixed model of places in the maintained, voluntary and childminding sectors.

Proposed Model

- 7.8 As described in para 6.8, Children in Need places could be either spot purchased or block purchased according to need from a childcare provider leasing children's centres premises; or an agreed number of Children in Need places could form part of the contract with the childcare provider.
- 7.8 Current occupancy of Children in Need places suggests that there is a compelling case for reducing the number of commissioned places, freeing the funds to be invested elsewhere or as a saving. This will need to be looked at in further detail as part of the outsourcing process.
- 7.9 The Royal Borough will want to ensure that the childcare providers, and the children accessing these places, are appropriately supported. Local provision is already strong and other boroughs also have best practice to show how an integrated offer of childcare and family support can be provided. An example is Randolph Beresford Early Years and Children's Centre in Hammersmith and Fulham where vulnerable children and their families are supported by a multi-disciplinary team and benefit from a seamless offer of additional support through their children's centre offer.

COMMISSIONING ARRANGEMENTS

8.1 The establishment of the tri-borough children's commissioning directorate, based on the Borough's Mandate, with an expert team dedicated to commissioning early years provision offers the opportunity to commission activities jointly where appropriate. There is more transparency across boroughs about the level of service that each receives from key partners such as health and Jobcentre Plus. Working in a tri-borough model offers the opportunity to ensure the core offer delivered by these partners is consistent across the boroughs. It also offers the opportunity to rationalise management overheads by integrating Kensington and Chelsea's early years commissioning functions with those of the other boroughs, and for potential economies of scale in procurement.

CONSULTATION

9.1 The Council has a statutory duty under the Apprenticeships, Schools, Children & Learning Act 2009 to undertake a consultation with residents, service users and professional agencies prior to making significant changes to children's centres. There is case law guidance as to what constitutes a proper consultation, which indicates that:

- it should be carried out when proposals are still at a formative stage
- sufficient reasons should be given for the proposals to allow those
- consulted to give intelligent consideration and an intelligent response
- adequate time must be give for responses
- the product of consideration must be conscientiously taken into account when the ultimate decision is made.

9.2 From the experience of other local authorities a six to eight week public consultation is usually sufficient using online and hardcopy consultations forms, children's centre parent forums, focus groups and staff and stakeholder feedback groups.

9.3 Further work will be needed to confirm which centres are best placed to become 'lead' centres within an enhanced locality model. The consultation document would explain the options, with risks and benefits, and a recommendation from the Local Authority about the preferred option, based on this analysis. Consultation responses would be taken into account before a final recommendation is made.

TIMELINE FOR IMPLEMENTATION

10.1 These dates are provisional, and subject in particular to any revised proposals agreed following consultation, and market testing.

Cabinet decision	June 2012
Consultation	June – Sept 2012
Revised proposals post-consultation	Oct 2012
Cabinet decision	Oct 2012
Market testing (if required)	Nov 2012– Jan 2013
Redesign of CC services	Nov 2012 – Mar 2013
Commissioning & Procurement of childcare	Spring 2013
Contract award	July 2013
Contract start	Oct 2013

11. RISKS AND BENEFITS

11.1 A full assessment of risks and benefits will be completed following the close of consultation and when final recommendations are made.

12. FINANCIAL IMPLICATIONS

12.1 Children’s Services has delivered savings of £9.714m since the 2009/2010 financial year through a combination of service efficiency redesign, maximisation of resources and management reductions.

12.2 The combined savings target for children’s services in 2013/14 and 2014/15 is £3.115m, with continuing financial pressure forecast in future Local Authorities funding and the proposed impact through schools funding reform consultation. Additionally, the increasing pressure on the delivery statutory services requires the children’s service to review all aspects of non statutory functions to deliver value for money and target services to meet local and national priorities.

12.3 The 2012/13 budget for Early Years is £5.431m. The savings proposals of £800k represent a reduction of funding of 14.7%.

12.4 The school based children’s centres currently receive a combination of funding through the DSG and general fund budgets allocations. Historical funding allocations have not been adjusted to reflect increased delegation of funding through the DSG to schools. The proposed funding model for the school based children’s centres

adjusts the funding to reflect these changes and ensures the viability of the schools to continue to deliver their respective statutory responsibilities. The centres also offer additional services to parents through breakfast, after school and holiday clubs. Schools are not permitted to use this funding to subsidise childcare activities. The Children's Services finance team will work with the centres to advise on the development of financial models to recover the full cost of the provision of these additional services.

13. LEGAL IMPLICATIONS

- 13.1 Local authorities have a duty under the Apprenticeships, Schools, Children & Learning Act 2009 to consult before opening, closing or significantly changing children's centres, and to secure sufficient provision to meet local need so far as is reasonably practicable.
- 13.2 Local authorities have a duty under section 17 of the Children Act 1989 to make provision for children in need.
- 13.3 Local authorities have duties under the Childcare Act 2006 to
- work with their NHS and Jobcentre Plus partners to improve the outcomes of all children up to five years of age and reduce inequalities between them;
 - secure sufficient childcare for working parents.

14. HR IMPLICATIONS

- 14.1 As part of the outsourcing of childcare delivery, TUPE of current childcare staff within the children's centres would need to be addressed and accounted for within the budget.

15. EQUALITIES IMPLICATIONS

- 15.1 An Equalities impact assessment will be completed as part of the consultation exercise.

16. SAFEGUARDING IMPLICATIONS

- 16.1 Children's centres make a key contribution to Early Help services for vulnerable families. All children's centre services have implications for the effectiveness of safeguarding arrangements and Children in Needs places are specifically commissioned to meet the needs of vulnerable children under the Children Act 1989. Safeguarding

arrangements for externalised provision would continue to be subject to the same standards and requirements as those which currently operate, and would be monitored in the same way as existing contracts with external providers.

17. ACTIONS REQUIRED

- 17.1 Cabinet is asked to agree the proposals to reconfigure the model for delivery of children's centre services and to outsource childcare provision as the basis for consultation with parents, providers and the wider community.

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Background Papers Used in the Preparation of this Report:

1. Independent Review of children's centres (Daycare Trust August 2011)
2. Kensington and Chelsea Early Intervention and High Needs Analysis (February 2011)
3. Kensington and Chelsea Family and Children's Services: Early Help and Targeted Services Strategy
4. DfE Children's Centres Revised Statutory Guidance (2012)

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