

# Becoming an outstanding Children's Centre

Mark Harwood- Director – Skills for  
Local Authorities

# Objectives

By the end of this presentation delegates will be able to:

- 🌱 Reflect and evaluate the Sure Start Journey
- 🌱 Have a thorough understanding of how Children's Centres have in the past been graded outstanding
- 🌱 A clearer picture of the shift in emphasis and focus of future Children's Centre Inspections
- 🌱 Share with their Sure Start Colleagues this information and the future challenge of obtaining an Outstanding Grade

# Introductions

## Skills for Local Authorities – Who are we?

- Company that specialises in providing innovative training solutions for Local Authorities, and in particular Children's Centres, based upon the two Directors' combined Local Authority experience of over 43 years.
- In its first four years of operations trained over 9,750 staff in Local Authorities, including training over 8,750 managers and staff in Children's Centres.
- Worked with over 125 Local Authorities and 324 individual Children's Centres
- Helped 26 Children's Centres to become outstanding

# Introductions

## Mark Harwood

- 18 years organisational development and consultancy experience in public and private sector around organisational development, project and programme management.
- Left County Council in January 2009 and set up Skills for Local Authorities.
- Delivered training and consultancy to over 125 Local Authorities
- Former Secretary of Social Enterprise- Tranmere and Wirral Football Supporters Trust
- Board Member at Millmead Partnership Ltd, Margate
- Member of three Children Centres Advisory Boards
- Helped 26 Children's Centres become outstanding!

Question- What was a Children's Centre?

“ A service hub where children under five years old and their families can receive seamless integrated services and information.”

- 1997 – New Labour Government
- Pledge to eradicate child poverty through Sure Start
- Phased Programme- By 2010 a Children's Centre in every Community

## **Cameron plans to bring 'spirit of enterprise' to Sure Start. 12/1/2010**

His party would contract "self-governing" independent organisations, such as Home-Start and 4Children, which would be partly paid by results, to run children's centres. Comparing Sure Start to the academies programme he said: "We will bring a new focus, and a new spirit of enterprise and innovation to early years support."

Cameron reiterated the Conservative's commitment to increasing the number of Sure Start health visitors by 4,200, and said they would play a vital role in encouraging good parenting.

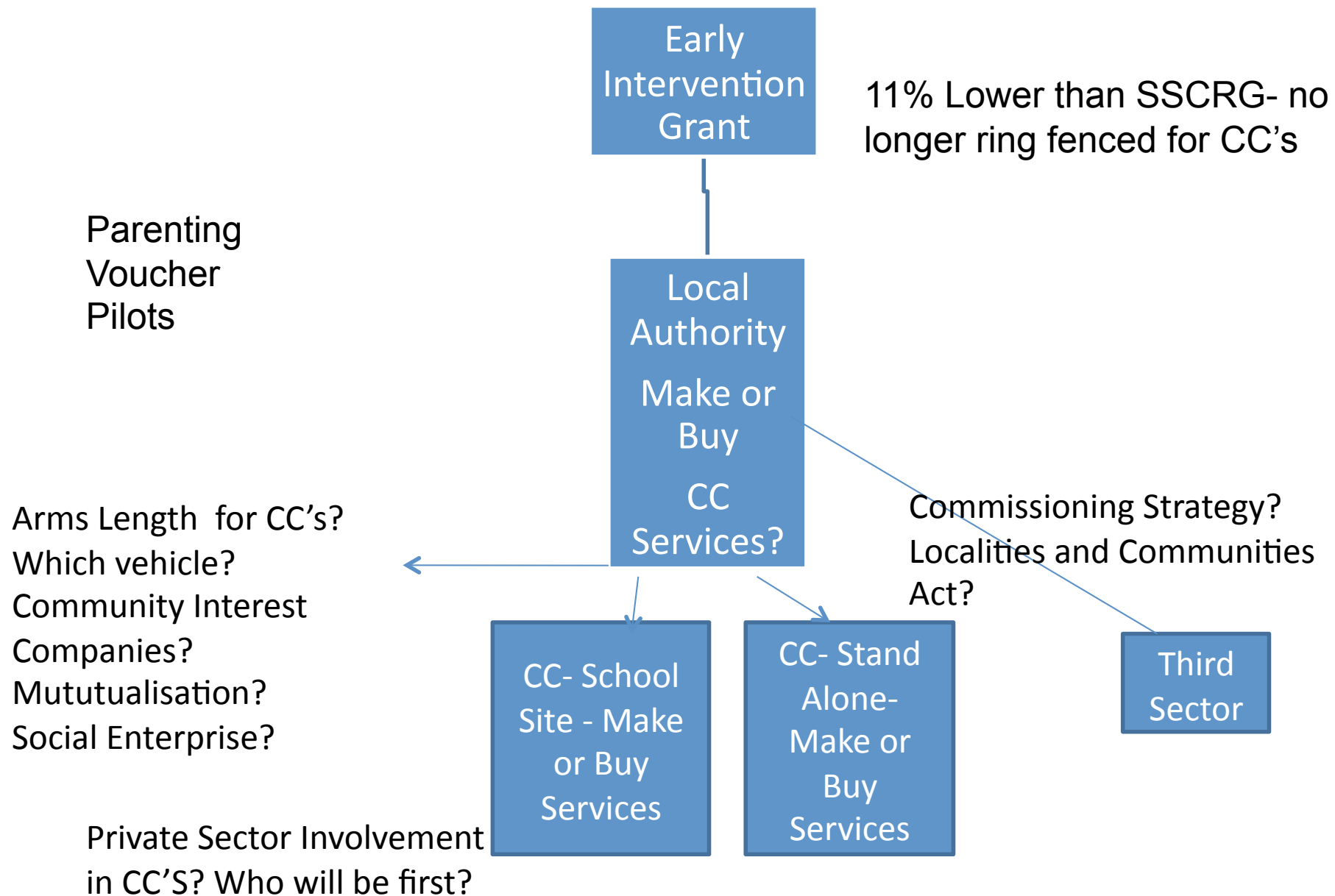
Sure Start "it isn't working as well as it should. There is little accountability in how Sure Start money is spent so the funding doesn't necessarily follow the support programmes that work."

Cameron also said it did not have enough "diversity of provision, because the voluntary sector and other community organisations have been crowded out" and that funding was confusing.

# Conservative Manifesto- April 2010

## ***MAKE BRITAIN THE MOST FAMILY FRIENDLY COUNTRY IN EUROPE***

- But we believe Sure Start needs to work better because the people who need it most – disadvantaged and dysfunctional families – are not getting enough of the benefit.
- increase its focus on the neediest families, and better involve organisations with a track record in supporting families
- Provide 4,200 Health Visitors
- ensure that new Sure Start providers are paid in part by the results they achieve;
- bring all funding for early intervention and parenting support into one budget, to be overseen by a single, newly-created Early Years Support Team; and,
- set out a new approach to help families with multiple problems





# A Future For Sure Start?

## Coalition Key Milestones to date for SureStart

- ✓ Early Intervention Grant(13 Dec 2010)- On average 10.9% lower than SSCRG. In addition no longer ring-fenced
- ✓ Three Independent Reviews published:
  - Frank Field “Poverty and Life Chance”(3 Dec 2010)
  - Graham Allen Review on Early Intervention (19 Jan 2011)
  - Munro Interim Report on Child Protection(1 Feb 2011)
- ✓ Coalition Response to Commons Select Committee on SSCCs (Jan 28 2011)

# A Future For Sure Start?

**5<sup>th</sup> March, 2012 - Sure Start Children's Centres Statutory Guidance**

## **Page 3 What a Children's Centre is?**

*“Sure Start Children's Centres improve outcomes for young children and their families and reduce inequalities, particularly for those families in greatest need of support.”*

*“It follows from the statutory definition of a Sure Start Children's Centre that sufficiency of children's centres is as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas. “*

## A Future For Sure Start?

According to the Daily Mail, Cameron is planning to 'stem the tide of child yobbery blighting Britain' – by giving families £100 vouchers for parenting classes. Mothers and fathers will be able to collect the free vouchers at some branches of Boots from tomorrow, entitling them to up to ten two-hour sessions on how to bring up their children. Cameron hopes the scheme will combat the breakdown in family discipline blamed for last year's riots – and that using a High Street store to distribute the vouchers will end the stigma attached to parenting lessons.

Under the £5 million scheme (called CanParent and to be launched in three test areas, Middlesbrough, Camden in North London and High Peak in Derbyshire), mothers and fathers of under-fives will each be eligible for £100 vouchers, which they can then use to buy lessons offered by independent organisations such as the National Childbirth Trust, netmums.com and Parentgym, the company run by Mr Cameron's friend and former adviser, Octavius Black (**LOL DC**). **13<sup>th</sup> May, 2012**

## A Future For Sure Start?

*“The bill could soar to hundreds of millions, if, as Mr Cameron intends, it is extended rapidly throughout England and Wales and to cover children of all ages. Critics say the scheme will be an expensive and ineffective extension of the nanny state.*

*A Downing Street official said: ‘We want parenting classes to become as normal as attending an ante-natal class, as huge numbers of couples already do. We are using Boots to hand out the vouchers because it is all part of the process of making it a normal, respectable experience. If we asked people to queue up at their local social security offices to get them, no one would be interested.’* **The Daily Mail, 13<sup>th</sup> May, 2012.**

# A Future For Sure Start?

So parents can go to Boots get a free £100 Voucher to use at a Parenting Provider.

Some questions I would like to put to the DfE...

- 🌱 Where does the money come from? Is it new money or money stripped from the ELG?
- 🌱 Why use Boots?
- 🌱 Why not simply have a registration form at Boots that registers new parents and children at their local CC?

# Linking up the silos?

Louise Casey – Head of Troubled Families Unit.

- ✓ 120,000 Families
- ✓ “Change future families .”
- ✓ £450 million over next 3 years or £375 per troubled families
- ✓ Individual Social Worker
- ✓ Break bad parent cycle

Questions?

- How does this Unit link up to the national network of Children’s Centres?
- Is this extra money into the system or money taken from other services?
- Joined up thinking?
- How does this link into the Health Visitor Programme?
- - County Council 3 way top slice example

# A Future For Sure Start?

July 2012- DfE Presentation Capita Conference

## **Government priorities for Children's Centres**

- A vibrant network of high quality children's centres, accessible to all, focused on those in greatest need
- Children's Centres working in an integrated way with other services and each other
- Professional autonomy and responsibility of children's centre leaders and staff to play a transformational role in their centre and across early years
- New ways to involve families and communities
- Strengthen accountability arrangements , to drive improvements in services particularly for families in greatest need

## A Future For Sure Start?

July 2012- DfE Presentation Capita Conference

### **The unique role for Children's Centre**

- 🌱 Accessing need across the local community
- 🌱 Providing access to universal early years services in the local area including high quality and affordable early years education and childcare
- 🌱 Providing access to targeted evidence based family centred support
- 🌱 Acting as a hub for the local community, building social capital and cohesion
- 🌱 Sharing expertise with early years settings to improve quality



# **Future of Ofsted Inspections of CC's- July 2012- Liz Elsom - Ofsted**

## **September 2011-March 2012**

- 🌱 No of “Goods” down by 8%
- 🌱 Phase 1 Centres perform markedly better than Phase 2
- 🌱 Strongest aspects are Safeguarding and the quality of care, guidance and support offered to Families

# **Future of Ofsted Inspections of CC's- July 2012- Liz Elsom - Ofsted**

## **September 2011-March 2012**

- 🌱 Least positive outcomes are extent to which children are developing skills for the future and parents are developing economic stability and independence
- 🌱 The effectiveness of evaluation and its use in setting ambitious targets which secure improvements in outcomes is also a weaker area

**A Future For Sure Start?**

**Who will use Sure Start in the future?**

- Benefit dependents**
- “Working Poor”**
- “Squeezed Middle.”**
- “Needy/Vulnerable families.”**
- “Aspirational families.”**

# THE FUTURE?!



So where do we start?

## **Stuck in a Plan do Cycle?**

Centre leaders and Managers tell me always how busy they are.

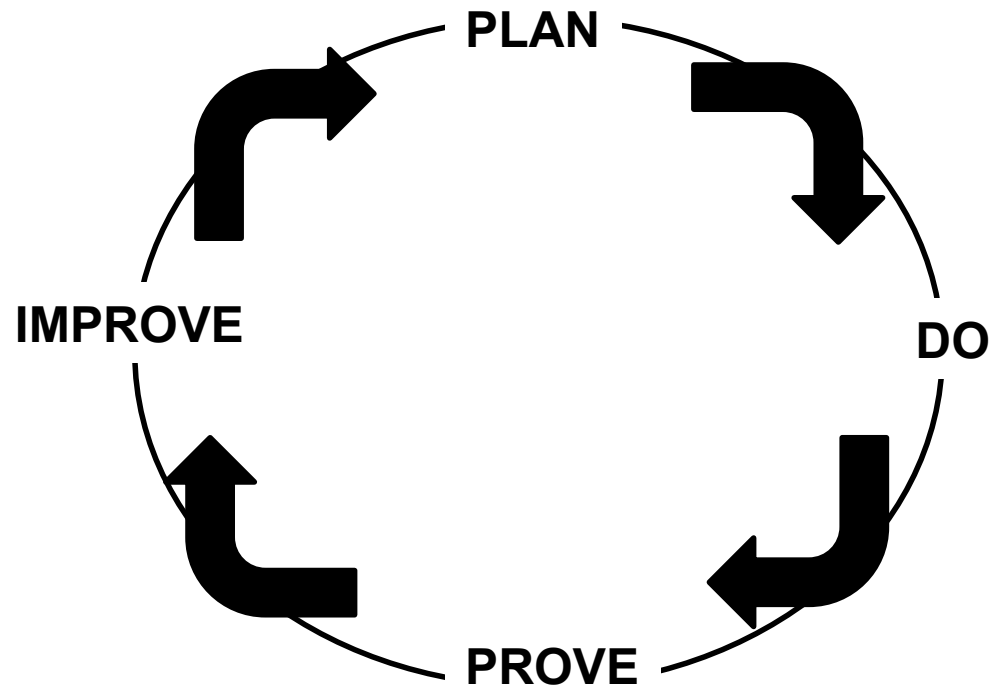
But ask yourself:

Are we busy:

- ✓ Doing the right things;
- ✓ With the right people;
- ✓ At the right time;
- ✓ In the right place;
- ✓ With the right staff/Commissioned service
- ✓ And Proving we are making a right difference?

For many Centres the systems of Proof of the above have still not been fully developed.

If they had would any Authority be considering merging or closing Children's Centres?



**How well you are able to evidence your performance will determine your OFSTED Grading and future sustainability**

**How can we prepare? – By fully understanding our Children's Centre and viewing it as a system so that we can successfully answer and EVIDENCE the following questions:**

- What is a Children's Centre?
- Why is it needed here?
- What products/services do we provide? *Mapping Exercise*
- Who do we provide them for? *Target Groups*
- How do we do it? *Process Map*
- Are we successful? *Outcomes and Impact*
- Are we sustainable? *Does our budget enable us to deliver the Core Purpose*
- Do we learn from our mistakes so that we can improve? *Learning & Improvement Strategy*
- Can we **prove** all of the above? *Portfolios of Evidence*



Not going to go through all our systems we have developed over the past four years but here's a taster....

What is a Children's Centre?

Under the last Labour Government:

**“ A service hub where children under five years old and their families can receive seamless integrated services and information.”**

Under the Coalition Government:

*“Sure Start Children's Centres improve outcomes for young children and their families and reduce inequalities, particularly for those families in greatest need of support.”*

**5<sup>th</sup> March, 2012- Sure Start Children's Centres Statutory Guidance. Page 3**

**The New SSCC Statutory Guidance will be jointly released with the new Ofsted Inspection in early April- Why has it taken nearly 3 years to do this?**

What is a Children's Centre?

*Exercise-*

You have one minute to write down your answer to the above question when asked by an expectant mum to be in your Local Supermarket where you are holding a promotional event?

# What is a CC and why is it needed here?

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| <b>Non-Registered</b><br>Who are our “Target Groups?<br>How are you trying to ensure that they start registering/ accessing our services?<br>Are we reconfiguring services to take to them instead of them to us?<br>What are the barriers that prevent these groups? | <b>Registered</b><br>How many?<br>As a % of Total reach?<br>Where do they come from?<br>Within reach or out of reach?<br>How often do they access?<br>What happens to them as a result of using services?<br>How do we measure this?<br>Participation Rates? |
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## TOTAL REACH-

What is the latest figures that we have for this?

How often are our figures updated?

Who provides us with Live Birth and pregnancy Information? How often?

What evidence do we have about our communities and reach areas?

Does the Local Authority provide us with a Community Profile?

Do we set challenging targets for increasing registrations and from what SOA's and target group?

## **Barriers to Registration and Participation – Universal( All Under 5's) Exercise**

1. Identify the current barriers to Registration at the Centre? What evidence to you have to support this?
2. Identify the current barriers to Participation at the Centre or with services?

## **Barriers to Registration and Participation – Target Groups in Our Reach Area**

1. Identify the current barriers to Target Groups for Registration at the Centre? What evidence to you have to support this?
2. Identify the current barriers to Participation by Target Groups at the Centre?

**Ofsted Inspection Schedule – April 2013. Page 41(Draft). Target groups include:**

- Lone parents, teenage parents and pregnant teenagers
- Children from low income backgrounds
- Children living with domestic abuse, adult mental health issues, and substance abuse
- Children in need or with a Child Protection Plan

**Ofsted Inspection Schedule – April 2013. Page 41(Draft). Target groups include:**

- Children of offenders and/or those in custody
- Fathers, particularly those with any identified need, for example, teenage fathers and those in custody
- Those with protected characteristics as defined by the Equality Act 2010
- Children who are in the care of the local authority (Looked after children)
-



## **Ofsted Inspection Schedule – April 2013. Page 41(Draft)**

- Children who are being cared for by members of their extended family such as a grandparent, aunt or older sibling
- Families identified by the local authority as ‘troubled families’ who have children under five
- Families who move into and out of the area relatively quickly (transient families), such as asylum seekers, armed forces personnel and those who move into the area seeking employment or taking up seasonal work
- Any other vulnerable group or individual families including those young children and families identified at risk of harm by other services- such as adult social care, schools, police and health services

One of the grading criteria for a GOOD under- Access to services by Young Children and families( Page 27-Draft)

Registration Target for Target Groups?

- *“A large majority of families from target groups within the area the centre serves are registered with the Centre and have access to information, advice and guidance about early childhood services through the Centre, it’s partners or its outreach work”*

**Answer- large majority- Page 45- 65-79%**

**Action Point- Go back to your CC and look at your current Target Group and set targets for Improvement.**

One of the grading criteria for a GOOD under- Access to services by Young Children and families( Page 27-Draft)

### **Participation Target for Target Groups?**

*What is the Ofsted definition for regularly participate?*

**Low**

**High**

- |   |              |         |         |        |       |       |
|---|--------------|---------|---------|--------|-------|-------|
| - | Registration | Drop In | Monthly | Weekly | Twice | Daily |
|   | - Fun Day    |         |         |        | a     |       |
|   |              |         |         |        | Week  |       |

Ofsted Answer: *“ It’s for Local Authorities and Centres to define.”*

### **Action Points:**

- *Monitor attendance lists for your Programmes and Targeted Groups.*
- *On Attendance Lists create a Follow up Action Section*

## **Suggested things for you to consider quickly at your Centre and Local Authority:**

- 🌱 What data do you ask for upon pre Registration and Registration? Who completes Registration/Membership Forms?
- 🌱 How accurate is the current Database for all Members and Target Groups?
- 🌱 How timely do we receive information on our Members/Target Groups?
- 🌱 Do we need to amend our Attendance sheets?
- 🌱 Can we show our Attendance based upon SOA and Target Group?

*“The area in which there is the greatest deprivation sees the highest level of engagement with the Centre at 81%.”* **OUTSTANDING. Westgate and Newburgh. July 2012**

*“Participation rates and attendance levels are very high. For example the programme for teenage parents has over 90% attendance.”* **OUTSTANDING. Grange Park and Leyton. Blackpool. January 2012**

*“Recent data shows that only 9% of children of minority ethnic origins and 1% of children from workless households accessed services in the first quarter.”* **INADEQUATE. Wycombe East. September 2011.**

# **The future for Target Groups**

## **Suggested things for you to consider at your Centre and Local Authority:**

- Map the current information systems you have to collect the relevant data;
- What are the gaps?
- Identify where the 'quick wins' are?
- Develop Systems to close the gaps

Systems may include:

- Information Sharing and Referral protocol with Partner Agencies e.g Health; GP's; Housing Associations; Faith Groups
- Change in the format of the Registration/Membership Form
- Joint Future staff meetings with CC and Social Care

# **Barriers to Registration and Participation**

## **Exercise- Target Groups- Solutions**

1. Identify solutions to the current barriers to Registration at the Centre?
2. Identify solutions to current barriers to Participation at the Centre?

### **Action Points**

- Regularly revisit these exercises with your staff and AB meetings
- Are Registration Rates and Participation Rates a Key Target for your Centre?

How did CC's become outstanding?

## **Lesson 1**

Maximise registrations and participations across the Reach area and across your target groups. Set challenging, ambitious year on year targets for improvements in these.

**Becoming Outstanding-**

## **Lesson 2**

Ensure that self evaluation is at the heart of your CC and is evidence based and includes the setting of ambitious and challenging targets for your performance.



**Becoming Outstanding-**

## **Lesson 3**

Know your community and Reach Area. Establish systems that continually update you on how your area is changing.

Becoming Outstanding-

## **Lesson 4 – Equality and Diversity**

**Centres ensure that what they do and whom they do it with reflects the diversity of their communities, and they give considered thought to how and where they provide services and the resources used.**

**Becoming Outstanding-**

## **Lesson 5**

**Have effective and challenging  
Governance for Advisory  
Boards and for Parents  
Forums.**

**Becoming Outstanding-**

## **Lesson 6**

Have evidence that services are now delivered by former services users- “A grow your own approach.”

## Becoming Outstanding- The Future

- To achieve outstanding the 'bar' has been raised significantly
- How do we develop systems of proof rapidly, quickly and effectively?
- Where is 'Best practice?'
- "Prove it or lose it."