Children’s Centre Manager
Candidate Pack

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This is one of five documents which form part of the application process. Please ensure you download in addition:

<table>
<thead>
<tr>
<th>North Halifax Partnership Annual Report</th>
<th>Download from surestartchildrencentresnhp.org.uk/jobs-2</th>
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<tr>
<td>An introduction to North Halifax Partnership Children’s Centres</td>
<td>Download from surestartchildrencentresnhp.org.uk/jobs-2</td>
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<tr>
<td>Why work for North Halifax Partnership?</td>
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<td>Application form</td>
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Background

North Halifax Partnership is a not for profit company established over 15 years ago to ‘Promote for the public interest the social and economic regeneration of North Halifax’ (Memorandum and Articles).

The Partnership is a member based company. Members are local residents from whom Directors are elected at the AGM each year.

Over the years this work has involved many different projects some of which can be found on our website northhalifaxpartnership.org

Over the last few years, activity has been focused around two key strands of work:

- Neighbourhood management
- Delivery of Children’s Centre services

This post of Children’s Centre Manager is responsible for delivery of Children’s Centre services including full day care provision in the 2 largest Children’s Centres in North East Halifax, Innovations Children’s Centre in Ovenden and Ash Green Children’s Centre in Mixenden.

More information is given about the post later in this pack. What follows is an overview of the key work strands of the Partnership.

How the partnership works

North Halifax Partnership has a Board comprising of not less than twelve and not more than twenty six people. This includes up to fourteen persons elected by and from the membership at the Annual General Meeting, ensuring that, wherever practicable, there is equal representation from both Ovenden Ward and Illingworth and Mixenden Ward. There are places for up to eight representatives from public sector bodies and two representatives from businesses operating in the North Halifax area. Additionally elected members are invited to join the board as below:

(a) Up to one Councillor, nominated by Calderdale Metropolitan Borough Council, representing Ovenden Ward
(b) Up to one Councillor, nominated by Calderdale Metropolitan Borough Council, representing Illingworth and Mixenden Ward.

There are between 4 and 5 board meetings held each year, with an Annual General Meeting late in November.

We are proud that this voluntary management committee is truly community led, so we work hard to ensure that community board members places are filled and to date the chair of the partnership has always been a community member.

The Board takes reports on progress on key contracts, deals with legal and statutory issues related with employing staff, and also considers any local developments which they may hold a view on.

The full Board is supported by a part time Company Secretary (Rob Clegg) who ensures that all legal duties relating to running the company are carried out as well as providing peer support for the Neighbourhood and Service Managers. The personnel sub group and newly established Children’s Centre sub group consider relevant matters in detail to pass onto the full board.
The last North Halifax Partnership Annual Report is available as part of this application pack at surestartchildrencentresnhp.org.uk/jobs-2/

**Neighbourhood Management (Ovenden and Mixenden Initiative)**

North Halifax was an original Neighbourhood Management Pathfinder. After 7 years of delivery, this work – funded by central government - came to an end. For the last 2 years we have been funded by Calderdale MBC to run Neighbourhood Management for the Council across North Halifax but also into Northowram and Shelf and Warley wards. This has focussed on:

- Building bridges between local people and local services
- We have a very popular information blog
- Engagement through doorstep and meeting discussions – specifically the ward forums which we deliver on behalf of Calderdale MBC
- New ways to improve our communities
- Community spirit and projects
- Power and influence

For more information visit

halifaxnorthandeast.com/about/ovendenmixenden-initiative-and-ne-ward-forum-team
Children’s Centres

North Halifax Partnership successfully bid to be a Sure Start Local Programme in the Ovenden and Mixenden area in 2002.

Following successful delivery of this programme, we worked with Calderdale MBC to embed this work within the newly emerging network of Children’s Centres. We were the first organisation to build and develop Children’s Centres in Calderdale at Innovations (Ovenden) and Ash Green (Mixenden).

By 2013, we were working with Calderdale MBC to run Children’s Centres in North and East Halifax. There were 5 Children’s Centres and a Hub delivering services for families. Overall responsibility for the Children’s Centres lay with North Halifax Partnership. However, the staff team of 120 were employed by 3 different employers – ourselves, Calderdale MBC and a local school, and despite much effort no formal agreement was in place for this service.

Elected members made the decision to run a formal commissioning process in 2013. Full details of this, and relevant cabinet reports can be found at Calderdale.gov.uk.

Calderdale was split into two lots, and we successfully bid to run ‘Lot 1’: North Halifax and Lower Valley.

<table>
<thead>
<tr>
<th>Children’s Centres in North Halifax and Lower Valley</th>
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<tbody>
<tr>
<td>Creations *</td>
</tr>
<tr>
<td>Ash Green Mixenden *</td>
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<tr>
<td>Kevin Pearce *</td>
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<tr>
<td>Illingworth (Whitehill)</td>
</tr>
<tr>
<td>Innovations *</td>
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<tr>
<td>Elland *</td>
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<tr>
<td>Holywell Green</td>
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<tr>
<td>Field Lane Rastrick *</td>
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<tr>
<td>Wellholme Park Brighouse *</td>
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<tr>
<td>Northowram and Shelf</td>
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(* ) These are Children’s Centres with daycare on site

The Children’s Centres Service in Calderdale was commissioned as three main blocks of activity:

1) Core activities to improve outcomes for young children and their families and to reduce inequalities (pre birth to 5 years old)
2) Daycare provision (0-5 years old) where shown
3) Family Support (pre-birth to 19 years old) outreach and centre based.

Therefore, since 1st July 2014 we have been contracted by Calderdale MBC to run Children’s Centres in North and East Halifax and Lower Valley. This has involved an expansion in our business, some details of which are given below. This is a 3 year contract with prices agreed to June 2017, with the possibility of a 2 year extension after that.
Almost a year on, it is fair to say that although transition has been a challenging time for managers and some of the staff, families have not been affected and we have continued to deliver a high quality service. There is a staff team of about 200 supported by a ‘sessional’ team of staff. The document ‘An introduction to North Halifax Partnership Children’s Centres’ gives more details about the staff team. Please see the front cover for where to download this.

Some ideas of the levels of work are summarised below:

- Daycare places are offered to over 300 children each week
- Contact now made with over 90% of children aged 0 to 4
- Within this context, maintained customer satisfaction levels with over 97% of users stating they were satisfied, very satisfied or extremely satisfied with services (December 2014)

We report to Calderdale MBC on a quarterly basis on key performance indicators which include:

- Use of the daycare in Children’s Centres
- Sustained use of Children’s Centre services
- Waiting lists and work allocation for family support
- Workforce recruitment and retention

More information can be found at surestartchildrencentresnhp.org.uk

**Induction**

A full induction will be planned based on the successful candidate’s background and development needs.
The role – an informal overview

- This post is to have full responsibility and accountability for delivering Children’s Centre services in 2 of the North East Halifax Children’s Centres, both of which provide full day care.

- The Children’s Centre reach areas cover some of the most disadvantaged areas in Calderdale.

- Innovations Children’s Centre is located adjacent to Dean Field Community Primary School in Ovenden and offers 58 day care places for children aged 0 – 5 years. The day care is open all year round from 8.00am until 6.00 and provides a mixture of 2, 3 and 4 year Early Education Funded places alongside full day care for working parents.

- Ash Green Children’s Centre is spread over 3 sites within Mixenden and operates in close conjunction with Ash Green Primary School. It provides full and part time care for children aged 0- 5 years. The 3 sites include the Vicarage site where day care provision is delivered for children aged 0-3 years, the Ash Green Primary School site located nearby offers provision for children aged 2 -3 years and 3 – 5 years; additional places for children aged 3 – 5 years are also offered at a site approximately 1 kilometre from this base at Ash Green School Upper Site on Clough Lane, Mixenden

To give an understanding of the post

The post holder will:
- Have direct responsibility for 2 Children’s Centres and, as a member of the area wide Area Management Team will also be expected to take one or more lead roles across the whole of the North Halifax Partnership Children’s Centres.
- Have strategic responsibility for over 100 day care places across the 2 Children’s Centres.
- Provide overall leadership and management for a team of over 40 staff working across the two Children’s Centres
- Take a lead in Human Resource matters carrying out investigations and appeals processes as needed and developing other members of the staff team to do the same
- Work with service users, key partners, staff and other stakeholders to develop and deliver an annual business plan, balancing the demands of the service contract and legal and statutory requirements alongside the voice of the local community
- Support the effective delivery of the annual business plan and develop key relationships with other service managers to be able to work collaboratively
- Be responsible for high quality service delivery; monitored by Ofsted, Department for Education and Local Authority Commissioners
- Overall responsibility for budget management of an annual budget across both centres in excess of 500k
- Ensure that buildings are maintained safely in line with current legislation as part of the contractual arrangements. The Children’s Centres buildings are leased to North Halifax Partnership for the duration of the contract.
- Implement agreed systems to ensure that service users who are not satisfied can quickly raise concerns and complaints and that these are effectively dealt with and learning embedded.
- The job description and person specification is shown on the next page.
### Purpose of post

- This is one of 4 North Halifax partnership roles relating to management of Children’s Centres. The post holder will have direct responsibility for 2 - 4 Children’s Centres and also be expected to take one or more lead roles across the whole area. This post will have strategic responsibility for day care within Children’s Centres.
- To improve outcomes for children and families by leading and managing the development of integrated, multi-agency services for children and families.
- Specific responsibility for managing the agreed Children’s Centres by direct line management of Deputy Children’s Centre Managers and Group Site Supervisors.
- To ensure that Sure Start Children’s Centres achieve a positive outcome under Ofsted regulation framework. Support the Children’s Services Manager on strategic leads as required.

### Key areas

- Strategic management of children’s services through delivery of high quality Children’s Centre Services.
- Line management of Children’s Centre team and any posts linked to lead roles.
- In conjunction with the Children’s Services Manager leading on the development of multi-agency and extended area wide services. Support the process of commissioning of Children’s Centres and delivery of the contract.
- Overall responsibility for between 2 and 6 buildings out of which Children’s Centre services are delivered.
Responsibilities

- The direct line management of the Deputy Children’s Centre Managers and Group Site Supervisors and to overview line management of other Children’s Centre staff; directly managing other staff as needed. Direct line management of staff relevant to lead areas
- To ensure the correct use and implementation of company policies and procedures and review where needed. To implement relevant health and safety procedures in relation to management of buildings.
- To manage a budget to support the work of the Children’s Centres and lead areas of work
- To prepare reports for Advisory Boards, North Halifax Partnership Board and others as agreed with the Children’s Services Manager

Main duties

- To work as a senior manager with the Area Management Team, including responsibility for performance management, staff professional development and support, recruitment, selection, discipline and grievance as agreed with the Children’s Services Manager.
- To take overall responsibility for day care in Children’s Centre through effective work with Deputy Children’s Centre Managers. To lead on projects as defined by the Children’s Services Manager.
- To lead, manage and take overall responsibility for the delivery of the work of the Children’s Centres to deliver in line with contract arrangements. To ensure the smooth allocation of work to the staff team.
- To ensure performance management systems are in place to measure outcomes against the agreed Performance Indicators and business plan targets.
- To promote and develop the ethos of multi-agency and partnership working to ensure the work of Children’s Centres is a key part of the early intervention agenda.
- To develop and sustain an effective local Advisory Board.
- To act as a key contributor to the North Halifax Partnership Children’s Centre business plan, linking with other relevant agency plans.
- Responsibility for ensuring compliance with the Calderdale Safeguarding Children Board procedures across the area.
- Responsibility for health and safety at work requirements.
- To ensure compliance with Ofsted guidance and statutory requirements.

Any other duties and responsibilities appropriate and relevant to the post, including:

- To ensure that North Halifax Partnerships Equal Opportunities policies are proactively implemented so as to promote inclusion, equality and valuing diversity throughout all aspects of the centre.
- To perform the duties specified and other duties as required from time to time under the guidance of the Area Management Team or line manager.
- To have a clear understanding of safeguarding policies and procedures and to act appropriately should areas of concern arise, in line with the North Halifax Partnership (NHP) policies and procedures.
**PERSON SPECIFICATION**

*North Halifax Partnership Ltd is an equal opportunity employer. We are committed to safeguarding and promoting the welfare of children and we expect all staff and volunteers to share this commitment. A disclosure and barring service check is undertaken for all staff – a caution or conviction does not automatically prevent an offer of a job and any issue may be discussed with a prospective employee.*

<table>
<thead>
<tr>
<th>POST TITLE:</th>
<th>Children’s Centre Manager</th>
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<tbody>
<tr>
<td>Criteria No</td>
<td>Attributes</td>
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</table>
| Relevant Experience | Essential | • Substantial experience of managing large teams  
• Experience of managing other managers or supervisors  
• Experience of working in or with an early years setting to deliver high quality day care |
| Education, qualifications and Training Attainments | Essential | • Degree level qualification in early years  
• Recognised management qualification (level 5 or above)  
• Evidence of up to date safeguarding training |

Desirable

• NPQICL or relevant masters level qualification  
• Level 3 Managing Risk in Safeguarding
<table>
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<tr>
<th>General and Special Knowledge/Ability</th>
<th>Essential</th>
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<tr>
<td>• Knowledge of relevant quality standards including Ofsted framework</td>
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<td>• Substantial knowledge and experience of the role and remit of Children’s Centres</td>
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<td>• Knowledge of early years curriculum including welfare requirements</td>
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<td>• An ability to communicate well with parents, children and staff</td>
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<td>• Ability to work as part of a team and to lead a team</td>
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<td>• Experience of managing staff who are working with families who have complex needs including decision making around safeguarding</td>
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<td>• Knowledge of current safeguarding priorities nationally and locally</td>
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<td>• Ability to create and maintain systems that ensure the work of the team is performance managed</td>
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<td>• Experience of working effectively within the early intervention agenda and a commitment to multi-agency working</td>
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<td>• Awareness of equality and diversity.</td>
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<td>• Awareness of health and safety in relation to the role.</td>
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<tr>
<td>• Willingness to undergo full recruitment checks including enhanced DBS disclosure.</td>
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<td>• Must be eligible to work in the UK.</td>
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<td>• Able to work occasional evenings and weekends.</td>
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<td>• Ability to travel in connection with work.</td>
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<th>Desirable</th>
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<tr>
<td>• Knowledge of Calderdale</td>
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**How to apply**

**Recruitment Timetable**

| From now until Tuesday 10th November | An informal discussion about the post is invited by contacting Tina Burke - Service Manager on  01422 251090

*It is strongly advised that any potential applicants arrange to visit the 2 Children’s Centres to gain an understanding of the scope of the Children’s Centre reach areas and the geography of the area.

Please do not contact either of the Children’s Centres directly. Please ring Tina Burke to arrange a visit |
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<tr>
<td>Friday 13th November</td>
<td>12 noon Closing date for applications</td>
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<tr>
<td>By 4pm on Monday 23rd November</td>
<td>This is the latest date that applicants selected for interview will be contacted</td>
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| Thursday 3rd December and Friday 4th December | We plan to hold interviews over 2 days. All those shortlisted will be invited to undertake a presentation and task on Thursday 3rd December

We anticipate inviting up to a final 4 candidates back on Friday 4th December for a formal interview. **It is essential that you state as part of your application if you are NOT available on these dates.** |
| Start date | The post is currently vacant due to a restructure within the Area Management Team. A start date will be discussed and agreed with the successful applicant subject to satisfactory references and a clear Enhanced Disclosure and Barring Service check

A full induction will be arranged with the Senior Children’s Centre Manager. |

**Please apply using the standard application form**

The completed application form should be returned to the Kevin Pearce Children’s Centre, Ovenden Road, Halifax HX3 5RQ. It should be clearly marked for the attention of Tina Burke- Service Manager – private and confidential. Only a signed hard copy of the application will be accepted. For hand delivery information please visit our website, for Centre opening times as there is no post box at the Children’s Centre. Please note that late applications will not be accepted and we do not accept CV’s only fully completed application forms.

If you decide to apply please consider carefully the personnel specification as this itemises the skills and experiences we are looking for in applicants and your application will be assessed according to
how well you match the criteria. This is particularly relevant in answering question 1 of the application form in which you are asked to state your experience and suitability for the post. We expect a hand written application form; however we will accept a typed attachment for Question 1 and Question 6.

Please note that we will only be contacting by telephone or letter candidates who are short listed for interview. If you have not received any correspondence by Friday 27th November please assume that you have been unsuccessful on this occasion.

North Halifax Partnership Ltd is an equal opportunities employer. Due to the nature of this post you will be required to undertake a Disclosure and Barring Service check (DBS).

Finally, we hope you have found this information pack of use and please do not hesitate to contact Tina Burke, Service Manager on 01422 251090 for further information.