

HAMPSHIRE COUNTY COUNCIL**Report**

Decision Maker:	Children and Young People Select Committee
Date:	27 July 2012
Title:	Reporting on the progress of the restructuring of the Children's Centres Service
Reference:	4166
Report From:	Director of Children's Services

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1. Purpose of Report

- 1.1 The purpose of this report is to provide an update regarding the progress of the changes to the children's centres service in Hampshire. This is the third such report since the recommendation at a meeting of the Children and Young People Select Committee on 19 July 2011 that interim updates proposed by the department be provided prior to its meetings.

2. Contract Delivery

- 2.1 Action for Children (AfC) and 4Children (4C) began to deliver the contract for the management of children's centres in Hampshire on 23 April 2012.
- 2.2 The summer programme in each children's centre in Hampshire has continued as planned. The first quarter contract monitoring meetings have taken place. These meetings have confirmed that milestones identified for the mobilisation period in the contract have been met which include:
- Continuity of service delivery
 - Completion of a service delivery plan
 - Completion of the staff TUPE process
 - A meeting with the partnership board
 - A review and update of Ofsted preparation plans to take account of changes
 - The completion of a risk register
 - Plans for the full staffing structure to be in place by 23 July 2012
 - Completion of self evaluation form (SEF)
- 2.3 The autumn term programme is now being planned and few changes to service delivery are being anticipated, unless community needs have

changed. In many areas it is anticipated that programmes will be enhanced, with funding targeted to supporting our most vulnerable families and other funding sources being utilised. For example, the delivery of services through outreach in Gosport during August will be increased.

3. Staffing

- 3.1 On 23 April, 251 Hampshire County Council staff (176.35 fte) employed to deliver children's centres services were transferred to the new commissioned providers. In addition to this, a smaller number of third party children's centres staff were also transferred. Staff employed to work at the three maintained nursery schools who continue to run children's centres at the Haven, Bushy Leaze and Lanterns remain in employment with Hampshire County Council.
- 3.2 A 30 day collective consultation period has since been undertaken to agree new staffing measures within both new provider organisations. 4C have completed their consultation and the new staffing structure is now in place (see appendix 1). AfC has completed their consultation and are in the process of interviewing for the new posts required in their staffing structure (see appendix 2). The cluster manager posts for AfC and 4C are now confirmed (see appendix 3).
- 3.3 The new staffing models ensure that core administration and management functions continue and some aspects of their approach to administration will enhance services. For example, AfC operates a digital booking and payment system reducing the burden upon administration staff and enabling vulnerable families to access a priority booking system in a non stigmatizing way. Existing administrative duties will also be met through a centralised administration hub. New management roles such as cluster manager, children's centre co-ordinator and lead practitioner (who will offer professional supervision within a cluster) enable children's centres to be led in an efficient and effective manner. These staffing changes have released more funding to be invested into front line service delivery, for example, to date the family support outreach worker establishment has been increased by 12.5 fte posts over the anticipated staffing establishment of 120 fte.
- 3.4 While the new staffing models provide a secure basis for the delivery of core children's centres services, there has been staff turn-over during this time and Hampshire County Council has made special arrangements with the employee support line for a short period of time in recognition that staff would need support post-transfer.

4. Partnership arrangements

- 4.1 Partnership arrangements supporting children's centres service delivery continue to strengthen, for example participating in the work to increase the health visiting service and increase in the number of JCP advisers working within children's centres. It is acknowledged that the scale and pace of work required in the transfer of services and the essential focus by the providers on their employment responsibilities to staff, caused a

hiatus in the dialogue between the providers and some partnership boards. As centres now enter the new cluster and merger model, work is underway with the partnership boards and new providers to consider how to adapt arrangements and best support planning for services to the community.

- 4.2 Briefings have taken place during June to reinforce the role of the partnership boards and begin the consultation process regarding new partnership board formations (although the established governance model currently remains the same). Aspects of the partnership board guidance may be reviewed once the new statutory guidance is published by the DfE later this year.
- 4.3 The Speech and Language Therapy programme continues to be developed with the recruitment of two Speech and Language Therapists confirmed in July and further recruitment will then commence so that enhanced Speech and Language Therapy can be delivered through children's centres in the autumn term and beyond.
- 4.4 The new providers will be working collaboratively with Hampshire County Council to host a vision setting day in the autumn term which will help to confirm the core purpose of children's centres going forward and agree mechanisms for joint working and future local commissioning arrangements.

5. Children's Centres Performance

- 5.1 Since April 2011 14 children's centres Ofsted inspections have taken place, of which 13 have been judged as good or outstanding, placing Hampshire at the top of the rank order of its statistical neighbours. The inspections have highlighted that children's centres in Hampshire have particular strengths including; safeguarding, supporting children and families from vulnerable groups, leadership and management and outcomes for users.

6. Finance

- 6.1 The efficiency savings target of £750,000 in 2011/12 relating to the implementation of the planned changes to the children's centres service has been achieved within the Services for Young Children budget. Savings of £4.95m are planned in the 2012/13 budget, with full year savings of £6m from 2013/14. To be clear, these savings are secured through the changes outlined above and no additional savings are required.

- 6.2 The 2012 /13 budget excluding cost of change for children's centres activities has been set at approximately £11m, of which about £10m will be spent on supporting children's centres delivery.
- 6.3 The provision in the 2012/13 budget to meet the cost of change arising from the implementation of the revised service is estimated at £600,000.
- 6.4 In June 2012, the Executive Lead Member for Children's Services approved a grant fund of £150,000 from the contract savings. This will be available for exiting 3rd party management providers to bid for funding to sustain community activities that had previously been delivered through joint children's centre and community funding but no longer meet the 'core' children's centre funding requirements. This funding is one-off and aims to sustain activities while the voluntary organisations fund other sources of funding. To date requests for £60,650 funding have been received.

7. Infrastructure changes

- 7.1 Arrangements for children's centres services to be delivered through all existing premises have now been secured.
- 7.2 An IT infrastructure has been established to enable a smooth transition from the previous providers to the new providers. This has included the installation of broadband lines, printers, terminals, networks, accounts and telephones with a very strong emphasis on ensuring service continuity.
- 7.3 In some cases, complex negotiations were undertaken to establish broadband access in schools, nurseries and libraries and these were resolved positively.
- 7.4 Other challenges that were overcome included:-
- Defining the number of Hampshire terminals to be installed in each centre
 - Operating within limited timescales whereby actions could not commence until the new providers were known
 - Agreeing which type/size printer should be in each centre
 - Providing access to the new providers' IT systems
 - Establishing a workable IT support process for both providers

8. Conclusion

- 8.1 AfC and 4C have completed the first quarter of their contract for the management of children's centres in Hampshire. Contract monitoring information confirms that these organisations have been successful in meeting the initial milestones set and performance measures confirm that high quality services continue to be delivered. Anticipated efficiency measures have been effectively met and availability of front line service delivery has been enhanced.
- 8.2 This paper describes the most significant period of transition and clearly evidences that the period has been successfully negotiated. It has undoubtedly and inevitably been a challenging period for all staff. However, service continuity has been kept at a premium and the

contribution of staff to that continuity is to be applauded. Hampshire County Council remains the accountable body for all of its commissioned children's centres and remains firmly committed to their crucial role in the delivery of improved outcomes for children.

9 Recommendation

- 9.1 That the Children and Young People Select Committee note progress detailed in the report and receive a further update in 12 months time.

Integral Appendix A

CORPORATE OR LEGAL INFORMATION:

Links to the Corporate Strategy

Hampshire safer and more secure for all:	yes
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	yes
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	yes
Corporate Improvement plan link number (if appropriate):	

Other Significant Links

Links to previous Member decisions:		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
Securing the Future of Hampshire's Children's Centres	2635	27 May 2011
Direct links to specific legislation or Government Directives		
<u>Title</u>	<u>Date</u>	
Childcare Act	2006	
Apprenticeship Skills Children and Learning Act	2009	

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

IMPACT ASSESSMENTS:

1. Qualities Impact Assessment:

- 1.1 Equalities were considered when developing the proposal under consultation and no adverse impact was identified. The impact assessment concluded that the proposals were likely to benefit all target groups, as the proposals suggested that reach areas remained smaller where levels of deprivation were higher and that service should be proportionate to need and contribute towards closing the outcomes gap. Performance measures for the delivery of the children's centre contracts will now monitor the extent to which the new arrangements meet the needs of all target groups.

2. Impact on Crime and Disorder:

- 2.1 Children's centres are part of an Early Intervention Programme which may prevent crime and disorder in the longer term.

3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption?

Under the consultation proposals it is possible that some additional travelling incurred as a result of changes to the notional catchment areas, however, it is believed that the impact is likely to be minimal.

- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

No specific measures have been identified.

The New Structure

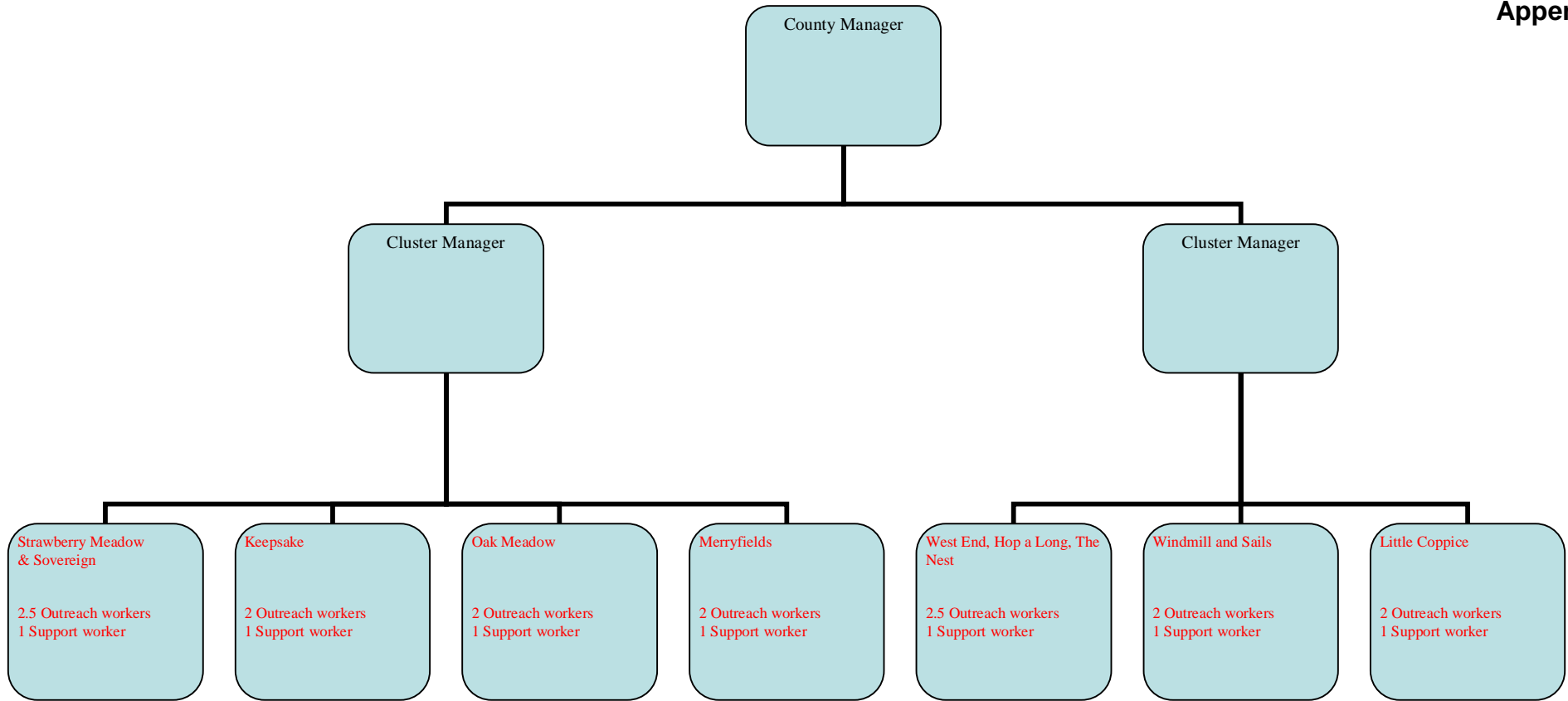


Each Cluster is flexible by design

- Cluster Managers within each service will develop strategic partnerships, be accountable to commissioners and facilitate integrated partnership working
- Centre Coordinators will be responsible for operational leadership and development of centres and manage support staff
- Lead Practitioners will supervise and develop quality practice and promote reflective supervision
- Family Support Outreach Worker have champion role across cluster
- Playworker- new flexible role providing additional support to FSOW's, group work and outreach sessions
- BSO3 supports strategic management- providing financial and management information & analysis to Cluster Managers . Manage and deploy BSO1 team
- BSO1 to be determined by Cluster Managers(Children's Service Managers) & BSO3 within total allocation

All staff and managers can directly call on expert advice within our national infrastructure i.e. safeguarding, health and safety, HR etc.





Appendix 3

List of providers and cluster managers for children's centres

Cluster	Children's Centre	Providers	Cluster Manager
Basingstoke & Deane A	Lily Pads/The Courtyard	Action for Children	Wendy Lee
	Pebbles		
	Octopus		
	Badgers/Home Tree		
Basingstoke & Deane B	Snowdrops	Action for Children	Wendy Lee
	Westside		
	Honeycomb		
	Bunnies/Buttercups		
East Hampshire	Chase	Action for Children	Liz Morley-Smith
	Hillside/Tree Tops		
	Heath		
Bushy Leaze	Bushy Leaze	Hampshire County Council Maintained Nursery	Ann Blackman*
Eastleigh - Southern Parishes	The Windmill and Sails	4Children	Chris Dixon
	The West End Gateway/Hop-a-long/The Nest		
	Little Coppice		
Eastleigh - Central	The Aviary	Action for Children	Tina Monaghan
	Caterpillar Hill		
	Chamberlayne		
Fareham	Oak Meadow	Fareham Community Partnership LLP (4Children, Neville Lovett Community School, Henry Cort Community College, Brookfield Community School, Portchester Community School, Southern Health NHS Trust)	Michelle Harrington
	Keepsake		
	Merryfields		
	Sovereign/Strawberry Meadow		
Gosport	The Tree House/Little Waves	Action for Children	Kate Isham
	Haselbridge		
	Sure Start Rowner/Stubble Hill		
Haven	Haven	Hampshire County Council Maintained Nursery	Julie Caldwell*
Hart	Woodlark/Water Lilies	Action for Children	Nicola Daniel
	Wisteria/Little Saplings		
	Fleet Fireflies/Turners Wood/Wild Rose		

Cluster	Children's Centre	New providers	Cluster Manager
Havant - East	Park Futures/Sharps Copse	Action for Children	Sue Turle
	Trospacc		
	Starfish/The Orchard		
Havant - West	Mill Hill and Small Steps/Crookhorn Lane	Action for Children	Sue Turle
	Links		
	Branches		
New Forest - West/ Rural	The Bridges/Pathways	Action for Children	John Robinson
	The Phoenix		
	All Seasons/Seedlings		
New Forest - East/ Waterside	Forest First/Cadland	Action for Children	John Robinson
	The Waterside		
	The Patch/The Harbour		
Rushmoor	Maple Vue	Action for Children	Liz Morley-Smith
	Park/Sunflowers		
	Sycamore		
	Butterflies and Dragonflies		
	Owls		
Test Valley	Spring Meadow	Action for Children	Tina Monaghan
	Acorns		
	Poppies/Water Meadow		
	Little Oaks/Sunshine		
Winchester	Reign and Shine/Sunbeams	Action for Children	Kate Isham
	Sparklers/The Carroll		
	Little Petals/Happy Valley/Merry-Go-Round		
Lanterns	Lanterns	Hampshire County Council Maintained Nursery	Joss King*

* Centre leaders