

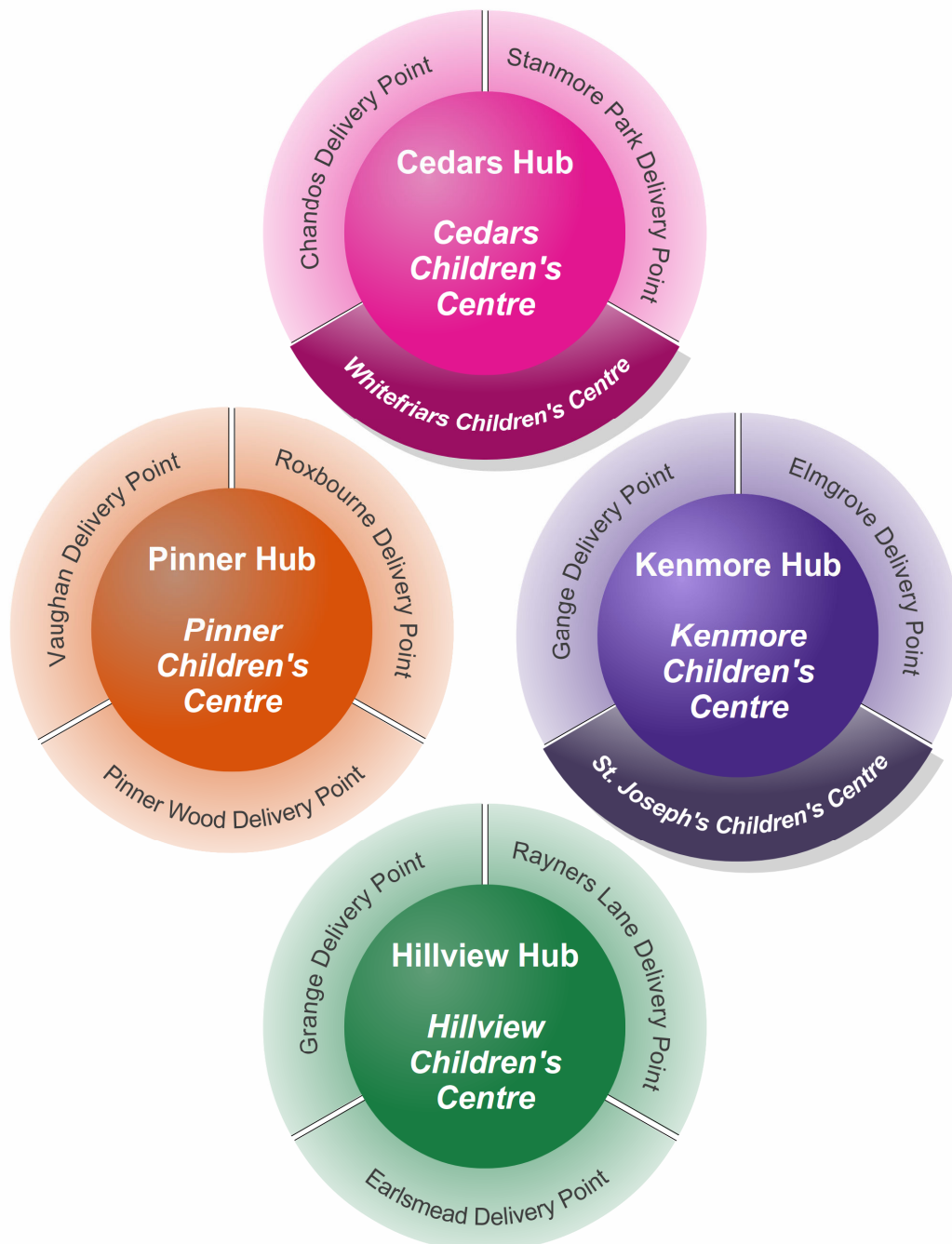
Appendix B

Proposed New Operating Structure for Harrow's Children's Centres

A Hub and Spoke Approach

To achieve the required savings, sustain the 16 delivery sites and provide a more effective and efficient model of service delivery it is proposed to structure the 16 Harrow children's centres into four Hubs which account for geographical location, size of centre and nature of services currently delivered from the site by children's centre staff or partners. It is proposed that within the 4 hubs there will be 6 designated children's Centres which will deliver the full range of services. The other delivery sites through the hub structure will also deliver services but more efficiently, reducing duplication and allowing centres to close for certain periods as appropriate.

The proposed structuring of the four hubs is set out below in **diagram a**:



Service Delivery

Services

Service delivery will be across each hub and will be planned in response to:

- Identified key performance indicators
- Locally identified targets including those identified by partners (particularly health)
- National priorities for children's centres
- Other emerging priorities, for example, payment by results.

Service planning will take place across the hub sites and will ensure that the following services are locally accessible to families

- Early years parenting support, advice and guidance
- Stay and Play Toy Library sessions
- Childcare provision supporting working parents
- Early year's education supporting school readiness
- Bespoke early intervention or early help provision.

Staff and volunteers

Children's Centre services will be delivered by skilled staff qualified in Early Education and Care. In response to feedback from the consultation report the opportunity for volunteering will also be developed especially looking at developing opportunities for back to work volunteering or for young people wishing to look at opportunities for a career path in childcare or early education.

School Holiday Provision

It is proposed to make available service provision within each hub during every school holiday, this will include:

- Drop in activity services
- Childcare
- Activities for older children and young people

At Christmas it is planned to deliver the above services at key sites, but close on rotation other delivery points. This proposal is made after careful analysis of Christmas holiday data over the last three years, the need to allow staff to take leave during this period and therefore consolidate the remaining staff working to enable high quality service provision to be provided.

Opening Hours

The proposal ensures that families are able, within the hub to access children's centre support, advice and guidance during the hours of 8.00am until 6.30pm Monday to Friday and 9.00am until 12.30pm on a Saturday.

Appendix C

Outline Staffing Structure for the New Operating Model

Outline Staffing Structure - Hubs

In response to the feedback in the consultation report it is the intention to ensure experienced, skilled and qualified staff are retained and, through a restructure organised to facilitate the effective operation of each hub.

Ensuring the highest quality services which can meet the rigorous Ofsted inspection framework is paramount. It is proposed to restructure the current workforce into a new fit for purpose structure with 4 standardised job descriptions of:

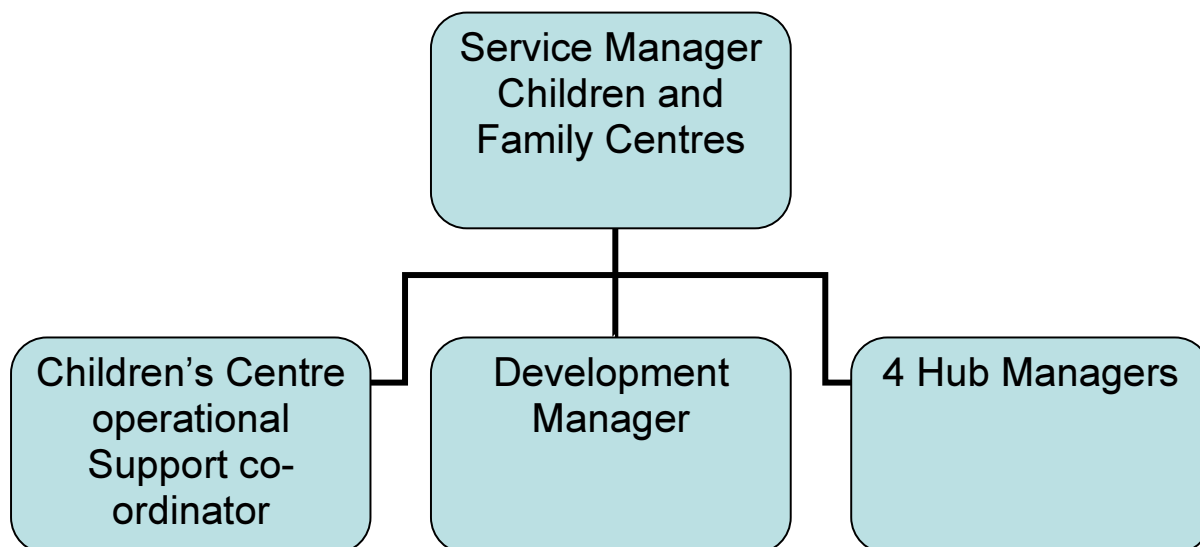
- Hub Manager
- Co-ordinator
- Children's Centre Worker
- Children's Centre Assistant.

The outline allocation matching roles to hubs is set out below but is subject to consultation with all staff that may be affected and all changes will be in accordance with the Council's Protocol for Managing Organisational Change.

Hillview Hub	Cedars Hub	Kenmore Hub	Pinner Hub
Hillview Children's Centre	Cedars Children's Centre Whitefriars Children's Centre	Kenmore Park Children's Centre St Josephs Children's Centre	Pinner Children's Centre
Delivery Points Earlsmead Rayners Lane Grange	Delivery Points Stanmore Park Chandos	Delivery Points Elmgrove Gange	Delivery Points Pinner Wood Roxbourne Vaughan
1 x Hub Manager	1 x Hub Manager	1 x Hub Manager	1 x Hub Manager
1 x Co-ordinator 1 x Headteacher	2 x Co-ordinator	2 x co-ordinator	1 x co-ordinator
2 x Children's Centre Worker	3 x Children's Centre Worker	3 x Children's Centre Worker	2 x Children's Centre Worker
3 x Children's Centre Assistant	1 x Children's Centre Assistant	1 x Children's Centre Assistant	2 x Children's Centre assistant

Outline Staffing Structure – Central

The Service Manager – Children and Family Centres was assimilated into the role as part of the Children’s Services re-organisation. To support the service manager to effectively manage the four hubs it is proposed to put in place the following outline structure



The operational support co-ordinator will provide holiday, maternity and sickness cover across the 4 hubs. This will significantly reduce the need for agency expenditure whilst providing continuity of staffing for children and families.

The development manager is proposed as a new post. The recruitment of this post will support the development of a business plan for the centres which maximises income generation and usage of the children's centre buildings. The post holder will also look to increase partnership working with other council departments, the voluntary sector and health, in particular GP practices. It is proposed to recruit this post on a fixed term contract with the possibility of extension if the business plan can demonstrate income covering salary costs.

Governance

Ensuring an effective governance framework for the 4 Hubs is essential to ensure the local community, partners and staff have a voice in the decision making about services. Local ward councillors will be invited together with representation from users, partner agencies and staff to form a Hub Board which will support service planning, provide challenge and feedback. Existing successful governance arrangements for those children’s centres within schools or on school sites will continue.

Support structures

To facilitate effective and efficient service delivery, data analysis and partnership working it is proposed to continue to :-

- work in partnership with the Quality Assurance, Commissioning and Schools Division to develop the skills of the Early Intervention Commissioner to support the commissioning arrangements with partners and the ongoing monitoring of their activity against targets and outcomes

- work in partnership with the Performance and Data team to support the effective use of E-Start across the Children's Centres, analysis of the data it provides and set, in partnership local targets for all Hubs.
- Work in partnership with the Harrow School Improvement Partnership to provide service improvement support, advice and challenge.
- Work in partnership with the Business and Administrative project and in particular the allocated Team Leader to ensure effective deployment and skill of administrative and first contact staff