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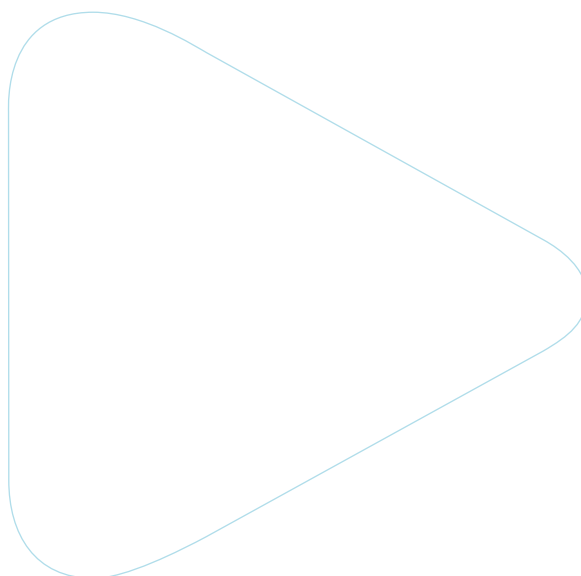
Continued overleaf

K Service Level Agreements – Support Services

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- ▶ Publication templates (MAC and Word formats)
- ▶ Communications strategy template
- ▶ Naming children's centre form
- ▶ Safeguarding templates



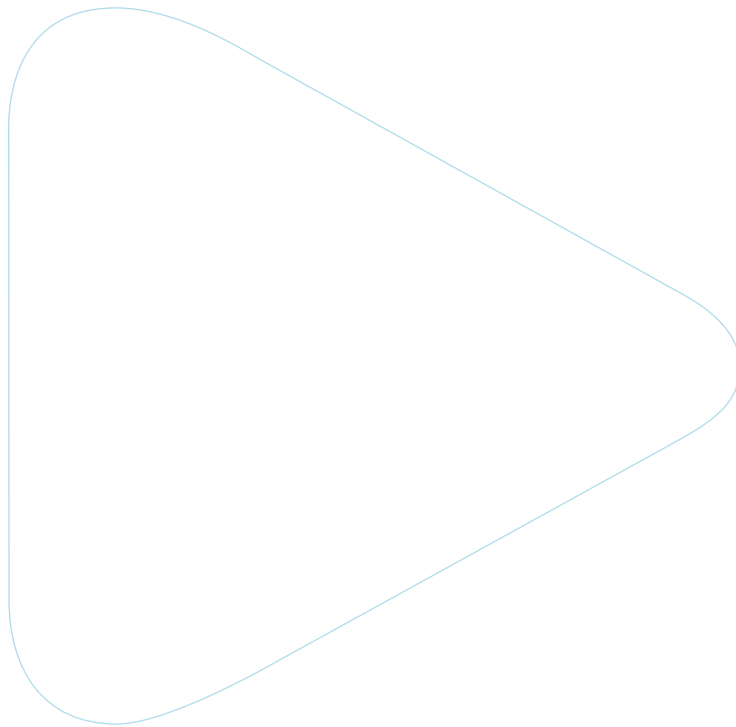
## Section 1 - Introduction

### 1.1 Purpose of Handbook

Children's Centre Services' (CCS') 'Management Handbook for Sure Start Children's Centres' has been developed to provide a guidance framework for service delivery.

The Handbook is designed to offer specific information on corporate policies and procedures for the delivery of services through children's centres. It should support children's centre managers/co-ordinators in carrying out their management role and signposting to other sources of information.

School and third-party managed children's centres are strongly encouraged to use the Handbook as a reference tool for developing their own policies and procedures to inform best practice.





## 1.2 Vision and Corporate Overview

### 1.2.1 Children's centres - the vision

The Government's vision is a Sure Start Children's Centre for every community providing all families with young children with access to high quality early years provision and other health and family support services, as well as improved support for their children's transition into school. Children's centres will also support parents who are seeking to return to work, by providing access to employment related services, which will help lift families out of poverty.

Children's centres, with Extended Schools, will be the key delivery mechanism for Hampshire County Council's mainstream early years services as part of wider local provision for children. The main purpose of children's centres will be to improve outcomes for young children as set out in Every Child Matters, with a particular focus on the most disadvantaged.

#### Every Child Matters outcomes

CCS will contribute to the Every Child Matters outcomes. These include:

- ▶ Improving health outcomes for children and families
- ▶ Reducing crime rates
- ▶ Reducing child poverty
- ▶ Enabling parents to study and work
- ▶ Helping lone parents to access work and training opportunities.

### 1.2.2 Hampshire County Council's corporate objectives

#### Links to corporate strategy

The aims and remit of CCS contribute to all three of Hampshire County Council's corporate strategies:

- ▶ Hampshire safer and more secure for all
- ▶ Maximising well-being
- ▶ Enhancing our quality of place.

#### Hampshire Children and Young People's Plan

The vision outlined within the Children and Young People's Plan (CYPP), is that every child and young person, including those who are vulnerable or disadvantaged, has the best possible start in life and develops to their full potential.

They should expect to:

- ▶ receive excellent health care;
- ▶ be able to grow and develop in safety and free from prejudice and discrimination;
- ▶ receive an excellent education in preparation for a fulfilled life;
- ▶ have their achievements celebrated;
- ▶ be listened to and have their views taken into account;
- ▶ be treated with respect;
- ▶ have access to the information and support they and their families need to help them to take responsibility for their own lives;
- ▶ belong and be valued in their community; and
- ▶ see their needs and interests in the heart of everything we all do.

Children's centres will contribute to the targets within the CYPP through local performance indicators. In supporting these targets, children's centres will respond to the needs of the communities they serve. Children's centres are required to work in partnership with statutory and Private, Voluntary and Independent (PVI) organisations, to ensure that outcomes are improved and inequalities reduced for children under five and their families.

### 1.2.3 Corporate structure

#### Hampshire County Council / Children's Services Department structure

CCS are located within the Education and Inclusion branch of the Children's Services Department (see Diagram 2) of Hampshire County Council (see Diagram 1).

Diagram 1: Hampshire County Council Departments

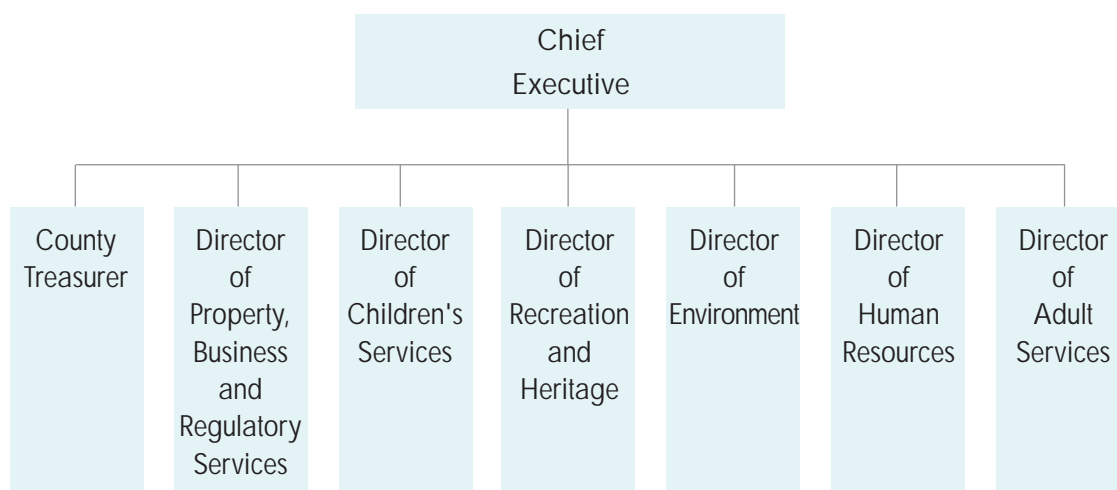
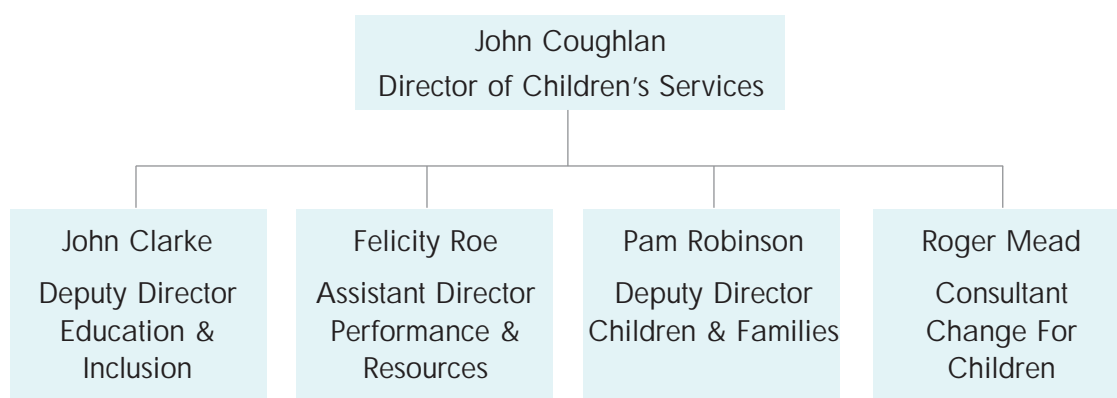


Diagram 2: Children's Services Department



A full structure chart of the Children's Services Department can be accessed at: [http://www3.hants.gov.uk/childrenact/childrenact-extranet-cs\\_structures.htm](http://www3.hants.gov.uk/childrenact/childrenact-extranet-cs_structures.htm)

### CCS' structure chart

CCS is centrally managed by the Head of Adult and Family Learning, who has responsibility for four key areas:

- ▶ CCS
- ▶ Adult & Family Learning
- ▶ Extended Schools
- ▶ Parent Development Team

The Head of Adult and Family Learning is supported by key officers. The Children's Centre Project Manager undertakes this role for CCS.

CCS has two key service delivery elements (see Diagram 3):

**CCS' central support team** - established to implement Hampshire County Council's children's centre strategy. The remit of the team is to:

- ▶ contribute to the local authority's statutory responsibilities under the Childcare Act 2006 for the provision of integrated early childhood services, improving outcomes for young children, and reducing inequalities;
- ▶ fulfil the role of accountable body and delivery agent for Sure Start Children's Centres on behalf of the local authority; and
- ▶ through children's centres, contribute to the wider Children's Services Department priorities and the Children & Young People's Plan (CYPP).

**CCS' business unit** - established to provide the required flexibility within a sound financial framework and is made up of individual children's centres. These centres are responsible for ensuring the provision of the required services (as determined in national Sure Start guidance), enabling access to a range of services for children, families and the local community.

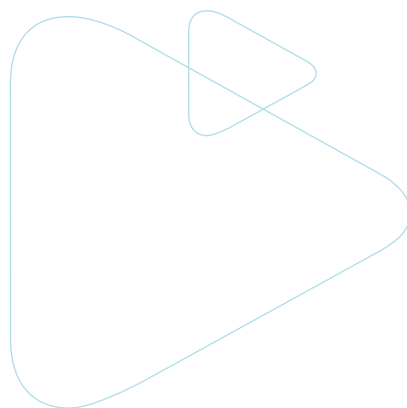
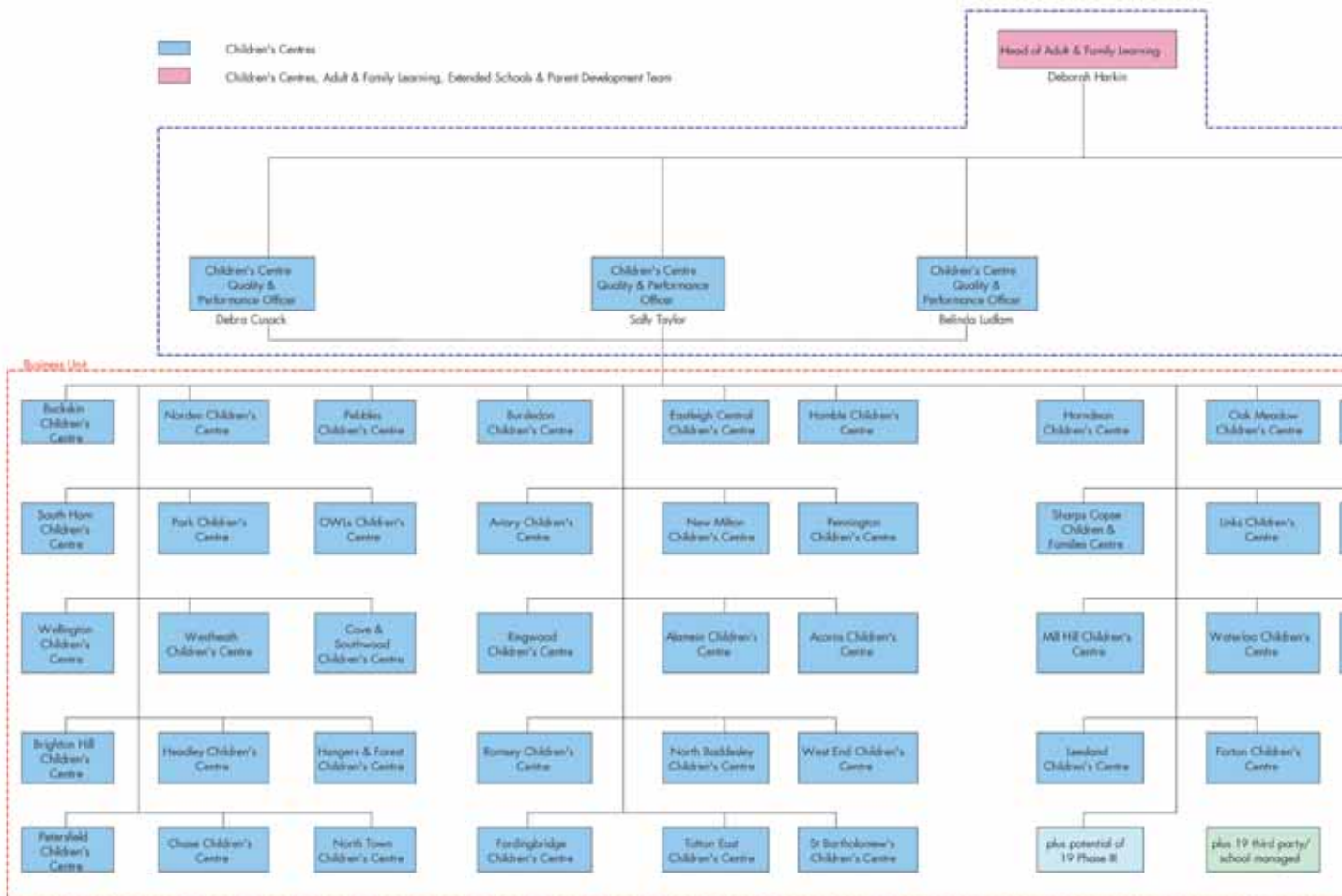
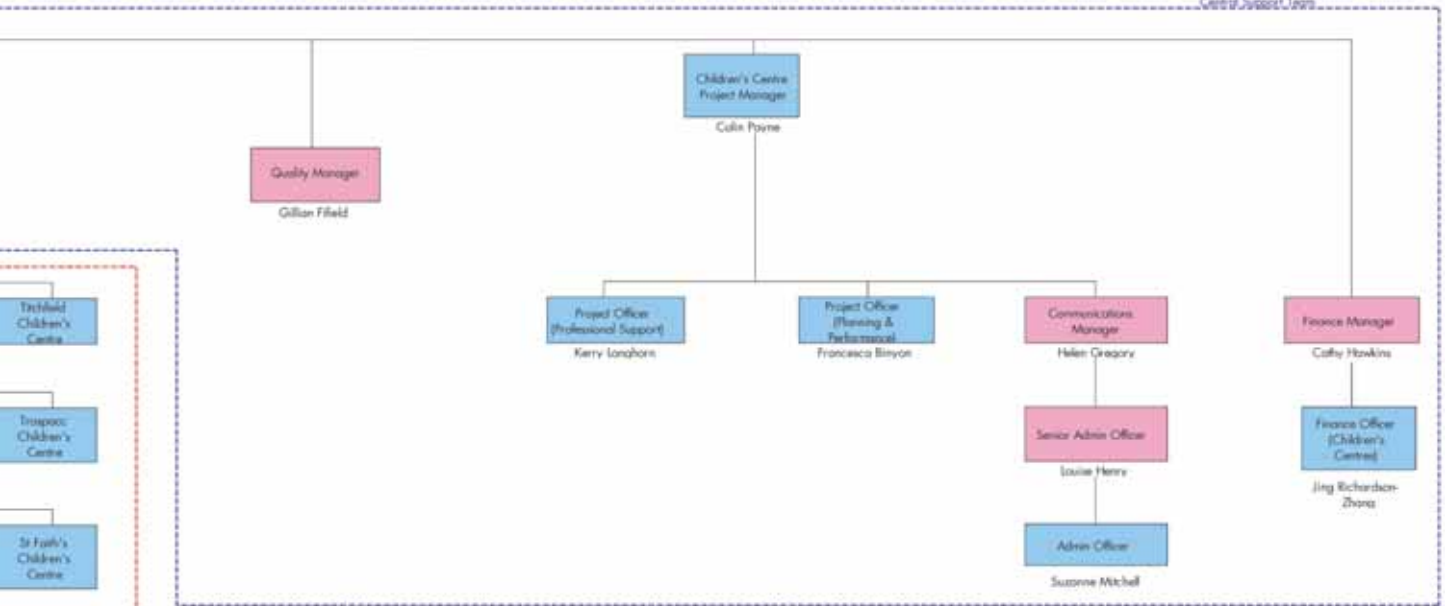


Diagram 3: CCS' Structure Chart







## Section 2 - Operational Guidance

### 2.1 Hampshire County Council's Governance Model for Children's Centres within Hampshire

The following sections summarise the underlying principles of the 'Model of Governance for Children's Centres within Hampshire'. The County Council expects all children's centres to operate with a children's centre manager or co-ordinator, working with a partnership board. The partnership board should be informed by a parents' forum and a practitioners' forum. The parents' forum should enable the voice of children's centre users to be heard and will elect at least one member of the partnership board. The purpose of the practitioners' forum is to represent the views of the range of people delivering services through the children's centre and will elect at least one member of the partnership board.

For a copy of the 'Model of Governance for Children's Centres within Hampshire', see Section 7, Appendix A.

#### 2.1.1 Role of a partnership board

Partnership boards are the strategic advisors of children's centres. In order to fulfil its advisor role, a partnership board:

- ▶ has an operational manager (children's centre manager or co-ordinator) who is responsible for the day to day management of the children's centre;
- ▶ advises on the employment of others to carry out the work of the children's centre;
- ▶ agrees policies and principles which guide the children's centre manager/co-ordinator in carrying out the day to day management of the children's centre;
- ▶ agrees a children's centre delivery plan, which sets targets for improvement;
- ▶ supports and challenges the children's centre manager/co-ordinator to achieve these targets;
- ▶ receives and discusses reports on the resulting practice and conduct of the children's centre; and
- ▶ reviews its own working practices.

Example Terms of Reference for partnership boards can be found in Section 7, Appendix A.

### 2.1.2 Role of practitioners' forum

The role of the practitioners' forum is to support the children's centre manager/co-ordinator in the planning, co-ordination and delivery of integrated services. In order to fulfil its role, the practitioners' forum:

- ▶ supports the development and implementation of the children's centre's delivery plan and makes recommendations regarding priorities;
- ▶ shares good practice and professional expertise in order to address local challenges and issues;
- ▶ ensures effective use and allocation of time and resources in order to maximise local capacity;
- ▶ identifies joint training needs and whenever possible works in partnership to support each others professional development;
- ▶ provides a platform that will enable members to join the partnership board; and
- ▶ reviews its own working practices.

Practitioners' forums will draw up their own Terms of Reference. A template is provided under Section 7, Appendix A. Minutes of the forum should be shared with the partnership board.

### 2.1.3 Role of parents' forum

The role of the parents' forum is to act as the voice of parents/carers, families and the community and enable active participation in the children's centre developments. In order to fulfil its role, the parents' forum:

- ▶ ensures that services provided through the children's centre are meeting the needs of local families;
- ▶ provides a platform that will enable parents/carers to join the partnership board;
- ▶ provides support and challenge to the children's centre manager/co-ordinator;
- ▶ contributes to the identification of effective ways of engaging families; and
- ▶ helps with fund-raising and promotion of the children's centre to the wider community and its stakeholders.

Each children's centre manager/co-ordinator will engage with parents/carers to establish the parents' forum. The parents' forum should develop into a self-reliant group which will draw up its own Terms of Reference. A template is provided under Section 7, Appendix A. Children's centre manager/co-ordinator representation at forum meetings will be at the forum's request. Minutes of the forum should be shared with the partnership board.

## 2.2 Criteria for Delivery of Core Offer/Delivery Plans

### 2.2.1 Full core offer (35% most disadvantaged areas)

The following services must be offered in the 35% most disadvantaged areas:

#### Early years provision

- ▶ Integrated early learning and childcare for babies and children until they are five years old.
- ▶ 0.5 FTE qualified teacher input.
- ▶ Childcare suitable for working parents/carers for a minimum of five days a week, 48 weeks a year, 10 hours a day.
- ▶ Childcare places will be open to all, with priority for disadvantaged families.
- ▶ Support for childminders.
- ▶ Early identification of children with special needs and disabilities with inclusive services and support for their families.
- ▶ Links to local schools (extended schools and Healthy Schools) and out-of-school activities (holiday play schemes, before/after-school play and learning).

#### Family support and parental outreach

- ▶ Visits to all families in the catchment area within two months of the child's birth (through the Child Health Promotion Programme or agreed local arrangements).
- ▶ Information for parents/carers about the range of family support services and activities available in the area.
- ▶ Support and advice on parenting including support at significant transition points for the family (e.g. pre birth, early days, settling into childcare).
- ▶ Access to specialist, targeted services for those families which need them e.g. support for parents/carers of disabled children.
- ▶ Activities which increase parents'/carers' understanding of their child's development.
- ▶ Specific strategies and activities which increase the involvement of fathers.

#### Child and family health services

- ▶ Antenatal advice and support for parents/carers.
- ▶ Child Health Promotion Programme.
- ▶ Information and guidance on breast feeding, hygiene, nutrition and safety.
- ▶ Promoting positive mental health and emotional wellbeing, including identification, support and care for those suffering from maternal depression, antenatally and postnatally.

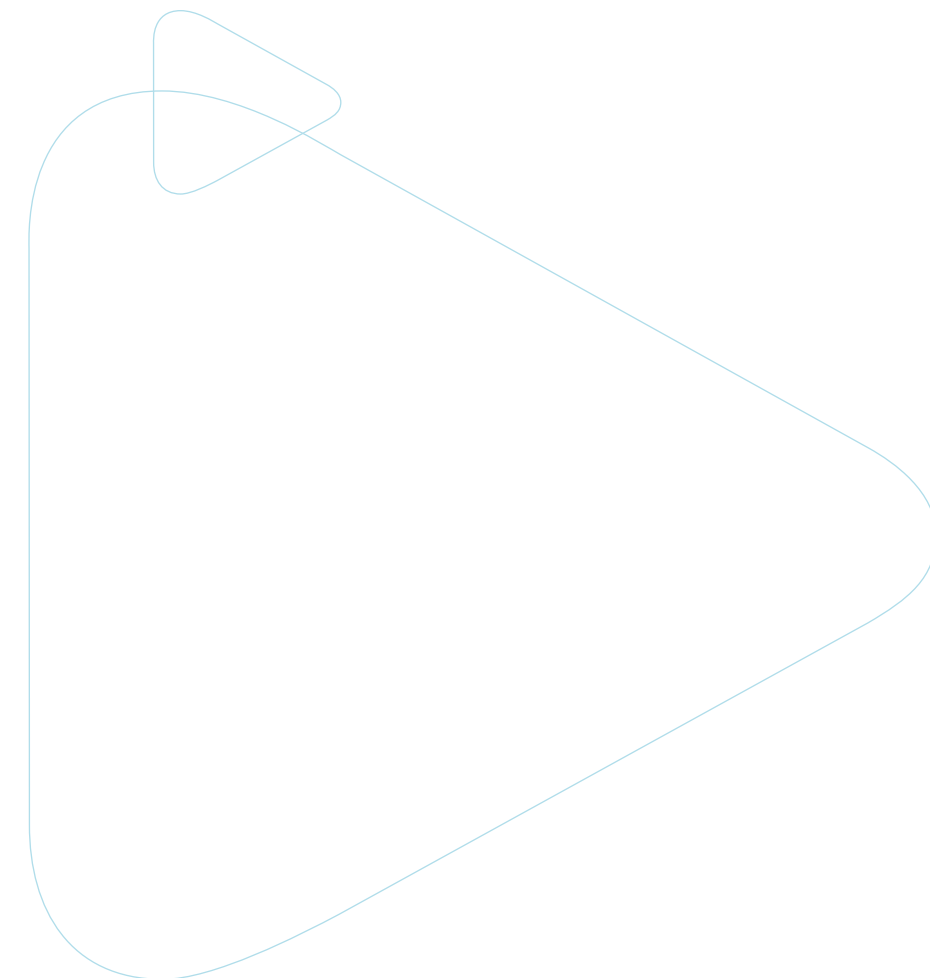
- ▶ Speech and language and other specialist support.
- ▶ Support for healthy lifestyles.
- ▶ Help in stopping smoking.

#### Parental involvement

- ▶ Consultation and information sharing with parents/carers, including fathers, on what services are needed, and systems to get user feedback on services.
- ▶ Ongoing arrangements in place to ensure parents/carers have a voice e.g. parents' forums.

#### Links with Jobcentre Plus

- ▶ Children's centres will link with Jobcentre Plus to encourage and support parents/carers who wish to consider training and employment.



### 2.2.2 Phase 2 and 3 graduated offer (65% most advantaged areas)

Children's centres will have flexibility in which services they need to provide to meet local need, although, all graduated model children's centres will have to provide a minimum range of services including:

- ▶ the offer of appropriate support and outreach services to parents/carers and children who have been identified as in need of them;
- ▶ information and advice to parents/carers on a range of subjects including: local childcare; looking after babies and young children; local early years provision and education services for three and four year olds;
- ▶ support to childminders via a co-ordinated network, but also to other childminders in the area, for example by providing training, loan of toys and equipment, and drop-in sessions;
- ▶ drop-in sessions and other activities for children and parent/carers at the children's centre, including: parent groups, play groups, adult education; and
- ▶ links to Jobcentre Plus services, to support and encourage labour market participation, in order to help combat poverty. The nature of these will, however, be negotiated locally in light of circumstances and community requirements.

In all notional catchment areas (NCA), parents/carers will have access to antenatal care and support and, on the birth of their child, receive home visits from their midwife and health visitor. It is important, therefore, that all children's centres link with local midwives and health visitors who, depending on local needs, will be based in the children's centre or operate some sessions from it, and will:

- ▶ visit families with new born babies in the NCA, within the first two months of their baby's life, with information about services and support;
- ▶ provide access to the Child Health Promotion Programme;
- ▶ provide information and guidance on breastfeeding, nutrition, hygiene and safety, thus reducing the number of children aged 0-3 admitted to hospital;
- ▶ provide antenatal advice and support to all pregnant women and their families in the area;
- ▶ encourage parents who smoke to attend smoking cessation clinics;
- ▶ promote opportunities for physical activity from an early age;
- ▶ identify children with special needs and disabilities and address their needs; and
- ▶ identify particularly disadvantaged families so that the children's centre can offer appropriate support.

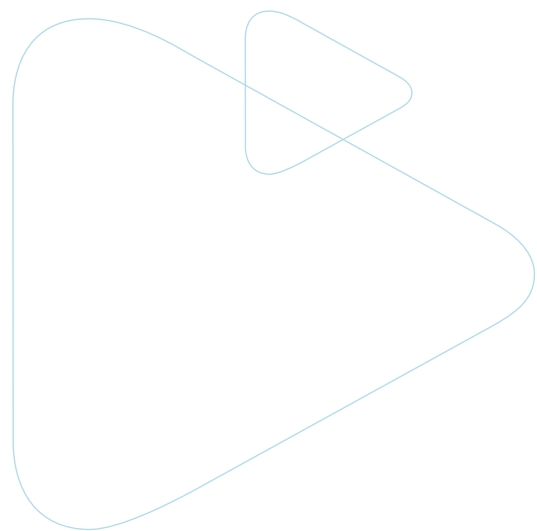
### 2.2.3 Delivery plans

Each children's centre will be required to submit an annual delivery plan supported by a budget plan forecast. A template (see Section 7, Appendix E) has been devised by CCS for use by all centres. Plans must be submitted against the timescales set out within the 'Children's Centres Improvement Cycle and Key Reporting Framework' (see Section 7, Appendix B).

When developing the children's centre's delivery plan, children's centre managers/co-ordinators should consider the following factors:

- ▶ sustainability of services including reshaping of provision, where needed;
- ▶ delivery of high quality services that meet the needs of the local community and provide value for money;
- ▶ potential sources of additional funding to meet shared targets;
- ▶ the importance of continuous improvement, reflective practice and evaluation;
- ▶ partnership working to avoid duplication, maximise impact and minimise risk;
- ▶ consultation with partners and stakeholders to inform practice and ensure effective targeting of provision; and
- ▶ effective formal review and planning structures.

Children's centres' delivery plans will inform CCS' county-wide strategic plan. CCS' strategic plan supports the County Council's Children's Services Department Service Priorities (including the CYPP).





## 2.3 Safeguarding and Child Protection

### 2.3.1 Context

This section emphasises the children's centre manager's/co-ordinator's responsibilities in responding to safeguarding and child protection legislation. The guidelines and procedures can be found in section 6.2.

*"All those who come into contact with children and families in their everyday work, including people who do not have a specific role in relation to child protection, have a duty to safeguard and promote the welfare of children"*

*Department for Children, Schools & Families (DCSF)*

Section 11 of the Children Act 2004 and Section 175 of the Education Act 2002 place duties on organisations and individuals to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children.

However, safeguarding is a wide ranging responsibility and includes:

- ▶ health and safety;
- ▶ behaviour management;
- ▶ safe recruitment practice; and
- ▶ anti bullying strategies.

Some of the ways in which safeguarding can be promoted and ensured are reflected in procedural and practice guidance in respect of:

- ▶ information sharing;
- ▶ staff supervision, development and training;
- ▶ recording practice;
- ▶ parenting support programmes;
- ▶ participation and listening to children; and
- ▶ protecting children from abuse and neglect.

The responsibilities for all agencies in respect of safeguarding children are set out in 'Working together to safeguard children - a guide to interagency working to safeguard and promote the welfare of children' (DCSF 2006).

The DCSF Every Child Matters website is a key source of information in respect of safeguarding and other guidance which is key to promoting children's welfare:

[www.everychildmatters.gov.uk/safeguarding](http://www.everychildmatters.gov.uk/safeguarding)

Hampshire's policy and procedures are set out in the Local Safeguarding Children Board (LSCB) procedures, available from the 4LSCB website:

[www.4lscb.org.uk](http://www.4lscb.org.uk)

Direct link:

[http://www.4lscb.org.uk/document-store/Final\\_4lscb\\_procedures.pdf/view](http://www.4lscb.org.uk/document-store/Final_4lscb_procedures.pdf/view)

### 2.3.2 Responsibilities

The responsibilities of the children's centre managers/co-ordinators are:

- ▶ to be clear about the risk assessment process in order to make referrals as and when appropriate, as defined in the Safeguarding Children Guidelines and Procedures for Children's Centres (see Section 6.2). This will include identification of key referral contacts in the Children's Services Department;
- ▶ to pass on all such concerns/referrals without delay;
- ▶ to ensure all the children's centre staff are clear about their responsibilities with regard to the protection of children and that they raise any concerns with the children's centre manager/co-ordinator;
- ▶ to ensure all children's centre staff know who to contact in the absence of the children's centre manager/co-ordinator;
- ▶ to access child protection training in order to ensure implementation of current practice;
- ▶ to share information as required in accordance with the Information Sharing Protocol; and
- ▶ contribute to child protection plans by attending case conferences and strategy/planning meetings as required.

Further guidance on information sharing can be accessed online at:

[www.everychildmatters.gov.uk/deliveringservices/informationsharing](http://www.everychildmatters.gov.uk/deliveringservices/informationsharing)

### 2.3.3 Practical steps

The practical steps the children's centre manager/co-ordinator will need to undertake in support of their responsibilities are as follows:

- ▶ display prominently contact details for the referral of child protection concerns (currently Children's Services Department, Referral and Assessment Team);
- ▶ have available out of hours contact details;
- ▶ establish effective working relationship with key staff within Referral and Assessment Team;
- ▶ ensure all children's centre staff have full access to:
  - Hampshire's Local Safeguarding Children Board's child protection procedures;
  - DCSF guidance "What to do if you're worried a child is being abused" (also for use by children's centre users and visiting professionals), [www.everychildmatters.gov.uk/safeguarding](http://www.everychildmatters.gov.uk/safeguarding)



## 2.4 Early Education Integrated with Childcare

### 2.4.1 Provision within children's centres

Early education integrated with childcare will only be delivered within full core offer children's centres. The service will be delivered in the main by childcare providers or a collaboration of providers from the PVI sector, under contract with the Early Education and Childcare Unit (EECU). More information about the work of the EECU can be accessed online at:

<http://www.hants.gov.uk/childcare/eyintro.html>

This part of the core offer must include the delivery of:

- ▶ integrated early learning and childcare for babies and children until they are five years old, including qualified teacher input;
- ▶ childcare suitable for working parents/carers for a minimum of five days a week, 48 weeks a year, 10 hours a day; and
- ▶ childcare places that will be open to all, but with priority for disadvantaged families.

(See Section 2.2 for a full breakdown of the core offer requirements for children's centre)

Graduated offer children's centres will be required to signpost families to all childcare provision within the NCA. Information on childcare providers and availability of places is provided by the Children's Information Service (CIS). The CIS can be accessed via a web link ([www.childcarelink.gov.uk](http://www.childcarelink.gov.uk)) or through a free-phone number (0800 234 6346).

### 2.4.2 Early years education/qualified teacher input

Full core offer children's centres will be supported by a Children's Centre Support Teacher (CCST). This will originally be set at a level of 0.5 full time equivalent (fte) to achieve basic designation. Within 18 months to two years of basic designation, this will rise to 1 fte. The CCST will be employed through the EECU and line managed by their Early Years Education Advisory Teacher (EYEAT) Team.

The CCST will provide support and guidance to the children's centre's named childcare provider, or collaboration of childcare providers. They will also link with the EYEAT team to ensure all early years education settings within the NCA are supported. They will provide training, information and guidance and may provide some direct delivery, if appropriate.

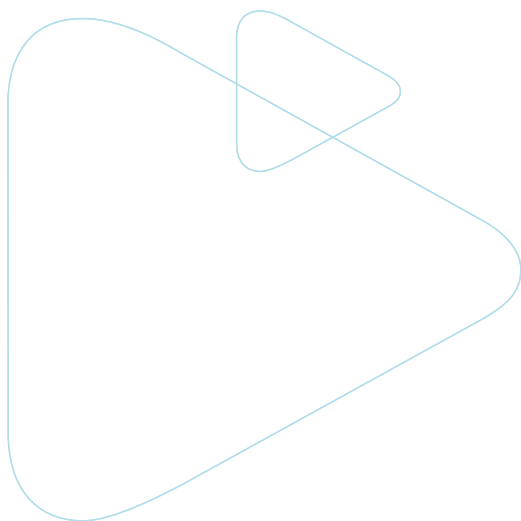
### 2.4.3 Admissions

Childcare places should be open to all, with a priority for disadvantaged families, not just families in the immediate area. Childcare providers will work with children's centres to identify the disadvantaged families in the NCA, which will include the following groups:

- ▶ teenage mothers and pregnant teenagers;
- ▶ lone parents/carers;
- ▶ children in workless households;
- ▶ children in Black and Minority Ethnic families; and
- ▶ disabled children and children of disabled parents/carers.

### 2.4.4 Key Contact Details

EECU Helpline	01962 813877	childcare@hants.gov.uk
North Office	01256 395095	
North-East Office	01252 338124	
North-West & Central Office	02380 650034	
South-East Office	02392 259906	
South-West Office	02380 667360	
Children's Information Service	0800 234 6346	www.childcarelink.gov.uk





## 2.5 Finance

### 2.5.1 Background

In Hampshire County Council's directly managed children's centres, children's centre managers/co-ordinators have devolved financial management responsibility for all the revenue funds of the children's centre. These funds include:

- ▶ Sure Start, Early Years and Childcare Grant (SSEYCG) via the County Council;
- ▶ fees and charges;
- ▶ sales;
- ▶ other government grants; and
- ▶ payments from other bodies.

The children's centre manager/co-ordinator, working with the partnership board, will determine spending priorities, including related decisions on the appointment of staff and the use of premises. In doing so they will operate within CCS' strategic plan and annual objectives.

The following principles apply to the devolved financial management of the business unit of CCS:

- ▶ annual delivery plans, in respect of the children's centres collectively, will set the overall financial plan within which individual children's centres will operate;
- ▶ each County Council directly managed children's centre and school managed children's centre is an operational unit within the overall business unit; and
- ▶ third-party managed children's centres will receive funding via CCS through Service Contracts.

The County Council has chosen to distribute funds among the centres in accordance with a formula, which takes account of the size, type and deprivation ranking of each children's centre.

Each children's centre manager/co-ordinator, in conjunction with the partnership board, should plan future spending to meet longer-term needs and objectives. Any planned carry forward amounts will require approval by CCS.

### 2.5.2 Financial system

Children's centres must use an approved financial system, to account properly for all their funds, and keep sufficient financial records to satisfy the County Council's requirements. County Council directly managed children's centres and school managed children's centres will be required to use 'SAP'. Third-party managed children's centres will need to have sound financial systems that are approved by the County Council and meet agreed reporting requirements.

### 2.5.3 Reporting

The children's centre manager/co-ordinator is responsible for planning, revising and monitoring the budget and must report to the partnership board at least quarterly. Budget deficits will not be allowed and identification of a budget deficit developing in year must be reported to CCS immediately.

Regular budget monitoring is a requirement of CCS. The children's centre manager/co-ordinator is recommended to review expenditure and income monthly to ensure the accuracy of transactions and progress against planned activity. Reporting must be undertaken in accordance with CCS' Improvement Cycle and Key Reporting Framework (see Section 7, Appendix B).

Third-party providers should provide a statement of their original/revised budget, expenditure to date and projected spend for the year with each quarterly invoice they submit.

### 2.5.4 Charging

CCS will provide and maintain a policy for fees and charges at children's centres. Children's centre managers/co-ordinators will work with partnership boards to agree fees and charges that will comply with this policy (see Section 6.6).

### 2.5.5 Capital expenditure

Capital expenditure is the responsibility of the County Council. The use of children's centre balances for capital expenditure on County Council owned or leased properties, requires the specific consent of the County Council.

The Sure Start website indicates the following distinction on whether something is regarded as capital or revenue for the purposes of spending the children's centre allocation:

- ▶ Bulk purchases of capital assets, whose collective worth exceeds £2,500 (including VAT), are deemed as 'capital'. These assets will need to give continuous service beyond the financial year in which they were purchased, such as buildings, land, vehicles and computer servers.
- ▶ Revenue can be used for maintenance, staffing and the purchase of smaller items of equipment.

If children's centre managers/co-ordinators are uncertain about whether certain expenditure can be funded from children's centre balances, contact CCS' finance team. All expenditure on capital should be notified to CCS to ensure appropriate authorisation to meet the financial regulations and procedures of the County Council.

### 2.5.6 Conditions of funding sources

#### Sure Start Early Years and Childcare Grant (SSEYCG) (2008-2011)

It is necessary for children's centre managers/co-ordinators to take account of any specific conditions relating to funding sources used for the formula distribution to children's centres by CCS.

The DCSF stipulates that capital funding may not be used for revenue purchases, similarly revenue funding may not be used for the purchase of capital assets (as defined in Section 2.5.5)

These distinctions are important as the funding is approved by Parliament in this way and neither the DCSF nor the County Council have the authority to allow any flexibility in the classifications.

There are specific conditions regarding the carry forward of unspent grant funding:

- ▶ revenue – the DCSF is not able to offer any carry-forward of revenue underspends from the SSEYCG;
- ▶ capital - carry forward is the responsibility of the County Council and should not be undertaken locally by children's centres.

#### Other income for services

Use of the SSEYCG is not permitted for the funding of family and community health services or employment training advice, as these are expected to be provided by the NHS and Jobcentre Plus.

Where early years provision is a required core offer service, childcare staff costs and overheads must be funded via fees or other income. Children's centres may offer a range of additional services for parents and their children based on local demand. However, as these services do not meet the criteria of a full core or graduated offer children's centre, funding for these must come from other sources.

Therefore, children's centres may need to account for other funding separately from the main SSEYCG allocation and should maintain appropriate records to ensure that they are able to provide auditable evidence, when requested.



### 2.5.7 Guidance documents

The following documents provide further support and guidance:

- ▶ The 'Scheme of Financial and Personnel Management for Children's Centres' (see Section 7, Appendix H)
- ▶ Hampshire County Council's Standing Orders  
[http://www3.hants.gov.uk/constitution/part3/part3\\_a.htm](http://www3.hants.gov.uk/constitution/part3/part3_a.htm)
- ▶ Hampshire County Council's Financial Regulations  
[http://www3.hants.gov.uk/constitution/part3/part3\\_e.htm#listofregulations](http://www3.hants.gov.uk/constitution/part3/part3_e.htm#listofregulations)
- ▶ Hampshire County Council's Code of Practice on Contracts  
[http://www3.hants.gov.uk/constitution/part3/part3\\_f.htm](http://www3.hants.gov.uk/constitution/part3/part3_f.htm)
- ▶ Hampshire County Council's Compact Code of Good Practice to Funding  
<http://www3.hants.gov.uk/compact/cx-cmpt-hccandonecompact/cx-pu-cpt-codeoffund.htm>
- ▶ Hampshire County Council's VAT Manual  
<http://intranet.hants.gov.uk/ctdept/treasurers-vatmanual.htm>

### 2.5.8 Contacts

Day to day finance support is provided to children's centres by:

- ▶ Education Financial Services (EFS) through a Service Level Agreement (see Section 7, Appendix K). EFS website can be accessed through the following link:  
<http://intranet.hants.gov.uk/childrens-services/cs-staff/cs-units/efs/efs-contacts.htm>

For finance enquiries, children's centres, in the first instance, should make contact with their local EFS team, as follows:

- ▶ Winchester Team  
Winchester Local Office, Clarendon House, Romsey Road, Winchester, SO22 5PW  
Tel: 01962 869611  
Fax: 01962 876393
- ▶ Fleet Team  
Fleet Local Office, Birch House, Barley Way, Fleet, GU51 2YB  
Tel: 01252 812333  
Fax: 01252 812363
- ▶ Havant Team  
Havant Local Office, River Way, Havant, PO9 2EL  
Tel: 023 9249 8200  
Fax: 023 9249 8174

For policy or budget enquiries, children's centres should contact the Finance Team within CCS, as follows:

- ▶ Jing Richardson-Zhang, Finance Officer  
Children's Services Department, Castle Avenue, Winchester, SO23 8UG  
Tel: 01962 847144  
Email: [jing.richardson-zhang@hants.gov.uk](mailto:jing.richardson-zhang@hants.gov.uk)



## 2.6 Health and Safety

Children's centres must comply with the Children's Services Department's legislative and corporate health and safety policy requirements.

Children's centres should:

- ▶ provide a safe and healthy working environment and follow safe practices at all times;
- ▶ be committed to reducing the risk of injury or ill health to its employees or other persons who might be affected by their actions; and
- ▶ ensure that any significant risks are carefully assessed in workplaces and other activities, in order to determine the potential risk of injury with the intention of eliminating any such risk or reducing it to the lowest level possible.

It is the responsibility of the children's centre manager/co-ordinator to ensure compliance as mentioned above and communicate all policies, procedures and guidelines to children's centre staff. The children's centre manager/co-ordinator must monitor adherence to the policies and ensure the children's centre meets health and safety inspection requirements.

For support tools, guidance and advice relating to health and safety in children's centres, visit the Children's Services Department's health and safety website:

<http://intranet.hants.gov.uk/childrens-services/cs-healthandsafety.htm>

Or contact the Children's Services Department's health and safety team at: [sarah.spurgeon@hants.gov.uk](mailto:sarah.spurgeon@hants.gov.uk) or telephone 01962 876220.





## 2.7 Premises Management

This information applies only to:

- ▶ children's centres directly managed by the County Council; and
- ▶ children's centres managed by schools in County Council owned buildings.

For children's centres run by third parties, or where substantial parts of the building are let to a third party, the responsibilities will be set down in a lease.

### 2.7.1 Roles and responsibilities

Under Section 6.7, a copy of the guidance document 'Revenue Buildings Repair and Maintenance Responsibilities for Children's Centres' has been provided.

This document outlines the split of responsibilities between Property, Business and Regulatory Services (PBRs) and the children's centre for revenue repairs to buildings, sites and mechanical and electrical service installations. It also outlines some responsibilities of children's centres in respect of their buildings and points of contact within PBRs.

Responsibility for undertaking the repair and maintenance at children's centres is split according to the delegation principles outlined in the guidance document. This is for revenue repairs only with capital repairs remaining the responsibility of the County Council. In summary children's centres will be responsible for repair works of a minor non-structural nature, the details of which are shown in the guidance document.

### 2.7.2 Charging

CCS has devised a charging policy for children's centres within Hampshire (Section 6.6). This document applies to:

- ▶ any children's centre being delivered from a County Council building regardless of the management route adopted for all areas of funding; and
- ▶ any children's centre being delivered from an independent third-party owned premises by a third-party provider, but providing services funded through children's centre revenue funding. In this scenario, the policy only applies to services being delivered through children's centre revenue funding.

Third-party providers delivering services outside of the children's centre service contract, from a third party owned building, and not using children's centre revenue funding, do not have to comply with CCS' charging policy for children's centres for those services. Charges for these services fall under the third party provider's local management arrangements.

### 2.7.3 Key Contacts

For any property related enquiry, contact PBRs' Customer Services Centre:

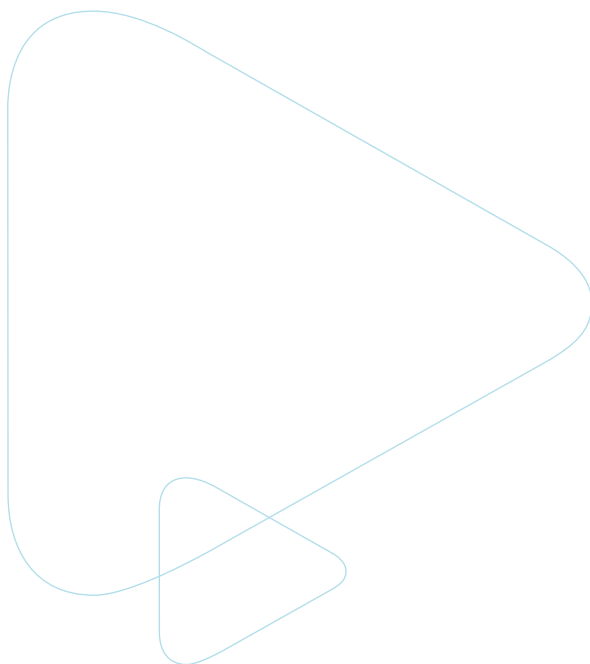
Phone numbers and e-mail:

<b>Telephone</b>	<b>01962 847778</b>
Out of hours	0870 242 2220
Fax	01962 841326
Mini-com	0845 712 5812
E-mail	property.help.desk@hants.gov.uk

The Customer Services Centre operates between 8.30am and 4.30pm Monday to Friday. Trained advisors are able to respond to the full range of repair and maintenance enquiries providing advice and information as required. The Out of Hours Emergency Service is available from 4.30pm until 8.30am daily and at all times during weekends and bank holidays.

There is also a list of individual key contacts for the property services department, kept on the property services intranet site:

<http://www3.hants.gov.uk/propertyintranet/propertyshared-keycontacts.htm>



## Section 3 – Multi-agency Working and Service Delivery

### 3.1 Common Assessment Framework (CAF)

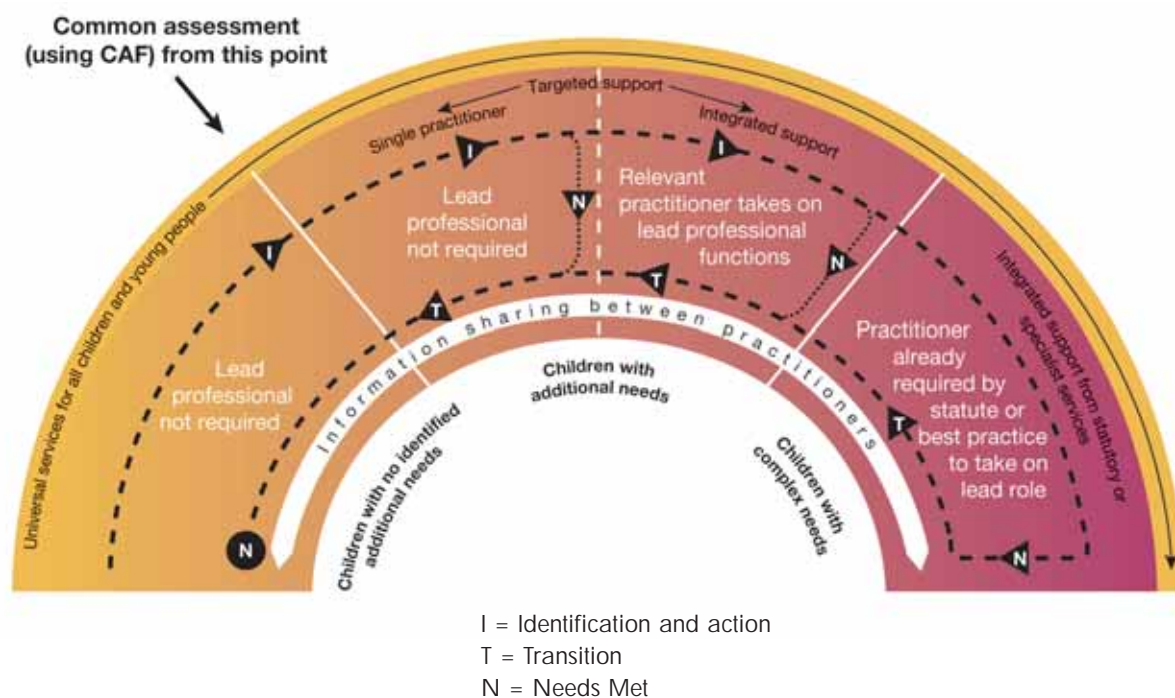
The following sections provide the operational structure for the CAF and interface with locality teams to ensure a more integrated approach to working with children, and young people with additional needs.

#### 3.1.1 Key processes and tools

##### The continuum of needs and services

A key part of the Every Child Matters agenda is the integration of systems and processes to support the needs of children and families more effectively. Children and families are supported best when the CAF, the lead professional role, and information sharing procedures are planned and delivered in a co-ordinated way to offer integrated support across the continuum of needs and services. Diagram 4 below, known as the Windscreen of Needs, describes this spectrum of support as services are increasingly targeted and specialist according to need.

Diagram 4: Windscreen of Needs



### Gathering information – The CAF

The CAF will be used when one agency considers that, in consultation with parent(s)/carer(s), a more detailed assessment of a child's needs is required because the child or young person is considered to have additional needs that cannot be met through universal services.

Exceptions are:

- ▶ Child protection issues supercede the CAF (in these circumstances, follow the LSCB Safeguarding Procedures immediately – see section 2.3). If in doubt, seek advice from the local Children's Services Department's Referral and Assessment team.
- ▶ A child who is receiving services via the Early Support Programme (ESP). In Hampshire, it has been determined that the ESP process is the equivalent of the CAF.

#### 3.1.2 What is the CAF?

The CAF is:

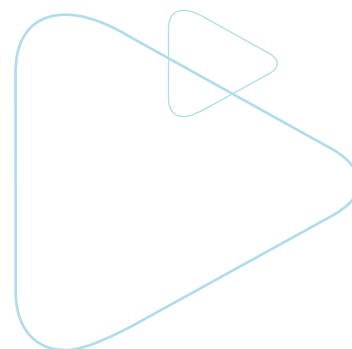
- ▶ a common process enabling practitioners to make an assessment – and act on the result;
- ▶ a standard form to record the assessment, gain consent to share information and where appropriate share with others; and
- ▶ a pre-assessment checklist to help decide if a child would benefit from a common assessment.

A CAF detailed action plan has been developed for use in multi-practitioner/agency situations, when it is confirmed at a 'Team Around the Child' (TAC) meeting with the child and their family, and a review form to keep all involved on track.

The CAF covers all aspects that affect a child's development, from health, education and social development, through to housing and family relationships. It is the only assessment that can be used by practitioners in all agencies in England that deliver services to children and families.

Further information can be found on Hantsfish:

<http://www.hantsfish.org.uk/hantsfish/practitioners/caf.htm>



### **3.1.3 Who will use the CAF?**

Children's centre managers/co-ordinators or staff, may not need to complete a CAF. However, everyone working with children will need to understand what a CAF is and how to get one completed. Specific children's centre staff may need to be CAF completers and lead professionals, where necessary. Full training is available with further details through Hantsfish

(<http://www.hantsfish.org.uk/hantsfish/practitioners/caf/caf-training.htm>) and local information can be obtained from the locality team manager for the area.

### **3.1.4 How do I find out if a CAF has already been completed?**

Before undertaking a CAF, check if one has already been completed. This can be achieved through asking the child or parent/carer, as appropriate.

Alternatively, children's centre managers/co-ordinators can contact the Multi Agency Information Sharing (MAVIS) database administrator (01962 847176).

### **3.1.5 What is the CAF process?**

Hampshire's business process is illustrated by the CAF 'Tube Map' which can be accessed through Hantsfish:

[http://www.hantsfish.org.uk/caf\\_tube\\_map.pdf](http://www.hantsfish.org.uk/caf_tube_map.pdf)

### **3.1.6 Co-ordinating service delivery – the role of the lead professional**

The CAF completer will continue as the lead professional for the child until another is appointed as a result of a TAC meeting. This is not a new concept as it formalises the good practice already happening; it is about who is best placed to work with a particular child and family and has the skills to carry out the role. The person considered most appropriate may change over time, as the complexity and nature of the child's needs change. Whilst it can mean a greater involvement with a particular child, it will not be necessary for each child. Good management, support and supervision systems need to be in place to support practitioners carrying out this role. Details of local support groups are available from the locality team manager.

### **3.1.7 What is a lead professional?**

The role comprises of a set of functions essential to delivering integrated support, including:

- ▶ single point of contact giving children, young people and their families a trusted person to support them and communicate without jargon;
- ▶ co-ordination of services so that effective action is properly planned, delivered and reviewed; and
- ▶ ensuring reduction of overlap and inconsistency.

The lead professional is not responsible or accountable for other people's work. To find out more about the role of the lead professional, please visit: [www.ecm.gov.uk/leadprofessional](http://www.ecm.gov.uk/leadprofessional)



## 3.2 Locality Teams

Multi-agency working is an effective way to support children and families with additional needs. Different ways of organising this have been developed; Hampshire County Council's response is to create locality teams to provide the infrastructure to support the CAF process. These teams operate below the level of specialist services such as social care.

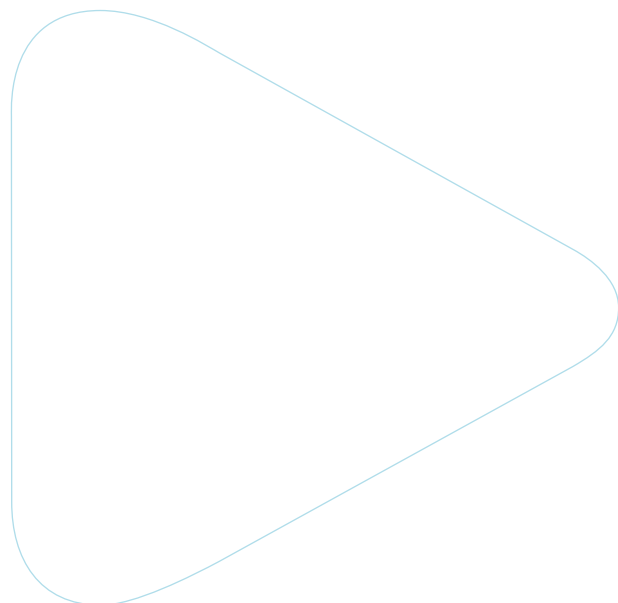
Locality team line management is via the District Service Manager for social care. Children's centres and locality teams will need to ensure close working relationships and each will be responsible for supporting the CAF process.

### 3.2.1 Who is in a locality team?

By April 2008, there will be a core team in each district, borough or city boundary. They will consist of:

- ▶ a Team Manager;
- ▶ Education Welfare Officers;
- ▶ 3 FTE Family Support Workers; and
- ▶ an Inclusion Social Worker, where one is already in post.

They will be complemented by a 'virtual team' – potential members are all those practitioners in the local network who can provide appropriate interventions to support a child's CAF Detailed Action Plan. Line management accountability remains within their own agency or organisation, although additional support arrangements for CAF completers and lead professionals will be facilitated by the locality team.



### 3.2.2 What will locality teams do?

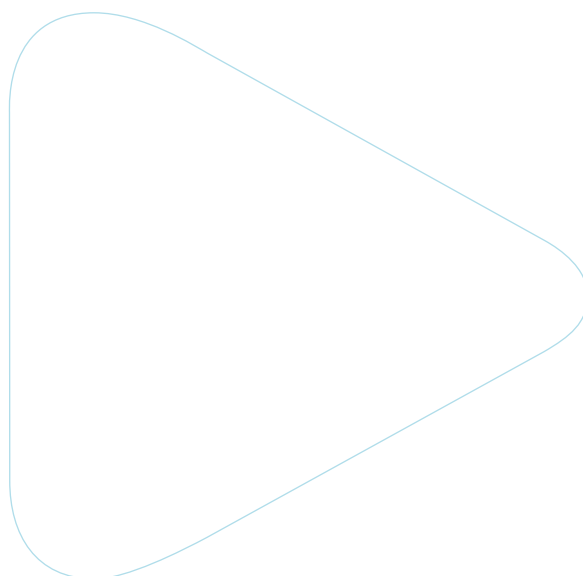
Locality teams will:

- ▶ facilitate the CAF process by offering advice, brokerage and support to practitioners that helps 'smooth the way' for children in either direction across the Windscreen of Needs;
- ▶ negotiate the appointment of a lead professional where necessary;
- ▶ provide a team member to fulfill the lead professional role where essential (they will not provide a lead professional for every child that has a CAF).

Education Welfare Officers will continue to provide the education welfare service to schools. There will cease to be a lead professional for a child if court proceedings are initiated.

Family Support Workers with sufficient training and experience will provide a variety of practical face-to-face support for children. They will work alongside existing Home School Link Workers and others to:

- ▶ help people attend meetings;
- ▶ provide face-to-face work to identify choices and solutions;
- ▶ help parents/carers gain confidence to set and maintain routines and boundaries, e.g. bed times and going to school;
- ▶ deliver face-to-face work to help develop an understanding of the dynamics of relationships and to have realistic, age appropriate expectations of children; and
- ▶ negotiate relationships between adults, partners, extended family, neighbours and professionals.



### 3.2.3 Locality teams' contact details

District	District Service Manager	Locality Team Manager	Locality Team Address
Basingstoke & Deane	Mike Penny	Julie Alden 01256 347008	c/o South View Junior School Shooters Way Basingstoke RG21 5LL
East Hampshire	Trish Reed	Emma Kelsall	Tilbrook House 2-4 Grenehurst Way Petersfield GU31 4AZ
Eastleigh	Tony Lee	Tony Bostock 01962 717039	1 Wessex Way Colden Common SO21 1WG
Fareham	Glynis Hodges	Stephanie Morley 023 9244 1415	Neville Lovett School St Anne's Grove Fareham PO14 1JJ
Gosport	Glynis Hodges	Liz Robertson 023 9244 1408	c/o Haven Children's Centre Harris Road Gosport PO13 0UY
Hart	Brian Pope	Vacant	Fleet Local Office Birch House Barley Way Fleet GU51 2YB
Havant	Stuart Ashley	Penny Broadhurst 023 9244 1404	Havant Local Office River Way Havant PO9 2EL
New Forest	Sue Kocaman	Richard Hadley 023 8081 2113	New Forest Local Office Winsor Road, Bartley SO40 2HR
Rushmoor	Lynn Ludford	Fiona Wraith 01252 814700	Fleet Local Office Birch House Barley Way Fleet GU51 2YB
Test Valley	Lyn Penny	Tessa Notman-Watt 01264 387400	Chantry House Chantry Way Andover SP10 1LW
Winchester	Lyn Ferguson	Eric Skates 01962 869611	Winchester Local Office Clarendon House Monarch Way Winchester SO22 5PW

### 3.3 Children's Centres Location Map

## Hampshire Children's Centre and Notional CA - By phase and model

**Key to Wards**

**New Forest**

- Fordingbridge Children's Centre**
- 124. Downlands and Forest Ward
- 123. Fordingbridge Ward
- 125. Forest North West Ward
- Ringwood Children's Centre**
- 121. Ringwood North
- 119. Ringwood South Ward
- 122. Ringwood East and Sopley Ward
- 120. Ringwood and Burley Ward
- New Milton Children's Centre**
- 105. Bashley Ward
- 104. Fitchell Ward
- 106. Milton Ward
- 108. Barton Ward
- 107. Becon Ward
- Pennington Children's Centre**
- 109. Pennington Ward
- 110. Lymington Town
- 111. Buckland Ward
- Brookhurst Children's Centre**
- 117. Brookhurst and Forest South East Ward
- 116. Lyndhurst Ward
- 113. Bramshaw, Coppoborne North and Minstead Ward
- 180. Ashurst, Coppoborne South and Nerley Marsh Ward
- Totton East Children's Centre**
- 127. Totton North
- 126. Totton East
- 128. Totton West
- Totton South Children's Centre**
- 114. Totton Central
- 112. Totton South
- 113. Marchwood Ward
- Butts Ash Children's Centre**
- 102. Dibley and Hyde East
- 101. Hyde West and Langdown
- 99. Butts Ash and Dibley Purlies
- 100. Farnchurch and Hasley
- Colland Children's Centre**
- 103. Holbury and North Blackfield Ward
- Forest First Children's Centre**
- 98. Fawley, Blackfield and Langley Ward

**Test Valley**

- Acorns Children's Centre**
- 145. Millway
- 146. Winton
- 144. St. Mary's
- Alamein Children's Centre**
- 142. Charlton
- 143. Harroway
- 141. Alamein
- Romsey Children's Centre**
- 149. Romsey Extra Ward
- 147. Abbey
- 150. Copersham
- 148. Tadburn
- North Baddeley Children's Centre**
- 152. Chisworth, Nourling and Roversham
- 151. North Baddeley

**Eastleigh**

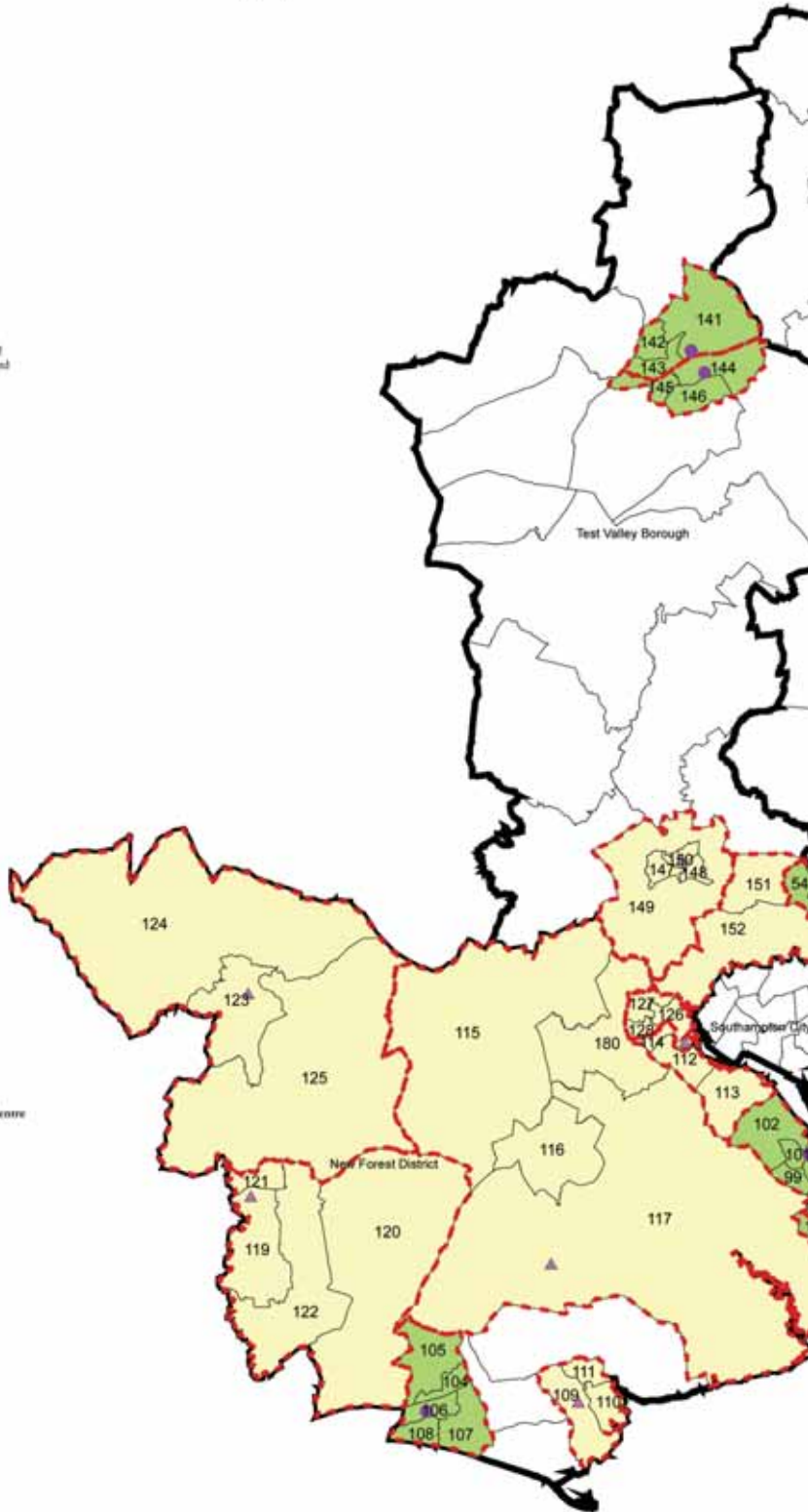
- Ariary Children's Centre**
- 55. Chandler's Ford West
- 53. Eastleigh South
- 54. Valley Park
- Norwood Children's Centre**
- 47. Eastleigh Central
- 48. Eastleigh North
- Bishopstoke Children's Centre**
- 44. Bishopstoke West
- 46. Bishopstoke East
- 45. Fair Oak and Horton Heath
- West End Children's Centre**
- 51. West End North
- 52. West End South
- Hamble, Nerley and Butlocks Heath Children's Centre**
- 50. Nerley Abbey
- 49. Hamble-le-Rice and Butlocks Heath
- Bursledon and Old Nerley Children's Centre**
- 43. Bursledon and Old Nerley

**Winchester**

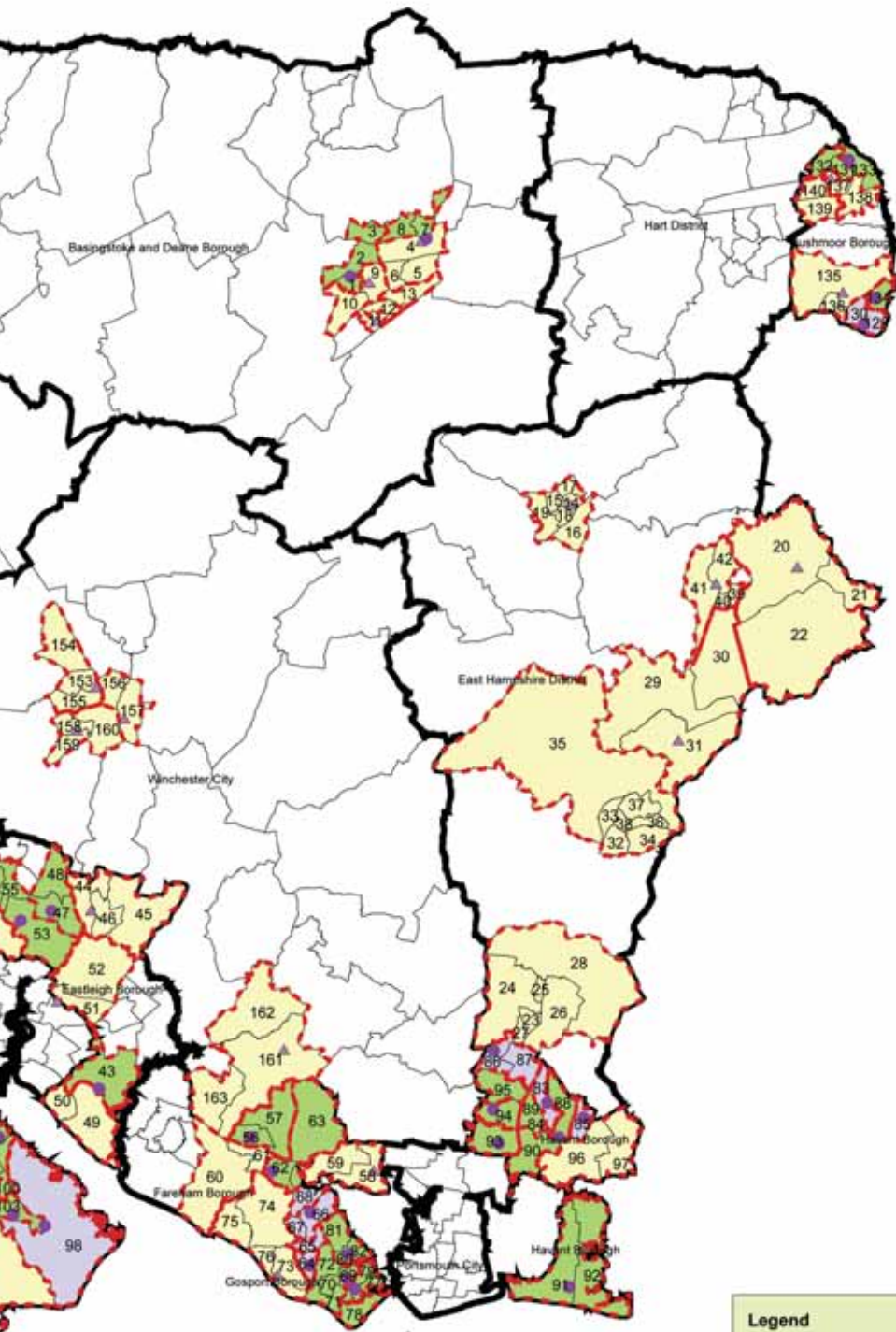
- Lanerns Children's Centre**
- 154. Littleton and Harnstock
- 153. St. Barnabas
- 155. St. Paul
- St Bartholomew Children's Centre**
- 156. St. Bartholomew
- 157. St. John and All Saints
- St Luke's Children's Centre**
- 158. St. Luke
- 159. Olivers Battery and Badger Farm
- 160. St. Michael Ward
- Wickham Children's Centre**
- 163. Whitley Ward
- 161. Wickham Ward
- 162. Stefield Ward

**Fareham**

- Titchfield Children's Centre**
- 60. Titchfield
- 61. Fareham West
- Oak Meadow Children's Centre**
- 56. Fareham North West
- 57. Fareham North
- Fareham South and East Children's Centre**
- 62. Fareham South
- 63. Fareham East
- Poole Children's Centre**
- 59. Poole West
- 58. Poole East



# Attachment Areas



## Key to Wards Continued

- Group 1**  
**Lee on Solent Children's Centre**  
 76. Lee West  
 77. Lee East  
 74. Studdington  
 75. Hill Head  
**Sure Start Rowsey Children's Centre**  
 85. Rowsey and Holbrook  
 84. Gosney  
**Haven Children's Centre**  
 87. Paul Common  
 88. Bridgeway North  
 86. Bridgeway South  
**Lealand Children's Centre**  
 71. Alverstoke  
 70. Pevensy  
 89. Lealand  
 72. Rockhouse  
**HEICA Children's Centre**  
 80. Elson  
 81. Furze Ward  
 82. Handley Ward  
**Town Children's Centre**  
 78. Chichester  
 77. Swan  
 78. Angbury
- Havant**  
**Links Children's Centre**  
 86. Havant  
 87. Gosplan  
**Waterloo Children's Centre**  
 95. Waterloo  
**Mill Hill Children's Centre**  
 94. Itchen  
**Perbrook Children's Centre**  
 93. Perbrook  
**Sure Start Centre Warren Park**  
 83. Warren Park  
 84. Bartonville (SP)  
**Troopace Children's Centre**  
 90. Bathampton  
 88. Bitter  
 89. Bartonville (AP)  
**Sturge Cooper Children and Families Centre**  
 85. Bursfield  
**St Faiths and Emmertham Children's Centre**  
 86. St. Faith's  
 87. Emmertham  
**Hayling Children's Centre**  
 91. Hayling West  
 92. Hayling East
- East Hampshire**  
**Hamstead Children's Centre**  
 24. Hamstead Callington and London  
 27. Hamstead Kings  
 23. Hamstead Marry  
 25. Hamstead Down  
 26. Hamstead Haslem and Haslemere  
 28. Chisfold and Haslemere Ward  
**Pinnerfield Children's Centre**  
 35. Pinnerfield and Stump Ward  
 31. Pinnerfield Bell Hill  
 32. Pinnerfield Caseway  
 36. Pinnerfield St. Peter  
 37. Pinnerfield St. Marys  
 34. Pinnerfield Heath  
 36. Pinnerfield Bothen  
**Hangers and Finesse Children's Centre**  
 29. The Hangers and Finesse  
 31. Lion Ward  
 30. Wanchill Walkdown  
**Chase Children's Centre**  
 41. Wanchill Hedges Ward  
 42. Wanchill Pinnerwood  
 39. Wanchill Deadwater  
 40. Wanchill Chase  
**Headley Children's Centre**  
 22. Pinnerfield and Liphook Ward  
 26. Headley Ward  
 21. Gosport Ward  
**Baily Lane Children's Centre**  
 19. Alton Whitdown  
 16. Alton Leckhill  
 18. Alton Waterworks  
 15. Alton Jersey  
 17. Alton Wintery  
 14. Alton Earthebroke  
 162. Lanchford Ward
- Rushmore**  
**Greve and Southwood and St John's Children Centre**  
 139. Greve and Southwood  
 140. St. John's  
**Farnborough Children's Centre**  
 132. Trenchard  
 133. Gosney  
 131. Mayfield  
**Westhatch and Empress Children's Centre**  
 137. Westhatch  
 138. Empress  
**Willington and Rowhill Children Centre**  
 134. Willington  
 136. Rowhill  
**Park Children's Centre**  
 125. Manor Park  
 130. Home Ward  
**North Town Children's Centre**  
 134. North Town
- Basingstoke and Deane**  
**Beckwith Children's Centre**  
 1. Beckwith  
 2. Winklesbury  
 3. Rowdown  
**Norden Children's Centre**  
 4. Norden  
 5. Farnopy  
 6. Brookvale and Kings Parking  
**Papley Children's Centre**  
 7. Papley East  
 8. Papley West  
**South Ham Children's Centre**  
 9. South Ham  
 10. Kempsford  
**Belgreen Hill and Geese Children's Centre**  
 11. Belgreen Hill South  
 12. Belgreen Hill North  
 13. Geese Ward

**Legend**

- Phase 1 - Full Core Offer
- Phase 2 - Full Core Offer
- Phase 2 - Graduated Model 2
- NCA Boundaries

**Children's Centre by Model**

- <all other values>
- Full Core Offer
- Graduated

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### 3.4 Children's Centre Support Contacts

Contact	Job Title	Key Responsibilities
Deborah Harkin 01962 846699 deborah.harkin@hants.gov.uk	Head of Adult and Family Learning	Overall responsibility for Adult and Family Learning, Children's Centres, Parenting and Extended Schools
Colin Payne 01962 845700 colin.payne@hants.gov.uk	Children's Centres Project Manager	Manages delivery of children's centre programme
Debra Cusack 01962 847291/07912 341081 debra.cusack@hants.gov.uk	Quality & Performance Officer	Performance monitoring for children's centres and line management for Hampshire County Council managed children's centre managers/co-ordinators
Sally Taylor 01962 847291/07912 341080 sally.taylor@hants.gov.uk	Quality & Performance Officer	Performance monitoring for children's centres and line management for Hampshire County Council managed children's centre managers/co-ordinators
Belinda Ludlam 01962 847291/07515 084020 belinda.ludlam@hants.gov.uk	Quality & Performance Officer	Performance monitoring for children's centres and line management for Hampshire County Council managed children's centre managers/co-ordinators
Helen Gregory 01962 847135 helen.gregory2@hants.gov.uk	Communications Manager	Communications Manager for children's centres
Kerry Longhorn 01962 845985/07718 146326 kerry.longhorn@hants.gov.uk	Children's Centres Project Officer (Professional Support)	Provides professional support to children's centres' staff
Francesca Binyon 01962 845023 francesca.binyon@hants.gov.uk	Children's Centres Project Officer (Performance & Planning)	Responsibility for children's centres performance and planning framework
Jing Richardson-Zhang 01962 847144 jing.richardson-zhang@hants.gov.uk	Children's Centres Finance Officer	Processes children's centre finance and payments
Louise Henry 01962 847205 louise.henry@hants.gov.uk	Senior Administrative Officer	Administrative support to Deborah Harkin
Suzanne Mitchell 01962 847291 suzanne.mitchell@hants.gov.uk	Children's Centre Administrative Officer	Administrative support to Children's Centre Services

**The postal address for all of the above contacts is:**

Children's Centre Services  
 Children's Services Department, Hampshire County Council  
 The Castle, Winchester SO23 8UG  
[www.hants.gov.uk/childrens-centres](http://www.hants.gov.uk/childrens-centres)





## Section 4 – Quality and Performance

### 4.1 Quality and Performance Framework

Hampshire County Council's 'Quality and Performance Framework for Children's Centres' (see Section 7, Appendix B) has been developed to include monitoring mechanisms to demonstrate achievements against the objectives set out in the Government's Every Child Matters agenda. Additional 'local indicator' targets have been devised in order to contribute to the County Council's statutory duty in reducing inequalities and improving outcomes for all young children.

Children's centre managers/co-ordinators have responsibility to implement the quality and performance processes and to ensure compliance against CCS' 'Children's Centre Improvement Cycle and Key Reporting Framework' (see Section 7, Appendix B).

Monitoring of children's centres' progress will be undertaken by Quality and Performance Officers, through an agreed timetable of monitoring visits, contributing to a formal annual performance review.

#### 4.1.1 Quality Improvement Statement

The Quality and Performance Framework will ensure that CCS:

- ▶ embeds a culture of continuous quality improvement;
- ▶ fulfils the aims of its Mission Statement - 'to reduce inequalities and improve outcomes for children';
- ▶ supports its strategic objectives; and
- ▶ contributes to the County Council's Corporate Strategy.

#### 4.1.2 Aims

The Framework aims to:

- ▶ clarify and make explicit the expectations of children's centre managers/co-ordinators in delivering quality children's centres;
- ▶ take into account children and families' needs, interests and skills development;
- ▶ involve all staff at all levels in continuously seeking to improve the provision;
- ▶ ensure consistency of quality across children's centres; and
- ▶ take into account the quality requirements of funding, inspection and awarding bodies.



## 4.2 Role of the Quality and Performance Officer

Each children's centre will be assigned a Quality and Performance Officer (QPO). The QPO will undertake monitoring/support visits against an agreed timetable. A performance review will be carried out with the children's centre by the QPO on an annual basis, between January and March, to monitor adherence to CCS' quality processes and progress against delivery and quality improvement plans. The performance review visits are designed to:

- ▶ provide feedback against performance;
- ▶ identify areas for development and/or improvement;
- ▶ inform staff development needs;
- ▶ identify good practice;
- ▶ encourage partnership working across all sectors; and
- ▶ provide support and guidance, as necessary.

Judgements will be made on the overall effectiveness of the children's centre by the QPO undertaking the review.

Additional monitoring and/or support visits will be undertaken according to need.





## Section 5 – Human Resources

### 5.1 HR Services

#### 5.1.1 Employment issues

Employment arrangements for children's centres will vary according to whether the children's centre is directly managed or school/third-party managed.

#### 5.1.2 Children's centres managed by Hampshire County Council

Staff in these children's centres are recruited by Hampshire County Council, with support from the Resourcing Centre and in accordance with Safer Recruitment. They are directly employed by the County Council and on the same terms and conditions as all other County Council employees (i.e. Employment in Hampshire County Council known as EHCC). The Employment Guide on Hantsnet provides details of all the policies, practices and procedures that apply to staff on EHCC conditions of service.

Teaching staff employed directly by the County Council are employed under the terms and conditions of the Statutory Pay and Conditions Document and have different arrangements procedurally for employment matters concerning their pay and performance management.

The Employment Guide can be accessed online at:

<http://intranet.hants.gov.uk/hrintranet/employmentguide.htm>

#### 5.1.3 Children's centres managed by a school

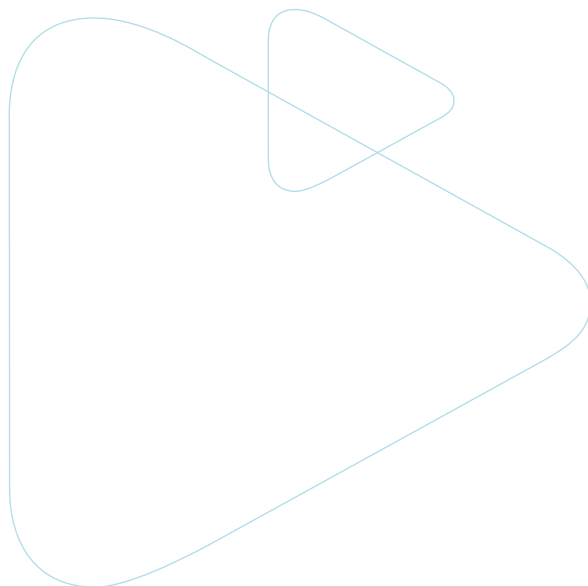
Where a school has entered into a Service Contract with the County Council for the delivery of children's centre provision, the staff are recruited by the governing body of the school. In the case of voluntary aided and foundation schools, staff are employed by the governing body, but in all other schools the County Council is the employer. In all cases, staff are managed through a structure which reports through a headteacher to a governing body. The governing body, through local management of schools and School Staffing Regulations 2003, has the authority to make certain employment decisions (in some cases where delegated, the headteacher may undertake this role). In cases where the children's centre is being provided by a cluster of schools, via a joint committee of governing bodies of the cluster schools, it is important to ascertain which school will be the employer.

In all cases, the following will apply:

- ▶ Staff will be recruited in accordance with 'Safer Recruitment' practices.
- ▶ Staff will be on the same terms and conditions as all other employees in the school in similar roles.

- ▶ Support teachers within childrens centres are employed via the EECU and are subject to the terms and conditions of the Statutory Teachers Pay and Conditions document. These staff will have different procedural arrangements for their pay and performance management than those of the school's teachers.
- ▶ Schools will refer to the County Council for advice on pay and grading arrangements.
- ▶ Schools will have separate contracts of employment for those staff who undertake work both in the school and the children's centre as the roles and the working pattern requirements are very likely to be distinctly different. This may be different in those children's centres integrated with maintained nursery provision where it is more difficult to separate the two functions - the school and the children's centre.
- ▶ Schools' employment policies, practices, and procedures will apply. These are also available in the Manual of Personnel Practice.

The Manual of Personnel Practice can be accessed online at:  
<http://hantsnet2000.hants.gov.uk/education/eps/eps-publications/index.html>



#### **5.1.4 Children's centres managed by third-parties / services in Hampshire County Council managed, or school managed centres, provided by third-parties.**

Staff employed by other agencies, including private providers, will be managed by, and subject to, their own employer's policies and procedures. Where individuals are only providing a service either through an access only arrangement, a sub-contract or contracting out, the employer will be the agency or organisation providing the service and their own employer's policies and procedures will apply. Where private providers are engaged to provide a service, they must provide a suite of policies, practices and procedures in line with current legislation and comparable to the County Council's own.

However, children's centre managers/co-ordinators will need to ensure that responsibility for the provision lies solely with the provider, including emergency cover and incident management. Children's centre managers/co-ordinators also need to ensure that third-party providers have been through robust recruitment and appropriate vetting arrangements in line with the County Council's safer recruitment practices. These processes need to be undertaken prior to the third-party's staff operating within the children's centre and potentially having unsupervised access to any children.

Children's centre managers/co-ordinators must ensure that third-party providers are compliant with safeguarding and child protection procedures (see Section 6.2).

#### **5.1.5 Transfer of Undertaking (Protection of Employment) regulations (TUPE)**

In all children's centres, parties need to be aware of the implications of TUPE.

TUPE may apply where:

- ▶ a contract with a third-party provider expires / is terminated and is given to a new provider on a re-tendering;
- ▶ the service performed by a private contract is brought 'in house';
- ▶ the service performed 'in house' is awarded to a private provider.

The effect of TUPE is to transfer the contract of employment to the new employer. Staff transferring to a new employer will do so on existing terms and conditions including pay and continuity of service. Where a change is being contemplated, advice should be sought at the earliest stage as there are considerable consultation requirements within the legislation.

### 5.1.6 Accessing advice on employment issues

The County Council provides advice on employment issues through HR Services, which forms part of the Chief Executive's Department. HR have a series of units providing advice on specialist areas.

#### Children's centres managed by Hampshire County Council

Directly managed children's centres will access support via the various function-based units within HR. Recruitment activity is undertaken with support of the Resourcing Centre. The Resourcing Centre will also undertake the Criminal Records Bureau (CRB) disclosure and other pre-employment checks, produce the contract of employment for the recruited member of staff and advise children's centre managers/co-ordinators on induction requirements.

During employment, any variations to an employment contract (e.g. hours of work/level of pay) would be processed by the HR Service Centre.

Issues of an employee relations nature (e.g. discipline, grievance, ill health, re-organisation etc), are supported by the Employment Practice Centre, in accordance with the Employment Guide.

Contact details and information for each unit within HR, can be accessed via the HR intranet site:

<http://intranet.hants.gov.uk/hrintranet.htm>

#### Children's centres managed by a school

Education Personnel Services (one of the units within HR) provides direct support to all school managed children's centres. Education Personnel Services (EPS) engages directly with school managed centres via a Service Level Agreement.

The Service Level Agreement will also cover support provided to school managed children's centres by other units within HR. In school managed centres, recruitment is undertaken locally (with advice from the Recruitment Team within EPS) and the CRB disclosure and contract of employment and subsequent variations are dealt with by the HR Service Centre.

Issues of an employee relations nature (e.g. discipline, grievance, ill health, re-organisations etc) are supported by EPS, in accordance with the Manual of Personnel Practice. Information for school managed centres can be accessed on the EPS intranet site:

<http://hantsnet2000.hants.gov.uk/TC/eps/index.html>

### 5.1.7 Individual Performance Planning (IPP)

IPP demonstrates the relationship between individual performance and the performance of the County Council as a whole. Individual performance is linked by IPP to the Council's corporate strategy and aims, policy priorities, departmental service plans, team/section plans and individual performance targets. The outcome of the process will link to the annual salary review process.

The 'Performance Appraisal Policy' for County Council managed children's centres can be accessed online at:

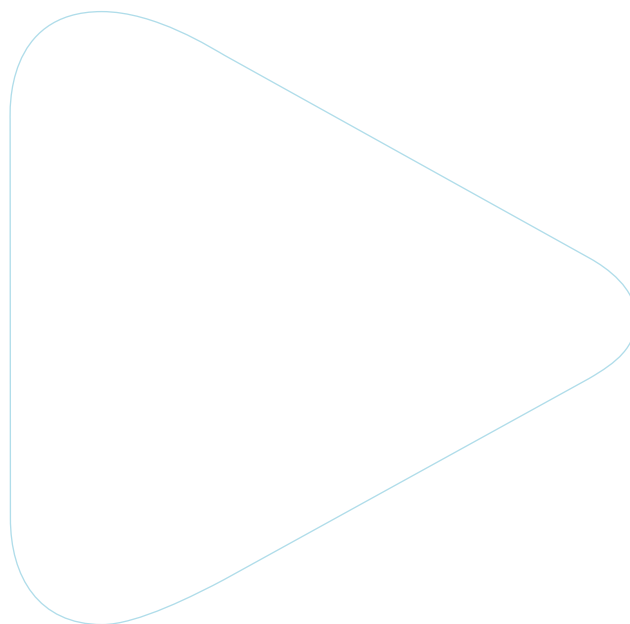
<http://intranet-staging.hants.gov.uk/hrintranet/payandbenefits/ipp.htm#ippolicy>

IPP templates for County Council managed children's centres can be accessed online at:

<http://intranet-staging.hants.gov.uk/hrintranet/payandbenefits/ipp/ippforms.htm>

The 'Performance Appraisal Policy' and IPP templates for school managed children's centres can be accessed online at:

<http://hantsnet2000.hants.gov.uk/education/eps/ipp-schools/index.html>





## 5.2 Key Contacts in HR

### 5.2.1 Contacts for Hampshire County Council managed children's centres

Centre: **Resourcing Centre**

Contact: Children's Services Team

Tel: 01962 813994

Fax: 01962 856711

Email: [resourcing@hants.gov.uk](mailto:resourcing@hants.gov.uk)

Address: Athelstan House, St Clements Street, Winchester SO23 9DR

Centre: **Employment Practice Centre**

Contact: Children's Services Team

Tel: 01962 813921

Fax: 01962 852710

Email: [hradvice@hants.gov.uk](mailto:hradvice@hants.gov.uk)

Address: Athelstan House, St Clements Street, Winchester SO23 9DR

Centre: **Hampshire Learning Centre**

Tel: 01962 826037

Fax: 01962 869450

Email: [learning.centre@hants.gov.uk](mailto:learning.centre@hants.gov.uk)

Address: Capitol House, 12-13 Bridge Street, Winchester SO23 0HL

Centre: **HR Service Centre**

Contact: Departmental Support

Tel: 023 8038 3000

Email: [hrsc.departmental.support@hants.gov.uk](mailto:hrsc.departmental.support@hants.gov.uk)

Address: Hampshire House, 3rd Floor, 84-98 Southampton Road,  
Eastleigh SO50 5PA

Centre: **Occupational Health Service**

Tel: 023 8062 6600

Fax: 023 8065 2380

Address: 1st Floor, Eastleigh House, Upper Market Street  
Eastleigh SO50 9FD

### 5.2.2 Contacts for school managed children's centres

Centre: **Education Personnel Services**

Contact: Recruitment Team

Tel: 0238 038 3533

Email: [eps-recruitment@hants.gov.uk](mailto:eps-recruitment@hants.gov.uk)

Address: Education Personnel Services, 2nd Floor, Hampshire House  
84-98 Southampton Road, Eastleigh SO50 5PA

Centre: **Education Personnel Services**

Contact: Consultants Team (casework/issues)

Tel: 02380 383501/02/03

Address: Education Personnel Services, 2nd Floor, Hampshire House  
84-98 Southampton Road, Eastleigh SO50 5PA

Centre: **HR Service Centre**

Contact: Schools Support Group

Tel: 02380 383000

Email: [hrsc.schools.sap.help@hants.gov.uk](mailto:hrsc.schools.sap.help@hants.gov.uk)

[hrsc.schools.contract.advice@hants.gov.uk](mailto:hrsc.schools.contract.advice@hants.gov.uk)

[hrsc.schools.support.group@hants.gov.uk](mailto:hrsc.schools.support.group@hants.gov.uk)

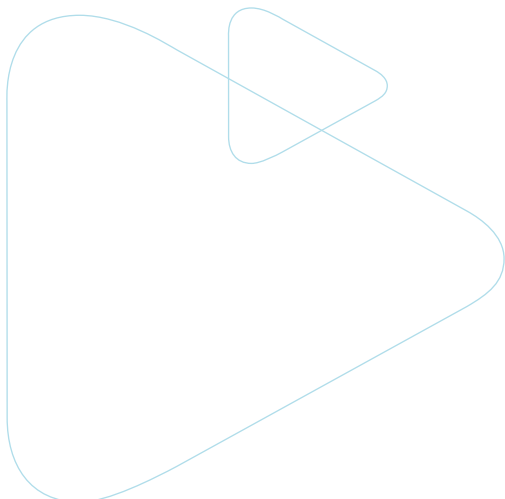
Address: Hampshire House, 3rd Floor, 84-98 Southampton Road  
Eastleigh SO50 5PA

Centre: **Occupational Health Service**

Contact: 023 8062 6600

Tel: 023 8065 2380

Address: 1st Floor, Eastleigh House, Upper Market Street  
Eastleigh SO50 9FD



## 5.3 Professional Development and Support

CCS is committed to providing high quality continuous professional development for children's centre staff (see Section 6.3 - Professional Development and Support Statement for Children's Centres), the ethos of which is embedded within CCS' Quality & Performance Framework. The Framework seeks to provide a mechanism for identifying ongoing opportunities for the professional development and support of children's centre staff.

It is recognised children's centres are distinct in the way that they support multi-agency working, bringing together staff from different backgrounds. Therefore, they are well placed in developing innovative approaches to shared professional development.

### 5.3.1 Staff development programme

There is a wide range of County Council training and professional development opportunities currently available to children's centre staff. For further information see [www.hants.gov.uk/learningzone](http://www.hants.gov.uk/learningzone).

Training is also available through the Early Education and Childcare Unit for those children's centre staff delivering early education and childcare as part of the core offer. The training programme is published termly in Horizons. For further information contact the EECU on 01962 813887

CCS will provide an annual programme of staff development which reflects national and local priorities. Children centre managers/co-ordinators must ensure that staff are available to attend programmes as and when necessary.

Training opportunities for children's centre staff will be promoted through the 'Staff Training Calendar - Adult & Family Learning, Parenting, Children's Centres and Extended Schools'. This will be distributed annually in July/August and subsequently updated (via the children's centre website), on a termly basis.

### 5.3.2 National Standards

Children's centre managers/co-ordinators have a responsibility to ensure that the children's centre really makes a difference to individual children and their families. The National Standards for Leaders of Sure Start Children's Centres set out the key areas of responsibility for children's centre managers/co-ordinators and define the knowledge, skills and understanding needed to fulfil these roles. Importantly they also set out the specific requirements of those leading complex integrated teams.

(*National Standards for Leaders of Sure Start Children's Centres* can be downloaded from [www.teachernet.gov.uk/publications](http://www.teachernet.gov.uk/publications) search ref: 00125-2007DOM-EN).

### 5.3.3 National Professional Qualification in Integrated Centre Leadership (NPQICL)

NPQICL is a National Qualification Framework level 7 post graduate qualification and is reflected in the National Standards. The Standards will be used to assess the leadership capability of NPQICL participants. It is designated as an equivalent qualification to the National Professional Qualification for Headteachers (NPQH). Headteachers of maintained nursery schools can choose either qualification.

All children's centre managers/co-ordinators in Hampshire will be expected to complete the NPQICL or an equivalent qualification as agreed.

For further information see [www.ncsl.org.uk/programmes/npqicl](http://www.ncsl.org.uk/programmes/npqicl)

### 5.3.4 Developing the workforce in order to deliver integrated services

The **Children's Workforce Development Council** (CWDC) leads and supports workforce development by:

- ▶ strengthening workforce excellence through the creation of new training opportunities, career development and flexible career pathways between sectors, as defined by the Children's Workforce Strategy;
- ▶ ensuring that all workers have appropriate skills and qualifications;
- ▶ working to increase recruitment into the children's workforce and improve the retention of high quality employees;
- ▶ helping the workforce deliver joined up services and improved communication across the sectors; and
- ▶ recognising the unique qualities and contributions of individual professions.

Children's centres are well placed to support the development of the skills, knowledge and working practices necessary in order to deliver high quality integrated services for families with young children.

The **Children's Workforce Development Council Induction Standards** will be used as a key part of the core induction for all Children's Services staff who will be working directly with parents/carers and children. In relation to children's centres, this will include all children's centre managers/co-ordinators, family support workers, early years practitioners working with parents and children and any other employed staff directly involved in supporting families.

### What are the CWDC Induction Standards?

There are 7 CWDC induction standards:

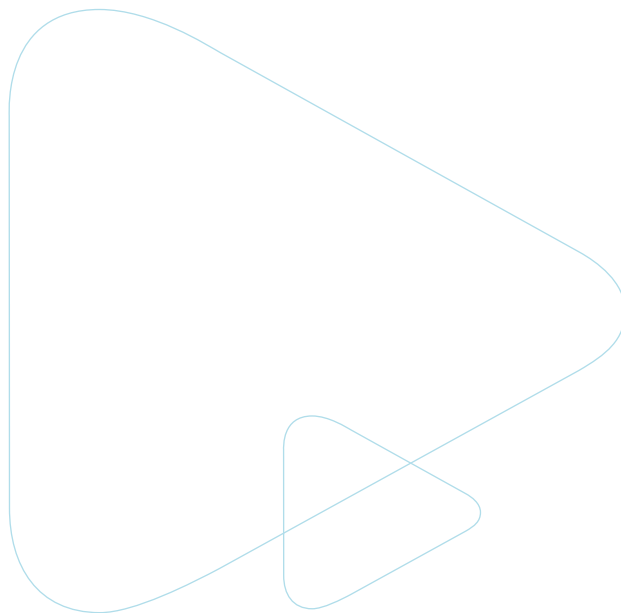
- Standard 1:** understand the principles and values essential for working with children and young people
- Standard 2:** understand your role as a worker
- Standard 3:** understand health and safety requirements
- Standard 4:** know how to communicate effectively
- Standard 5:** understand the development of children and young people
- Standard 6:** safeguard children
- Standard 7:** develop yourself

Further information is available from [www.cwdcouncil.org.uk](http://www.cwdcouncil.org.uk)

Staff directly employed by the County Council will be sent an induction workbook and relevant guidance documents by HR on appointment to their position. Further information is also available on the Hantsnet shared drive – I:/shared/children's services induction.

The CWDC induction booklet can be accessed online at:

[http://www3.hants.gov.uk/66192\\_induction\\_manager\\_guide.pdf](http://www3.hants.gov.uk/66192_induction_manager_guide.pdf)



### 5.3.5 Corporate induction programme for new staff

The corporate induction programme has been designed to run alongside any departmental induction children's centre managers/co-ordinators may be arranging to ensure that all new staff joining Hampshire County Council receive the same corporate information and complete a set of corporate e-learning modules.

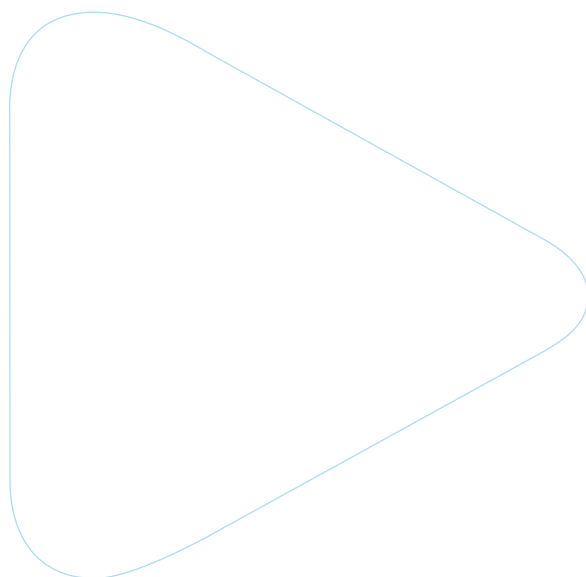
Full details can be found on the corporate induction website:  
[http://intranet.hants.gov.uk/induction\\_information\\_for\\_managers.htm](http://intranet.hants.gov.uk/induction_information_for_managers.htm)

### 5.3.6 Investors in People (IiP)

Hampshire County Council is accredited as an Investor in People (IiP), which is a business improvement tool designed to advance an organisation's performance through its people. It was developed in 1990 by a partnership of leading businesses and national organisations. It is reviewed every three years to ensure that it remains relevant, accessible and attractive to all.

Children's centres managed directly by the County Council will therefore be accredited with the Investors in People standard and will be required to embed the principles of IiP into everyday management practice.

For further information please visit Hampshire County Council's Investors in People web pages <http://intranet.hants.gov.uk/investorsinpeople.htm>



## Section 6 – Key Policies and Procedures

### 6.1 Corporate Policies

Hampshire County Council has a set of corporate policies. All County Council managed children's centres need to comply with these. All staff should be aware of what the policies are and where they can find a copy.

Those children's centres managed by schools will have their own school policies which the children's centre will adhere to.

All third-party managed children's centres will need to ensure that policies are in place that meet the requirements of the County Council.

All County Council corporate policies can be found under the A-Z index on the Human Resources page:

<http://intranet.hants.gov.uk/hrintranet/hr-guide-a-f.htm#a-z-c>

#### 6.1.1 Links to key policies

Key policies include:

▶ Lone Working

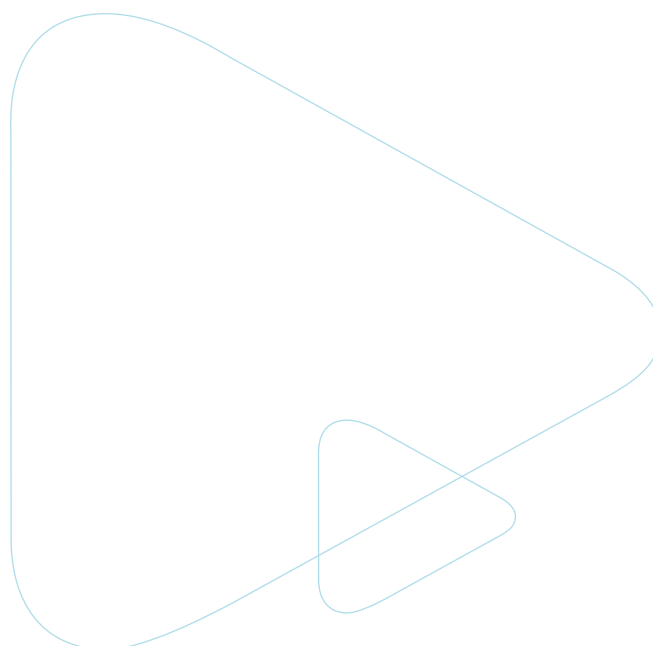
<http://intranet.hants.gov.uk/hrsafety/polstan/lone-working.htm>

▶ Health and Safety

<http://intranet.hants.gov.uk/hrsafety.htm>

▶ Data Protection

<http://intranet.hants.gov.uk/dp.htm>





## 6.2 Safeguarding Children Guidelines and Procedures for Children's Centres

### 6.2.1 Statement of intent

CCS is fully committed to promoting the welfare of children and regards their safety and well-being as paramount. Safeguarding children is the responsibility of everyone at, or working from, the children's centre.

Key areas include:

- ▶ raising awareness of child protection issues and equipping staff with the skills and knowledge needed;
- ▶ defining procedures for identifying and reporting cases, or suspected cases, of abuse;
- ▶ providing induction procedures for children's centres' staff and volunteers, to inform them about child protection practices and procedures;
- ▶ ensuring 'safer recruitment' practices are adopted in accordance with the County Council's guidance (See HR - Section 5.1);
- ▶ establishing a safe environment in which children can learn and develop.

It is the responsibility of all staff to be vigilant to signs of abuse and act promptly at all times. Children's centre staff must follow the procedures set out by the Local Safeguarding Children Board and Children's Services. To obtain full details follow this link: <http://www.4lscb.org.uk>.

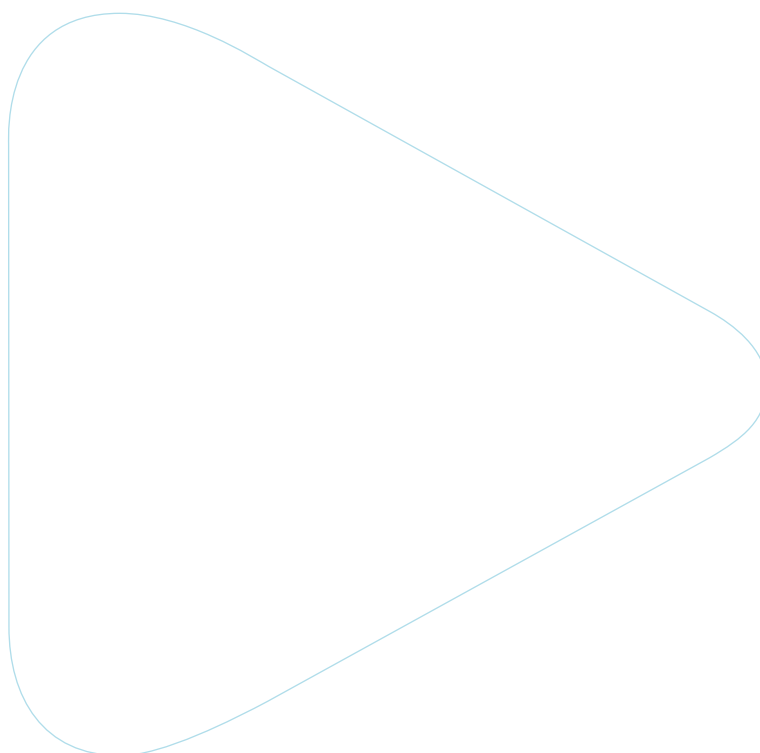
Children's centre managers/co-ordinators should ensure the following:

- ▶ a welcoming, secure and safe indoor and outdoor environment which enables children to develop self confidence;
- ▶ safe opportunities for children to communicate their concerns;
- ▶ all staff are provided with regular safeguarding children training;
- ▶ a named safeguarding children liaison officer, appropriately trained and supported (see Section 7, Appendix J for example notice template);
- ▶ concerns are acted on promptly;
- ▶ all records of concerns or allegations about children or staff are kept securely and separately in locked locations;
- ▶ information is shared appropriately and sensitively in cases where staff have concerns about the safeguarding children practice of colleagues;
- ▶ all staff, students and volunteers are aware of the safeguarding children policy and follow the procedures;
- ▶ the recruitment of staff at the children's centre is undertaken in line with 'safer recruitment' procedures, including all required pre-employment checks;

- ▶ all people over the age of 16 working at the children's centre, including volunteers and members of the partnership board, have an up to date enhanced CRB certificate;
- ▶ any allegations against staff are taken seriously and acted upon in compliance with Local Safeguarding Children Board procedures;
- ▶ all user groups or persons hiring the centre facilities, for the provision of activities for children, sign an acknowledgement that guidelines have been received and that they undertake full compliance with procedures.

The safeguarding children procedures and guidelines for children's centres should not be viewed in isolation. Procedures should be followed in conjunction with:

- ▶ ISA Information Sharing – Appendix 3 'What to do if you're worried a child is being abused' (or DCSF 2006)  
<http://publications.teachernet.gov.uk>
- ▶ Hampshire County Council's Manual of Personnel Practice
- ▶ 'Safeguarding children & safer recruitment in education' 2007  
<http://publications.teachernet.gov.uk>
- ▶ 'Working together to safeguard children' (DCSF 2006)  
<http://www.everychildmatters.gov.uk>



### 6.2.2 Role of Hampshire Local Safeguarding Children Board (LSCB)

This multi-agency group has a statutory role (under section 13 of the Children Act 2004) to co-ordinate what is done by each agency for the purposes of safeguarding and promoting the welfare of children in their area and to ensure that the work is effective. Therefore, it has a monitoring role with respect to how all agencies carry out their responsibilities and ensures that safeguarding training is available on a multi-agency basis.

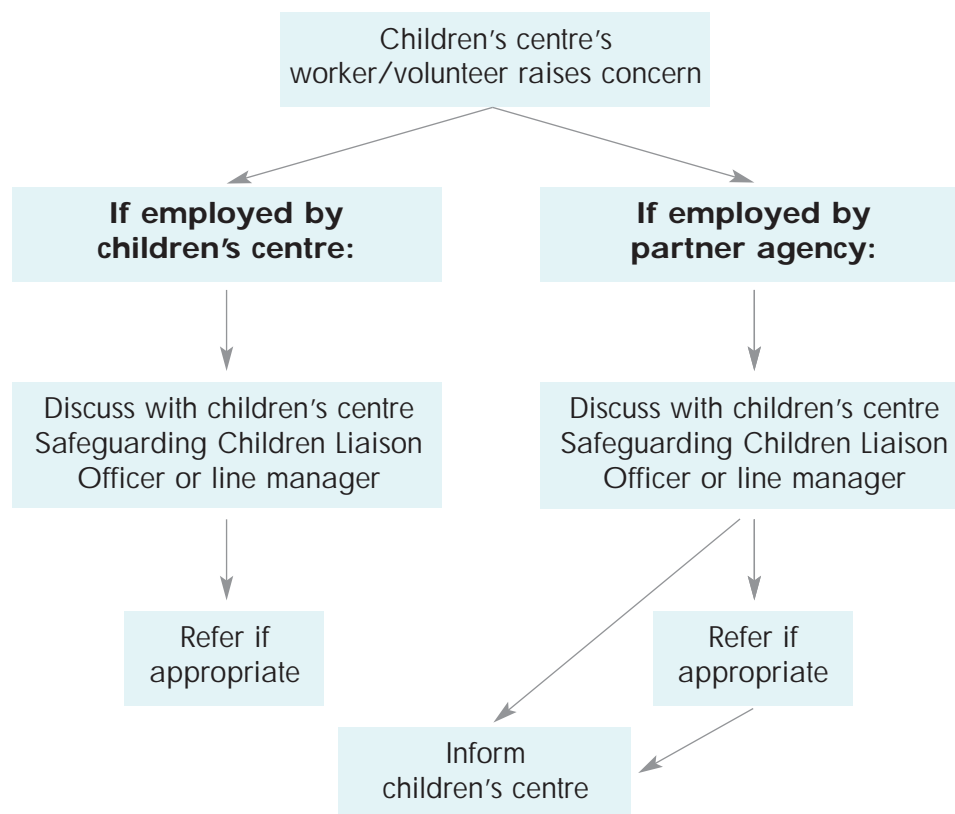
### 6.2.3 Summary of action at the point of concern

When concerns are raised by children's centre staff about the welfare of a child, the routes in Diagram 5 should be followed.

In cases where the Safeguarding Children Liaison Officer thinks a child may have been abused, either from their own knowledge or from information passed on by children's centre staff (or users), the following steps should be taken:

- ▶ contact local Referral and Assessment Team (or Out of Hours Service);
- ▶ have available child's names, address, DOB, parent/carer (as far as is possible);
- ▶ do not ask the child leading questions or conduct an investigation within the children's centre:
- ▶ do try to clarify information if it helps to establish the nature of any risk e.g. if a child mentions a personal name in this context, it may be appropriate to establish if it is an adult, a carer, a sibling, a peer, a pet etc;
- ▶ reassure the child if s/he is distressed but do not promise confidentiality as this is not possible;
- ▶ make/maintain a written record at the time, or as soon as possible after the concerns have first been raised and communicated, to cover:
  - main concerns;
  - what was seen and heard;
  - what was said, quoting the words you used;
  - distinguishing between fact/observation/ allegation/opinion and
  - avoiding jargon.
- ▶ the social worker will provide guidance on the appropriate action to be taken/next steps.

Diagram 5: Flowchart identifying key routes for children's centre staff when concerns are raised



All centres will need to produce their own flow diagram (approximately one side of A4 paper), including a laminated sheet with contact names and details to be displayed for easy access by staff and volunteers.

#### 6.2.4 Training and support

Training on safeguarding children is provided at a basic level for all new Children's Services staff working directly with children, as part of their induction package. Staff or volunteers from other agencies will normally be able to access single-agency introductory safeguarding training. Inter-agency training on safeguarding is provided by the Hampshire Safeguarding Children Board. Children's centres will nominate a lead member of staff (Safeguarding Children Liaison Officer) to give support or to advise on the appropriate action.

Any member of staff reporting concerns should be supported in making a referral to the Police and social work teams if necessary.

### 6.2.5 Reporting

An annual report is made to the children's centre partnership board on safeguarding children which clearly demonstrates steps that have been taken to safeguard children within the children's centre (see Section 7, Appendix J for suggested template).

### 6.2.6 Confidentiality

Absolute confidentiality cannot be promised to anyone. Children, young people and families should be informed at the outset, openly and honestly, what, how and why information will, or could be, shared. Agreement should be sought from the individuals based on this understanding. The exception to this is where to do so would put the child or others at risk of harm, or if it would undermine the prevention, detection or prosecution of a serious crime, including where seeking consent might lead to interference with any potential investigation. This should be checked with the Safeguarding Children Liaison Officer.

However, sharing information for the purposes of safeguarding children and promoting their welfare is essential. The main restrictions on the disclosure of information are:

- ▶ the common law duty of confidence;
- ▶ Human Rights Act 1998;
- ▶ Data Protection Act 1998.

Confidentiality is protected by these legal restrictions, but in general the law will not prevent the sharing of information where the public interest in safeguarding the child's welfare overrides the need to keep the information confidential.

### 6.2.7 Information sharing

Staff at the children's centre will take account of the Hampshire Children and Young People's Strategic Partnership (CYPSP) Information Sharing Protocol, agreed by Hampshire's local authorities, public sector agencies and voluntary organisations in 2004.

ContactPoint (formerly known as the Information Sharing Index) will provide the mechanism for staff to share basic details about children and young people, such as their school and doctor, and where to contact other practitioners working with them. It will not hold any personal information, like exam results or health records.

Consent to share information will normally be sought, except in certain circumstances (see Section 6.2.6). It is important to ensure that the appropriate information is shared in the right way with the right people, and that the decision to share information (with or without consent) is properly recorded.

### Information sharing - key points

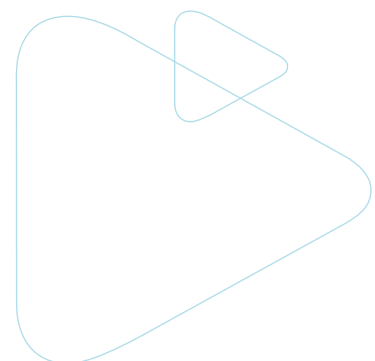
- ▶ Explain to children, young people and families at the outset, openly and honestly, what and how information will, or could be shared and why, and seek their agreement. The exception to this is where to do so would put that child, young person or others at increased risk of significant harm or an adult at risk of serious harm, or if it would undermine the prevention, detection or prosecution of a serious crime including where seeking consent might lead to interference with any potential investigation.
- ▶ Always consider the safety and welfare of a child or young person when making decisions on whether to share information about them. Where there is concern that the child may be suffering or is at risk of suffering significant harm, the child's safety and welfare must be the overriding consideration.
- ▶ Where possible, respect the wishes of children, young people or families who do not consent to share confidential information. Information may still be shared, if judged to be in the public interest to override that lack of consent.
- ▶ If in any doubt, seek advice, especially where doubt relates to a concern about possible significant harm to a child or serious harm to others.
- ▶ Ensure that information shared is accurate and up to date; necessary for the purpose for which you are sharing it; shared only with those people who need to see it; and shared securely.
- ▶ Record the reasons for the decision – whether it is to be shared or not.

#### 6.2.8 Safer recruitment

In order to safeguard the children using the children's centre, the County Council's 'Safer Recruitment' procedures must be followed.

The recruitment and selection procedures will be supported by the County Council's HR Services. These processes are undertaken in order to identify and reject people who might abuse children or are otherwise unsuitable to work with them.

CRB checks are carried out on all staff working with children or on those who have regular contact with children.



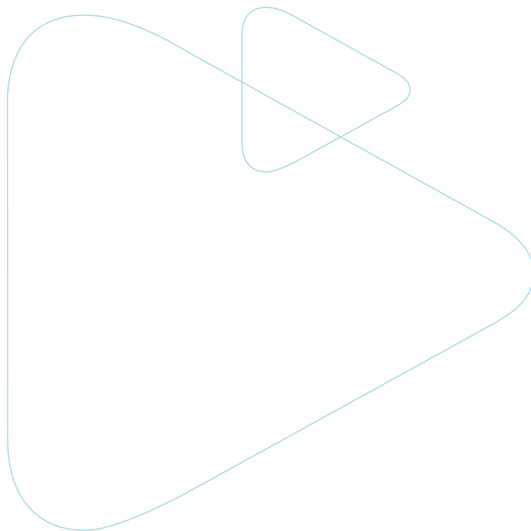
### 6.2.9 Management of allegations against staff

Any member of staff who receives or becomes aware of an allegation that another staff member, or volunteer, has taken any action, or actions, that might be interpreted as child abuse (including sexual abuse) or neglect, should report it immediately to the Safeguarding Children Liaison Officer and children's centre manager/co-ordinator who will:

- ▶ make an immediate and accurate record of the details initially provided, including dates, times, location(s), incident(s) and people allegedly involved, including a record of who said what to whom;
- ▶ ensure that the person who spoke to the child or the originator of the concern has fully recorded the details provided;
- ▶ ascertain any relevant background information about the child's circumstances; any known concerns about the member of staff/volunteer; whether that person was or could have been at that place at that time etc;

NB: It is vital at this stage not to interview children, not to inform or interview the member of staff/volunteer, and not to contact the parents or carers.

- ▶ contact the Allegations Officer by phone (023 9244 1416; mobile 07903 649503) on the same day;
- ▶ in conjunction with the Allegations Officer consider the options for action;
- ▶ follow the advice of the Allegations Officer together with Police, Social Care, and the appropriate HR unit as necessary.



### 6.2.10 Children's Centre Safeguarding Children Liaison Officer

Roles and responsibilities:

- ▶ to be the first point of contact for all staff who may be concerned about a child's welfare and to give advice and support;
- ▶ to liaise with other agencies and organisations as necessary;
- ▶ to refer concerns about possible abuse or neglect of a child to the relevant Social Care team within the Children's Services Department;
- ▶ to provide information for police investigations and/or enquiries and to contribute to assessments as required;
- ▶ to ensure that all staff who work with children and families understand the risk factors and recognise children in need of support and/or safeguarding;
- ▶ to ensure that the children's centre safeguarding policy is updated regularly and available at all times.

#### Useful documents

Publications available from:

[www.everychildmatters.gov.uk/safeguarding](http://www.everychildmatters.gov.uk/safeguarding)

[www.4lscb.org](http://www.4lscb.org) (Hampshire, Portsmouth, Southampton & IOW guidance document).

### 6.2.11 Children's Services Department - Referral and Assessment Teams' contact details

Andover	01264 387 400
Eastleigh	023 8061 8722
Romsey	023 8061 8722
Aldershot	01252 314 221
Basingstoke	01256 362 000
Fareham	0845 600 4555
Gosport	0845 600 4555
Havant	023 9247 1644
Petersfield	023 9247 1644
Winchester	01962 869 313
Andover	01264 387 400
Eastleigh	023 8061 8722
New Forest	023 8084 6953

Out of Hours Service: 0845 600 4555

Police: ask for Child Investigation Unit (CAIU): 0845 045 4545

**6.2.14 Safeguarding children checklist for children's centre managers/co-ordinators**

✓ or X

Do you have a named Safeguarding Children Liaison officer?  
(see Section 6.2.10)

Have you got the documents referred to in Section 6.2.1?

Have you got the Safeguarding Children information poster displayed  
(see Section 7, Appendix J)

Are CRB checks in place and up-to-date for all staff and volunteers?

Have all staff and volunteers attended Child Protection training at the  
appropriate level?

Have all staff accessed the appropriate level of CAF and information  
sharing training (see Section 3.1 and 5.3)?

Do the Family Support Outreach Worker and other relevant staff  
know who the Locality Team Manager is and how to contact them?



## **6.3 Professional Training and Development Statement for Children's Centres**

### **6.3.1 Vision**

To develop a children's centre workforce in Hampshire in which staff:

- ▶ are adequately qualified;
- ▶ are confident and competent in role;
- ▶ work seamlessly and collaboratively across agencies; and
- ▶ enjoy their work and demonstrate the children's centre's values, principles and vision in everyday practice.

### **6.3.2 Objectives**

To provide professional development and support to ensure that children's centre staff:

- ▶ feel empowered and responsible for their own professional and personal development;
- ▶ have access to a range of opportunities which meet organisational and individual goals identified through performance planning; and
- ▶ adopt an approach to professional development that encompasses formal and informal learning activities.

### **6.3.3 CCS' role and responsibilities**

CCS' will:

- ▶ provide clear role profiles;
- ▶ embed national occupational standards into professional development and practice;
- ▶ provide high quality, relevant training which is accessible to all staff; and
- ▶ evaluate training to inform future planning and delivery.

### **6.3.4 Children's centre managers'/co-ordinators' role and responsibilities**

Children's centre managers/co-ordinators will:

- ▶ have overarching responsibility for ensuring the co-ordination of staff development through the IPP process;
- ▶ ensure processes are in place for the identifying gaps in skills base;
- ▶ promote the need for staff to take individual responsibility for own training;
- ▶ ensure progression opportunities are available for existing staff; and
- ▶ ensure a learning culture is embedded throughout the centre.



## **6.7 Schedule of Buildings Repair and Maintenance Responsibilities for Children's Centres**

Please note this document is for children's centres managed by Hampshire County Council and schools. For children's centres run by third parties in County Council owned buildings, or where substantial parts of the building are let to a third-party, the responsibilities will be set down in a lease.

### **6.7.1 Introduction**

This document outlines the split of responsibilities between Property, Business and Regulatory Services (PBRs) and the children's centre for revenue repairs to buildings, sites and mechanical and electrical service installations. It also outlines some responsibilities of children's centres in respect of their buildings and points of contact within PBRs.

Responsibility for undertaking the repair and maintenance at children's centres is split according to the delegation principles set down in the attached schedule. This is for revenue repairs only with capital repairs remaining the responsibility of the County Council. In summary, children's centres will be responsible for repair works of a minor non-structural nature the details of which are shown in the schedule.

### **6.7.2 Definitions - repairs and improvements**

This schedule denotes responsibility for revenue repairs. Repairs may be defined as the repair or replacement of an existing element. The respective responsibility for revenue repairs is shown in the schedule.

Improvements may be defined as the provision of a new element of structure or the betterment of existing. All improvement works will be the responsibility of the Children's Services Department or the children's centre and will not be the responsibility of PBRs.

### **6.7.3 Services provided by PBRs**

Property Services will provide a comprehensive range of building related services to support the children's centres and ensure the buildings are maintained. In particular the following will be provided:

- ▶ property revenue repairs and maintenance service;
- ▶ emergency out of hours support;
- ▶ customer services; and
- ▶ access to specialist services.



#### 6.7.4 Points of contact

Property Services is structured to provide dedicated contacts for children's centres supported by a whole range of professional and technical disciplines within the department and through County Council partnering consultants. The organisational arrangements and point of contacts are found on the intranet [www.education.hants.gov.uk/intranet/premises/](http://www.education.hants.gov.uk/intranet/premises/)

#### 6.7.5 Revenue repair and maintenance works

PBRS will cover all aspects of repair and maintenance work for which it is responsible including the cost of the ordered work and the necessary technical and professional support. Work will be specified, procured and let in accordance with the County Council's constitution and specifically comply with standing orders legal, financial and contract matters.

#### 6.7.6 Vandalism storm and flood damage

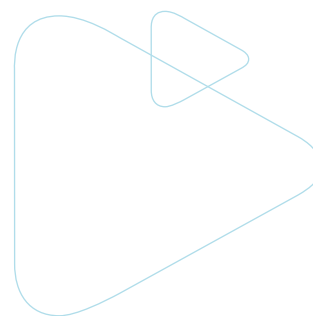
Major incidents of storm and flood damage, where repair costs to buildings exceed £50,000 (contents excluded) are included within the County Council's insurance arrangements provided children's centres have signed up to the Chief Executive Department's insurance SLA. PBRS covers the cost of unforeseen events in accordance with the A-Z schedule of responsibilities for revenue buildings repair and maintenance (Section 6.7.12) including the necessary professional and technical support services.

Children's centres should therefore consider obtaining their own insurance for their items of responsibility in the A-Z schedule to cover for the eventuality of storm and flood damage.

In respect of vandalism, once the children's centre expends in excess of 15% of its revenue repair and maintenance budget share in a given financial year, subsequent revenue costs will be covered under this arrangement for the remainder of the year in accordance with the A-Z schedule of responsibilities.

#### 6.7.7 Emergency support

Property Services provides a customer service centre to report urgent building defects during normal office hours. At all other times an out of hours emergency call out service is provided. For engineering defects the term contractor provides a 24 hour, 7 day per week helpdesk for emergencies involving engineering services.



### **6.7.8 Term engineering contracts for mechanical and electrical installations**

Comprehensive, geographically organised, Term Engineering Contracts are provided to deal with all planned revenue maintenance and breakdown work inclusive of parts, material and labour for the following:

- ▶ Statutory safety inspections of all engineering plant including gas installations, lifts, main children's centre kitchen catering equipment and pressurised water systems.
- ▶ Planned routine maintenance and servicing of mechanical plant including all gas and oil fired equipment, boiler plant and direct fired water heaters, ventilation and air conditioning systems and automatic controls systems.
- ▶ Planned maintenance and servicing of fire alarm systems (including fire door hold open controls), intruder alarm systems and emergency generators.
- ▶ Quarterly inspections on all passenger lifts and biannual inspections of goods lifts.
- ▶ Biannual service and recalibration of all thermostatic hot water mixing valves.
- ▶ Annual inspection and service of all mechanical equipment including pumps, pressurisation and booster sets, fan convectors, water storage tanks and calorifiers.
- ▶ Breakdown and repair of all fixed mechanical and electrical services systems and installations to provide service continuity (e.g. CCTV installations, car park barriers, building access systems and the like).

### **6.7.9 Complaints procedure**

Should there be any concerns or complaints about the level and/or quality of service they should firstly be made to the Property Services Manager or Customer Services Manager. Should the children's centres consider they have not received an adequate response from this route they should escalate the matter to Head of Property Management or Head of Resources. In the event that the concern or complaint remains unresolved by the above, the children's centre may appeal in writing to Director of Property, Business and Regulatory Services.

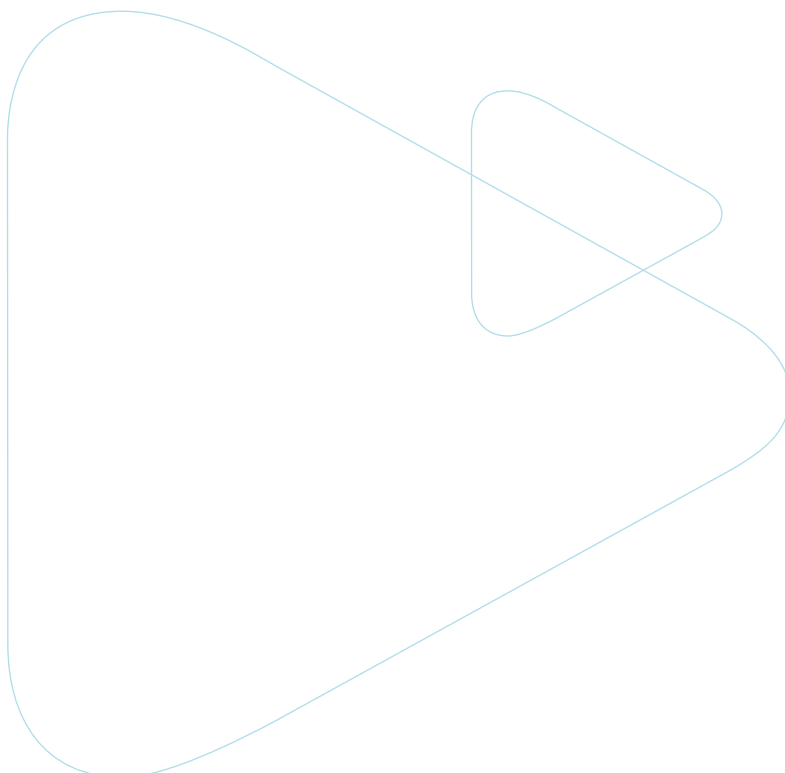
### 6.7.10 Children's centres responsibilities

#### Notification of building works

Children's centres will be responsible for notifying and obtaining approval from PBRS when refurbishing, altering or otherwise improving buildings and sites. This approval is required to ensure that children's centres are suitably advised and take into account the following when organising and undertaking such works:

- ▶ the County Council's financial and standing orders;
- ▶ health and safety legislation;
- ▶ ensuring asbestos and other deleterious materials are not disturbed during the works;
- ▶ necessary planning approvals are obtained;
- ▶ works are carried out in accordance with Building Regulations and other statutory legislation relevant to construction and property.

In the event children's centres do wish to undertake such works they should contact their surveyor indicated on the attached link.



### Other responsibilities

Children's centres will be responsible for ensuring they have health and safety policies and procedures in place and undertake risk assessments on buildings and sites on a range of issues including the following:

- ▶ fire risk assessments;
- ▶ glass and glazing safety;
- ▶ asbestos management;
- ▶ testing of portable electrical equipment.

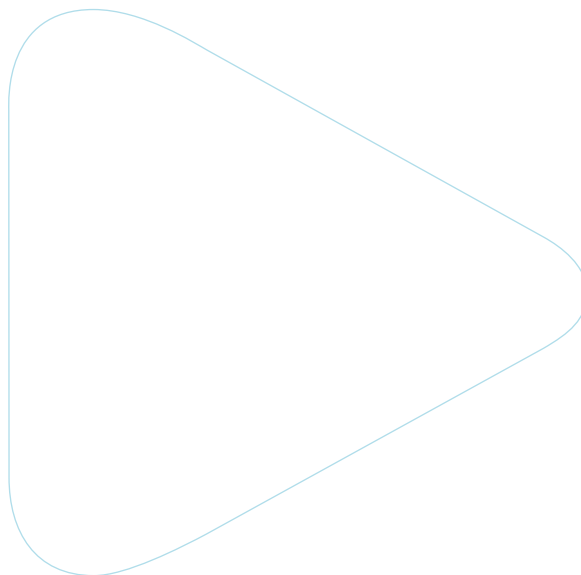
The above is not a comprehensive list and children's centres should take advice from Children's Services health and safety representatives who may be contacted on 01962 876220.

Guidance can also be found on the Children's Services website:

[www.education.hants.gov.uk/intranet/healthandsafety](http://www.education.hants.gov.uk/intranet/healthandsafety)

#### 6.7.11 Asbestos management

The County Council has a policy statement dealing with asbestos and in addition has produced a manager's guide. Children's centres will need to be familiar with these documents, in order to safely manage asbestos. It will be important to note that for any works that may disturb asbestos specialist advice should be obtained. Initially the children's centre should contact the surveyor for their property to seek advice. Children's centres should also refer to the Corporate Health and Safety Policy for managing asbestos which can be found on: <http://intranet.hants.gov.uk/hrsafety/polstan/asbestos.htm>.



### 6.7.12 A-Z schedule of responsibilities for revenue buildings repair and maintenance

**Applies to County Council managed and school managed children's centres using County Council owned buildings**

Building Element	Responsibility for item
<b>1.0 Structure</b>	
<b>1.1 Foundations</b> All structural work to walls or wall supports below and including DPCs, underpinning, propping, piles, ground beams, piers, bases and brick or concrete footings.	PBRS
<b>1.2 Frames</b> All structural members in steel, timber or concrete frame including ties, bracings, bolts, base plates and wedgings.	PBRS
<b>1.3 Floors</b> Floor structures and ducting together with boards and screeds, etc but excluding their finishes.	PBRS
Repair or replacement of floor finishes (see 2.2).	children's centre revenue budget
<b>1.4 Flat Roofs</b> Roof structures, finishes and verandas including top floor ceiling timbers, eaves and verge finishings and catwalks. Includes roof light and glazing.	PBRS
<b>1.5 Pitched Roofs</b> Roof structures, finishes and verandas including top floor ceiling timbers, eaves and verge finishings and catwalks. Includes roof light and glazing.	PBRS
<b>1.6 Rainwater Goods</b> All major repairs and replacement of rainwater goods including rainwater tanks, butts, downpipes, parapet outlets, and perimeter gutters.	PBRS
Clean out and minor repairs to exposed and internal rainwater goods, gutters and downpipes and external PVC guttering.	children's centre revenue budget
<b>1.7 Skylights and Roof Lights</b> Rooflights, skylights, laylights with frames, casings, kerbs, beading, ironmongery and glazing.	PBRS

Building Element	Responsibility for item
<b>1.8 Staircases</b> Staircases and landing structures and their screeds including balustrades, handrails and including all domestic communal fire escapes internal and external.	PBRS
Floor finishes to staircases.	children's centre revenue budget
<b>1.9 External Walls</b> Load bearing, structural, framed, panelled and curtain wall, chimney stacks and flues, including refractories in boiler house masonry stonework, heads, cills, strings, steps, etc.	PBRS
<b>1.10 External Surfaces</b> Applied surface finishes, i.e. renderings, tile pointing, balcony balustrades or fronts.	PBRS
<b>1.11 Internal Walls and Partitions</b> Internal walls, partitions (excluding applied finishes and glazing) including major plaster repairs.	PBRS
Internal finishes to walls including minor plaster repairs and glazing of internal partitions.	children's centre revenue budget
<b>1.12 Windows and Fittings</b> Windows, borrowed lights with frame casings, architraves.	PBRS
Ease and adjust windows, replace sash cords and fittings, ironmongery and draught stripping and glazing.	children's centre revenue budget
<b>1.13 Doors and Fittings</b> Internal doors and ironmongery, repair and replacement glazing in doors, cutting keys/security and draught stripping including fire and safety glazing.	children's centre revenue budget
External doors and frames replacement.	PBRS

Building Element	Responsibility for item
Ease and adjustment of external doors, replacement of ironmongery, glazing, cutting keys/security and draught stripping including fire and safety glazing.	children's centre revenue budget
<p><b>1.14 Glazing</b> To include all glazing throughout i.e. windows, doors, borrowed lights, verandas, partitions and window walls etc.</p> <p>N.B. Where glazing is an integral part of the structure its repair and maintenance will be the responsibility of the County Council.</p>	children's centre revenue budget
<p><b>1.15 Ceilings</b> Suspended ceiling structures and major ceiling plaster repairs.</p>	PBRS
Ceiling tiles and minor plaster repairs and decorative finishes to ceilings.	children's centre revenue budget
<p><b>1.16 Insulation</b> Insulation to roofs, walls, etc.</p>	PBRS
<p><b>1.17 Timber Preservation</b> All work associated with the prevention or eradication of wood rot or beetle.</p>	PBRS
<p><b>1.18 External Decoration and Protection of Building Components</b> Cleaning down, preparing and decorating including stopping and filling done by the decorator.</p>	PBRS
<p><b>1.19 Internal Decoration</b> Cleaning down, preparing and decorating to walls, ceiling and all internal wood and metal work usually painted including minor plaster repairs, stopping and filling done by the decorator. Washing down, scrubbing and cleaning tiling, etc.</p>	children's centre revenue budget

Building Element	Responsibility for item
Redecoration following any repairs.  N.B. Internal decoration as an integral part of any major programmes and associated works would be the responsibility of Policy and Resources.	children's centre revenue budget
<b>2.0 Finishings, furniture and fittings</b>	
<b>2.1 Internal Wall and Ceiling Finishes</b>	
Major wall and ceiling plaster repairs.	PBRS
Tiles or sheet wall finishes including grouting of joints and minor plaster repairs.	children's centre revenue budget
<b>2.2 Floor and Staircase Coverings and Finishes</b>	
All floor and stair coverings including skirting, nosings, etc of carpets, lino, PVC sheeting or tiles, cover and expansion strips. Includes sanding and sealing boards.	children's centre revenue budget
Floor screeds and work associated with their failure.	PBRS
<b>2.3 Internal Joinery Fixtures</b>	
Kitchen units, cupboards, shelving, picture rails, coat rails, notice or display boards, fixed benches.	children's centre revenue budget
<b>2.4 Gymnasium Equipment</b>	
Repairs of all fixed sports and gym equipment including court markings in Sports Halls etc.	children's centre revenue budget
N.B. Approved and recognised contractors should be used for this activity.	
<b>2.5 Blinds, Nameplates, Curtains Etc.</b>	
Supply and the fixing of all internal signs, blinds, curtain tracks etc.	children's centre revenue budget

Building Element	Responsibility for item
Cleaning and maintenance of blinds, curtains and nameplates.	children's centre revenue budget
<b>3.0 Water Services</b>	
<b>3.1 Internal Water Supply, Distribution Stopcocks and Valves</b>	
Cold water service piping and cocks, booster pumps. Hot water secondary service piping and cocks (i.e. between hot water storage tank and taps). Hot and cold water storage tanks, cylinders and overflows to same. Insulation to the foregoing items.	PBRS
<b>3.2 Sanitary Fittings</b>	
Cleansing and repair and replacement of sinks and drainers, baths, washbasins, W.C. suites and cisterns, drinking fountains, taps and fittings, stands, brackets and bath panels in connection with foregoing items including enamel repainting inside baths.	children's centre revenue budget
<b>3.3 Waste Pipework</b>	
Cleansing of traps, waste pipes, soil and vent pipes, anti-syphonage pipes, wire balloon guards, including minor repairs and cleaning blockages.	children's centre revenue budget
Renewal of above externally and internally.	PBRS
<b>4.0 Electrical Services</b>	
This work is largely organised through Term Maintenance Contracts whereby the children's centre manager/co-ordinator would contact the Contractor to rectify a problem.	
<b>4.1 Electrical Servicing</b>	
All work of testing adjustment and repair including cyclical maintenance service contracts of all electrical plant and equipment as defined below:	

Building Element	Responsibility for item
<b>(a) Electrical Installation (General)</b>	
<p>All switchgear and interconnecting cables, protective conduits and trunking and fixings, including labels and circuit lists. Fixed sub-circuit wiring and conduit, trunking or other means of mechanical protection including fixings, wiring accessories and conduit boxes, luminaires including those inaccessible to Caretakers. All external lighting including columns, floodlights, road lighting, interconnecting wiring and control equipment, time switches, photo-electric cells.</p>	PBRS
<b>(b) Alarm, Emergency and Time Systems</b>	
<p>All battery units including batteries, interconnections, cabinets and control equipment used for Emergency Lighting, Fire Detection and Alarm Systems, Intruder Alarm Systems (except resetting after activating), Master Clock Systems and Call Bell Systems. All wiring systems associated with these systems including Low Voltage types. All emergency lighting luminaires including self contained types, operating relays and associated controls. All Fire Detection and Alarm system automatic detectors, (heat or smoke), break glass pushes, sounders, control and indicator panels, electromagnetic door holders (but excluding door closers). All clocks and connectors to a Master Clock system including controllers and Master Clocks. All lesson change sounders and programmers. All Call Bell systems including pushes, reset units, meter and indicator boards, sounders, relays, hand sets. All intruder Alarm system detectors, sounders, alarm lights, control panels, electric override switches and wiring, including CCTV installations, cameras, monitors. All door access systems including pushes, card readers, power supply, electric door releases and wiring.</p>	PBRS
<p>Reset, fire detection or other similar systems including time controls and time clocks.</p>	children's centre revenue budget
<p>Reset of intruder alarms which require engineer attendance.</p>	PBRS

Building Element	Responsibility for item
<b>(c) Fan Convectors</b>	
All internal wiring, external flexes and connections, isolators and switches, and controls, filter elements, fans and motors and cleaning of heat emitting batteries and casing of heater units.	PBRS
Fixed wiring supplying heaters including wall mounted remote thermostats and external controls, isolators and time switches.	PBRS
Resetting of convectors including temperature controls and time clocks.	children's centre revenue budget
<b>(d) Heating and Ventilation (electrical)</b>	
Electric storage and instantaneous water heating units and shower units, wall or floor mounting including immersion heaters in cylinders. Elements, thermostats, controls, time switches, isolators and final flexible connection to heater.	PBRS
Off peak heating units, including Electicaire type units, elements, thermostats cut-outs controls, internal fans, wiring, refractory blocks, internal thermal insulation, grilles, casings, external controls, thermostats, time switches, and final connection to heater units. Fixed wire guards protecting heaters.	PBRS
Electric on-peak heating equipment – wall fixed convector heaters, infra-red heaters, blower heaters, panel heaters, tubular heaters including isolators control switches, thermostats and final connections.	PBRS
Underfloor heating cables, ceiling heating systems including all elements, wiring, controls, isolators thermostats.	PBRS
Electric incinerators and macerators including elements, combustion lining, controls, casing, switches, isolator.	PBRS
Extract fans wall and roof mounted including impellers, motors, capacitors, mountings, covers, controllers, isolators, wiring, flexible connections.	PBRS

Building Element	Responsibility for item
Cleaning of surfaces of canopies and fan apertures.	children's centre revenue budget
<p>4.2 <b>Lifts, Hoists, Barriers, Lifting Aids</b>                      The whole of the passenger or goods lift installation including wiring, controls, doors, guides, motor, gearbox, pulleys, cables, safety equipment, and lift car finishes. Electrically operated doors including motors, controls, wiring.</p>	PBRS
<p>4.3 <b>Specialist External Equipment</b>                      Structure, earthing and lightning protection of aerial masts for communication aerials. Television aerials, amplifiers, outlets and cabling systems. Lightning conductors and external earthing systems complete.</p>	PBRS
<p>4.4 <b>Standby Generators</b>                      Complete installation including wiring, control panel, motor, batteries, alternator, exhaust system, acoustic enclosures.</p>	PBRS
<p><b>5.0 Mechanical Services</b>                      This work is largely organised through Term Maintenance Contracts whereby the children's centre manager/co-ordinator would contact the Contractor to rectify a problem.</p>	
<p>5.1 <b>Mechanical Servicing</b>                      All work of testing, adjustment and repair including cyclical maintenance service contracts of all mechanical plant and equipment as defined below:</p>	PBRS
<p>5.2 <b>Forced Draught and Atmospheric Gas Fired Burners</b>                      Forced draught and Atmospheric Gas Fired heating and HWS burners including burner train, flame failure controls, thermostats, gas booster sets and refractories.</p>	PBRS
<p>5.3 <b>Automatic Coal Fired Stoking Equipment</b>                      Automatic coal fired heating and HWS stoking plant including direct controls, thermostats, feed worms/tubes, gearboxes, fans, motors, transfer boxes, tuyers, draught tubes, induced draught fans, fuel delivery tubes and refractories.</p>	PBRS

	Building Element	Responsibility for item
5.4	<p><b>Automatic Controls and Boiler House Electrics</b> Heating and HWS heating controls, including zone controls, optimum start controls, energy management controls, control panels, detectors, motorised valves and actuators.</p>	PBRS
	<p>Smoke density alarms, including sensors and control panels. Gas detectors, including sensors, control panels, thermal safety devices, thermal links, emergency stop switches and solenoid valves. Mains signalling system controlling heating and HWS systems. General mains power, low voltage and lighting in boiler house.</p>	PBRS
5.5	<p><b>Boiler House Ancillary Equipment</b> Heating circulating pumps, HWS primary and secondary pumps and sump pumps. HWS storage cylinders and calorifiers, isolating valves, pipework and fittings, thermal insulation, temperature/altitude and oil tank contents gauges. Oil storage tanks, including emergency shut-off devices, valves and thermal linkages, trace heating device and associated electrical wiring, heating elements, control panel, thermostats and detectors (include oil storage tanks for electrical generators).</p>	PBRS
5.6	<p><b>Boilers</b> LP and MPHWH heating and HWS boilers including cleaning access doors, door seals, hinges, fasteners, boiler casing and flue clean brushes. Chimneys and flues in boiler houses including dampers, explosion relief doors, draught diverters, flue stabilisers and annual cleaning.</p>	PBRS
5.7	<p><b>Steel Chimneys</b> Main steel chimney structure, including basis, guy ropes, holding down bolts, flanges, webs and gussets, cladding and insulation, trims and cowls, cleaning access doors and condense drain points and external protective finishes.</p>	PBRS

Building Element	Responsibility for item
<p><b>5.8 Heating, HWS and General Service Distribution Systems</b>                      LP and MPHWS heating, HWS, cold water and gas distribution services including mild steel, copper, polyethylene, ABS and PVC pipework, valves and fittings at tap, appliance or service point. Feed expansion tanks, cold water storage tanks, remote HWS storage cylinders and calorifiers, thermal insulation, radiators, natural convector emitters, pipe coils and heated towel rails. All external mains distribution services (gas, water etc.).</p>	<p>PBRS</p>
<p><b>5.9 Shower Mixing Valves</b>                      Manual and thermostatically controlled shower mixing valves and blenders including strainers, check valves, shower heads and their isolating valves.</p>	<p>PBRS</p>
<p><b>5.10 Direct Gas Fired Hot Water Units</b>                      Direct gas fired hot water heating units including flues where appropriate.</p>	<p>PBRS</p>
<p><b>5.11 Special Pump Sets</b>                      Including sewage pumps, water booster pump sets, fixed pump lifting gear, cleaning or emptying of sewage chambers.</p>	<p>PBRS</p>
<p><b>5.12 Air Conditioning and Ventilation Equipment</b>                      Air handling units including cabinets heating/cooling coils, heat recovery units, fans, motors, filters, dampers, quadrants damper motors and linkages, ductwork and thermal insulation and acoustic materials. Condensing units, compressors, pipework and fittings. Control panels and associated automatic controls. Ventilation fans, controllers, controls, grilles, louvres, dampers, and ductwork, grease filters.</p>	<p>PBRS</p>
<p><b>5.13 Direct Oil and Gas Fired Room Heaters</b>                      Direct oil fired heater units including guards, flues, controls, thermostats, dedicated oil storage tanks, oil contents gauges, oil pipework services and fittings.</p>	<p>PBRS</p>
<p><b>5.14 Fan Convector Heaters</b>                      Fan convector heater casings, grilles, heat exchangers, isolating valves and fittings, remote thermostats.</p>	<p>PBRS</p>
<p><b>5.15 Children's Centre Meals Kitchen Dishwashers</b></p>	<p>PBRS</p>

Building Element	Responsibility for item
<b>5.16 Water Softeners</b> Automatic control, storage and regeneration vessels, inline filters, strainers, check valves, water pressure regulators.	PBRS
Regeneration salts and other water treatment chemicals.	children's centre revenue budget
<b>6.0 Kitchen Equipment</b>	
<b>6.1</b> Responsibility for maintaining children's centre catering, kitchens and kitchen equipment will not be delegated to children's centres. Initially, children's centre catering will not be delegated to children's centres in the first stage of local management. The client side function would therefore remain with the County Council. The maintenance of kitchen equipment for children's centre meals will be organised centrally and a term maintenance contract let to cover the work.	
<b>6.2</b> Repair and replacement of fixed cooking equipment, ovens, ranges, fryers, boiling pans, steamers, roasting ovens, grilles, and mixers, and water softeners.	PBRS
<b>6.3</b> Portable heated trolleys, complete. Refrigerators, freezers, walk in cold rooms complete. Fixed water boilers, sterilising sink heaters and controls.	PBRS
<b>7.0 Domestic Equipment</b>	
<b>7.1 Domestic Laundry Equipment</b> Repair and replacement of fixed washing machines, tumble driers, spin driers, hydro extractors, rotary irons (excluding drainage systems).	
<b>7.2 Domestic Dishwashers</b> Repair and replacement of equipment including shelving, racks, ventilation equipment and ductwork where appropriate, all associated internal controls, heating elements, pumps and motors, etc (excluding children's centre meals kitchen dishwashers covered by Mechanical Term Maintenance Contract).	children's centre revenue budget

	Building Element	Responsibility for item
7.3	<b>Domestic/Teaching Cooking Equipment</b> Repair or replacement of domestic/teaching cooking equipment.	children's centre revenue budget
<b>8.0</b>	<b>External Works</b>	
8.1	<b>Demolition</b> Taking down, removal and clearance of sites or buildings, including sealing off all drains and engineering services.	PBRS
8.2	<b>Roads, Playgrounds, Car Parks and Paths</b> Minor repairs to access paths, courts, patios, drying areas, steps, fire appliance hard standings, car standings, play grounds, garage approaches, roads.	children's centre revenue budget
8.3	<b>External Perimeter Walls, Piers, Gates and Retaining Walls</b> Minor repairs to perimeter or boundary walls, piers, gates, retaining walls.	Children's Centre revenue budget
8.4	<b>Fencing</b> Minor repairs to fencing and gates and screens.	children's centre revenue budget
	N.B. Major repairs to the above items are capital expenditure.	
8.5	<b>External Joinery Fixtures</b> Sign boards, notices, name plates, flag poles and other external joinery fixture.	children's centre revenue budget
8.6	<b>Bins, Refuse Containers, Clothes Line Posts</b> Upkeep and maintenance of refuse containers, litter bins, dustbins, etc.	children's centre revenue budget

Building Element	Responsibility for item
<b>8.7 Upkeep of Grounds</b> Upkeep and maintenance of playing fields, boundary hedges amenities land and landscaped areas.	children's centre revenue budget
Mature trees.	PBRS
<b>8.8 Mains Drainage</b> Drains, gullies, grease traps and manholes between buildings and sewers. Includes all internal floor gratings, channels, covers etc.	PBRS
Cleansing to the above including clearing blockages.	children's centre revenue budget
<b>8.9 Non-Main Drainage Systems</b> Septic tanks or other non-main drainage systems.	PBRS
Emptying cesspits.	children's centre revenue budget
<b>9.0 Temporary Buildings and Ancillaries</b>	
<b>9.1 All structures and maintenance</b>	
As set out in section 1.0 Structure and 2.0 Finishings, Furniture and Fittings.	
<b>10.0 Swimming Pools</b>	
10.1 Structures, filtration plant, circulation pumps and controls, water treatment chemical dosing equipment, all distribution pipework including vacuum lines and skimmers pots.	PBRS
10.2 Dedicated heating boilers and burners including their fuel storage tanks and associated fittings, heat exchangers all dedicated heating, humidity and ventilation controls, ventilation fans, heat recovery units and their associated controls. Solar heating plant and equipment.	PBRS

Building Element	Responsibility for item
<p>10.3 <b>Chemical dosing, cleaning and minor maintenance</b></p>	<p>children's centre revenue budget</p>
<p><b>11.0 Miscellaneous</b></p>	
<p>11.1 <b>Asbestos Removal</b> Including fees for testing, etc. Except in relation to works required as part of an improvement or other project requested by the children's centre or the Children's Services Department.</p>	<p>PBRS</p>
<p>11.2 <b>Fire Fighting Equipment</b> Portable gas, water and foam extinguishers, fire blankets and their containers. Fixed hose reels, auto rewind mechanisms and nozzles.</p>	<p>children's centre revenue budget</p>
<p>11.3 Extract fans, motors, ductwork, duct terminals electrical safety devices, warning signs and test labels and gas/water services.</p>	<p>PBRS</p>
<p><b>12.0 Vandalism/Malicious Damage</b></p>	
<p>12.1 For the purposes of determining funding responsibility between children's centre and centrally controlled repair and maintenance budgets, vandalism is defined as malicious damage to the building fabric but not accidental damage.</p>	
<p>12.2 A maximum of 15% of a centres budget for the repair and maintenance of buildings is allocated for vandalism. Once this threshold has been reached please forward copies of all the invoices that you have paid to Customer Services. This will enable us to update our records and reimburse expenditure over and above the 15% for the current financial year.</p>	
<p>12.3 After meeting the 15% all further vandalism occurrences should be referred to our Customer Services Centre on 01962 847778. Out of hours you can contact us via Hampshire Property Emergency Service on 0870 242 2220. This will negate the need for you to contact contractors direct, place orders and pay invoices.</p>	
<p>12.4 If you require clarification regarding items that are covered for vandalism under this budget, please do not hesitate to contact any of our advisors in the Customer Services Centre.</p>	



## 6.8 Communications and Marketing Guidance

This section is intended to guide children's centre managers/co-ordinators in the delivery of their communications with the County Council, partners, families and all users of children's centres. A variety of tools and practical tips are included to help children's centre staff improve and build on their communication and marketing skills.

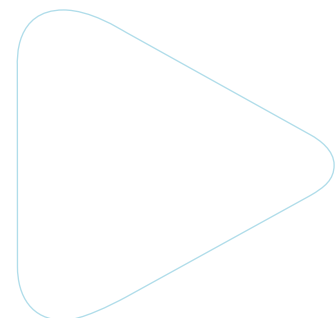
A resource CD containing publication templates, logos, images and proformas is available in Section 7, Appendix L. The publication templates are available in MAC format (for use with designers) or Microsoft Word format (if children's centre staff are producing the documents themselves).

All designated children's centres must display the Sure Start plaque, available on request from Together for Children (TfC). To obtain your free plaque, please email [mail@togetherforchildren.co.uk](mailto:mail@togetherforchildren.co.uk) or phone 0121 258 5163.

### 6.8.1 Communications strategy

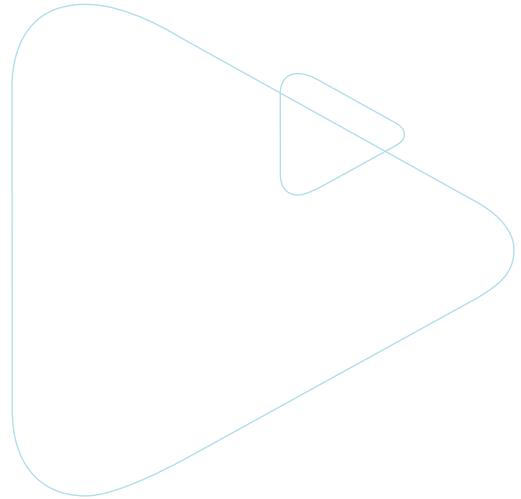
It is important for children's centre managers/co-ordinators to develop a communications strategy for their children's centre to define the target market, ensure aims and objectives are clear, and to establish a clear understanding of roles and responsibilities. Here are some tips for developing a strategy:

- ▶ A communications strategy should establish the following:
  - Objectives: Where are you now and what do you want to achieve?
  - Audiences: Who are they? What do they do? Where do they go? What do they read/listen to?
  - Messages: What do you want to tell them?
  - Tools and activities: What activities are going to be planned to communicate messages? What tools will be used?
  - Resources: What resources are needed to carry out these activities? Think about finance, staff, time etc.
  - Timescales: When does this need to be completed by? Set clear and achievable deadlines.
  - Evaluation and amendment: When and how will the strategy be evaluated ?
  - Action plan: Draw up an action plan showing activities, responsibilities, timescales and costs.



- ▶ Before writing a strategy, children's centre managers/co-ordinators should consult with the local community to find out what they know and think about the children's centre. Knowing the audience will help to ascertain their needs and how to deliver them.
- ▶ The marketing strategy should be a working document and updated regularly as aims and objectives change and children's centre staff learn what works and doesn't work in the area.
- ▶ Children's centre managers/co-ordinators should be clear about their objectives and what they want to achieve, e.g. raise awareness among excluded groups/teenage parents/fathers etc.
- ▶ Branding should be included as part of the strategy, and children's centre managers/co-ordinators must ensure all communications conform to the visual identity (see Section 7, Appendix I for branding guidelines)
- ▶ Develop three or four key messages that can be used in all communications. Repetition will help the messages get through.
- ▶ Include internal communications in the strategy, e.g. communicating with partners and members of staff. This could be through a variety of methods such as staff newsletters, notice boards, bulletins, contributions to partners' newsletters, emails etc.
- ▶ Include media handling as part of the strategy (see Section 6.8.6 for further details).
- ▶ Include parents/carers in planning the strategy and the resulting activities. This could be carried out through the children's centre's parents' forum.
- ▶ Real-life stories are important to maximise impact. Have a number of case studies and quotes from children's centre users available for inclusion in your communications.
- ▶ Children's centre managers/co-ordinators should link the aims and objectives of the communications strategy to their delivery plans.
- ▶ Estimate the time and money involved and include key deadlines, milestones and review points.
- ▶ Create an action plan to summarise planned activities. This should show costs, deadlines and people responsible.

- ▶ Children's centre managers/co-ordinators should think about the variety of communication tools available to them, the cost and resource implications and which tools are best for reaching their audience. Options include:
  - newsletters;
  - flyers and leaflets;
  - website;
  - posters;
  - logos;
  - questionnaires;
  - media;
  - meetings;
  - promotional items;
  - case studies;
  - exhibitions or displays in public areas;
  - events/coffee mornings;
  - photographs.
  
- ▶ Children's centre managers/co-ordinators should evaluate their strategy at least once a year to measure whether it is meeting the specified communications objectives. Indicators of its success may include:
  - number of positive media stories;
  - number of people using the children's centre/attending programmes;
  - number of enquiries to the children's centre;
  - comments to staff from partners and parents/carers;
  - productive meetings with partners and parents/carers.



A template to help children's centre managers/co-ordinators draft a strategy is included on the resource CD in Section 7, Appendix L. For further advice and guidance, please contact Helen Gregory, CCS Communications Manager on 01962 847135 or [helen.gregory2@hants.gov.uk](mailto:helen.gregory2@hants.gov.uk).

### 6.8.2 Branding and signage

Guidelines for branding and signage can be found in Section 7, Appendix I.

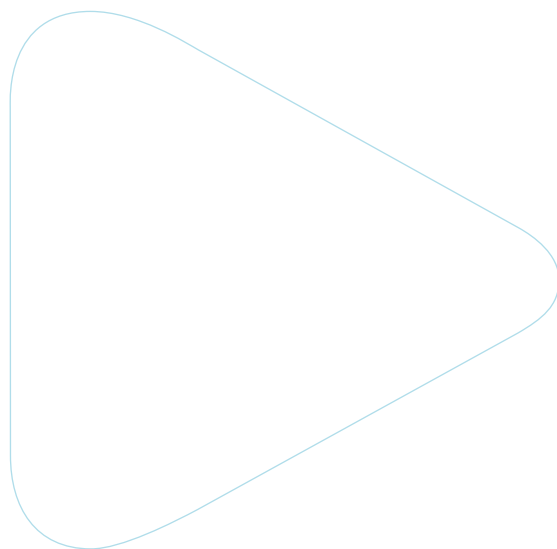
### 6.8.3 Naming your children's centre

It is envisaged that children's centres will wish to develop their own identities, often involving members of the local community, so that ownership of the children's centre is recognised at a local level. This could be carried out through a naming and logo design competition, or the children's centre manager/co-ordinator may wish to give the children's centre a name that reflects either the community area or the partners that support it.

It is not advisable to use the name of only one partner, e.g. the school name as the children's centre's name, without agreement of all the partners.

The procedure to name a children's centre includes:

- ▶ agreement of the partnership board;
- ▶ consultation with parents/carers and the community on the proposed name;
- ▶ approval by the emergency services; and
- ▶ completion of the 'Children's Centre Name' form (included on resource CD, see Section 7, Appendix I).



#### 6.8.4 Planning an opening event

The children's centre manager/co-ordinator needs to inform CCS' Communications Manager and the linked Quality and Performance Officer, when planning an opening event.

Ideally the children's centre manager/co-ordinator should organise a small working group to plan the event, including parents/carers, partnership board members and partner organisations. The following sections are intended as a guide.

##### Diary dates

Make sure diary bookings are made at least two months in advance, especially for lead officers and council members.

##### The guest list

Children's centres may wish to invite certain council members or officials to the opening event. As a guide, these would include:

- ▶ Executive Lead Member for Children's Services (Education);
- ▶ Executive Member for Children and Families;
- ▶ Local County Councillor;
- ▶ Local MP;
- ▶ District/borough councillors;
- ▶ Parish council representative.

In addition, children's centres may wish to invite the following Children's Services staff:

- ▶ Director of Children's Services;
- ▶ Head of Adult and Family Learning;
- ▶ CCS Staff.

Please contact CCS' Communications Manager for a list of key council dates and meetings to ensure your date does not clash with other appointments.

##### Speeches

Working groups should identify a special guest from the invite list to open the event and make a speech. The person opening the event should be provided in advance with appropriate notes about children's centres to help them prepare their speech. Speeches should be kept to a minimum, each lasting only five minutes with a maximum of two speakers.

Special guests may be invited to arrive before the official ceremony for a tour of the children's centre and to meet children, parents/carers and staff.

### Use of branding

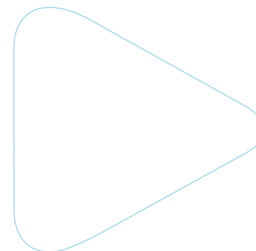
Make sure all publicity materials follow the branding guidelines for children's centres in Hampshire (see Section 7, Appendix I).

### Commemorative plaques

All designated children's centres must display the Sure Start plaque, available on request from Together for Children (TfC). To obtain your free plaque, please email [mail@togetherforchildren.co.uk](mailto:mail@togetherforchildren.co.uk) or phone 0121 258 5163.

Children's centre managers/co-ordinators may also wish to have a commemorative plaque unveiled at the opening. Ensure you consider:

- ▶ funding;
- ▶ ordering resources;
- ▶ wording (check spelling);
- ▶ positioning;
- ▶ fixing to wall.



### Invitations

When preparing invitations, children's centre managers/co-ordinators should consider:

- ▶ the fire capacity for the children's centre to help you determine how many parents/carers and members of the community can be accommodated;
- ▶ whether to use letters or cards;
- ▶ design, printing and distribution costs;
- ▶ whether invitations should be personalised with the names of individuals;
- ▶ delivery timescales - invitations should be sent out at least two weeks prior to the event;
- ▶ directions and parking arrangements with the invitations;
- ▶ a return RSVP slip;
- ▶ a register of replies.

### Car parking

Children's centre managers/co-ordinators should consider:

- ▶ reserving car parking spaces for two to three VIPs' cars;
- ▶ arrangements for traffic direction and parking of other cars;
- ▶ appropriate signage to the event.

### Involving children

Children's centre managers/co-ordinators should consider:

- ▶ how children can be involved in the opening ceremony;
- ▶ partners having a stand or information table at the event;
- ▶ activities on the day to entertain visitors;
- ▶ parental permission for children's names and photographs to be used in publicity materials. This may include photographs and names in the local paper. Please download the photo permission form from <http://www3.hants.gov.uk/cx-logos-imagesofpeople.htm>.
- ▶ After the event, remember to write to participating families thanking them for their contribution.

### Media involvement

All news releases relating to the opening of the children's centre should be co-ordinated through CCS' Communications Manager and the County Council's Media Centre.

Please email a draft release to CCS' Communications Manager, one month before the event. The news release will invite local photographers to attend, however children's centre managers/co-ordinators may wish to organise a photographer for the children's centre's publicity.

### Resources for your event

The EECU offices have 'pull up banners' to promote children's centres. Please contact them in advance if you wish to borrow one (see section 2.4.4 for contact details).

### Refreshments

Children's centre managers/co-ordinators should consider what refreshments will be required - cost and who will supply. Local stores may sponsor refreshments.

### Miscellaneous

Other points children's centre managers/co-ordinators may wish to consider, include:

- ▶ ensuring the children's centre is in a presentable state to create a suitable impression;
- ▶ arranging escorts for guided tours;
- ▶ sending letters of thanks, after the event, to key contributors.

### 6.8.5 Promoting your services

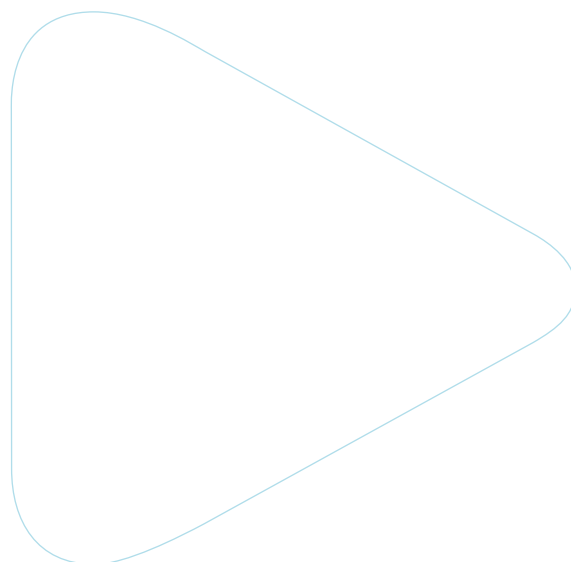
CCS will be responsible for promoting the overarching children's centre agenda and the signposting of individual children's centres. However, children's centre managers/co-ordinators are responsible for promoting the children's centre they manage, including related services and activities.

CCS' Communications Manager will support individual centres as and when required.

#### Publicity tools

Children's centre managers/co-ordinators can use a variety of publicity tools to promote their services. They should decide which methods will meet their aims and objectives and reach the target audience. These could include:

- ▶ leaflets and flyers;
- ▶ newsletters/publications;
- ▶ posters;
- ▶ website;
- ▶ newspapers/radio;
- ▶ exhibitions/displays;
- ▶ notice boards;
- ▶ stationery/business cards (see branding guidelines in Section 7, Appendix I);
- ▶ logos;
- ▶ promotional items;
- ▶ photographs.



### Planning publicity

Children's centre managers/co-ordinators should think about the following points when planning publicity:

- ▶ What is trying to be achieved?
- ▶ What are the key messages?
- ▶ Who are the people to be reached?
- ▶ How are the target audience going to be reached?
- ▶ When does this need to happen?

### Target audience

The children's centre manager/co-ordinator should identify the appropriate target audience for publicity. This could include:

- ▶ local families, parents and carers;
- ▶ MPs, members of the county council;
- ▶ district and borough councillors;
- ▶ other professionals;
- ▶ other local authorities;
- ▶ relevant county council departments;
- ▶ local businesses;
- ▶ partner organisations;
- ▶ specific groups of service users;
- ▶ minority ethnic groups;
- ▶ people living/working in the area;
- ▶ the wider community.



### Advertising

Identify the local publications aimed at parents/families. Publications may wish to include an article on children's centres which could provide free publicity. Alternatively, a paid advertisement could be placed in the local press, but be sure to use the media that reaches the target audience. Children's centre managers/co-ordinators must obtain an estimate of cost and ensure the design, words and layout are appropriate, correct and meet the branding guidelines for children's centres (see Section 7, Appendix I).

Children's centres can also advertise by placing posters and information in public areas including the local GP surgery waiting room, local schools, leisure centres, libraries, community centres and supermarkets.

### Hampshire County Council publications

Positive and informative articles about children's centres can be promoted through County Council publications. These include:

- ▶ Hampshire Now – the County Council's magazine for people in Hampshire. Published three times a year and distributed to all households in Hampshire. [www.hants.gov.uk/hampshirenow/](http://www.hants.gov.uk/hampshirenow/)
- ▶ Connect – the partnership newsletter for children's services. Published three times a year and distributed to all children's services staff, schools and partners. <http://intranet.hants.gov.uk/childrens-services/cs-communications/connect-newsletter.htm>
- ▶ The Hog – the newsletter for all Hampshire County Council staff. Published monthly. [http://intranet.hants.gov.uk/chiefexecs/chief\\_execs-corpcomms-thehog-backissues.htm](http://intranet.hants.gov.uk/chiefexecs/chief_execs-corpcomms-thehog-backissues.htm)
- ▶ Children's Services staff e-bulletin. Published monthly to all children's services staff. <http://intranet.hants.gov.uk/childrens-services/e-bulletin.htm?issueno=3>

Children's centre managers/co-ordinators should email contributions to Helen Gregory, CCS Communications Manager at [helen.gregory2@hants.gov.uk](mailto:helen.gregory2@hants.gov.uk)

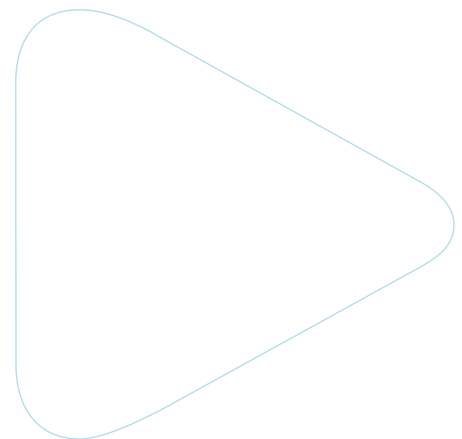
### Photographs

Photographs of children's centres can enhance publicity and increase the chances of a story being used by external media. Children's centre managers/co-ordinators should identify photo opportunities and have a bank of photographs for their children's centre. Please remember that parental consent must be obtained for photographs of children, and separate consent is required for any photographs of adults. Guidance for using images of people and sample consent forms can be downloaded from: [www3.hants.gov.uk/cx-logos-imagesofpeople.htm](http://www3.hants.gov.uk/cx-logos-imagesofpeople.htm).

### Printed materials

Children's centre managers/co-ordinators should consider the target audience they have to reach, and choose an appropriate method of communicating their message. The printed material chosen may vary depending on the audience and the message they want to get across. Here are some tips for producing printed materials:

- ▶ Make the content of all written materials relevant to the reader. Choosing the right format increases the chance of it being read and influencing the target audience.
- ▶ Use plain language. For further information visit <http://www.clearest.co.uk/>
- ▶ Ensure all printed materials meet accessibility requirements as outlined in the Disability Discrimination Act. Please see County Council's 'access for all' web pages for guidance on producing clear communications. <http://www3.hants.gov.uk/cx-logos-accessforall.htm>
- ▶ Consider whether printed materials need to be produced in other languages or formats e.g. large print, Braille or audio.
- ▶ Proofread all printed materials carefully, and also ask someone who is unfamiliar with the material to proofread.
- ▶ Plan how to store, distribute and display materials.
- ▶ Ensure the branding guidelines for children's centres in Hampshire are followed (Section 7, Appendix I)
- ▶ To obtain a quote for printing, provide the designer or printer with details including size, number of pages, paper type, use of colour and quantity. Please contact Hampshire County Council's Design and Print Management Service for details of their services: [www.hants.gov.uk/dpms](http://www.hants.gov.uk/dpms)



- ▶ The design, style and content of publicity material tells people a lot about the organisation that has produced it, so it is important to get it right.
- ▶ It can be useful to consult with the target audience when planning publicity materials. This can help children's centre managers/co-ordinators to gain an understanding of what they will respond to.
- ▶ Guidance on producing publications is available on the corporate communications web pages:  
[http://intranet.hants.gov.uk/chief\\_execs-corpcomms-pubguide.htm](http://intranet.hants.gov.uk/chief_execs-corpcomms-pubguide.htm)

#### 6.8.6 Dealing with the media

The media can be one of the best ways to raise the profile of children's centres and let families know about services. Media coverage can provide free positive publicity which gives a human face to the children's centre. It may be good practice to learn who local journalists are, and invite them along to the children's centre in the early stages. This will help to build a relationship with them, and children's centre managers/co-ordinators can discuss what kind of information they would like to hear about and see as newsworthy.

All press releases must be approved by CCS' Communications Manager before being sent to the media. Contact details are as follows:

Helen Gregory  
CCS Communications Manager  
[helen.gregory2@hants.gov.uk](mailto:helen.gregory2@hants.gov.uk)  
01962 847135

The County Council's Media Centre can also be contacted for advice and guidance, especially if there is a risk of any negative publicity. The Media Centre contacts for Children's Services are:

Nicky Capell [nicky.capell@hants.gov.uk](mailto:nicky.capell@hants.gov.uk) 01962 847363

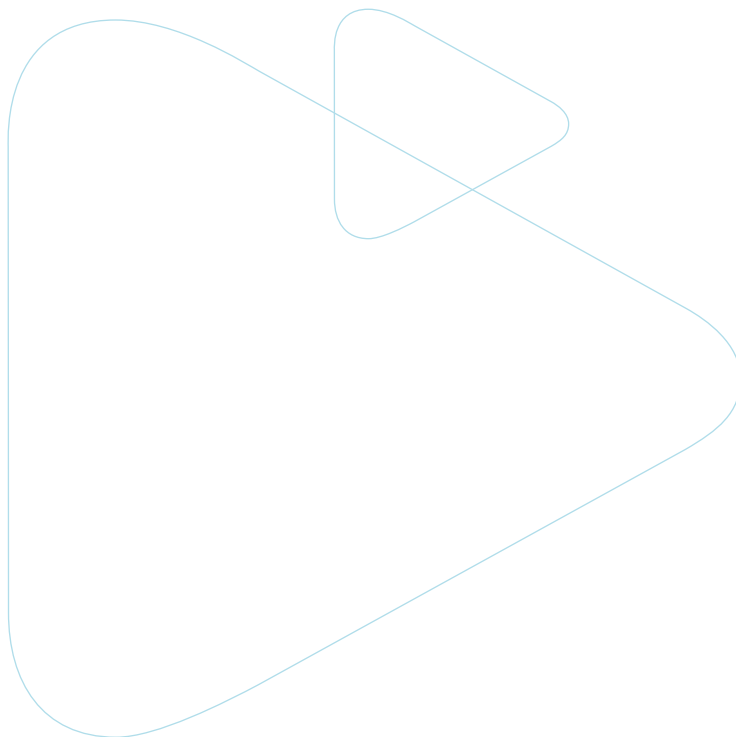
Claire Sheret [claire.sheret@hants.gov.uk](mailto:claire.sheret@hants.gov.uk) 01962 847368

### Negative publicity

A children's centre may experience negative publicity from time to time, perhaps as a result of an incident or a disagreement with parents. If children's centre staff are approached by a journalist for comment in these circumstances, they must not respond themselves, but refer the journalist to the media centre and inform the CCS' Communications Manager. Depending on the circumstances, the media centre could either;

- ▶ handle the enquiry directly;
- ▶ give a response on behalf of the County Council as the local authority;
- ▶ advise the children's centre manager/co-ordinator on how best to take the matter forward.

Journalists and photographers are not allowed to come onto children's centre sites without permission from the children centre manager/co-ordinator and should adhere to the Society of Editors' Code of Practice, which has strict guidelines relating to the interviewing and photographing of children.



### Press releases

General rules for writing a press release:

- ▶ Target the press release. Children's centre managers/co-ordinators should think about the people who read the publication they are targeting. How can a story be made more appealing to them?
- ▶ Tailor the story to the publication's readership.
- ▶ Emphasise the local focus to appeal to local media, i.e. location, children's centre, individual.
- ▶ Have an eye catching, but easily understood headline.
- ▶ Make sure the introductory sentence sums up the story, and the first paragraph spells out:
  - Who is involved and who will be interested?
  - What is the story?
  - Why is it being told?
  - Where is it happening?
  - When is it happening?
- ▶ Use double line spacing.
- ▶ Use headed paper and no more than two sides of A4.
- ▶ Include a quote and relevant statistics.
- ▶ Include a relevant, recent photograph where available. Be creative with the kind of photo opportunities the events will provide. Ensure consent is obtained for any photographs to be used (photo permission forms can be downloaded from <http://www3.hants.gov.uk/cx-logos-imagesofpeople.htm>).
- ▶ Type 'ENDS' after the final paragraph.
- ▶ Add a name and contact details.
- ▶ Include a 'Notes to Editors' section with any additional information, e.g. details of local groups or background information which may not be appropriate to include in the main copy.
- ▶ Double-check all locations, dates and times are correct, and that names are present and spelt correctly.
- ▶ Be aware of the local newspaper's deadlines and give at least two weeks notice about the story, campaign or project.
- ▶ If comment or clarification from the media centre is needed, please give at least a week's notice.

### 6.8.7 Accessibility

In promoting individual children’s centres and related services, children’s centre managers/co-ordinators must comply with CCS’ equalities guidelines (see section 6.5).

### 6.8.8 Websites

Promoting services through a website is one of the most cost effective ways of reaching target audiences. It allows the local community to find out about the children’s centre, what services are on offer, how to contact and where to find the children’s centre.

Having a web presence also meets communication needs such as reaching the media and allowing partners to keep up to date with the services provided through the children’s centre on a regular basis. This does mean that it has to be carefully planned and managed and kept up to date.

Children’s centres are encouraged to use the County Council’s Web Publishing System (WPS) to create and edit their pages. Inserting the children’s centres information onto Hampshire County Council designed templates will ensure consistency of information, branding and quality.

Please note only Hampshire County Council and school managed children’s centres will have access to WPS. Children’s centres managed by a third party will need to set up an independent site, but can still contact CCS’ Communications Manager for advice and guidance.

An example of the corporate template is shown below. This page can be found at <http://www.hants.gov.uk/childrens-centres>.



Different options for the layout of these templates can be found at <http://www3/corplayouts>.

A standard web address will be set up for each children's centre, for example:

[www.hants.gov.uk/childrens-centres/oakmeadow](http://www.hants.gov.uk/childrens-centres/oakmeadow)

[www.hants.gov.uk/childrens-centres/sharpscope](http://www.hants.gov.uk/childrens-centres/sharpscope)

This can be shortened to:

[www.hants.gov.uk/oakmeadow](http://www.hants.gov.uk/oakmeadow)

[www.hants.gov.uk/sharpscope](http://www.hants.gov.uk/sharpscope)

The children's centre logo will be placed in the top right-hand corner of the page, and a common banner image will be selected for all children's centre sites. Children's centre's can insert their own photographs onto their individual web pages, but must ensure written consent is obtained for all images of people. Sample consent forms can be downloaded from <http://www3.hants.gov.uk/cx-logos-imagesofpeople.htm>

Support for websites created with WPS is provided through the County Council's IT Services, and hosting is free to the children's centre. CCS' Communication Manager can assist with the initial upload of data to the web pages. Each children's centre must have a dedicated member of staff to edit the web pages. Training is available through IT Services.

Children's centre's can design an independent website outside of WPS, but must liaise with CCS' Communications Manager in doing so to ensure accessibility and branding guidelines are met. Please also think about the sustainability of the website. If an external company or individual is building the site, what support do they offer once it has gone live, and how much does it cost to maintain and host the site? Do they offer training to staff so they can maintain the site? Also, if a member of staff or a governor has volunteered to build the site, what will happen if they leave or are absent for a long period?

If a children's centre decides to have an independent site, they may qualify for the Hantsweb web space offer. Please visit <http://www.hants.gov.uk/webpace/> for further details.



Maintaining a well managed site means ensuring you have the staff availability and skills to keep it up to date and user friendly. Here are some tips to keeping an effective web site:

- ▶ Spend time planning the information for the site before actually starting any work.
- ▶ Make use of the support available from Hampshire County Council in setting up the website.
- ▶ Think about who the different groups of users will be and what information they will require. Design the content accordingly, for example separate areas for professionals and partners, and another area for parents and carers.
- ▶ It is important to identify at least one member of staff to build and maintain the website. Training is available for WPS through IT Services.
- ▶ Writing for the web is different from writing for other media because people read websites differently. Make sure content is written clearly, simply and concisely (see 'writing for the web' Section 6.8.9).
- ▶ Market the site properly. Remember to put the web address on all of the children's centre's printed and electronic publicity and communications.
- ▶ Plan a web strategy to include budget, staffing and aims and objectives.

### **6.8.9 Useful links**

Corporate web standards:

<http://www.hants.gov.uk/hantsweb/standards/>

Learn Web Publishing

<http://intranet.hants.gov.uk/learnit/web-publishing.htm>

Writing for the web

<http://intranet.hants.gov.uk/learnit/web-publishing/wps-guide-checklist/wps-wftw-introduction.htm>

To find councillor contacts:

<http://www3.hants.gov.uk/yourcountycouncillors/findyourcouncillor.htm>

To find your local MP:

<http://www.upmystreet.com/commons/I/>

### 6.8.10 Useful contacts

#### Printing & Design

Hampshire Design and Print Management Service -  
<http://www.hants.gov.uk/printing/>

Ajith Tudugalle or Peter Barrett  
Tel: 01962 870099

Acanthus - <http://www.acanthus-colour.co.uk/>  
Tel: 023 8023 6633  
Email: [design@acanthus-colour.co.uk](mailto:design@acanthus-colour.co.uk)

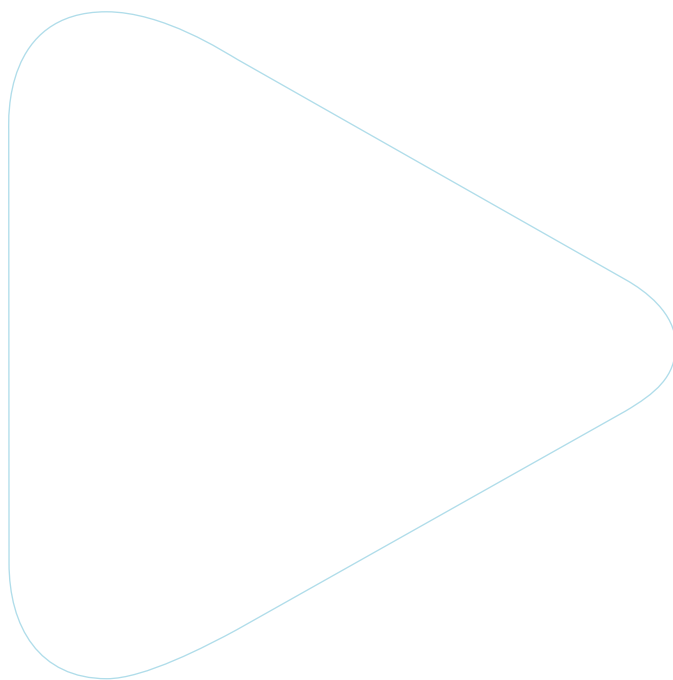
#### Promotional items

Please contact Ajith Tudugalle at Hampshire Printing on 01962 870099.

#### Signage

R Elliott and Company Limited,  
Alchorne Place, Portsmouth, Hampshire PO3 5QL  
Tel: 023 9262 7708 Fax: 023 9266 9991  
Email: [john.dennis@signcentre.uk.com](mailto:john.dennis@signcentre.uk.com)

PCMI Signs and Engraving, Northern Road, Cosham PO6 3EP  
Tel: 023 9232 2828 Email: [sign.sales@portsmouthcc.gov.uk](mailto:sign.sales@portsmouthcc.gov.uk)



## Section 7 - Appendices

### Appendix A

#### Model of Governance for Children's Centres in Hampshire

##### Background

'Research to inform the Management and Governance of Children's Centres' (SureStart 2006) distinguishes between governance and management. Governance is "to ensure that an organisation or partnership fulfils its overall purpose, achieves its intended outcomes for citizens and service users, and operates in an effective, efficient, and ethical manner". Management "is concerned with co-ordinating service delivery, Human Resources and budgeting to ensure that services are delivered to the best possible outcome for end users and the wider community". Management of centres will be detailed through the use of a service contract and performance management arrangements. This paper is primarily concerned with governance.

Successful governance arrangements should be:

- ▶ *Responsive* to community needs
- ▶ *Clear* about functions and roles
- ▶ *Robust* and sustainable to ensure quality of service provision
- ▶ *Engaged* with parents through representation on the management group and/or a parent forum
- ▶ *Involved* with the wider community
- ▶ *Structured* to promote partnership working

##### Hampshire Context

In Hampshire, a variety of approaches to governance (and management) arose during phase 1 of the implementation of children's centres, some of which proved to be problematic. There was recognition that corporately Hampshire needed to learn from this experience, and move existing centres to a single or at least agreed finite range of effective governance arrangements. Within all Hampshire's children's centres, the County Council have focused on ensuring a robust accountability for the governance of all aspects of management, including:

- ▶ Finance
- ▶ Health and safety
- ▶ Human resource management
- ▶ Local partnership working
- ▶ Outcomes for children

## 1. Model of Governance

The underlying principles of the model of governance are as follows:

- ▶ The County Council would expect all children's centres to operate with a centre manager or coordinator working with a partnership board. The partnership board should be informed both by a parents' forum and a practitioners' forum. Where there are a number of small children's centres, these forums may represent several centres serving a wider community. The parents' forum should enable the voice of centre users to be heard and will elect at least one member of the partnership board. The purpose of the practitioners' forum is to represent the views of the range of people delivering services through the centre and will elect at least one member of the partnership board.
- ▶ For County Council managed centres, accountability for the work of the centre and its outcomes will be through the centre manager or coordinator working with the partnership board. The centre manager or coordinator will be line-managed through a professional support and performance management system overseen by an appointed senior officer within the County Council.
- ▶ For school managed centres, the County Council will contract with the school's governing body through a service contract, recognising the governing body's extended schools powers (i.e. its powers under the Education Act 2002) to enter into arrangements or agreements with other bodies to provide community services. Contractual responsibility for the work of the centre and its outcomes will be with the school's governing body, working with the partnership board. The centre manager or coordinator will report through, but not be line managed by the same professional support system as in County Council managed centres.
- ▶ In other third-party managed centres, contractual responsibility for the work of the centre and its outcomes will be with the third-party working with the partnership board. The centre manager or coordinator will report through, but not be line managed by the same professional support system as in County Council managed centres.
- ▶ Where children's centres are co-located with, or built around, maintained nursery school provision, the options for governance arrangements are the same as for centres located on school sites as described above.

## 2. Financial and Personnel Management

The Scheme of Financial and Personnel Management for children's centres will provide further detail on the following areas:

### Financial Management

The necessary financial accountability to the County Council, whilst allowing local flexibility, will be achieved by obtaining business unit status for the children's centres collectively, to be known as Children's Centre Services (CCS). Accordingly the following principles for devolved financial management to the Children's Centre Services business unit are proposed:

- ▶ The initial application for business unit status and the subsequent annual business plans, in respect of the children's centres collectively, will set the overall financial plan within which individual centres will operate;
- ▶ Each County Council managed centre is an operational unit within an overall business unit encompassing them collectively;
- ▶ Third-party managed centres will receive funding via the CCS under contractual arrangements.

The County Council has chosen to distribute funds among the centres in accordance with a formula, which takes account of the size and type of each centre, and which takes account of other factors deemed relevant, including any brought forward balance.

In County Council managed centres, the centre manager or coordinator will have devolved financial management responsibility for all the revenue funds of the children's centre, including income from: the County Council, government grants, charges to users, sales, other grants, and payments from other bodies. The centre manager or coordinator, working with the partnership board, will determine spending priorities, including related decisions on the appointment of staff and the use of premises. In doing so they will operate within the CCS strategic plan and annual objectives.

Within the context of the overall business unit and County Council decisions as to the levels of business unit balances, each children's centre manager or coordinator and the partnership board, working together, should have the incentive to plan future spending to meet longer-term needs and objectives, by retaining unspent balances for specific purposes and the amounts should not be excessive.

CCS will develop a policy for fees and charges at children's centres which will recognise the need for flexibility and address the specific issues that might be faced by third-party managed centres. Centre managers or coordinators will work with partnership boards to agree fees and charges that will comply with this policy.

The centre manager or coordinator is responsible for planning, revising and monitoring the budget and must report to the partnership board at least quarterly. Budget deficits will not be allowed and any suggestion of a budget deficit developing in year must be reported to CCS immediately.

Children's centres must use an approved financial system, to account properly for all their funds, and keep sufficient financial records to satisfy the County Council's requirements. The County Council managed centres will be required to use 'SAP'. Third-party managed centres will need to have sound financial systems that are approved by, and meet the County Council's reporting requirements.

The County Council remains the accountable body for all contracts and formal legal agreements for County Council managed centres and for services delivered by third-parties, including schools, through a service contract.

### **Capital**

Capital expenditure is the responsibility of the County Council. The use of children's centre balances for capital expenditure requires the specific consent of the County Council.

### **Support Services**

The County Council managed centres will obtain their support services, such as human resources, ICT, finance from County Council specialist support teams and business units under the terms of an internal service level agreement.

Third-party providers will make arrangements for the management of funds which takes account of the principle of local decision making and the County Council's responsibility for equality of access throughout the county.

Third-party providers will be allocated funding for support services for children's centres as part of their service contract and they will be required to demonstrate how the necessary support will be provided. Depending on the third-party, it may be possible for them to buy-back from County Council specialist support services. Third-party providers will, however, be required to buy-back the support service provided by Hampshire County Council's Governor Services for partnership boards. To streamline this process, this cost will be 'top-sliced' from the third-party providers budget allocation by Hampshire County Council and transferred centrally by CCS on behalf of all children's centres.

## **3. Health and Safety**

All County Council managed children's centres will be required to operate in accordance with the County Council's health and safety and safeguarding children policies and procedures. Third-party providers may choose to adopt the County Council's health and safety and safeguarding children arrangements, or would be required to satisfy the County Council that its own policies and procedures for these areas were comparable to the County Council's.

The centre manager or coordinator will report regularly to the partnership board on these issues and to the County Council as required. Children's centres are expected to be a resource used by a wide section of the community. Adults will be using the same or proximal resources as young and potentially vulnerable children. Where centres are on

school or third-party sites, close liaison with the school's governing body or third-party site's management arrangements will be necessary to ensure safety, particularly of children across the site. For County Council managed centres, an identified officer will be available to offer general advice and specialist services will be available from health and safety advisors and the Safeguarding Unit of the Children's Services Department.

#### **4. Human Resource Management**

##### **County Council managed centres**

In County Council managed children's centres, all human resource matters will be conducted in accordance with the County Council's relevant policies and procedures. Centre managers or coordinators will be appointed by the County Council, working, where possible, with representatives of partnership boards.

Performance management of the centre manager or coordinator will be carried out in accordance with the County Council's Individual Performance Planning (IPP) arrangements and undertaken with the involvement of at least two representatives of the partnership board.

Centre managers or coordinators will agree with partnership boards, the staffing establishment of the centre on an annual basis and exercise devolved powers of appointment. CCS may be represented whenever it considers advisable.

Centre managers or coordinators, working with the partnership board, will be responsible to the County Council for the appointment, induction, performance review, professional development, grievance, discipline and competence of County Council staff at the centre. The County Council may be represented whenever it considers advisable.

County Council managed children's centres will receive professional support on all human resource matters, from specialist advisers, under the terms of an internal service level agreement.

##### **Third-party managed centres**

Third-party providers will be required to operate in accordance with the principles of local decision making and fair and equal treatment of staff and to show that its policies and procedures for human resource management comply with national expectations and best practice. The County Council will provide a representative for appointments in third-party centres, where appropriate and if requested. Third-party providers will be allocated funding for the provision of human resources support to children's centres as part of their service contract and they will be required to demonstrate how the necessary support will be provided. Depending on the third-party, it may be possible for them to buy-back from County Council specialist support services.

## 5. Local Partnership Working

Accountability for local partnerships with the community and voluntary sector, health professionals, children's services (including extended services around schools) and the Police, sits with the centre manager or coordinator who will report regularly to the partnership board and the County Council.

## 6. Outcomes for Children

Performance indicators have been set nationally for children's centres that are based on the five outcomes for children as defined in *Every Child Matters*. Each children's centre will be required to produce, implement, and evaluate its own development plan to achieve these outcomes, informed by county, district, and local priorities and supported by appropriate specialist county staff.

Monitoring centres' plans will be undertaken by Quality & Performance Officers, reporting to the appointed senior officer within CCS. The County Council has the responsibility to intervene if any centre is shown to be underperforming.

Third-party providers will be required to work with County Council monitoring mechanisms to assure quality outcomes for children and to meet agreed reporting requirements. Where centres are underperforming the County Council will put appropriate support and monitoring in place with the third-party. If improvement is not demonstrated within the specified period, actions will be taken in accordance with the service contract.

## 7. Constitutional Considerations

All children's centres are expected to have a children's centre partnership board that represents users and the interests of other local stakeholders. Training and support mechanisms are being developed for children's centre partnership boards, which will be available to all partnership boards in Hampshire. More detailed considerations regarding the role of partnership boards are listed under section 7.1.

### 7.1 The responsibilities of centre managers or coordinators working with partnership boards

- 7.1.1 The centre manager or coordinator should report to the partnership board regarding internal organisation and management, and together they should take overall responsibility for the development, delivery and continuous improvement of high quality services that impact on the lives of local families and improve outcomes, as defined in *Every Child Matters*.
- 7.1.2 To ensure services are delivered, monitored, and evaluated and work objectives are achieved, in line with implementation and development plans. Support and advice to be accessed, as necessary.
- 7.1.3 To develop and recommend to CCS annual spending and development plans.

- 7.1.4 To ensure work with parents, children, members of the local community and other stakeholders reflects ongoing evidence of local need. This will include regular consultation exercises designed to reach all sections of the community followed by clear planning and action.
- 7.1.5 To ensure that health and safety and safeguarding procedures are in place across all areas of service delivery that meet the requirements of the County Council and Ofsted.
- 7.1.6 To work within the plans of the District 0-19 Group in the development of district delivery plans and partnership work.
- 7.1.7 To ensure that formal complaints are dealt with in accordance with the Children's Centres Complaints Procedure and agree any actions in response to complaints.
- 7.1.8 To ensure effective financial management systems are in place that meet the DCSF and the County Council's financial requirements for children's centres as set out in the Scheme of Financial and Personnel Management for children's centres.
- 7.1.9 To ensure effective working relationships are developed with other initiatives to ensure integrated delivery of services in the local community and best use of resources.
- 7.1.10 To ensure there are clear lines of communication with the parents' forum and practitioners' forum.
- 7.1.11 To carry out the above responsibilities in an open and transparent manner and in accordance with the Nolan Principles of Public Life and to show respect for colleagues, staff, families and other stakeholders.
- 7.1.12 To provide data and reports to the County Council on request.

**In addition, where the children's centre is on a school or third-party site:**

- 7.1.13 To ensure there is an effective working relationship and systems to clarify roles and responsibilities with the school and its governing body or the third-party site's management arrangements.

## **7.2 Constitutional Details**

### **7.2.1 Size**

Between 6 - 15 members, to be determined in the first instance by the County Council working with its partners e.g. site owner, third party provider. Thereafter, to be agreed by the County Council, in consultation with the partnership board.

### 7.2.2 Membership

Should, subject to rounding, represent a 33% split between:

- ▶ parent/carers
- ▶ providers/partners
- ▶ voluntary/community

At least one:

- ▶ representative from the parents, elected by the parents' forum
- ▶ representative from the practitioners, elected by the practitioners' forum
- ▶ representative nominated by the local county councillor
- ▶ school governing body representative (from surrounding schools)
- ▶ third-party representative (where the centre is managed by a third-party, including schools)
- ▶ site representative (if appropriate)
- ▶ voluntary/community representative (co-opted by the other members of the partnership board).

The centre manager or coordinator should always be given the option of being a representative of the providers/partners group.

The initial appointments to the partnership board will be made by the County Council. Thereafter, appointments will be made by the County Council, acting on the nomination by the partnership board. The County Council reserves the right to refuse to appoint nominees about whom it has concerns.

All partnership board appointments are made under delegated powers by the Director of Children's Services in consultation with the Executive Lead Member for Children's Services (Education).

Membership records will be maintained by the County Council following an adaptation of the existing system used to record membership of school governing bodies.

### 7.2.3 Term of office

The term of office for all categories of members will be 4 years unless a shorter term has been recommended by the partnership board, agreed by the County Council and recorded in the Constitution for the children's centre partnership board.

Members can be appointed or elected for further terms of office. In cases of misconduct where the partnership board considers removal from office is

necessary, it would make a recommendation to the Director of Children's Services. The Director of Children's Services shall have delegated power to remove members from the partnership board in these circumstances. There will be the right to appeal this decision to a panel of elected members convened by the Executive Lead Member for Children's Services (Education).

Parent representatives will cease to be eligible to be nominated to serve on the partnership board once they no longer have children of their own that attend or access services from the children's centre. They will therefore be required to step down at the completion of the term of office.

Where a staff representative is no longer employed in connection with children's centre then he or she will cease to be eligible to sit on the partnership board and their term of office comes to an end on the date they leave that employment.

Similarly where a provider ceases to provide services at or in connection with the children's centre, their representatives will cease to be eligible to sit on the partnership board and their term of office comes to an end on the date the provider ceases to provide the service.

#### **7.2.4 Vetting**

All members of partnership boards will be vetted in accordance with the national guidance on vetting for school governors as from time to time amended.

#### **7.2.5 Chairman**

To be elected by the partnership board but must not be a member of centre staff or a provider. Term of office to be determined by the partnership board, but no more than 2 years. Individuals may be re-elected for further terms as Chairman.

#### **7.2.6 Frequency of meetings**

To be determined by the partnership board, but at least quarterly.

#### **7.2.7 Committees**

Partnership boards may set up one or more committees. Such committees must be reviewed annually. Committees must:

- ▶ be administered in accordance with the requirements of the partnership board as a whole
- ▶ consist of a minimum of three members
- ▶ have terms of reference
- ▶ report their meetings and actions to the partnership board at the next meeting
- ▶ be professionally advised by the centre manager or coordinator or a nominee.

### **7.2.8 Clerk to the partnership board**

Appointed by the County Council, based on a recommendation from the children's centre manager or coordinator and partnership board, but must not be the centre manager/coordinator or a member of the board.

### **7.2.9 Meeting administration**

Agendas, papers, reports, minutes being considered by the children's centre partnership board should be supplied to all members of the board five days prior to, and 10 days following the meeting in question. Officers of the County Council have a right to convene or attend any meeting of a partnership board on request from CCS.

### **7.2.10 Procedures at meetings of the partnership board**

#### **Voting**

Decisions by the partnership board will be made by way of majority vote, and in the event of there being no majority, the Chairman shall have a casting vote.

#### **Conflicts of Interest**

Members of the partnership board will be expected to declare any pecuniary interest or conflict of interest in matters being discussed by the partnership board, and withdraw from the discussion and voting on those matters.

### **7.2.11 Transitional arrangements**

Where operational centres currently have committees which exceed the maximum size in the County Council's model, CCS may agree a transitional period of up to 2 years where 'surplus' members could continue to serve.

### **7.2.12 Interim partnership boards**

An interim partnership board may be established to facilitate the establishment of a children's centre prior to existence of a parents' forum and practitioners' forum. Membership would be in accordance with the principles of the model. The establishment of the full board will be within 3 months of the opening of the centre.

## Appendix B

### Quality and Performance Framework for Children's Centres

#### Introduction

Sure Start Children's Centres are designed to become, over time, universal access points for integrated services for children and their parents/carers at the heart of their local communities. They will give parents/carers and children access to the services they need – either on site, or through referral to more specialised agencies.

Hampshire County Council's Quality and Performance Framework has been developed to include monitoring mechanisms to demonstrate achievements against the objectives set out in the Government's Every Child Matters agenda. Additional 'local indicator' targets have been devised in order to contribute to Hampshire County Council's statutory duty in reducing inequalities and improving outcomes for all young children.

#### Quality Improvement Statement

The Quality and Performance Framework of Hampshire County Council's Children's Centre Services (CCS) has been developed to ensure that the service:

- ▶ embeds a culture of continuous quality improvement
- ▶ fulfils the aims of its Mission Statement - 'reduce inequalities and improve outcomes for children'
- ▶ supports its strategic objectives
- ▶ contributes to Hampshire County Council's Corporate Strategy

#### Quality and Performance Framework

The Framework aims to:

- ▶ clarify and make explicit the expectations of centre managers/co-ordinators in delivering quality children's centres
- ▶ take into account children and families' needs, interests and skills development
- ▶ involve all staff at all levels in continuously seeking to improve the provision
- ▶ ensure consistency of quality across the provider network
- ▶ take into account the quality requirements of funding, inspection and awarding bodies

The Framework is informed by:

- ▶ Every Child Matters
- ▶ Sure Start Performance and Planning Guidance
- ▶ Ofsted Standards

and is supported by:

- ▶ Service Agreement (Hampshire County Council managed children centres) / Service Contract (school and third-party managed children centres)
- ▶ Sure Start Practice Guidance
- ▶ Self-Evaluation Form and Guidance
- ▶ Quality Improvement Plan (QulP)
- ▶ Management Handbook for Sure Start Children's Centres in Hampshire
- ▶ Investing in Quality Licence (IIQ)
- ▶ Staff Development Programme
- ▶ Models of Practice
- ▶ Children's Centre Monitoring and Performance Review Process (see below)
- ▶ Support and Guidance (see following page)
- ▶ National and Local Indicators (see Appendix 2 and 3)
- ▶ Children's Centre Confidence Rating (Appendix 1)

### **Centre Monitoring and Performance Review Process**

The Quality and Performance Framework applies to all children's centres regardless of whether they are:

- ▶ directly managed by Hampshire County Council through a Service Agreement;
- ▶ managed by a school governing body through a Service Contract; or
- ▶ managed by a third-party provider through a Service Contract.

An annual performance review will be carried out with children's centres on an annual basis between January and March to monitor adherence to CCS' quality processes and progress against delivery and quality improvement plans. The performance review visits are designed to:

- ▶ provide feedback against performance
- ▶ identify areas for development and/or improvement
- ▶ inform staff development needs
- ▶ identify good practice
- ▶ encourage partnership working across all sectors
- ▶ provide support and guidance as necessary

Judgements will be made on the overall effectiveness of the children's centre. Furthermore, all outcomes will contribute to Hampshire County Council's Annual Performance Assessment (APA).

Additional monitoring and/or support visits will be undertaken according to need.

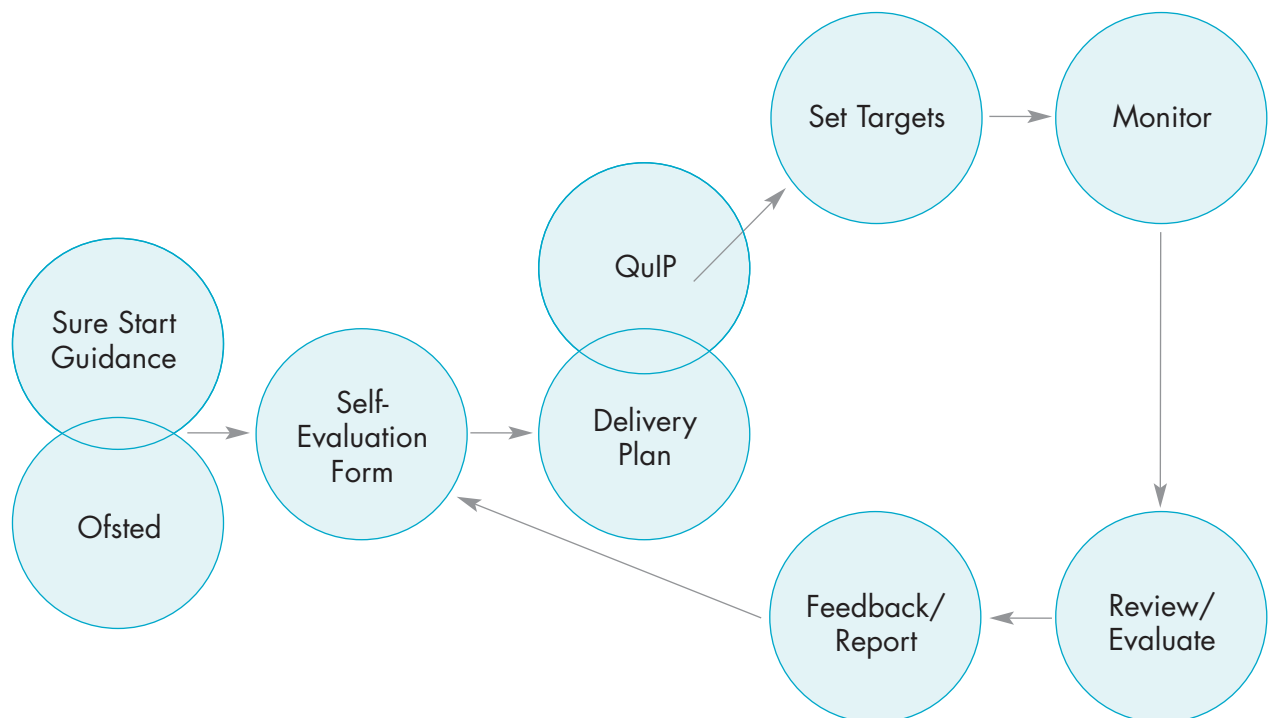
The following elements have been developed to support the monitoring and review of centres:

- ▶ key questions for performance reviews
- ▶ judgement on overall effectiveness
- ▶ grading scale
- ▶ children's centre confidence rating process
- ▶ procedures in the event of underperformance

### Support and Guidance

Support and guidance forms a key element of the contractual relationship between Hampshire County Council and children's centres. It is recognised as an essential component of the continuous quality improvement cycle and is fully integrated into the formal performance review process (see diagram below showing Continuous Quality Improvement Cycle).

### Continuous Quality Improvement Cycle Children's Centres



## Key Questions for Performance Reviews

This section outlines the key questions for performance reviews for children's centres. Most of these questions are applicable to all children's centres, though a few may only focus on either full core offer or graduated centres.

### Achievement and Standards

#### Key Question 1

##### How well are outcomes for children improved?

Evaluation will include the extent to which:

- ▶ the children's centre performs against challenging targets outlined within national and local performance indicators
- ▶ users are satisfied with the services of the children's centre and enjoy their experiences
- ▶ the children's centre supports and encourages parents and carers in their children's learning and development
- ▶ the development of skills contribute to the social and economic well-being of the family
- ▶ the children's centre supports and contributes to the emotional development and behaviour of children
- ▶ children and families utilise the services of the children's centre
- ▶ children and families adopt safe practices and healthy lifestyles

### The Quality of Provision

#### Key Question 2

##### How effective are children's centres at reaching excluded and vulnerable families?

Evaluation will include the extent to which:

- ▶ equality of opportunity is promoted to effectively engage with excluded and vulnerable families
- ▶ excluded and vulnerable groups have accessed services and outcomes have improved
- ▶ the children's centre outreach function has supported an inclusive approach
- ▶ the children's centre has enabled excluded and vulnerable groups to influence the planning and delivery of services
- ▶ the children's centre measures the impact of activities on the most excluded and vulnerable groups
- ▶ the children's centre has changed practice in response to impact data
- ▶ the children's centre's delivery mechanisms (within centre, co-ordinated outreach and home visiting programmes) support inclusive practice
- ▶ the children's centre identifies and ensures provision for families with special needs and/or disabilities

### **Key Question 3**

#### **How well do services and activities meet the needs of children and families?**

Evaluation will include the extent to which:

- ▶ the children's centre gathers and evaluates the views of parents/carers and other stakeholders and how it ensures information gathered is broadly representative
- ▶ these views inform the children's centre about the quality of provision
- ▶ these views are taken into account in strategic development
- ▶ the collated views are shared with parents/carers and other stakeholders
- ▶ the children's centre takes into account the views of parents/carers not directly involved
- ▶ children's views have been sought
- ▶ the complaints handling procedures are effective
- ▶ programmes or activities match children's and families' requirements in the local community

### **Key Question 4**

#### **How well are children and families guided and supported?**

Evaluation will include the extent to which:

- ▶ the children's centre provides high quality and accessible information, advice and guidance to children and families in relation to services and activities
- ▶ the communication strategy for information and advice to parents and carers is effective
- ▶ the children's centre has links with the Children's Information Service (CIS)
- ▶ the children's centre increases the community's awareness of its services
- ▶ protocols are effective in supporting all interactions with families and children

## Leadership and Management

### Key Question 5

How effective are **leadership and management** in the delivery of services to support children and families within the notional catchment area?

Evaluation on leadership and management will include the extent to which:

- ▶ leaders and managers at all levels clearly direct improvement and promote the well-being of children and families through high quality services and activities
- ▶ the decision-making procedures are transparent and efficient
- ▶ performance is monitored and quality improvement processes are implemented
- ▶ the adequacy and suitability of staff, including the effectiveness of processes for recruitment and selection of staff, ensure that children and families are well supported and safeguarded
- ▶ the equipment, resources and accommodation are adequate and suitable for all staff and services

Evaluation on **equality of opportunity** will include the extent to which:

- ▶ equality of opportunity is promoted and embedded in all aspects of service delivery to ensure that all children and families achieve their potential

Evaluation on **finance** will include the extent to which:

- ▶ the children's centre has demonstrated good value for money in providing services to improve outcomes
- ▶ the children's centre has carried out its agreed financial responsibilities

Evaluation on **partnership working** will include the extent to which:

- ▶ links are effective with statutory and Private, Voluntary and Independent partners to support service delivery in the improvement of outcomes
- ▶ integrated approaches, through partnership working, have improved the quality of service and experience for families, e.g. transition to school
- ▶ statutory partners are involved in the planning and decision making process
- ▶ the partnership board and forums contribute to the effectiveness of the children centre

## Judgement on overall effectiveness

### Overall Effectiveness

**How effective and efficient is the children's centre and its related services in meeting local needs, reducing inequalities and improving outcomes?**

**What steps need to be taken to improve the children's centre further?**

Evaluation will include:

- ▶ the overall effectiveness of the children's centre including main strengths and weaknesses
- ▶ the effectiveness of the children's centre's strategic and operational planning, including the capacity for improvement
- ▶ the impact of actions taken to improve quality since the last performance review
- ▶ the effectiveness of equalities practice in reducing inequalities and improving outcomes for children and families
- ▶ the role of the children's centre in contributing to delivery of the Early Years Foundation Stage

### Grading Scale

#### The common grading scale for all performance review judgements

A common grading scale will be used in making judgements for each children's centre's performance review.

<b>Grade 1</b>	<b>OUTSTANDING</b> for exceptional children's centres that have excellent outcomes for children
<b>Grade 2</b>	<b>GOOD</b> for strong children's centres that are effective in promoting outcomes for children
<b>Grade 3</b>	<b>SATISFACTORY</b> for children's centres that have acceptable outcomes for children but which have scope for improvement
<b>Grade 4</b>	<b>INADEQUATE</b> for weak children's centres that have unacceptable outcomes for children

### Children's Centre Confidence Rating

Children's centres' performance will be monitored against the following aspects of the provision:

- ▶ Delivery of planned services
- ▶ Reach data
- ▶ Parental satisfaction survey
- ▶ National Performance Indicators data
- ▶ Data submissions
- ▶ Continuous quality improvement
- ▶ Self-Evaluation Form

Each of the areas above will be monitored on a monthly basis and the outcomes will be shared with centre managers/co-ordinators on an individual basis. At the end of the financial year, an overall confidence rating will be determined for each children's centre which will inform the level of support provided for the children's centre for the following year.

A copy of the Children's Centre Confidence Rating is included at Appendix 1.

### Procedures in the event of underperformance

In cases where a children's centre is graded as 'inadequate' in one or more areas, additional support and/or monitoring will be put in place.

If, after 12 months, a school-managed or third party-managed children's centre has failed to demonstrate capacity to improve, the Service Contract may be terminated.

## Appendix 1 - Children's Centre Confidence Rating

The Children's Centre Confidence Rating for 2007-08 will incorporate the following aspects of the children's centre's performance:

- ▶ Delivery of planned services
- ▶ Reach number data
- ▶ Parental satisfaction survey
- ▶ National Performance Indicators data
- ▶ Data submissions
- ▶ Continuous quality improvement
- ▶ Self-Evaluation Form

Each area is graded using the 1 – 4 grading scale:

Grade 1 – Outstanding

Grade 2 – Good

Grade 3 – Satisfactory

Grade 4 – Inadequate

### Breakdown of Gradings

Delivery of Planned Services	Planned services delivered	Grade awarded
Based on match of actual delivery against the delivery plan as a percentage of the overall programme	91% - 100%	1
	76% - 90%	2
	65% - 75%	3
	below 65%	4

Reach Number Data	Reach against target	Grade awarded
Based on number of families reached within Notional Catchment Area	91% - 100%	1
	76% - 90%	2
	65% - 75%	3
	below 65%	4

Parental Satisfaction data	Parental Satisfaction rate	Grade awarded
Based on the overall satisfaction survey results of the centre's services	90% - 100%	1
	80% - 89%	2
	65% - 79%	3
	below 65%	4

National Performance Indicators	Achievement rate	Grade awarded
Based on the centre's overall achievement rates of the national performance indicators – verified from eStart reports and other sources	95% - 100%	1
	80% - 94%	2
	70% - 79%	3
	below 70%	4

Data Submissions	Criteria	Grade awarded
Based on the timely and accurate return of data, including the following: Self-Evaluation Form; Delivery Plan; eStart accuracy; budget returns  Grades awarded at moderation	High standard of qualitative and quantitative data. Early and pro-active response to all data requests.	1
	All data returns fully completed, accurate and on time.	2
	Deadlines met and data contains a limited number of errors. Systematic missing of deadlines.	3
	Inaccurate returns or missing data.	4

Continuous Quality Improvement	Criteria	Grade awarded
Based on progress against targets set in the children's centre's Quality Improvement Plan and evidence from performance monitoring/support visit reports and annual performance review  Grades will be awarded at Moderation	Children's centre has demonstrated excellent capacity for ongoing quality improvement, consistently setting and achieving demanding targets which have resulted in excellent outcomes for children and families.	1
	Children's centre has demonstrated a strong capacity for ongoing quality improvement, setting and achieving realistic targets which have been effective in promoting outcomes for children and families.	2
	Some progress against key quality improvement targets which have resulted in acceptable outcomes for children and families but which have scope for improvement.	3

Continuous Quality Improvement	Criteria	Grade awarded
	Little or no confidence in the children's centre's capacity to improve. Lack of progress against quality improvement targets have resulted in poor outcomes for children and families.	4

Self-Evaluation Form	Criteria	Grade awarded
Based on the robustness / clarity / standard of the children's centre's Self-Evaluation Form and Quality Improvement Plan  Grades awarded at Moderation	High level of confidence in the children's centre's SEF/QuIP processes to provide a rigorous and accurate assessment of the service. Highly effective action planning builds on strengths and addresses all areas for improvement.	1
	Confidence in the children's centre's SEF/QuIP processes to provide a complete and accurate assessment of the service. Action planning addresses areas for improvement identified in the SEF with realistic targets.	2
	Satisfactory SEF/QuIP processes in place to provide judgements on the service which are mostly sound. Action planning addresses most key areas for improvement with targets.	3
	Little confidence in the children's centre's SEF/QuIP processes to provide accurate assessment of the service. Weak planning which does not address all the key areas for improvement or set targets to deliver quality improvement within a reasonable period.	4

The grading from each of the seven areas will inform the annual Children's Centre Quality and Performance Report.

Those children's centres that are judged to be 'good' to 'outstanding' will be used to inform and share models of good practice.

## Appendix 2 - Children's Centres National Performance Indicators

ECM Outcomes	Description of Performance Indicator
All ECM Outcomes	<p><b>Access for the most excluded groups</b></p> <p>% of members of the following groups in the children's centre notional catchment area, with whom the children's centre establishes contact:</p> <ul style="list-style-type: none"> <li>▶ teenage mothers and pregnant teenagers</li> <li>▶ lone parents</li> <li>▶ children in workless households</li> <li>▶ families on benefits</li> <li>▶ children in BME groups</li> <li>▶ disabled children</li> <li>▶ children of disabled parent</li> <li>▶ fathers</li> <li>▶ partners and families of prisoners</li> <li>▶ parents with drug and/or alcohol problem</li> <li>▶ families in temporary accommodation</li> <li>▶ foster parents</li> <li>▶ asylum seekers or refugees</li> <li>▶ immigrants</li> <li>▶ travellers' families</li> </ul>
All ECM Outcomes	<p><b>Parental Satisfaction</b></p> <p>% of parents of children aged 0-5 in the children's centre notional catchment area satisfied with:</p> <ul style="list-style-type: none"> <li>▶ overall service</li> <li>▶ early education integrated with childcare</li> <li>▶ child and family health services</li> <li>▶ family support and parental outreach</li> <li>▶ employment services (links with JobCentre Plus)</li> <li>▶ information and advice for parents</li> </ul>
Enjoy and Achieve	<p><b>Foundation Stage Profile</b></p> <p>% of children who achieve a total of at least 78 points across the FSP with at least 6 points scored in each of the personal, social and emotional development (PSED) and communication, language and literacy (CLL) scales.</p>
Be Healthy	<p><b>Health Outcomes</b></p> <p>% of children in reception year who are obese            % of mothers initiating breastfeeding</p>
Achieve economic well-being	<p><b>Child Poverty Outcomes</b></p> <p>% of children aged 0-4 living in households dependant on workless benefits</p>
Achieve economic well-being	<p>Outcomes for Teenage Mothers</p> <p>% of teenage mothers aged 16-19 in education, employment or training</p>

## Appendix 3 - Children's Centres Key Local Indicators – Full Core Offer

ECM Outcomes	Description of Key Local Indicators
All ECM Outcomes	<p><b>Opening hours</b></p> <ul style="list-style-type: none"> <li>▶ minimum of 10 hours a day, 5 days a week, 48 weeks a year</li> </ul>
Enjoy and Achieve	<p><b>Early years provision</b></p> <ul style="list-style-type: none"> <li>▶ memorandum of understanding in place with childcare provider(s) for joint working</li> <li>▶ support for childminders, including a network</li> <li>▶ early identification of children with special needs and disabilities, with inclusive services and support for their families</li> <li>▶ links to local schools (extended schools and Healthy Schools) and out-of-school activities (holiday play schemes, before/after-school play and learning)</li> </ul>
All ECM Outcomes	<p><b>Outreach</b></p> <ul style="list-style-type: none"> <li>▶ visits to all families in the notional catchment area within two months of the child's birth (through the Child Health Promotion Programme or agreed local arrangements)</li> <li>▶ activities to raise community awareness, particularly among disadvantaged groups</li> <li>▶ co-ordinated programme of home visits</li> <li>▶ systems for referring/signposting families to further services</li> <li>▶ systems for monitoring services' usage by particular families or groups</li> <li>▶ where possible a key worker system</li> </ul>
Enjoy and Achieve Be Healthy Make a Positive Contribution	<p><b>Family support</b></p> <ul style="list-style-type: none"> <li>▶ information for parents/carers about the range of family support services and activities available in the area</li> <li>▶ support and advice on parenting including support at significant transition points for the family (e.g. pre birth, early days, settling into childcare)</li> <li>▶ access to specialist, targeted services for those families which need them e.g. support for parents/carers of disabled children</li> <li>▶ activities which increase parents/carers' understanding of their child's development</li> <li>▶ specific strategies and activities which increase the involvement of fathers</li> </ul>
Make a Positive Contribution	<p><b>Parental involvement</b></p> <ul style="list-style-type: none"> <li>▶ consultation and information sharing with mothers &amp; fathers/carers, on what services are needed, and systems to get user feedback on services</li> <li>▶ ongoing arrangements in place to ensure mothers &amp; fathers/carers have a voice e.g. parents' forums, including fathers</li> </ul>

ECM Outcomes	Description of Key Local Indicators
Be Healthy	<p><b>Child and family health services</b></p> <ul style="list-style-type: none"> <li>▶ antenatal advice and support for mothers &amp; fathers/carers</li> <li>▶ Child Health Promotion Programme</li> <li>▶ information and guidance on breast feeding, hygiene, nutrition and safety</li> <li>▶ promoting positive mental health and emotional wellbeing, including identification, support and care for those suffering from maternal depression, ante-natally and post-natally</li> <li>▶ speech and language and other specialist support</li> <li>▶ support for healthy lifestyles</li> <li>▶ help in stopping smoking</li> </ul>
Achieve Economic Well-being	<p><b>Links with Jobcentre Plus</b></p> <ul style="list-style-type: none"> <li>▶ centres will link with Jobcentre Plus to encourage and support parents/carers who wish to consider training and employment</li> </ul>

## Children's Centres Key Local Indicators – Graduated Offer

ECM Outcomes	Description of Key Local Indicators
All ECM Outcomes	<p><b>Opening hours</b></p> <ul style="list-style-type: none"> <li>▶ minimum of 7.4 hours a day, 5 days a week, 48 weeks a year</li> </ul>
All ECM Outcomes	<p><b>Drop-in sessions</b></p> <ul style="list-style-type: none"> <li>▶ drop-in sessions and other activities for children and mothers &amp; fathers/carers at the children's centre, including: parent groups, play groups and adult education</li> </ul>
Enjoy and Achieve	<p><b>Support for childminders</b></p> <ul style="list-style-type: none"> <li>▶ support to childminders via a co-ordinated network, but also to other childminders in the area, for example by providing training, loan of toys and equipment and drop-in sessions</li> </ul>
Enjoy and Achieve, Be Healthy, Make a Positive Contribution	<p><b>Family support</b></p> <ul style="list-style-type: none"> <li>▶ the offer of appropriate support and outreach services to parents/carers and children who have been identified as in need of them</li> <li>▶ information and advice to fathers and mothers/carers on a range of subjects including: local childcare, looking after babies and young children and local early years provision (childcare and early learning) and education services for three and four-year olds</li> </ul>

ECM Outcomes	Description of Key Local Indicators
Be Healthy	<p><b>Child and family health services</b></p> <ul style="list-style-type: none"> <li>▶ community health services including local midwives and health visitors based in the centre or operating from it, that           <ul style="list-style-type: none"> <li>– visit families with new born babies in the area within the first two months of their baby’s life, with information about services and support</li> <li>– provide access to the Child Health Promotion Programme</li> <li>– provide information and guidance on breastfeeding, nutrition, hygiene and safety, thus reducing the number of children aged 0-3 admitted to hospital</li> <li>– provide antenatal advice and support to all pregnant women and their families in the area</li> <li>– encourage parents who smoke to attend smoking cessation clinics</li> <li>– promote opportunities for physical activity from an early age</li> <li>– identify children with special needs and disabilities and address their needs</li> <li>– identify particularly disadvantaged families so that the centre can offer appropriate support</li> </ul> </li> </ul>
Achieve Economic Well-being	<p><b>Links to JobCentre Plus</b></p> <ul style="list-style-type: none"> <li>▶ links to Jobcentre Plus services, to support and encourage labour market participation, in order to help combat poverty</li> </ul>

## Appendix I

### Branding Guidelines for Children's Centres in Hampshire

#### 1. Introduction

These guidelines set out the principles of branding for children's centres in Hampshire and how it should be applied. The guidelines should help designated children's centres understand how to use the Sure Start brand in conjunction with the Hampshire County Council corporate identity, what centres should be called, and how their services should be described.

All designated children's centres (this applies to both Hampshire County Council and third party managed centres) should be branded using the corporate identities of Sure Start and Hampshire County Council. This is because these two organisations are involved with their development. Sure Start is the lead brand, but the Hampshire County Council logo must appear with this. The centre can also have its own identity, and partner logos can be included. These guidelines explain how to apply the correct branding.

#### 2. The importance of branding

Why does it matter?

- ▶ To raise awareness.
- ▶ To enable local residents to recognise their local children's centre.
- ▶ To support ownership from local residents and encourage them to use their local children's centre.
- ▶ So residents can clearly identify Hampshire County Council, Sure Start and the children's centre.
- ▶ To continually improve the public's perception of what Sure Start, Hampshire County Council and Children's Centres do.
- ▶ To attract potential, and retain existing, staff.
- ▶ To strengthen negotiation power with suppliers and partners.
- ▶ To provide a strong, visually co-ordinated approach to all communications and services from Hampshire County Council, Sure Start and the children's centre itself.

### 3. Branding your Sure Start Children's Centre

Whether it is headed paper, a compliments slip, a newsletter, a sign or a DVD that you are putting together, there are certain ways in which the children's centre brand should be applied, to ensure that it is given the correct prominence and that all communications are clearly labelled.

It is envisaged that children's centres will wish to develop their own identities, often involving members of the local community, so that ownership of the centre is recognised at a local level. The Centre Manager and partnership board will lead on the development of the children's centre's identity, but professional input on the design must be sought to ensure that any logo developed is fit for purpose. Please contact the Children's Centres Communications Officer if you wish to develop an identity for your centre.

There are three recommended ways of ways of using the Sure Start brand. You should adopt the option most appropriate for your use.

### 3.1 Option 1; using the Sure Start brand as your main identifier

Many Sure Start Local Programmes will already use the brand in this way. For example, in Hampshire there is a Sure Start Rowner Children's Centre. Sure Start Local Programmes should be encouraged to continue using the Sure Start brand in this way once they become a Sure Start Children's Centre. Children's centres that adopt this branding do not need to develop a separate logo identifying the children's centre. (Please see the example below.)

**SureStart**  
**Rowner**

The place name, for example Rowner, has a set size relationship to the Sure Start logo as outlined below. Size and distance must always be replicated exactly as shown, and the logo is always ranged left. Where possible the Sure Start logo should be in blue and the place name should be in orange. Other descriptors including job titles and type of service can be added in the same way. The centre name is always set in **Futura Bold** font.

**SureStart**  
P **Placename** S

**SureStart**  
J **Jobtitle** S

### 3.2 Option 2; retaining your existing brand and using Sure Start as an endorsement

Many existing settings such as Early Excellence Centres, Family Centres and Sure Start Local Programmes have invested in their own local identity, which they wish to continue using once they have become a children's centre. Also, many children's centres wish to develop their own brand.

If existing settings wish to retain their existing identity and if a children's centre wishes to develop its own brand identity, then Sure Start recommend using the Sure Start brand endorsement underneath the children's centre logo; **A Sure Start Children's Centre**. (Please see the example below.)



The Sure Start Children's Centre endorsement should be set in a fixed relationship underneath the children's centre's own brand and occupy an area approximately one third of the space of the logo. It should not be used below the specified minimum size. (Please see the example below.)

To achieve ease of recognition and legibility in both print and digital media the logo must never be produced smaller than the sizes recommended below, i.e. the descriptor should not appear smaller than 50mm across.

The centre logo and Sure Start endorsement should always be ranged left.



The endorsement logo can be downloaded from <http://www.surestart.gov.uk/resources/general/brandingguidelines/>

### **3.3 Option 3; using the 'Supported by Sure Start' logo as an endorsement**

Affiliated services, such as nurseries, which are linked to a local Sure Start Children's Centre may wish to use the Supported by Sure Start logo endorsement. The logo should not be used by any services that are not linked to a Sure Start Children's Centre. (Please see the example below.)



#### 4. The Sure Start Logo

The Sure Start logo is the property of the Sure Start Unit and should not be used without permission. Permission is automatically granted to programmes and services funded by the Sure Start Unit, registered and approved childcare providers, early year's settings providing free nursery school places, schools and local authorities. It is only to be used to identify services for families with children aged 0 to five years which are delivered through Sure Start funded settings, for example, children's centres.

The Sure Start logo is shown below. It is available in black and white and full colour. You can download the logo from:

<http://www.surestart.gov.uk/resources/general/brandingguidelines/>



**SureStart**



**SureStart**



**SureStart**



**SureStart**



**SureStart**

#### 4.1 Clear space

A set area of clear space surrounds the logo to distance it from other objects on a page or the page edge itself. Clear space is measured using the capital letter 'S' from the logo. Please see the example below.



#### 4.2 Minimum size

To achieve ease of recognition and legibility in both print and digital media, the logo must never be reproduced smaller than the sizes recommended here:



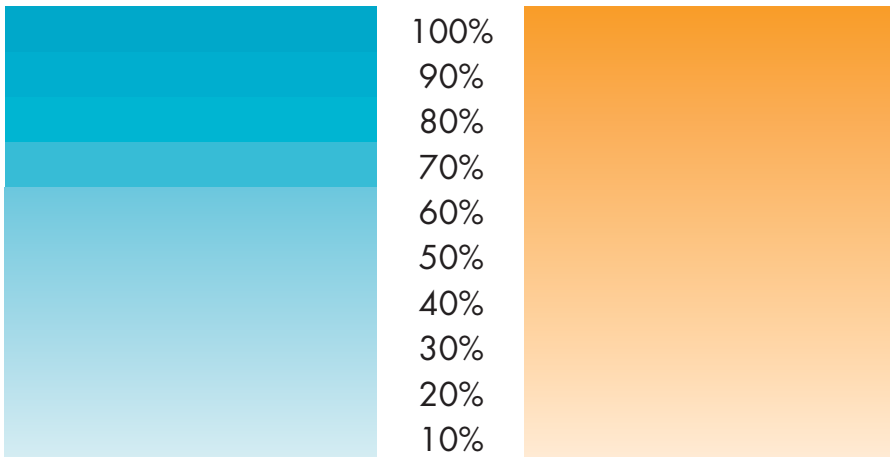
### 4.3 Colour palette

This is the primary colour palette of the Sure Start brand to be used in both print and digital media for consistent presentation:

**Blue**  
Print:  
Pantone 632c  
CMYK C76 M0 Y15  
K11  
Online:  
RGB R0 G153 B204

**Orange**  
Print:  
Pantone 144c  
CMYK C0 M56  
Online:  
RGB R255 G102  
HEX FF6600

Tint values



## 4.4 Fonts

There are two fonts for the Sure Start brand: Futura and Arial. Futura is to be used for any agency designed and produced literature. It can also be used for headlines online. Arial is the font for all other materials such as body copy in letters. Both fonts have been chose for clarity and legibility.

Futura book

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz 1234567890

Futura book italic

*ABCDEFGHIJKLMNOPQRSTUVWXYZ*  
*abcdefghijklmnopqrstuvwxyz 1234567890*

Futura bold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ**  
**abcdefghijklmnopqrstuvwxyz 1234567890**

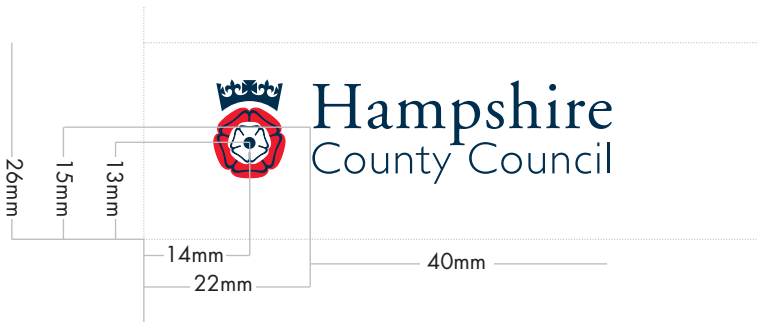
Futura bold italic

***ABCDEFGHIJKLMNOPQRSTUVWXYZ***  
***abcdefghijklmnopqrstuvwxyz 1234567890***

Full details of the Sure Start brand can be downloaded from:  
[http://www.surestart.gov.uk/\\_doc/P0002206.pdf](http://www.surestart.gov.uk/_doc/P0002206.pdf)

## 5. Hampshire County Council Logo

The Hampshire County Council logo must appear on all information and communications relating to children's centres. On printed publications, signs and stationery it must be located in the bottom left hand corner.



The Hampshire County Council logo must only be reproduced in black, white or using the corporate colours. It cannot be reproduced in any other colour.

The innermost circle of the rose is always dark. It should never appear white or in a light colour. Errors can occur when the correct black-on-white image is electronically reversed.

## 5.2 Standard sizing

The logo shown below is for A4, A5 and DL documents, from which other sizes can be proportionally enlarged or reduced.



## 5.3 Minimum sizing

On advertisements smaller than A5, the logo and banding can be proportionally reduced. The smallest it can appear is with the wording of Hampshire County Council measuring 30mm across.



## 5.4 Proportional sizing

The logo can also be scaled upwards on larger documents. On A3 documents the text 'Hampshire County Council' should be 55mm across.

You can download the logo from the Hampshire County Council website, [www.hants.gov.uk/logos](http://www.hants.gov.uk/logos)

## 5.5 Corporate colours

The corporate colour palette must always be used for the corporate logo to create a consistent and professional image. The colour red within the rose of the two-colour version must not be substituted with another colour.

### Dark Blue

Print:  
Pantone 5395c  
CMYK C100 M44 Y0  
K76  
Online:  
HTML 000066

### Red

Print:  
Pantone 485c  
CMYK C0 M97 Y100  
K0  
Online:  
HTML FF0000

### Black

Print:  
CMYK C0 M0 Y0  
K100  
Online:  
HTML 000000  
RAL 9005

### White

Print:  
CMYK C0 M0 Y0 K0  
Online:  
HTML FFFFFFFF  
RAL 9010

## 6. Examples of how to apply the branding

To help ensure that the Sure Start brand is applied in a consistent way, the guidelines on the following pages give sample layouts and illustrate how the brand can be used either as the main identifier or alternatively as an endorsement.

We want to avoid any unnecessary costs being incurred, You should not destroy any existing stocks of stationery or materials. We recommend you make any changes when you need to do a reprint

All stationery and signage must be approved by the Children's Centres Communications Officer before completion.

### 6.1 Letterhead

The children's centre logo should be placed in the top right-hand corner of the headed paper. If option one is being used, then this logo will consist of the Sure Start logo with the name of the place where the children's centre is located underneath, for example, Sure Start Rowner. If option two is being used, the logo will consist of the children's centre's own marketing identity, with the descriptor underneath; A Sure Start Children's Centre.

The dashed line denotes the area allowed for the Hampshire County Council and partner logos. This is in a fixed size in relation to the logo and always sits at the bottom.

The Hampshire County Council logo should sit in the bottom left-hand corner of the headed paper.

(Please see the examples on page 15 and 16)

## 6.2 Business cards

The children's centre logo should be placed in the top left-hand corner of the business card. If option one is being used, then this logo will consist of the Sure Start logo with the name of the place where the children's centre is located underneath, for example, Sure Start Rowner. If option two is being used, the logo will consist of the children's centre's own marketing identity, with the descriptor underneath; A Sure Start Children's Centre.

The dashed line denotes the area allowed for the Hampshire County Council and partner logos. This is in a fixed size in relation to the logo and always sits at the bottom.

The Hampshire County Council logo should sit in the bottom left-hand corner of the business cards.

(Please see the examples on page 15 and 16)

## 6.3 Compliment slips

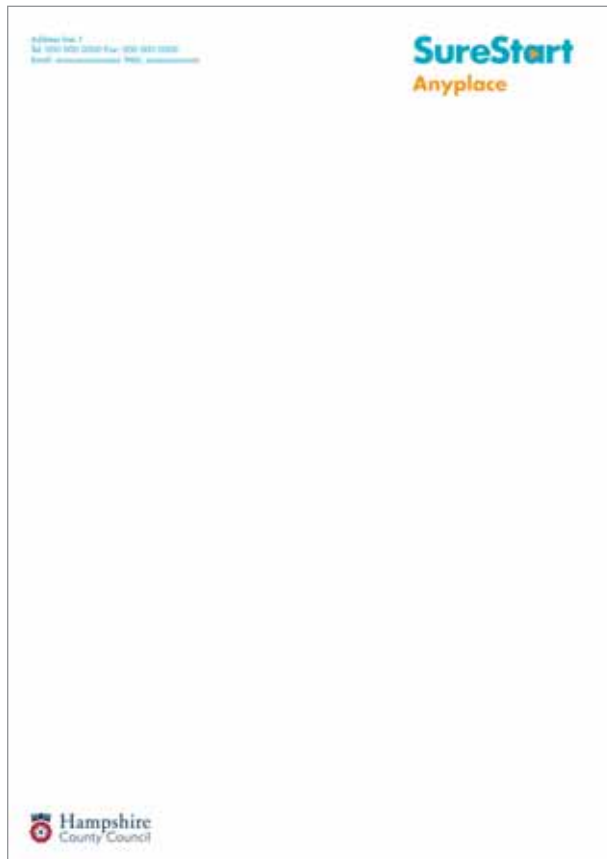
The children's centre logo should be placed in the top right-hand corner of the compliment slip. If option one is being used, then this logo will consist of the Sure Start logo with the name of the place where the children's centre is located underneath, for example, Sure Start Rowner. If option two is being used, the logo will consist of the children's centre's own marketing identity, with the descriptor underneath; A Sure Start Children's Centre.

The dashed line denotes the area allowed for the Hampshire County Council and partner logos. This is in a fixed size in relation to the logo and always sits at the bottom.

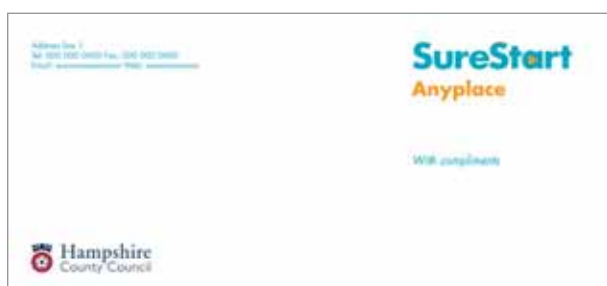
The Hampshire County Council logo should sit in the bottom left-hand corner of the compliment slip.

(Please see the examples on page 15 and 16)

## Option 1



Letterhead

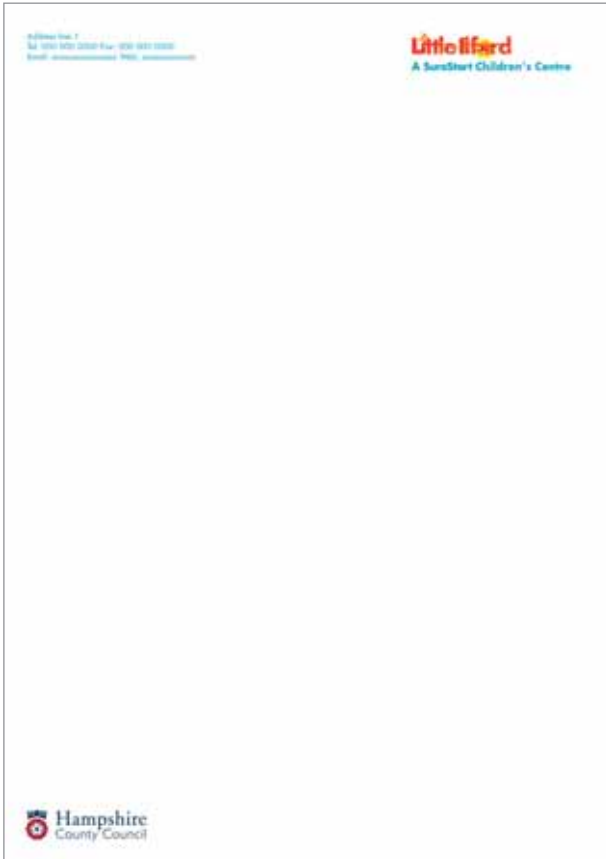


Compslip



Business Card

Option 2



Letterhead



Compslip



Business Card

## 6.4 Guidelines for documents created in Microsoft Office (Word, Excel, PowerPoint, Publisher)

The children's centre logo should be placed in the top right hand corner of the document. If option one is being used, then this logo will consist of the Sure Start logo with the name of the place where the children's centre is being located underneath, for example, Sure Start Rowner. If option two is being used, the logo will consist of the children's centre's own marketing identity, with the descriptor underneath; A Sure Start Children's Centre.

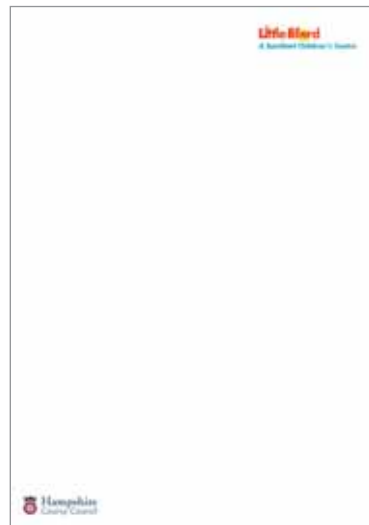
The Hampshire County Council logo should be placed in the bottom left hand corner of all documents produced in Microsoft Office. In Word the logo can be positioned in the bottom left corner by inserting it into the footer or a text box. Do not stretch or condense the logo. From your document, select 'insert', 'picture', 'from file'.

Partner logos should be placed alongside the Hampshire County Council logo at the bottom of the page.

Please use the font Arial, and the Sure Start colours where possible in all literature produced in Microsoft Office.



Option 1



Option 2

### 6.5 Publications (examples provided on CD)

- ▶ Newsletter
- ▶ Flyer (A5 and A4)
- ▶ DL Leaflet
- ▶ Questionnaire
- ▶ Poster (A4 and A3)
- ▶ Photographs on CD



Newsletter A4



Questionnaire A4



Flyer A4/A5



Poster A3/A4



DL Leaflet

*Image collection*



Image 1



Image 2



Image 3



Image 4



Image 5



Image 6



Image 7



Image 8



Image 9



Image 10



Image 11



Image 12

## 6.6 Signage

The children's centre logo should be placed in the centre of the sign and always ranged left. If option one is being used, then this logo will consist of the Sure Start logo with the name of the place where the children's centre is located underneath, for example, Sure Start Rowner. If option two is being used, the logo will consist of the children's centre's own marketing identity, with the descriptor underneath; A Sure Start Children's Centre.

The dashed line denotes the area allowed for the Hampshire County Council and partner logos. This is a fixed size in relation to the logo and always sits at the bottom. The Hampshire County Council logo should be placed in the bottom left-hand corner.

To ensure legibility of the logos the background of the sign should always be produced in white. (Please see examples below.)



**Please note: The Hampshire County Council and Sure Start logos (either as a main identifier or as an endorsement to the centre logo) need to appear on everything produced by children's centres.**

## 7. Describing Sure Start

### 7.1 Writing about Sure Start Children's Centres

Sure Start Children's Centre should always be written in full in the first instance. When repeatedly referring to Sure Start Children's Centres in the same document, you can drop the word 'Children's' and call them 'Sure Start Centres'.

### 7.2 Referring to a specific setting

If you have adapted Sure Start as the main brand identifier for your setting you should describe it in writing as 'Sure Start [location] Children's Centre' for example 'Welcome to Sure Start Rowner Children's Centre'. If you have retained your own local brand, then you should describe it in writing as [your own brand] a Sure Start Children's Centre, for example 'Welcome to Little Ilford, a Sure Start Children's Centre'.

The Sure Start brand should NOT be used:

- ▶ in connection with any services for over fives.
- ▶ to brand any extended school services. However, the Sure Start brand can be used to signpost services for 0 to fives in a co-located site, for example, where a Sure Start Children's Centre is located on the site of a school also offering extended services for over fives.



## Appendix J

### Suggested Template for Reporting to Partnership Board on Safeguarding Children

(based on example from Lanterns Children's Centre)

This report is for the period ..... to .....

**N.B. This information should be treated as confidential.**

Report completed by:

Name of Safeguarding Children Liaison Officer (SCLO):

Deputy Safeguarding Children Liaison Officer:

**Designated SCLOs, staff and regular volunteers, must undertake training consistent with Local Safeguarding Children Board guidelines (see table below).**

#### Summary of Safeguarding Training

Staff	Number	Initial Y/N	Provider	Refresher Y/N	Provider
SCLO					
Children's Centre Manager					
Outreach & Family Support					
Admin/Finance Staff					
Caretaking & Cleaning					
Volunteers					
Partnership Board					
Other					

Names of those who have undertaken training in Safer Recruitment:

Additional training undertaken by the SCLO:

#### Report on induction of new staff in safeguarding policy and procedures

Staff	Numbers	Safeguarding induction given Y/N	Initial training Y/N

**Policies and other documents relating to safeguarding**

Policies and/or procedures for Safeguarding	Date in place	Next review date
Anti-bullying		
Behaviour management		
Safeguarding policy		
Equal Opportunities		
First Aid		
Administration of medicines		
Health and Safety		
Racial Equality		
Recruitment and selection		
Staff Handbook - guidance on conduct		
Physical handling		
Use of photographs/video		
Student /volunteer placement		

Number of referrals made:

**Summary of Referrals**

	Number	No. Case conferences	No. attended	No. reports submitted
Physical				
Sexual				
Emotional				
Neglect				

Number of children on Child Protection Register:

Number of Looked After Children:

Number of allegations made against staff:

Other Comments on safeguarding issues and actions to be taken:

**Children’s Centre  
Manager/Co-ordinator**

**Partnership Board Chair**

Signature .....

Signature .....

Date.....

Date.....

Print Name.....

Print Name.....

Example information poster

**SAFEGUARDING CHILDREN IS  
EVERYONE'S RESPONSIBILITY**

**Who to contact if you have a concern about a child: the  
Children's Centre's Safeguarding Children Liaison Officer.  
The named person is:**

Child Protection Procedures and Protocols are available  
at all times in the children's centre

Please ensure that you have  
read and fully understand the  
*Safeguarding Children Guidelines and  
Procedures for Children's Centres*

