Introduction:

This paper outlines proposals for changes to Sure Start Children Centre services in Bedford Borough that will take effect from 1 April 2013. It outlines the reasons why changes are necessary, how we will continue to deliver provision from Children Centres in the future and the opportunity to respond as part of a consultation process.

At the outset, we would like to reassure parents and our partners that;

- No Children Centres will close and a level of services will continue to operate across all sites
- Children and families will have access to Children Centre services every weekday (excluding bank holidays)
- Access to services through Children Centres will remain universal
- We will reduce management and other costs where possible to protect front line services

The consultation process:

The consultation process will run from Wednesday 9 May to Friday 27 July 2012. You can respond to the consultation by;

- Completing a form on-line at - www.bedford.gov.uk/ccfuture
- Filling in a paper response form or sending your comments to - CONSULTING BEDFORD, FREEPOST ANG5840, BEDFORD, MK40 1ZD. Forms will be available at Children Centres as well as Borough Hall reception, Town Hall reception and at all Borough libraries along with response forms
- Emailing your comments to - consultingbedford@bedford.gov.uk
- Making any comments to staff at your local Children Centre
- Calling the Family Information Service on - 0800 023 2057

There will also be an opportunity to meet individually with members of the Council or attend a number of groups we will be holding with parents, our partners and with professionals. Any meetings or groups for parents will be arranged though Children Centres and details communicated during the consultation period.

Following the consultation, all the information gathered from parents, partners and other sources will be analysed. A final report will then be prepared that will highlight the responses received, changes we have made as a result of the consultation and a recommendation on the preferred option. This report will then be considered by the Children, Schools and Families Senior Leadership Team and a final decision made by the Executive Director.

A summary of the report and final decision will be made available to all those who participated in the consultation process.
What do the changes mean?

In summary, the proposed changes outlined in this document will mean the following;

• No Children Centres will close although some services will look different in some communities
• Children and families will continue to have access to a Children Centre service in some shape or form on every week day (excluding bank holidays)
• That a number of the areas managed by existing Children Centres may merge and groups of centres could be managed by one lead organisation. There are 3 options later in the document that set out how areas might be configured in different ways
• Access to services through Children Centres will remain universal
• That we are reducing management costs and will spend as much budget as possible on front line services

A table outlining the main differences between existing and proposed new services is outlined on Page 5 onwards.

Our Current Services:

Sure Start Children Centres provide and co-ordinate a range of early childhood services for children and families aged 0-5 across Bedford Borough. Every community has access to Children Centre provision through locally based services that operate both from within purpose built centres but also community spaces and venues. The key purpose of our centres is to improve the lives of children and families by ensuring good quality services at a local level.

Bedford Borough Council currently has 15 Children Centres operating across 16 sites across the authority. Each Children Centre has a variable catchment or ‘reach’ area (ranging between approx 400 to 1,100 children) with the type of services delivered within each Children Centre are defined by locally identified needs. These services broadly fall into the following categories;

• Those that promote the learning and development of children
• Those that improve the lives of parents and families
• Those that offer advice and guidance on health and wellbeing issues

In recognition that services need to meet local need, in Bedford Borough there is a split between those who provide a ‘core’ service and a ‘flexible’ service. The key differences are as follows;

<table>
<thead>
<tr>
<th>Service Delivery</th>
<th>Children Centre – Core Service</th>
<th>Children Centre – Flexible Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose built centres in community localities</td>
<td>Access and signposting to services. Some direct delivery through community venues and community outreach</td>
<td></td>
</tr>
<tr>
<td>Funding</td>
<td>£143,500 per site</td>
<td>£61,500 per site</td>
</tr>
<tr>
<td>Local Need</td>
<td>Communities that predominately are in the 30% most disadvantaged in England</td>
<td>Communities that predominantly are in the 70% least disadvantaged in England</td>
</tr>
<tr>
<td>Typical Staffing Structure</td>
<td>Full Time (FT) manager, FT family and/or play worker(s), PT family support staff and FT ‘welcomer’</td>
<td>Part Time (PT) manager and PT family worker(s)</td>
</tr>
</tbody>
</table>

| Facilities                             | Purpose built centres in community localities                                                | Ranges from a purpose built centre through to office space in more rural communities             |
A range of management organisations deliver services on behalf of Bedford Borough Council including local and national voluntary sector providers, community health services and a school. The management organisations employ staff from a number of backgrounds and professional perspectives. The funding for each centre is allocated using a set formula.

**Reasons for Change:**

There are a number of key reasons why a re-design of Sure Start Children Centre services is required at this time;

- The funding for Children Centres in Bedford Borough is not allocated in an equitable way and in line with community needs
- There is more that the Council needs to do to tackle inequalities experienced by children and families. For example, we know that gaps in achievement at the age 5 between disadvantaged families and rest are closing but are not closing enough when compared to other areas
- There has been a shift in national policy from the coalition government with increasing emphasis being placed on Children Centres to target their resources on more disadvantaged families
- There are increasing constraints on financial resources available from Central Government which has in turn affected the local allocation available for Children Centre services. For the Borough, this equates to 80% of the current level of resources available from 2013/14 onwards
- There is a need to make the most effective use of resources and ensure the maximum amount of resources support front line delivery
- The Council does not believe it is possible for all existing Children Centres to have a reduced budget and expect to deliver the same level service for children and families

For the reasons noted above, we therefore need to consult with you and find an alternate way of delivering Children Centre services that make the best use of the budgets we have available.

**Proposed Changes – Vision, Aims and Principles:**

The vision of the Children, Schools and Families directorate at Bedford Borough Council is;

‘**Building Brighter Futures for Children - Improving outcomes and life chances for all children particularly vulnerable children through early intervention**’

Underpinning our vision is our Children and Young People’s Plan. This sets out our key priorities for Children Services, including a commitment to;

‘**Narrow the gap for any under achieving children and raise the bar for all**’

For more information on the Children and Young People’s Plan, please visit the link below;


The changes in the provision of early childhood services through Children Centres will aim to help improve the life chances for children and families and help play a central role in the development of our approach to early intervention services. These changes are being informed by the following principles;

- Resources will be allocated in line with evidence of need and ‘what works’ in improving outcomes for families
Consultation on the future of Sure Start Children Centre provision

- Consultation is an ongoing process and feedback will be sought from children, families and stakeholders through the whole process
- Services will be flexible enough to respond to individual and family needs
- Delivery of services should be integrated and offered through a range of partnership arrangements
- Services will need to operate within a statutory framework
- The maximum amount of resources possible should be made available for front line service delivery
- Services will need to demonstrate impact and demonstrate value for money

The new offer of services for Children and Families:

The offer of support through Sure Start Children Centres will be determined through an analysis of local need. As part of previous consultation and discussions we have held with families, parents have made it clear that;

- You value opportunities to play with your children and to meet other parents
- That Children Centre services should be available regardless of where you live but give priority to those who need them most
- Parents care about their local Children Centres and would like to hear more about how they are changing and developing

In addition, a key way that we assess need across communities in Bedford Borough will be using information that is collected to determine the levels of local deprivation. This will include an indication of the levels of employment, income, health, housing and crime in communities. For more information on these levels in Bedford Borough, please visit the below link;


In the new offer, it is proposed that all services will now operate through new networks of Children Centres, with a group of centres promoting access to services across a number of communities. The organisations providing services will also be expected to offer a mix of centre based and other outreach work (including home based services) that will be tailored to individual and local circumstances. The offer is outlined in more detail in pages 6, 7 & 8.

From page 8 onwards, the consultation document will focus on the proposed new networks of Children Centres from 1 April 2013. Regardless of the number of networks, there will be an expectation that Children Centres demonstrate they have improved the lives of children and families through delivering the type of services outlined below. Please note the offer of services will continually be adapted in line with local need and is subject to the resources available at the time.
<table>
<thead>
<tr>
<th><strong>Core Service</strong></th>
<th><strong>Existing offer of service</strong></th>
<th><strong>New offer of service</strong></th>
</tr>
</thead>
</table>
| **Working in communities that are more disadvantaged** | - All centres open each week day (excluding bank holidays)  
- Delivery of weekly open access play based sessions including ‘stay and plays’  
- Individual advice, guidance and support on child development issues  
- Themed early learning groups that promote communication, language skills and physical development | **Main site:**  
- Open 9-5 every week day (excluding bank holidays) and evenings/weekends for working parents if required  
- Delivery of weekly open access play based sessions including ‘stay and plays’  
- Individual advice, guidance and support on child development issues  
- Themed early learning groups that promote communication, language skills and physical development  
- Signposting to existing parent and toddler groups  
**Local sites:**  
- Full services accessible at main site (including telephone support)  
- Local services open at specific times depending on local community need  
- E.g. Delivery of weekly open access play based sessions including ‘stay and plays’ on rotation across the network (e.g. one session every 2 weeks at each site)  
- Individual advice, guidance and support on child development issues  
- Themed early learning groups that promote communication, language skills and physical development on rotation to ensure coverage across the area (e.g. one session every 2 weeks)  
- Signposting to existing parent and toddler groups |

<table>
<thead>
<tr>
<th><strong>Flexible Service</strong></th>
<th><strong>Existing offer of service</strong></th>
<th><strong>New offer of service</strong></th>
</tr>
</thead>
</table>
| **Working in communities that are the least disadvantaged** | - Centres operate flexibly to ensure access each week day to meet local need  
- Delivery of weekly open access play based sessions including ‘stay and plays’ in different communities  
- Individual advice, guidance and support on child development issues  
- Themed early learning groups that promote communication, language skills and physical development | - Full access to services at main site and access through local sites (including telephone support)  
- Local services operate flexibly depending on community needs  
- Delivery of bi-weekly open access early learning and play based sessions including ‘stay and plays’ on rotation across the area (e.g. one session every 2 weeks and then rotated across the area)  
- Access to Children Centre staff through existing parent and toddler groups  
- Signposting to existing parent and toddler groups  
- Individual advice, guidance and support on child development issues |
## Improving Child/family health and life chances:

<table>
<thead>
<tr>
<th></th>
<th>Existing offer of service</th>
<th>New offer of service</th>
</tr>
</thead>
</table>
| **Core Service** | - All centres open each week day (excluding bank holidays)  
- Access to ante-natal support  
- Access to health visiting provision  
- Individual advice, guidance and support for women on issues such as breastfeeding and post-natal depression                                                                 | **Main site:**  
- Open 9-5 every week day (excluding bank holidays) and evenings/weekends for working parents if required  
- Access to ante-natal support  
- Access to health visiting provision  
- Individual advice, guidance and support for women on issues such as breastfeeding and post-natal depression  

**Local sites:**  
- Full services accessible at main site (including telephone support)  
- Local services open at specific times depending on local community need. For example;  
- Access to ante-natal support  
- Access to health visiting provision  
- Individual advice, guidance and support for women on issues such as breastfeeding and post-natal depression |
| **Flexible Service** | - Centres operate flexibly to ensure access each week day to meet local need  
- Signposting to ante-natal support  
- Access and/or signposting to health visiting provision  
- Individual advice, guidance and support for women on issues such as breastfeeding and post-natal depression                                                                 | - Full access to services at main site and access through local sites (including telephone support)  
- Local services operate flexibly depending on community needs  
- Signposting to ante-natal support  
- Access and/or signposting to health visiting provision  
- Individual advice, guidance and support for women on issues such as breastfeeding and post-natal depression                                                                 |

**Working in communities that are more disadvantaged**

**Working in communities that are the least disadvantaged**
## Focusing on parents, parent aspirations and parenting skills:

<table>
<thead>
<tr>
<th></th>
<th>Existing offer of service</th>
<th>New offer of service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core Service</strong></td>
<td>- All centres open each week day (excluding bank holidays)</td>
<td><strong>Main site:</strong></td>
</tr>
<tr>
<td>Working in</td>
<td>- Individual advice, guidance and support for families on parenting issues</td>
<td>- Open 9-5 every week day (excluding bank holidays) and evenings/weekends for working parents if required</td>
</tr>
<tr>
<td>communities that are</td>
<td>- Delivery of accredited and evidence based programmes (e.g. Parenting)</td>
<td>- Individual advice, guidance and support for families on parenting issues</td>
</tr>
<tr>
<td>more disadvantaged</td>
<td>- Access and/or signposting to education, employment and training opportunities</td>
<td>- Delivery of accredited and evidence based programmes (e.g. Parenting)</td>
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<td></td>
<td></td>
<td>- Access and/or signposting to education, employment and training opportunities</td>
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<tr>
<td></td>
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<td><strong>Local sites:</strong></td>
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<td>- Full services accessible at main site (including telephone support)</td>
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<td>- Local services open at specific times depending on local community need. For example;</td>
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<tr>
<td></td>
<td></td>
<td><strong>Flexible Service</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Centres operate flexibly to ensure access each week day to meet local need</td>
</tr>
<tr>
<td>Working in</td>
<td>- Individual advice, guidance and support for families on parenting issues</td>
<td><strong>Working in communities that are the least disadvantaged</strong></td>
</tr>
<tr>
<td>communities that are</td>
<td>- Signposting to accredited and evidence based programmes (e.g. Parenting)</td>
<td>- Full access to services at main site and access through local sites (including telephone support)</td>
</tr>
<tr>
<td>least disadvantaged</td>
<td>- Signposting to education, employment and training opportunities</td>
<td>- Local services operate flexibly depending on community needs</td>
</tr>
<tr>
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<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>- Signposting to education, employment and training opportunities</td>
</tr>
</tbody>
</table>
The services delivered through Children Centres in Bedford Borough will be accessible to all but will focus on improving the lives of more disadvantaged families. Those who are disadvantaged will vary from community to community and from individual to individual but could include:

- Lone parents
- Families in workless households
- Children with a disability and parents with a disability
- Young parents
- Children and families from Black and Minority Ethnic (BME) communities

It will be expected that services will be delivered with a range of partners including the NHS, Job Centre Plus and local childcare providers. Where appropriate, these services will be based at and delivered from Children Centre facilities to promote better access to a range of services for children and families. There will also be an expectation that Children Centres use different methods of communication (e.g. through email, telephone, social networks and text messages) to maximise the support available across Bedford Borough.

**Finance:**

In line with the decisions made by the Bedford Borough Council Executive on 7 December 2011, the identified budget from 1 April 2013 will be £1,443,200. Further detail with regard to how the overall allocation could be spent on each network is outlined in the options below.

In addition, work is currently taking place to explore whether we could increase the funding available to support the delivery of services through Children Centres that would produce a consequential saving for other areas of the Council budget.

**The Options for networks of Sure Start Children Centre services:**

As outlined above, it is proposed that all services from 1 April 2013 onwards will operate through networks of Children Centres. This would involve a main site, local site and more flexible services working together to offer provision across a number of communities. We believe there are 3 potential ways by which Children Centres could link together in networks, which include:

- 4 networks of Children Centres
- 6 networks of Children Centres supported by a ‘outreach’ service
- 6 networks of Children Centres with no outreach service

Each network has different boundaries or ‘reach’ areas. This process has taken into account existing boundaries of Children Centres, data requirements, how our partners work and local geography. The boundaries are outlined in more detail overleaf.
Consultation on the future of Sure Start Children Centre provision

**Option 1 - Delivery of early childhood services through 4 networks of Children Centres working across Bedford Borough**

**Description:**

To develop 4 networks of early childhood services across Bedford Borough that operate through existing Children Centre sites. The networks would match the existing boundaries defined for the locality 0-19 community health teams. These boundaries are outlined below:

**Network 1: Bedford and North/North West Rural**
- Existing Children Centres:
  - Queen’s Park Pinecones (split reach)
  - Bedford Central (split reach)
  - Bluebells Meadows (split reach)
  - Clapham

**Network 2: Bedford and North/North West Rural**
- Existing Children Centres:
  - Goldington
  - Putnoe
  - Pinecones (split reach)
  - Bedford Central (split reach)
  - Riversmeet

**Network 3: South Bedford and South East Rural**
- Existing Children Centres:
  - Cauldwell
  - Kingsbrook
  - Eastcotts
  - Wilstead

**Network 4: Kempston and South West Rural**
- Existing Children Centres:
  - Daisy Hill
  - Pear Tree
  - Meadows (split reach)
The service provision would cover all of each network and be delivered through a main site, local venues and on an outreach basis (including home based services). There would be variable catchment or ‘reach’ areas with funding allocated in line with a new needs based funding formula. Each network could be delivered solely by one management organisation or in partnership between providers.

Finance:

For option 1, the proposed allocation of the overall budget for Children Centres (£1,443,200) is documented in the chart below. These costs are subject to further analysis and may vary as part of the consultation process.

Staffing:

Each network would have a named lead network manager. This would mean a total of 4 managers across the authority. The manager could be supported by a range of other staff and volunteers who would work predominately within specific areas of the network. In addition, each network at a minimum would have access to a named:

- Children Centre teacher
- Health Visitor
- Social Worker

The partnerships between Children Centres and these professionals will be formalised through joint protocols prior to and implemented from 1 April 2013.

Analysis:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Should be a more seamless service with community health provision (e.g. health visitors) – the key partner in Children Centre delivery</td>
<td>- It might be difficult to retain relationships with some partners working across a network (e.g. Pre-Schools and Schools)</td>
</tr>
<tr>
<td>- Reductions in bureaucracy (e.g. number of Ofsted inspections and performance management arrangements)</td>
<td>- Not all local venues would be open at all times and would need to be utilised by alternative service provision</td>
</tr>
<tr>
<td>- The option would focus the most resources on those who need it most</td>
<td>- It would be difficult for a manager to have an in depth understanding of local community needs across such a large area</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- A much more collaborative approach with health visiting provision</td>
<td>- The loss of a ‘local’ focus</td>
</tr>
<tr>
<td>- More effective and streamlined governance arrangements</td>
<td>- Health commissioning arrangements remain unclear and current community health structures could change</td>
</tr>
<tr>
<td>- When buildings are not being used they could be utilised more frequently by other groups</td>
<td></td>
</tr>
</tbody>
</table>
Consultation on the future of Sure Start Children Centre provision

Option 2 - Delivery of early childhood services through 6 Children Centres and 1 Virtual Service working across Bedford Borough

Description:
To develop 6 networks of early childhood services across Bedford Borough that operate through existing Children Centres sites and is supported by an outreach service. The areas would largely be based on the existing catchment or reach areas for Children Centres, with a number of these areas merging across existing boundaries. The proposed reach areas are as outline below;

<table>
<thead>
<tr>
<th>New areas for service provision</th>
<th>Existing Children Centre provision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cauldwell, Wilstead (inc Wixams) and rural south of Bedford</td>
<td>Cauldwell (both sites) Wilstead</td>
</tr>
<tr>
<td>2. Kingsbrook, Shortstown and rural east / south east of Bedford</td>
<td>Kingsbrook, Eastcotts and Riversmeet (split reach)</td>
</tr>
<tr>
<td>3. Brickhill, Goldington, Newham, Putnoe and rural east / north east of Bedford</td>
<td>Bedford Central, Goldington, Pinecones (split reach), Putnoe and Riversmeet (split reach)</td>
</tr>
<tr>
<td>4. Queen’s Park and rural west and north west of Bedford (e.g. Gt Denham and Bromham)</td>
<td>Queens Park, Bluebells and Meadows (split reach)</td>
</tr>
<tr>
<td>5. Kempston and rural south west of Bedford</td>
<td>Daisy Hill, Pear Tree and Meadows (split reach)</td>
</tr>
<tr>
<td>6. Castle, De Parys, Harpur and rural north of Bedford</td>
<td>Bedford Central, Pinecones (split reach), Clapham and Meadows (split reach)</td>
</tr>
</tbody>
</table>

Virtual with focus on town centre provision including supported housing provision for young parents, the refuge, residential accommodation and the prison

Predominantly Bedford Central
The service provision would cover all of each network and be delivered through a main site, local venues and outreach (including home based services). The outreach service would primarily operate on an outreach basis (including home visits) and utilise the range of facilities and existing venues available in the town centre area. There would be variable catchment or ‘reach’ areas with funding allocated in line with a new needs based funding formula. Each network could be delivered solely by one management organisation or in partnership between providers.

**Finance:**

For option 2, the proposed allocation of the overall budget for Children Centres (£1,443,200) is documented in the chart below. These costs are subject to further analysis and may vary as part of the consultation process.

![Budget Allocation Chart]

**Staffing:**

Each network would have a named lead manager. This would mean a total of 6 managers across the authority and 1 outreach manager. The manager could be supported by a range of other staff and volunteers who would work predominately within specific areas of the network. In addition, each network at a minimum would have access to a named;

- Children Centre teacher
- Health Visitor
- Social Worker

The partnerships between Children Centres and these professionals will be formalised through joint protocols prior to and implemented from 1 April 2013.

**Analysis:**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Reductions in bureaucracy (e.g. number of Ofsted inspections and performance management arrangements)</td>
<td>- Partnership working arrangements with health services and others not co-terminus</td>
</tr>
<tr>
<td>- The option would focus additional resources on those who need it most</td>
<td>- Not all local venues would be open at all times and would need to be utilised by alternative service provision</td>
</tr>
<tr>
<td>- The smaller reach areas would enable the manager to have greater understanding of community needs</td>
<td>- Highest management costs</td>
</tr>
<tr>
<td>- Offers significant flexibility in service to a number of vulnerable client groups including families who live near the town centre</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- More effective and streamlined governance arrangements</td>
<td>- Too much of a limited resource will be spent on management costs</td>
</tr>
<tr>
<td>- When buildings are not being used they could be utilised more frequently by other groups</td>
<td>- The virtual service has difficulty in developing and sustaining partnership arrangements</td>
</tr>
<tr>
<td>- Potential to reach a range of children and families not currently accessing services</td>
<td></td>
</tr>
</tbody>
</table>
Option 3 - Delivery of early childhood services through 6 Children Centres across Bedford Borough

Description:
To develop 6 networks of early childhood services across Bedford Borough that operate through existing Children Centres sites. The areas would largely be based on new catchment or reach areas for Children Centres, with a number of these areas merging across existing boundaries. The proposed reach areas are as outline below:

<table>
<thead>
<tr>
<th>New areas for service provision</th>
<th>Existing Children Centre provision</th>
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</thead>
<tbody>
<tr>
<td>1. Kempston and rural south west of Bedford</td>
<td>Daisy Hill, Pear Tree and Meadows (split reach)</td>
</tr>
<tr>
<td>2. Queens Park and rural west and north of Bedford (e.g. Bromham and Shambrook)</td>
<td>Queens Park, Bluebells (split reach) and Meadows (split reach)</td>
</tr>
<tr>
<td>3. Central Bedford, Goldington and rural east / north east of Bedford</td>
<td>Bedford Central, Goldington, Putnoe and Riversmeet (split reach)</td>
</tr>
<tr>
<td>4. Kingsbrook, Shortstown and rural east / south east of Bedford</td>
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<tr>
<td>5. Cauldwell, Wilstead (inc Wixams) and rural south of Bedford</td>
<td>Cauldwell (both sites) and Wilstead</td>
</tr>
<tr>
<td>6. Brickhill, De Parys, Harpur and Clapham</td>
<td>Pinecones and Clapham</td>
</tr>
<tr>
<td>Virtual with focus on town centre provision including supported housing provision for young parents, the refuge, residential accommodation and the prison</td>
<td>Predominantly Bedford Central</td>
</tr>
</tbody>
</table>
The service provision would cover all of each network and be delivered through a main site, local venues and outreach (including home based services). There would be variable catchment or ‘reach’ areas with funding allocated in line with a new needs based funding formula. Each network could be delivered solely by one management organisation or in partnership between providers.

**Finance:**

For option 3, the proposed allocation of the overall budget for Children Centres (£1,443,200) is documented in the chart below. These costs are subject to further analysis and may vary as part of the consultation process.

![Finance Chart](chart.png)

**Staffing:**

Each network would have a named lead manager. This would mean a total of 6 managers across the authority. The manager could be supported by a range of other staff and volunteers who would work predominately within specific areas of the network. In addition, each network at a minimum would have access to a named;

- Children Centre teacher
- Health Visitor
- Social Worker

The partnerships between Children Centres and these professionals will be formalised through joint protocols prior to and implemented from 1 April 2013.
If you would like further copies, a large-print copy or information about us and our services, please telephone or write to us at our address below.

Finding out more

Për Informacion
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معلومات
برائ اطلاع
Informacja
Za Informacije
Per Informazione
তথ্যের জন্য