

Introduction to the action plan

This Childcare Sufficiency Action Plan has been designed using evidence from Haringey's Childcare Sufficiency Assessment (CSA) which was produced in 2008. The Childcare Sufficiency Assessment will be fully reviewed every three years, with the next review due to take place in 2011. The Action Plan focuses on those areas in Haringey where there is evidence of market failure, and seeks to ensure that the actions and objectives are achievable and realistic. The Action Plan will be updated annually, with the next update in 2010.

The Action Plan is focused on contributing to improvements in outcomes for children, young people and families. It prioritises the local authority's market management role, as commissioners and brokers, and seeks to involve key partners in the implementation of actions.

The Action Plan links to a number of other strategic priorities, including:

- **Changing Lives: The Children and Young People's Plan** – this Plan gives an overview of all of the priorities that stakeholders have for children and young people. Priority 18 seeks to improve access to services for parents that support them to be more economically active.
- **The Local Area Agreement** - the delivery Plan for the Sustainable Community Strategy. Some of the key challenges are focused on poverty and work.
- **The Working Neighbourhood Fund** – a three year fund that will be used to boost enterprise and tackle worklessness.
- **Child Poverty Strategy and Action Plan** – aims to ensure that council services and local partners are working in a joined up way to reduce child poverty in the borough and ensure that today's children do not become the parents of poor children tomorrow.

It is intended that the outcomes of the Childcare Sufficiency Assessment and subsequent action plan will inform that development and implementation of Haringey's Extended Services, Children's Centre and Commissioning Strategies. In addition, the implementation of our Early Years Quality and Access Capital programme and the Pathfinder programme for the delivery of the flexible offer for 3 and 4 year olds will be informed by the outcomes of the audit.

The Action Plan was developed through a workshop with stakeholders held in December 2008. It prioritises five main areas where we will focus action:

- **Objective 1: Improve the affordability of childcare**

- **Objective 2: Improve provision for children with disabilities and special educational needs**
- **Objective 3: Improve take-up of before-school and after-school provision**
- **Objective 4: Increase access to and awareness of holiday provision for all ages**
- **Objective 5: Develop a long-term Commissioning Strategy for Childcare**

The implementation of this action plan will be monitored by the Children and Young People's Service on a yearly basis. This is the Council's first Action Plan and represents our first step in reducing the gaps in childcare provision across the borough.

Objective 1: improving the affordability of childcare

The affordability of childcare in the borough is a barrier to take-up. Affordability is an issue borough wide, particularly:

- among younger parents/carers and those attending training courses,
- in provision for 4-5 years olds,
- in full time provision for under 3s
- for children with disabilities.

TARGETS: We intend to appoint a Childcare Commissioner to develop a detailed communication and market strategy for childcare in the borough. This role will help us to ensure that we target actions at those parents/carers where affordability is a barrier to take-up in the first instance. The Authority is required to implement a single funding formula from April 2010 in order to fund, on an equitable basis, the free entitlement for 3 and 4 year olds¹ and review Haringey's fee charging policy. The CSA highlighted that the percentage of parents/carers who know about and are using working tax credits² (WTC) is currently 48%. Parents/carers living in the north and south networks were more likely to be using WTC. One of the first roles will be for the Action Plan to increase the percentage of parents who know about and are using WTC from its current 48% to 60%. By doing this we will be addressing the gap in the market where parents/carers are not working, or are struggling to work because of the affordability of childcare. In order to effectively do this we will need to undertake an audit of how and where information on WTC is disseminated to parents/carers in Haringey.

We will need to balance actions between those that will benefit parents/carers already using childcare and who find its affordability a problem, and those parents/carers who do not use formal childcare and the main barrier to take-up is affordability. The role of affordability for children with disabilities is covered more fully under Objective 2.

¹ From 2010-11 LAs are required to introduce a single local funding formula for funding Early Years provision

² If you are responsible for a child or young person, you can get Working Tax Credit provided you work at least 16 hours a week and your income is low enough

Actions for Objective 1: improving the affordability of childcare

Actions	Milestones	Target dates	Lead officers
Appoint a Childcare Commissioner to develop a detailed community and market strategy for childcare		November 2009	Head of Children's Network West
Undertake an audit of how and where information on WTC is disseminated to parents/carers in Haringey	Audit	December 2009	Working Parents Information Officer
Coordinate a campaign of information dissemination on WTC	Design and test campaign Campaign launch	Jun 2010 September 2010	Working Parents Information Officer
Commission training offered by One Parent Families ³ on 'better off' ⁴ calculations for parents/carers	Identify target group Commission in place Council training	September 2009 December 2009 December 2009	Head of Workforce Development
Single Funding Formula for the free entitlement.	Implementation of a single formula – Phase 1 Review and refinement of Single Funding model – Phase 2	April 2010 April 2011	Head of Children's Network West/ Head of CYP Finance
Formal review of Haringey's fee charging policy		April 2011	Head of Children's Network West

Objective 2: Improve provision for Children with disabilities and SEN

³ One Parent Families/Gingerbread merged in 2007 to create the biggest national charity for one parent families

⁴ Better Off Calculations (BOC) is a computer programme which aims to show customers that attend job centres that they are better off in work than when living on benefits

The CSA has highlighted a number of issues that are experienced by parents/carers with disabled children or with SEN. The CSA, which had been informed by feedback from focus groups with relevant parents, set out that our priorities should be:

- Further research to better understand the improvements needed by this group in relation to age-group, location, type of disability/SEN. Once we have carried out this research we will have a better understanding of the key issues that parents/carers have.
- This should be matched to a more detailed analysis on the supply of childcare for children with disabilities and SEN
- We need improved mainstream provision and prioritised access (not full time) for disabled children who can operate in the mainstream end
- We need a quicker assessment and referral system for short breaks for the chronically sick and more disabled children who want 1) specialist services, and 2) mainstream facilities.
- We need to focus on the 11-14 age group who are currently less well provided for

TARGETS: The targets that we have set as a result of the CSA and a focused workshop with key officers who deliver the provision for SEN are:

1. To increase the capability, skills and confidence of universal providers to meet a wide range of needs, including those of children & young people with disabilities, in a safe environment
2. To have a swift and easily accessible assessment process with a single point of access
3. To work with all providers to embed specific workforce competencies in the commissioning process
4. To ensure that information on provision for children & young people is widely available and easily accessible to all families, using a variety of formats
5. To provide a single point of access for securely held quality data that is user friendly, with a clear baseline to allow multi agency use – and to facilitate effective analysis and planning
6. To ensure that safeguarding children & young people is at the heart of all policies, procedures and provision

A measurable of these targets is we want to ensure that accessibility to childcare is to be increased by 15% when measured against the baseline data taken in 2009/10.

Actions for Objective 2: Improve provision for Children with disabilities and SEN

Actions	Milestones	Dates	Lead Officers
Undertake a detailed mapping exercise to better understand the current take-up of childcare by disabled children, the needs they have and the how these needs are catered for by childcare providers.	<p>Mapping of provision and current uptake of childcare by disabled children completed</p> <p>Consultation event held</p> <p>Evaluation Process in place to capture user feedback and inform future developments</p> <p>Disability awareness training for all providers</p>	<p>July 2009</p> <p>TBC</p> <p>April 2011</p> <p>July 2010</p>	Head of Additional Needs and Disabilities
Embed the 'Aiming High: better support for disabled children and their families' ⁵ transformation programme into all of our work practices	Aiming High Disability Forum established to oversee implementation of project plan and secure high level sign-up	July 2009 – March 2011	Head of Additional Needs and Disabilities
Build on the Early Support Programme ⁶ as a single point of referral for childcare needs	<p>Creation of a single point of referral</p> <p>Information shared on termly basis with Heads of Children's Centres to inform planning</p> <p>Include provision of short break in Team Around the Child (TAC) approach</p>	On-going	<p>Head of Additional Needs and Disabilities</p> <p>Manager of Specialist Child Health Services – GOSH in Haringey</p>

⁵ In May 2007 the government published **Aiming high for Disabled Children**: to improve outcomes for those with special needs and their families.

⁶ **Early Support is a national programme** to improve the way that services for young children with disabilities in England work together and with families.

<p>Establish the use of CAF to access provision for children and young people with disabilities and:</p> <p>Ensure that all families receive the outcome of their referral for childcare provision within 4 weeks.</p>	<p>Awareness raising and training sessions held for staff</p> <p>Assessments and reviews to provide information for short breaks via the CAF</p> <p>Family Support Panel to monitor response to families to ensure 4 week target is met</p>	<p>September 2009</p> <p>September 2009</p> <p>September 2009</p>	<p>Head of Additional Needs and Disabilities</p>
<p>Work with settings to develop their capacity to offer inclusive childcare and meet specific workforce competencies</p>	<p>Training for providers to develop their capacity to meet a wide range of needs including children with disabilities.</p> <p>Review the training programme (ongoing) to ensure changing needs and trends are addressed as well as feedback from stakeholder evaluations and consultations</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Head of Additional Needs and Disabilities</p> <p>Head of Service 0–19yrs</p>
<p>Audit the information about childcare and financial support available to parents /carers of disabled children</p>	<p>Carrying out of audit.</p>	<p>December 2009</p>	<p>Childcare Commissioner</p>

Devise promotional campaign to frequently used venues and services and establish a quarterly newsletter and web presence	Information on provision produced in user friendly formats and widely available in community and frequently used buildings Newsletter circulated widely Website and FIS kept up-to-date	Ongoing	Head of Information and Communications
Incorporate data on PVI and other providers into a single comprehensive database to which all relevant agencies can have access	Collect all PVI data and input onto database	April 2010	Childcare Commissioner
Enable 100% of providers to implement new safeguarding procedures	Introduction and, where appropriate, training, of safeguarding procedures to all providers	October 2010	Childcare Commissioner
Implement a rolling programme to regularly sample the take-up of safeguarding training on children with disabilities by providers	Training programme in place Roll out the training programme to all providers	July 2010 April 2011	Childcare Commissioner

Objective 3: Improve take-up of before school and after school provision

The CSA told us that there is surplus capacity in the availability of before school and after school provision that is provided across the borough. There was a high indication by parents that they would like to use this provision but are not doing so currently, although this did vary across the borough: for example more than 20% of respondents in Alexandra, Noel Park and Seven Sisters wards indicated that they would like to use after school clubs but were not doing so. Initial indications are that take-up is low for a variety of reasons, including affordability, location and accessibility for those with particular/special needs.

TARGETS: Firstly we need to improve the take-up of the existing before and after school provision. To improve take-up we need to understand more fully why parents/carers would like to use before and after school care but are not doing so. Once we have improved take-up of existing provision, we will work to see whether we need to further increase the number of parents/carers who would like to use provision and expand accordingly. We also need to improve the provision of before and after school care for the 8 -13 year olds, as this has been identified as an area that needs to be developed and where there is currently a gap in the market. We also need to ensure that all schools achieve the DCSF target of delivering the full core offer by September 2010.

Actions for Objective 3: Improve take-up of before school and after school provision

Actions	Milestones	Dates	Lead officers
Undertake more research to: - a) Have a better understanding of the barriers to take-up of before and after school provision; and b) Identify the discrete needs of the 8-13 yr olds	Formulate questionnaire for parents/carers Roll out questionnaire to parents and analyse responses Commission focus groups of 8-13 yr olds & parents	December 2009 January to March 2010 February 2010 – April 2010	Extended Schools Coordinators
Put measures in place to respond to analysis of the barriers and needs	Match existing provision with identified need. Produce communication plan incorporating marketing strategy to ensure all stakeholders are informed.	April 2010 onwards	Extended Schools Coordinators
Put a Quality Assurance system in place to improve existing provision, benchmark take-up rates and work with providers to improve and align where appropriate		April 2011	Head of Children's Network West
Working with Job Centre Plus, produce guidelines and marketing material to inform parents of Working Tax Credit (WTC)	Guidelines produced and distributed	January 2010	Working Parents Information officer
Ensure all schools achieve target of delivering Extended Services full core offer (FCO) by September 2010	Extended Service Strategy produced	September 2009	Head of Children's Network West

	85% of schools delivering FCO 100% of schools delivering FCO	October 2009 September 2010	Extended Schools Coordinators
Ensure that breakfast clubs are offered at schools identified as being in most need	Model funding agreed Regular monitoring	July 2009-06-17 Ongoing	Extended Schools Coordinators

Objective 4; Increase access to and awareness of holiday provision for all ages

The CSA found that there is a proven demand for holiday provision, but that there are difficulties for some users in securing the appropriate provision to meet their requirements. There also needs to be improvements in the availability and publicity of holiday provision – parents and carers need to know what is available at an early stage in the year so that they can plan their childcare to fit in around work hours and school holidays. Often the provision is there but it is not publicised sufficiently early enough or extensively enough to capture the market it is aimed at. A marketing strategy for holiday provision also needs to have an emphasis on capturing the hard to reach groups that have been identified as part of a Needs Analysis.

TARGETS: We want to increase the percentage of parents/carers who agree that “there is a good choice of holiday play schemes to access” from 20% to 30%. We want to reduce the percentage of parents/carers who use childcare in the holidays but report that they find it difficult to secure the childcare that they need from its current 18.1%. We will publicise provision for both general and specific communities to increase knowledge of and access to holiday provision. We need to improve the current marketing that we have for holiday provision. Our Summer Programme, for example, should be available by Easter at the latest so that parents/carers have some certainty when planning holiday provision to meet their needs. Parents and carers have also stated that the opening times of holiday provision does not reflect wrap around care and so they are unable to secure the hours that enable them to continue working through the school holidays, particularly at Easter and over the long summer school holiday. Overall, we are aware that we need to improve our coordination role in organising and increasing holiday provision.

Actions for Objective 4; Increase access to and awareness of holiday provision for all ages

Actions	Milestones	Dates	Lead officers
Update the Needs Analysis of parents/carers	Update the current Needs Analysis Carry out a new Needs Analysis	December 2009 January 2010	Extended Services Coordinators
Increase and improve marketing, including the publicity of the Summer University Programme, on where provision is provided.	Develop a marketing strategy for holiday provision, with an emphasis on the hard to reach groups that have been identified.	July 2010	Deputy Head of Youth Services (Universal) Head of Information and Communication
Offer the role of Parent Support Advisers and the Transition Programme as a standard entitlement ⁷	Parent Support Advisors are available to all Year 6 Students.	June 2010	
Improve the availability and consistency of Summer Programme Delivery, including parental awareness of forthcoming programmes	The full Summer Programme should be available by Easter of every year, with an overall aim to have the full holiday programme available in January of each year	Easter 2010, and then January 2011, and January in subsequent years from 2011	Extended Services Coordinators
Ensure holiday provision across the age ranges is available	Carry out a mapping and gap analysis exercise	December 2009	Extended Services Coordinators
Develop planning, commissioning and quality assurance model for holiday provision		March 2010	Extended Services Coordinators

⁷ Offered to Y6 pupils who are making the transition to secondary school

Objective 5: Develop a long-term Commissioning Strategy for Childcare

The CSA told us that the inflexibility of childcare can be a barrier to parents taking up and retaining work. The Flexible Offer⁸ is a DCSF requirement and is being implemented through a separate Action Plan. We also have anecdotal evidence, from talking to parents in workshops and face to face, that, in addition, there may be parental demand for more flexible childcare, especially around 1) enabling attendance at job interviews, 2) enabling attendance at training courses, and 3) emergency childcare.

TARGETS; we need to develop a long-term Commissioning Strategy for Childcare through the role of a Childcare Commissioning Officer. We must meet the DCSF target that, by 2009, Haringey (as a Pathfinder) offers 15 hours of free early education to all 3 and 4 year olds over a minimum of three days. 100% of children should have access to the flexible offer by September 2010. We also need to put in place a means of measuring parental demand for flexible provision beyond free early education by April 2010.

⁸ From September 2010, every local authority must offer 15 hours of free early education to all 3 and 4 year olds, over a minimum of 38 weeks. That offer must be made available flexibly, to meet parental demand over a minimum of three days. As a step towards that, from September 2009, all local authorities will be required to make the offer available to 25 per cent of their most disadvantaged 3 and 4 year olds.

Actions for Objective 5: Develop a long-term Commissioning Strategy for Childcare

Actions	Milestones	Dates	Lead Officers
Appoint a Childcare Commissioning Officer to develop a detailed and flexible community and market strategy for childcare	Appointment of Childcare Commissioning Officer	November 2009	Head of Children's Network
Development of a Commissioning Framework for Childcare 0-14. to include assessment of impact within an evaluation framework		September 2010	Childcare Commissioning Officer
Work with providers to ensure that the DCSF target can be delivered in all of the relevant settings	15 hours of free early years education being provided to all 3 and 4 olds in the borough	September 2009	
Undertake further research with parents/carers to understand the flexibility that is required	<ul style="list-style-type: none"> • Engage with parents/carers to understand the type of flexibility they require • Engage with providers to gauge the demand that they experience for flexible provision and the barriers to providing this • Use the Flexible Offer as a case study of demand for flexible provision 	September 2009 to July 2010	Pathfinder Coordinator