

*RE-STRUCTURING OF THE EARLY YEARS, CHILDREN'S CENTRE **and**  
EARLY HELP (0 - 11 YEARS) SERVICES 2014 – 2016 Review – Cabinet Response Table*

Review Title: RE-STRUCTURING OF THE EARLY YEARS, CHILDREN'S CENTRE AND  
EARLY HELP (0 - 11 YEARS) SERVICES 2014 - 2016

Policy Development & Scrutiny Panel: Early Years, Children & Youth

Panel Chair and Vice Chair: Councillor Sally Davis and Councillor Sarah Bevan

Supporting Service Officers: Mike Bowden & Sara Willis

**Process for Tracking PD&S Recommendations - Guidance note for Cabinet Members**

The enclosed table lists all the recommendations arising from the above Policy Development & Scrutiny Review. Individual recommendations are referred to the relevant named Cabinet Members (or whole Cabinet in the case of a whole Cabinet referral) as listed in the '**Cabinet Member**' column of the table. Cabinet members are requested to seek help from your relevant service Officers within your portfolio to help complete the Rationale for your response. In order to provide the PD&S Panel with a Cabinet response on each recommendation, the named Cabinet member (or whole Cabinet) is asked to complete the last 3 columns of the table as follows:

**Decision Response**

The Cabinet has the following options:

- **Accept** the Panel's recommendation
- **Reject** the Panel's recommendation
- **Defer** a decision on the recommendation because a response cannot be given at this time. This could be because the recommendation needs to be considered in light of a future Cabinet decision, imminent legislation, relevant strategy development or budget considerations, etc.

**Implementation Date**

- For 'Accept' decision responses, give the date that the recommendation will be implemented.
- For 'Defer' decision responses, give the date that the recommendation will be reconsidered.
- For 'Reject' decisions this is not applicable so write n/a

**Rationale**

Use this space to explain the rationale for your decision response and implementation date. For accepted recommendations, please give details of how they will be implemented.

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**RE-STRUCTURING OF THE EARLY YEARS, CHILDREN'S CENTRE AND  
EARLY HELP (0 - 11 YEARS) SERVICES 2014 - 2016: Recommendations**

<b>Recommendation</b>	<b>Cabinet Member</b>	<b>Decision Response</b>	<b>Implementation Date</b>	<b>Rationale</b>
<b>That the design and commissioning principles set out in the amended Appendix 2 are adopted and applied to any future model of service delivery.</b>	<b>Cabinet</b>	Accept	13.11.13	Sound principles that should underpin decision-making,
<b>That the approach to Play; Specialist Family Support and the Early Years Foundations Stage are dealt with separately from Children's Centres.</b>	<b>Cabinet</b>	Accept	13.11.13	Each area of activity is distinct and therefore it is sensible to consider separately whilst recognising that any actions must work holistically.
<b>That any funding reductions for these services are considered separately in line with service models.</b>	<b>Cabinet</b>	Accept	13.11.13	Each area of activity is distinct and therefore it is sensible to consider separately whilst recognising that any actions must work holistically.
<b>To recommend a hub and spoke model as the basis for delivery of Children's Centre Services, whilst recognising that the number of hubs, and the level of service at the non-hub Children's Centres, will be dependent upon the scale of</b>	<b>Cabinet</b>	Accept	01.04.14	<ul style="list-style-type: none"> <li>• The model enables the Council to work to the design principles and to target resources upon those children and families in greatest need.</li> <li>• The model allows for more localised solutions for areas recognising levels</li> </ul>

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<b>budget reductions ultimately agreed by Council in February 2014.</b>				<p>of need, levels of voluntary/charitable activity and existing patterns of provision.</p> <ul style="list-style-type: none"> <li>• The model can be scaled 'up' or 'down' according to levels of resource.</li> <li>• It enables other partners to use Children's Centre buildings and therefore builds community hubs.</li> </ul>
<b>To retain all existing Children's Centre buildings.</b>	<b>Cabinet</b>	Accept	13.11.13	This was a clear intention of the administration.
<b>To further explore the potential of a commissioned model and/or an integrated model with health services, acknowledging the need for further market testing of the potential providers.</b>	<b>Cabinet</b>	Accept	13.11.13	The recommendation aligns with the administration in that it would be appropriate to 'test' whether there are both local and national bodies that would be interested in running these services and it would allow the Council to determine what additional benefits and resources such agencies could leverage into our services to benefit our children and families.
<b>To fully undertake a cost benefit analysis of any service changes.</b>	<b>Cabinet</b>	Accept	12.02.14	
<b>To propose that Cabinet reconsiders the overall Council budget to determine if alternative areas of saving can be identified. The reasons being:</b> <b>a) Information gained by the Task &amp; Finish Group</b>	<b>Cabinet</b>	Defer	12.02.14	The Cabinet has agreed to consider alternative strategies to alleviate a part of the planned reductions. It would be inappropriate for the Cabinet to respond to a 'single issue' at this time given the extent of budget reductions and

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<p><b>shows that early support to vulnerable people can lead to savings overall, there is concern that such significant cuts could lead to more costly interventions by statutory services of the council at a later stage.</b></p> <p><b>b) A commitment by the Panel to recommend some changes to services to meet part of the potential savings if the Cabinet are prepared to do likewise.</b></p>				<p>the need to ensure that all issues are considered as part of the budget setting process for 2014 – 15.</p>

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## Part 2: Recommendations from the Minority Report

Recommendation	Cabinet Member	Decision Response	Implementation Date	Rationale
<p>a) Asks the EYCY PDS Panel to consider the implications of the proposed Early Years and Children's Centre savings and review potential alternative options with a report back to the December meeting of Cabinet identifying the following:</p> <p>(i) The detailed implications of the proposed savings for frontline services under the proposed 38% cut to the budget of Children's Centres;</p> <p>(ii) The potential for management and efficiency savings that would have no effect on frontline services;</p> <p>(iii) A recommended model for the future of Children's Centre services based on management and efficiency savings; and</p> <p>(iv) In light of (iii), a request to Cabinet that, should the recommended model be undeliverable within the proposed budget for Early Years and Children's Centres, resources are identified from elsewhere in order to offset the proposed savings target.</p>	Cabinet	Reject	N/A	<p>(i) The Cabinet has asked officers to undertake more detailed work on the recommended model, including a cost-benefit analysis and equalities impact assessment in order to identify the detailed implications of the proposed savings, to be completed by 01.04.14.</p> <p>(ii &amp; iii) The Service Design &amp; Commissioning Principles already include 'ensuring back office functions are delivered as efficiently as possible' and targeting resources on front facing service delivery. It is not possible to make sufficient savings simply by management and efficiency savings.</p> <p>(iv) See above re consideration of whole Council budget.</p>