



## Strategic Proposal for Children's Centre & New Childcare Place Development

To be returned to Sure Start Regional Team in local Government Office by 15 October 2003 at the latest

Local Authority	Brent
Key contact (will be responsible for all queries from Sure Start Unit)	Lesley Fox-Lee Head of Early Years
Minimum reach target by March 2006 from Sure Start Unit*	5,186
Indicative revenue funding allocation from Sure Start Unit*	£941,065
Indicative capital funding allocation from Sure Start Unit*	£2,337,864
Target number of pre school centre-based childcare places to be provided in the 20% most disadvantaged wards by March 2006*	347 (minus Neighbourhood Nursery Initiative places created above Brent's target for 2001-03) = 300
Actual number of under 5 yrs centre-based childcare places you can provide in disadvantaged wards by March 2006.	548

\*These should be the figures provided in the letter of 21 February 2003 from Naomi Eisenstadt that set out your targets & allocations

### Strategic Plan

Please outline:

- The strategic aims and objectives behind your proposals

- How you are reshaping services and
- The key partners you are involving in the development of children's centres, including:
  - How do you plan to develop /maintain links with Primary Care Trusts?
  - Voluntary organisations and private providers.
  - Parents and community representatives.
- Links to other government initiatives e.g. extended schools, children's trusts, neighbourhood renewal, and rural regeneration.
- If your area includes rural wards in which children's centre services are planned- what flexibilities/adaptations to the children's centre model are you proposing?

## **1. Strategic aims and objectives**

1.1 Brent's vision is for all its communities to enjoy a high quality of life, and to fully participate in society. This will be achieved through the council's drive to promote the social, economic and environmental well-being of Brent's residents. For children and young people this means that the council will invest to ensure their inclusion and achievement, giving them the best possible life chances. Brent's corporate strategy states that every child deserves the best possible start in life, with access to good health care, a secure home environment and quality child care and play services.

### **Re-shaping services**

1.2 Brent's three local Sure Start programmes have provided a sound model for the management and delivery of services to children under 5 and their families. The three statutory partners, education, social services and the Primary Care Trust (PCT), have engaged with local programme boards in delivering services to meet local needs and to achieve nationally set targets. In addition, the three Sure Start local programmes have initiated a re-shaping services board. By engaging with statutory partners at a strategic level, it is intended that services will be re-shaped to better meet local needs. In this way, the work of the local programmes will have a long-term effect on services, beyond the lifetime of the individual programmes.

### **Our key partners**

#### *The Primary Care Trust*

1.3 The Primary Care Trust is developing a comprehensive Primary Care Strategy to improve the services offered to the community. This involves:

- Bringing services nearer to the patient and developing an estates strategy to provide facilities to enable more effective local care, such as a community team lead midwifery service.
- Roll out GP specialist training and create Primary Care led chronic disease management models.
- Implementing National Service Frameworks and effectively delivering the NHS plan.
- Enhancing patient choice, through extended provision of services.
- Delivering a skilled and stable workforce.

The diverse nature of Brent's community will be reflected and their needs in terms of culture, language and physical accessibility will be addressed. The Trust will develop an integrated health service to meet the needs of local people and to commission high quality secondary care from other NHS Trusts, including acute hospital services.

#### *Voluntary organisations, private providers parents and community representatives*

1.4 The broadest involvement of these key groups is central to the success of the

Children's Centres programme. We recognise that Brent is a borough of many communities and cultures, and that this programme will only succeed through effective and sensitive consultation and delivery strategies that meet local needs.

1.5. An initial briefing and consultation meeting was held in April 2003 for voluntary, statutory and private providers representing health, family services, education and regeneration. The ward locations for Children's Centres were subsequently identified by the Children's Centres steering group. Where Sure Start local programmes are to develop Children's Centres, the local community has been engaged through established processes of consultation. In other wards a programme of intensive local consultation begins in September. There are two equally important aspects to this process. Community representatives, established providers, employers and parents need to know of the aims and objectives of the programme, so that they may engage in programme development, and be advocates for this new way of working. Staff working within health, social services and education need to be enabled to reflect on their current working practices, and to engage in the re-shaping services process.

#### **Links to other government initiatives**

##### *Extended schools*

1.6 Brent has identified its first extended school, Queens Park Community School, through the Behaviour Improvement Programme. Funding of £95k per year will be available through the Behaviour Improvement Programme (BIP) until 2006. Located near to a maintained nursery school that has Neighbourhood Nursery Initiative (NNI) programme funding, there will be joint working to provide childcare at the nursery to support adult activities at the school.

The school also has strong links with the South Kilburn New Deal for Communities, which is a major regeneration initiative. At least two Children's Centres will be developed collaboratively with Primary Schools. These Centres will develop in line with the extended schools agenda to provide benefits for pupils and schools, families and communities, and this programme will inform the development of extended schools in Brent for the future.

##### *Children's Trusts*

1.7 The Green Paper "Every Child Matters" published by the Government on 8 September 2003 sets out its plans for the way local authorities will deliver children's services in the future. The Green Paper proposes integrating key services for children and young people under a Director of Children's Services responsible for a Children's Trust in each local authority. These services will include education, children's social services and may include some primary health care workers, Connexions, youth offending teams and youth work and leisure. Children's Trusts will normally be part of the local authority and will report to the local elected members. All authorities will be expected to have developed Children's Trusts by 2006. It is also expected that Children's Trusts will establish multi-disciplinary teams responsible for identifying children at risk and co-locating these teams in and around schools, Children's Centres and primary care settings.

##### *Regeneration*

1.8 Brent's Regeneration Strategy 2001-2021 sets out six priorities. Four of these will be addressed through the development of Children's Centres in the borough.

- To reduce the gaps between Brent's deprived communities and the rest of London, and in particular to focus on the neighbourhoods of South Kilburn, St Raphael's / Brentfield, Roundwood, Church End, Stonebridge, St Andrew's and Harlesden.
- To reduce unemployment levels across the borough to below the London

average, concentrating efforts on those most in need.

- To increase income levels across Brent to above the London average and promote measures to retain this wealth within the London economy.
- To ensure a consistently high quality of life for all residents of Brent (such as high quality facilities and healthy living).

1.9 Neighbourhood renewal in Brent has already made an impact in wards identified by the Regeneration Strategy. Children's Centres will now provide seamless services and a focal point for children and families. The wards identified for the development of Children's Centres match those identified in the Strategy, thereby capitalising on consultation already done and investment already made in neighbourhood renewal.

**Please describe your commissioning arrangements.** How will you ensure that centres meet the core offer and that the required integration features are met? How will you ensure services are fully available to children with disabilities? What contract monitoring arrangements will be set up?

## **2. Meeting the core offer**

2.1 It will not be possible for any of the proposed Children's Centres to meet the full core offer on designation. Working from the minimum requirements of a defined catchment area, integration of childcare and education and links with Job Centre Plus we will open Children's Centres from October 1<sup>st</sup> 2004 onwards. Centres opened during 2004 will be able to offer additional services; particularly those developed from existing Sure Start local programmes. The service model adopted for each Children's Centre will take account of local demography, service provision already in place and local community needs, therefore, the service model will vary between centres.

2.2 Each centre will have a detailed local plan setting out arrangements for meeting each element of the core offer within a timescale, from designation to full service delivery by April 2006. Plans will be monitored locally by each management board. Management boards will be developed where possible, from existing community or neighbourhood structures, drawing on the local Sure Start programme model and the work of local Neighbourhood Renewal projects. Management boards will have oversight of service delivery and targets achieved at a local level. Management board members will include service delivery agents, parents, local community groups and the lead agency.

2.3 Each Children's Centre will have one organisation that leads the management and service delivery of that centre. Formal accountability for meeting targets will be through the lead agencies reporting structure. Organisations and agencies working within each Children's Centre will operate through contracts or Service Level Agreements with the lead agency. Contracts and Service Level Agreements will set out targets for each area of work, and these will be reported to the management board and lead agency quarterly. Each centre will use a bespoke system to ensure that data is collected and transferred for collation and reporting to the Sure Start Unit by the Local Authority on a quarterly basis.

2.4 Children's Centres in Brent will be monitored by the Children's Centres Steering group. This group will act as a commissioning body for the Centres, allocating targets and resources and monitoring performance. The group will consult with each Children's Centre and develop common procedures for conflict of interest, probity and procurement that will be common to all. This will ensure consistency in delivering the core offer, whilst there will be variation in the model of each Centre in line with locally determined need. The steering group will ensure that all procedures are in line

with local authority policy and meet legislative requirements. Children's Centres policy, procedures and practices will be subject to annual review by the steering group. Steering group members will include Children's Centres users, statutory partners, the EYDCP, representation from Brent Sure Start Re-shaping Services Board and Job Centre Plus. The steering group will report to the Chief Executive Officer through the nominated Strategic Officer.

**Capital Plans.** Please outline your project management arrangements to ensure developments are completed in time for children's centres to be operational by March 2006.

3.1 Centres will be supported and monitored in their development of the full core offer through a central project management system, which will cover the organisation, management, and control of each project. Projects will be divided into manageable stages enabling efficient control of resources, risk assessment and regular progress monitoring throughout the duration of the Children's Centres programme. This system will enable projects to have:

- A controlled and organised start, middle and end.
- Regular reviews of progress against plans.
- Flexible decision points.
- Automatic management control of any deviations from the plan.
- The involvement of management and stakeholders at the right time and place during the project.
- Good communication channels between the project, project management and the key stakeholders.

3.2 This approach will enable a continuous overview of each project to determine progress towards the full core offer in each reach target area, and the management of data collection for each element of the core offer as it comes on stream.

*Finance*

3.3 Growth is being sought within the Education Arts and Libraries budget for the appointment of an Early Years Finance Officer. A significant part of this role will be to manage the Children's Centres budget, ensuring that funds are profiled effectively, and used to achieve targets set, in line with the principles of Best Value. If the growth bid is not agreed it is likely the required outputs may not be met given that revenue funding would need to be diverted from other projected activities.

**Social Inclusion Strategy.** Please describe your social inclusion strategy for Children's Centres, demonstrating how you will:

- Prioritise and plan inclusive services for minority ethnic families
- Consult with families from all ethnic groups in area served by centre.
- Implement culturally appropriate services
- Ensure staff in centre represent cultural mix of local community.

This strategy should include measure to ensure that babies and young children from minority ethnic families have the equal opportunity to flourish at home and when they get to school.

4.1 Our aims are:

- To promote confidence, self-esteem, autonomy and a sense of belongingness for all sections of the community.
- To raise levels of achievement.

We believe that there is no fixed end point to inclusion, but that it is a continuing process of identifying and tackling barriers to participation and learning. Through Children’s Centres we will address the social inclusion agenda through concerted and co-ordinated action to redress health, social, education and employment inequalities.

**4.2 Local Needs**

A mapping exercise will be completed for each of the proposed Children’s Centres catchment areas. Initial services will be planned through ensuring:

- Consultation with the community initially and throughout the life of the programme.
- Involvement of the community on the Management Boards of each Children’s Centre.
- Training and support for the empowerment of parent and community members of Management Boards.
- Implementation of strategy to include hard to reach sections of the community.
- Flexibility of service delivery in response to local needs.
- Monitoring and reviewing use of services and outcomes in relation to Public Service Agreement (PSA) targets both by the agencies and organisations delivering the services and the Council in relation to borough wide targets.
- Engagement with the Sure Start Brent Re-shaping Services Board.
- Implementation of culturally and linguistically sensitive policies and procedures

4.3 Brent has a strong record of reflecting the community profile in its childcare workforce (EYDCP data 02-03).

**Workforce Percentage**

Men  
6

People with disabilities  
2

Ethnic minorities  
58

People aged 40+  
40

Children’s Centres will be subject to Brent’s annual workforce monitoring report, which assists the council in ensuring that the workforce is balanced in terms of race, gender and disability. The Children’s Centres programme will draw on Local Authority, Health and key partner’s strategies to provide policy, guidance and monitoring arrangements that will be common to all centres.

**Planned spending profile**

	2003/4 (£)	2004/5 (£)	2005/6 (£)	Total (£)

Revenue	84,000	330,500	526,565	941,065
Capital	221,850	1,230,772	651,440	2,104,062
Contingency for capital projects				233,802
Total Capital				2,337,864

**Number of children you plan to reach through children’s centre services**

2003/4	2004/5	2005/6	Total Number
0	1,897	3,800	5,697

**Total new day care places created (either in Children’s Centres or other settings)**

2003/4	2004/5	2005/6	Total Number
20	140	140	300

**Summary of Individual Centre Proposals (please copy and complete this table for each proposed centre)**

Name of setting	Evan Davies Children’s Centre
Ward that centre is located in*	Stonebridge (pre & post ward re-organisation)
What type of existing provision (or combination of provision) will the centre be based on?	Evan Davies – Maintained nursery school including unit for children on autistic spectrum.
Date by which requirement to employ qualified teacher will be met.	October 04
Total number of full day care places in this centre by March 2006	114
Number of new full day care places in this centre by March 2006**	50
Number of children under five in this centre’s catchment area	Projected number 0-5s in 2002: 626
Will this centre require any capital work? If so, how much capital funding will be allocated? When do you estimate this work will be completed?	<p>Estimate for capital work on Evan Davies:</p> <p>GROUND + 1<sup>ST</sup> FLOOR                      Neighbourhood Nursery Initiative - £210,000                      Stonebridge Housing Action Trust - £1,000,000                      LEA: £200,000</p> <p>2<sup>ND</sup> FLOOR                      Children’s Centre – £196,500 drawn down capital plus £50,000                      Estimate for completion of work: May 2004</p> <p>Capital works with private provider – £76,052                      Estimate of completion Sept 05</p>
Target date for offering basic children’s centre	October 04

services ***	
Target date by which integration criteria and <i>full</i> core offer will be met (no later than March 2006)	September 05
Other comments	Centre will operate in collaboration with a neighbouring health clinic and private provider of early education and childcare. Lead organisation – Education
Name of setting	Central Brent Children's Centre
Ward that centre is located in*	St. Raphaels (pre and post ward re-organisation)
What type of existing provision (or combination of provision) will the centre be based on?	Sure Start Central Brent (SSCB) centre services for 0-3s and families; Mitchell Brook School Nursery class; Brent Primary Care Trust (PCT Health services delivered in area and through SSCB home visiting team; SSCB service delivery to the community through project work by voluntary / private sector; Mitchell Brook extended schools project and On -Track project; Brent Parent Partnership Portage scheme
Date by which requirement to employ qualified teacher will be met.	December 2004
Total number of full day care places in this centre by March 2006	80
Number of new full day care places in this centre by March 2006**	50
Number of children under five in this centre's catchment area	Projected number of 0-5s in 2002: 1,640
Will this centre require any capital work? If so, how much capital funding will be allocated? When do you estimate this work will be completed?	Estimate for capital work is £270,000: Extension to nursery class to provide out-of-school care for 3–5yr olds and 10 additional nursery places for 3-4yr olds; Adaptations to school-keeper's house and Sure Start offices to provide space for service delivery in Children's Centre and for parent's and toddlers group; Development of playground for 2–5 year olds  Capital works should be completed by November 2004 Amount from Children's Centre funding - £170,000 Match funding Sure Start Central Brent - £100,000 Capital work with private provider £128,702 Work should be completed by September 05



Target date for offering basic children's centre services ***	December 2004
Target date by which integration criteria and <i>full</i> core offer will be met (no later than March 2006)	December 2005
Other comments	The centre will operate in collaboration with a neighbouring healthy living centre and a private provider of education and childcare. Lead organisation – Primary Care Trust

Name of setting	Roundwood Children's Centre
Ward that centre is located in*	Roundwood (Harlesden post ward re-organisation)
What type of existing provision (or combination of provision) will the centre be based on?	Curzon Crescent – Maintained Nursery School; Sure Start Roundwood (SSR): services for 0-3s and families; Joint working with a private day nursery and a primary school; Brent PCT Health services delivered in area and through SSR Home Visiting team; SSR service delivery to the community through project work by voluntary / private sector
Date by which requirement to employ qualified teacher will be met.	October 2004
Total number of full day care places in this centre by March 2006	107
Number of new full day care places in this centre by March 2006**	50
Number of children under five in this centre's catchment area	Projected number of 0-5s in 2002: 1,239
Will this centre require any capital work? If so, how much capital funding will be allocated? When do you estimate this work will be completed?	Estimate for capital work on Curzon Crescent: £686,000 Neighbourhood Nursery Initiative - £106,000 Neighbourhood Renewal Project - £100,000 Sure Start Roundwood - £480,000  Estimate for capital work on Longstone Ave - £520,000 Sure Start Roundwood - £520,000  Estimate of additional funding for landscaping, storage and specialist facilities for Curzon Crescent and Longstone Ave - £100,000 Amount requested from Children's Centre - £100,000 Estimate for completion of work: Curzon Crescent – September 04 Longstone Avenue – September 04 Capital works with a primary school and private provider

	- £180,702 Completion May 05
Target date for offering basic children's centre services ***	October 2004
Target date by which integration criteria and <i>full</i> core offer will be met (no later than March 2006)	June 2005
Other comments	Offering integrated services between Curzon Crescent (full time) and Longstone Avenue (part time) daycare and additional services between the two centres. Additional childcare provided through capital works with other providers, collaborative working with a local health clinic. Lead organisation – Social Services

Name of setting	South Kilburn Children's Centre
Ward that centre is located in*	Carlton (Kilburn post ward re-organisation)
What type of existing provision (or combination of provision) will the centre be based on?	Centre currently provides youth and community, and adult education services, with adjacent Nursery School provision. Intention to refurbish into Sure Start Centre.
Date by which requirement to employ qualified teacher will be met.	December 04
Total number of full day care places in this centre by March 2006	90
Number of new full day care places in this centre by March 2006**	50
Number of children under five in this centre's catchment area	Projected number of 0-5s in 2002: 624
Will this centre require any capital work? If so, how much capital funding will be allocated? When do you estimate this work will be completed?	Yes, existing plans to redevelop the building with local client partnership consisting of SS South Kilburn, New Deal for South Kilburn, Carlton Nursery School (NNI) and Brent Education Department. Total expected cost of preferred option £1,695,610 + fees of £500,000. Current budget £1,450,000. Expected additional funding required, £745,610 Funding request from Children's Centre capital funds - £300,000 Completion September 2004 Capital development with a private provider of early education and childcare - £70,702 Completion date April 2005
Target date for offering basic children's centre	December 2004

services ***	
Target date by which integration criteria and <i>full</i> core offer will be met (no later than March 2006)	April 2005
Other comments-	Centre will operate in collaboration with a neighbouring health clinic and private provider of early education and childcare. Lead organisation - Primary Care Trust.
Name of setting	Barnhill Children's Centre
Ward that centre is located in*	Barnhill (previously St Andrew's)
What type of existing provision (or combination of provision) will the centre be based on?	Nursery situated next door to Chalkhill School. Chalkhill Health Centre within walking distance. Chalkhill estate redevelopment Town Hall One Stop Shop and Library
Date by which requirement to employ qualified teacher will be met.	October 04
Total number of full day care places in this centre by March 2006	77
Number of new full day care places in this centre by March 2006**	50
Number of children under five in this centre's catchment area	Projected 2002 number of 0-5s: 1,034
Will this centre require any capital work? If so, how much capital funding will be allocated? When do you estimate this work will be completed?	Yes. Internal and external refurbishment and expansion in collaboration with Chalkhill Primary School – £460,702
Target date for offering basic children's centre services ***	October 2004
Target date by which integration criteria and <i>full</i> core offer will be met (no later than March 2006)	October 2005
Other comments-	We are in the early stages of planning and need to do further work on projections. Lead organisation – Social Services

Name of setting	Anansi Children's Centre
Ward that centre is located in*	Harlesden
What type of existing provision (or combination of provision) will the centre be based on?	Sure Start Roundwood within catchment area. John Keble Primary School Harlesden library and One Stop Shop Neighbourhood Renewal
Date by which requirement to employ qualified teacher will be met.	October 2004
Total number of full day care places in this centre by March 2006	80
Number of new full day care places in this centre by March 2006**	50
Number of children under five in this centre's catchment area	Projected number of 0-5s 2002: 534
Will this centre require any capital work? If so, how much capital funding will be allocated? When do you estimate this work will be completed?	Yes. Internal and external refurbishment, capital works with a private or voluntary provider - £370,702
Target date for offering basic children's centre services ***	October 2004
Target date by which integration criteria and <i>full</i> core offer will be met (no later than March 2006)	October 2005
Other comments-	We are in the early stages of planning and need to do further work on projections. Lead organisation – Social Services

\*If you are proposing to site a children's centre in a pocket of deprivation outside of the 20% most disadvantaged wards (and if your strategic plans will leave children within these 20% most disadvantaged wards not covered by children's centre services), please provide data to support this proposal.

\*\*This is the number of new full day care places that count towards local authority's March 2006 target.

\*\*\* Minimum requirements:

- Catchment area for reach
- Integrated day – care and education (plan in place to get required teacher input in place)
- Links with Jobcentre Plus

It is recognised that the full integration of the children's centres core offer may need to

develop over a period of time.



## Annex 1 Strategic Proposal for Children’s Centre & New Childcare Place Development

To be returned to Sure Start Regional Team in local Government Office by 15 October 2003 at the latest as part of full proposal.

**Local Authority.....Brent.....**

Please name each children’s centre, the number of proposed FTE day-care places for over 3s, current teaching input and when FTE teacher trained in early years can be in post.

Centre	No. of FTE day care places for over 3yrs	Current teaching input	Date when able to have 1 teacher per centre.
Evan Davies Children’s Centre	30	Yes	October 04
Central Brent Children’s Centre	30	Yes	December 04
Roundwood Children’s Centre	30	No	October 04
South Kilburn Children’s Centre	41	Yes	December 04
Barnhill Children’s Centre	30	No	October 04
Anansi Children’s Centre	30	No	October 04

Any further comments you wish to make:



**New childcare places created outside of children’s centres**

Name of setting	Type of setting	Capital money to be allocated	Number of new places created

**Signature.....**  
**Nominated strategic officer**

**Date.....**

**Signature**  
**Senior Responsible Officer PCT**

**Date.....**

**P.C.T Representative**  
**(LA’s should seek endorsement from relevant P.C.T’s that have been involved in Children’s centre planning)**