



**Children and Young People Overview
and Scrutiny Committee**
10 December 2013

**Report from the Acting Director,
Children and Families**

Wards Affected: ALL

Children's Centres Update

1. Summary

- 1.1 This paper provides an overview of the progress of Brent Council in securing sufficient integrated early childhood services through children's centres. The report considers progress against service objectives, including that they are well governed, managed and led, are accessible to very young children and families and have good quality practices that deliver positive impacts for children and families and reduce inequalities.

2. Recommendations

- 2.1 That members consider and discuss the report.

3. Detail

Statutory requirements

- 3.1 The Childcare Act 2006 makes local authorities responsible for the provision of children's centres, working with partners in health and JobCentre Plus particularly to ensure integrated early childhood services from children's centres and to meet obligations about the inspection of children's centres.
- 3.2 The statutory guidance for children's centres (May 2012) emphasise the essential role of local authorities in securing sufficient children's centres to deliver positive outcomes for families with young children, particularly for families with greater levels of need. In addition, local authorities must ensure:
- 3.2.1 Good quality performance management of children's centres with requirements to set and monitor progress against targets and to provide outcomes and profile data of the reach area
 - 3.2.2 Children's centres conform with all safeguarding requirements and have links with Children's Social Care to address any

safeguarding needs as quickly as possible

- 3.2.3 Integrated services that support school readiness, material and health and wellbeing and effective parenting outcomes for families with children aged 0-4 years particularly those with greater levels of need.
- 3.2.4 An action plan is agreed and published subsequent to any Ofsted inspection of a children's centre or locality children's centre within two months of inspection report publication.

Ofsted inspection requirements

3.3 Ofsted inspection requirements changed substantially in April 2013. The focus of inspection has shifted to:

3.3.1 Three areas of judgement rather than twenty. These relate to:

- 3.3.1.1 *Access to services for young children and families.* A core element to achieve a good grade is that at least 80% of families with children aged 0-4 are known to all children's centres and at least 65% of target group households are engaged in outcomes based support.

This is only achievable where early childhood services are integrated and we are engaging partners in raising awareness of children's centres with families they have contact with and in the identification of target group households taking up support. This has considerable implications in terms of how data is being collected, analysed and used to identify the right target groups and reach all families in greatest need. For example:

- Health visiting and midwifery services need to share data about which children and families they have contact with and to promote and support families, especially those families with greater levels of need, access children's centres
- Children and families accessing more specialist support through Children's Social Care and other provision, such as early help teams, need to provide information about which families are accessing specialist and/or intensive targeted support and to work with children's centres to ensure that support for children and families is appropriately coordinated and these families are safely 'stepped down' to community based provision as part of exit strategy planning.
- CFIS providing data about which families are eligible for, and taking up 2-year old, 3-year old and 4-year old early education entitlements.

3.3.1.2 *Quality and impact of practice and services.* A core element to achieve a good grade requires evidence of the extent to which target group children and families are securing positive outcomes in relation to child development and school readiness; parenting aspirations, self-esteem and parenting skills; and child and family health and life chances.

As previously, this is only achievable where early childhood services are integrated and we are engaging partners in offering demonstrably good quality interventions and are tracking progress for young children and families, particularly target group households, through engagement with support from children's centres and partner agencies.

3.3.1.3 *Effectiveness of governance, leadership and management.* A core element to achieve a good grade is demonstrating the extent to which the advisory board and parents are involved in supporting and challenging the children's centres work and setting priority for improvement and target groups.

3.3.2 Other key elements of the revised inspection framework include:

3.3.2.1 The opportunity to have single inspections of a 'group' of children's centres that collaborate closely or are led and managed through a locality approach.

3.3.2.2 The removal of 'satisfactory' and replacement with 'requires improvement' as an inspection grade.

3.3.2.3 No balancing of elements so that in order to achieve a 'good', every element must meet the requirement of good or outstanding. Even if one element does not meet the requirement for 'good', the grade for the whole judgement is 'requires improvement'.

3.3.2.4 Inspections are planned for all children's centres in England by March 2015.

Where we have come from- Children's Centres 2010/11

- 3.4 Brent children's centres have had substantial reorganisation and budget reductions in the last 4 years of £2.1m.
- 3.5 In 2010/11, Brent Council operated 20 children's centres with capital developments planned for 3 children's centres which operated from temporary sites.
- 3.6 At this time, children's centres operated largely independently with single advisory boards for stand-alone children's centres or through school governing bodies for those children's centres managed through schools. In

addition, centrally commissioned services delivered through children's centres included early intervention speech and language, family welfare rights and information and advice and community dieticians. There was relatively limited partner delivery of services from children's centres, with children's centres offering a largely similar, and mainly universal, programme of support for children and families across all centres.

- 3.7 Performance, financial and information management generally was not adequate. There was no local authority performance management framework in place, for example, that permitted understanding of the relative performance, strengths and areas for improvement at children's centres. There were also no systematic approaches to budget development and monitoring, information sharing with partners, agreeing key borough wide priorities and targeting provision at children and families with greater levels of need.

Where we were moving to: locality model of children's centres 2011/12

- 3.8 In 2011/12, with the establishment of the Early Intervention Grant and the end of ring-fencing, there was a requirement to reduce the expenditure on Children's Centres by £1.2m. To enable this to occur the council made:

- 3.8.1 A 50% reduction in the number of children's centre buildings for which the authority is responsible through not proceeding with three capital developments and transferred responsibility for management and running of seven children's centres to schools/ maintained nursery schools);
- 3.8.2 A 50% reduction in children centre teams, reducing commissioned services (50% reduction in the family welfare rights and information and advice service and early intervention speech and language and de-commissioning of community dieticians), reducing central costs and introducing a funding formula to focus on vulnerability that also contributed savings.

Figure One sets out the new children's centre reach areas implemented for 2011/12. Our children's centres are:

Harlesden Locality

- Curzon Crescent (and Challenge satellite)
- Fawood
- Harmony
- St Raphaels

Kilburn Locality

- Granville Plus
- Three Trees (and Hope satellite)

Kingsbury Locality

- Church Lane (and Mount Stewart satellite)
- Willow including Willow nursery

Wembley Locality

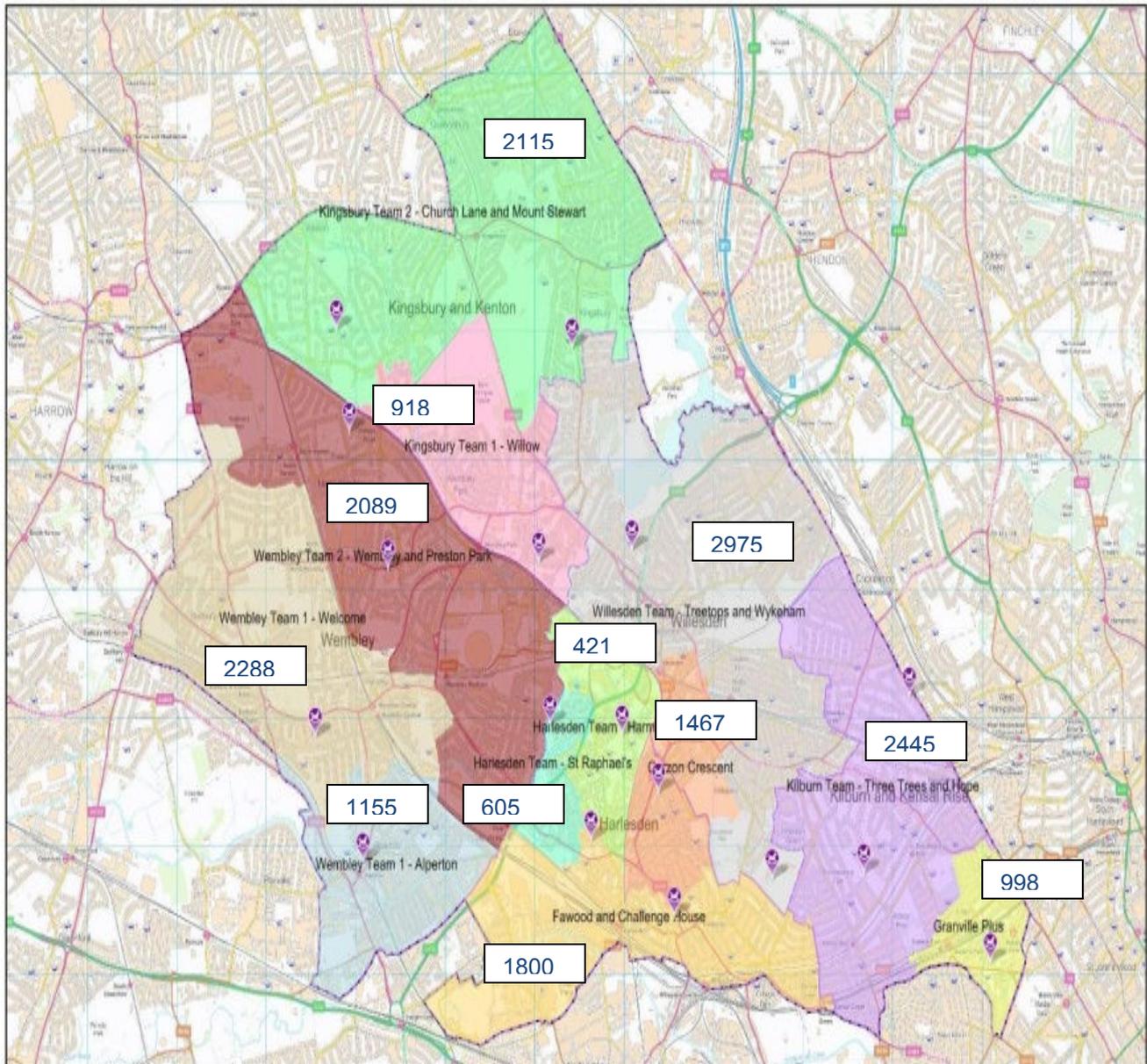
- Alperton
- Welcome (and Barham Library satellite)
- Wembley Primary (and Preston Park satellite)

Willesden Locality

- Tree Tops
- Wykeham

Figure One: Brent children's centre catchments

Brent Children's Centre Catchments (May 2011)



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1:50000

25 May 2011

0 1 2 kilometres



The numbers assigned to each children's centre reach area are GP

registration estimates for April 2013 of the number of children aged 0-4 years.

3.9 Key to this was the introduction of a locality model of working where shared management and staff teams operate across multiple sites under the auspices of a single locality advisory board. This model of working is increasingly the approach adopted by local authorities across England (e.g. Hammersmith and Fulham, Camden, Westminster and Harrow). The introduction of the model represented a substantial change to how children's centres were governed, managed and delivered and consultation processes were undertaken with parents and staff teams.

3.10 Other elements of the introduction of a locality model included:

3.10.1 Early years advisory teaching was amalgamated within the School Improvement Service. This provided an opportunity for greater sharing of resources, closer working with schools and PVI settings and a more strategic approach to the deployment of advisory teachers working with children's centres and early years settings. Early years advisory teachers were designated as supporting specific localities and were given a clear role in working with early years workers at children's centres to improve the quality of early years practice consistent with the Early Years Foundation Stage (EYFS).

3.10.2 A substantial improvement in joint working with partners. A focus for 2011/12 was ensuring that all localities had delivery of health visiting services, midwifery services and JobCentre Plus services from children's centres. This is consistent with best practice¹ and was achieved in 2011/12. In 2011/12, we also established the start of more comprehensive data sharing particularly with health visiting in relation to live births and in identification of progress in relation to shared priorities such as sustained breastfeeding and early childhood immunisation.

3.10.3 The introduction of a more coordinated approach to work with families with greater levels of need that are at risk of, or are in receipt of support through Brent Children's Social Care. This had been extremely limited previously.

Through 2011/12, arrangements were established with our Children's Social Care colleagues for children's centre practitioners to access weekly surgeries with an advanced social work practitioner to discuss any families where concerns may exist, group supervision of family support workers by the advanced social work practitioner and participation in locality practitioner forums bringing together multidisciplinary staff from across localities to share local intelligence, network and understand more about local needs and available services.

¹ See Best Practice for a Sure Start: The Way Forward for Children's Centres, All Parliamentary Group, July 2013 recommendations 5 and 7.

- 3.10.4 The opportunity to offer a range of programmes for children and families with greater levels of need that are not good value for money to deliver within single or even networked centres. This was especially true of the delivery of accredited parenting programmes where a range of accredited programmes began to be offered in localities that could cater for the different needs of different families. Similarly, adult education such as ESOL, childcare and literacy and numeracy classes offered through BACES at children's centres opened up to more parents.
- 3.10.5 A major focus on improving the quality of practice of children's centre practitioners.

A workforce development programme was developed and commenced in 2011/12 that aimed to develop the skills and confidence of children's centre practitioners in identifying and engaging young children and families in good quality outcomes based support, particularly families where there were greater levels of need. This included:

- Improving skills in working with young parents and families affected by domestic abuse;
- Early Years Foundation Stage requirements;
- Preparing outcomes based case studies;
- Understanding family dynamics; and
- The delivery of accredited parenting programmes.

3.11 The introduction of the locality model and savings requirements also presented an opportunity for Brent Council to focus more specifically on statutory obligations about sufficiency of children's centres, performance management and ensuring integrated early childhood services. In 2011/12:

3.11.1 Monthly leadership meetings that brought together all children's centre network managers with central and locality management to share experiences and lessons and ensure more coordinated strategic communication with children's centre network managers and locality managers became standard practice.

3.11.2 A performance management framework was introduced to Brent children's centres that standardised approaches to the development/action planning and self-evaluation cycle and local authority challenge function for children's centres.

3.11.3 To support manager skills and confidence in the performance management framework and to transition to locality based development/action planning and self-evaluation, training and advisory support was provided to children's centre managers and locality managers to assist (please note, locality manager roles were deleted as part of a 2012 reorganisation of Early Years and Family Support Services).

3.12 In Q3 2011/12, Brent also secured participation in the national pilot of Payment by Results (PBR) for Children's Centres (1 of 27 pilot local authorities from in excess of 100 applications). This provided £180k for the

period ending March 2013 to support more substantive improvements to multiagency data collection, recording and reporting processes with an increased focus on families with greater levels of need.

- 3.13 The overall governance of the pilot was vested in a multiagency PBR steering group comprising senior officers from Early Years and Family Support Service, Health Visiting, Public Health, nursery school providers of children's centres, a local authority managed children's centre manager, CAF coordinator and voluntary sector providers.

From implementation to seeing results: Children's Centres 2012/13

- 3.14 The PBR steering group established operational plans for 2011/12 and 2012/13 and, working with children's centre managers, advisory board chairpersons and stakeholders from across children's centres and partner agencies, agreed multiagency performance measures and targets relevant to children's centres for 2012/13. This permitted much improved data quality and performance reporting and information sharing with partners. In addition, the participation in the PBR pilot enabled:
- 3.14.1 Enhanced workforce development opportunities for children's centre practitioners particularly in relation to work with families with greater levels of need. This took place concurrently with an ongoing workforce development programme set out at 3.10.5.
 - 3.14.2 Introduction of, and training in Outcomes Star standard reporting tool for the progress that families make through engagement with children's centres.
 - 3.14.3 The establishment of a 'whole family' approach to identifying and engaging families with greater levels of need in a 'team around the family' model of working to address the spectrum of needs of individual families with young children. The CAF process and procedure was revised to reflect this approach and children's centre practitioners and managers and multiagency staff were trained and provided ongoing advice and guidance about the new CAF process from a newly reorganised CAF coordination team.
 - 3.14.4 Annual parent-led evaluations at end of 2011 and 2012 that enables comparative analysis of all children's centres in relation to satisfaction, impacts for children and families from engaging with children's centre support and the different outcomes for different family types (e.g. lone parents and parents in households where no adult is in paid work).

In 2011, a total of 715 local families participated. Overall satisfaction was 91% for families and we identified that largely parents engaged with Brent children's centres to provide children opportunities for children to play and socialise with other children (86% of all parents). (see Appendix One for overview of key results).

In 2012, a total of 1100 families participated. Overall satisfaction

increased to 95% and there were substantial improvements in the extent to which parents were taking up support and identifying positive benefits for themselves and their children in 'stay safe' and 'enjoy economic and social wellbeing' outcomes. (see Appendix Two for overview of key results).

- 3.15 During 2012/13, schools returned premises management of Wykeham and Granville Plus children's centres to the local authority. We also closed two children's centre nurseries in April 2012. We had three nurseries which were all running at a loss with substantial debtors. This was a complex process but resulted in one nursery being available as a school nursery and freeing space for additional school places. The second nursery was taken over by a private provider and parents and children are very happy with the service and thanked the local authority for the excellent transition. The third nursery, Willow, functions as a partly special-needs nursery attached to the Willow Children's Centre (Kingsbury locality) and operates on a cost neutral basis to the local authority.
- 3.16 During 2012/13, three inspections of children's centres took place. This included Harmony (satisfactory), Wembley Primary (satisfactory) and St Raphael's (good).
- 3.16.1 The inspection reports identified that Brent children's centres were in a period of transition and that the local authority was overseeing a marked improvement in integration of early childhood services and performance management of children's centres. However, this was in progress and sustained impacts were not yet demonstrable generally, although by the last inspection- St Raphael's- this was mainly in place.
- 3.16.2 The reports also identified that more was necessary in systematically identifying the progress of individual children and their parents, particularly those with greater levels of need. Through the PBR steering group, we were making substantial improvements in locality wide and children's centre reach area tracking systems particularly for the EYFSP, health targets and in relation to CAF/Children's Social Care pathways. There was generally marked improvement in outcomes for children and families (see Table One). However, more was necessary within children's centres working with multidisciplinary practitioners in the localities to demonstrate progress for individual children and families from support.
- 3.17 In September 2012, a new EYFS was implemented. The Early Years Workforce Development Team and early years advisory teachers developed and implemented wide-ranging support to enable children's centres and early years settings to prepare for and effectively implement the EYFS.
- 3.18 At the same time, the Early Years and Family Support Service developed a Service Plan for 2012/13- 2013/14 aligned to wider Children and Families priorities. This set out specific actions for Brent children's centres to improve service quality and impact, accessibility of services particularly for families with greater levels of need and the effectiveness of governance, leadership and management. These include:

- 3.18.1 Improving locality advisory boards (LAB) and parents forums contribution to effective governance of children's centres. Steps have been taken to do this including provision of training to approximately 20 LAB members, changing LAB meeting agendas to ensure more focus on the self-evaluation and action planning activities of the locality children's centres, recruitment of LAB chairs and re-launching of Parents Voice groups in all localities. This is work in progress with improved 'challenge' functions requiring time to embed.
- 3.18.2 Increasing the role of volunteers in delivering universal services at children's centres. There has been some improvement with this remaining a priority for all localities in their action plans.
- 3.18.3 Improving the outcomes orientation of children's centres. There has been some improvement, for example with learning journals demonstrating individual children's development through access to transition programmes offered at children's centres, it remains an area for improvement to embed more consistently the use of the Outcomes Star in 1:1 work with families.

Appendix Four sets out the state of progress in implementing Service Plan action for the period ending June 2013.

- 3.19 By the end of 2012/13, the locality model was well embedded and joint work with partners particularly in health visiting, Brent Family Solutions, Children's Social Care and JobCentre Plus was much improved. There was greater clarity and understanding of the role and responsibilities of children's centres in the pathway for children and families with greater levels of need. Children's centre practitioners were routinely working as part of teams around the family.
- 3.20 The quality of performance management was improving, particularly aided by better quality and more timely data. Appendix Three sets out results for key measures directly attributable to children's centres that had been agreed by the PBR Steering Group. These evidence improving results particularly in:
 - 3.20.1 Improving outcomes for disadvantaged children in the Early Years Foundation Stage (35% to 44% achieving 78 points or more between 2011 and 2012). In addition, Brent achieved a 2% reduction in the gap between the lowest performing children in the EYFSP and the rest.
 - 3.20.2 Increasing registration rates of disadvantaged children and families with children's centres (56% to 62% from 2011 to 2012)
 - 3.20.3 Increasing the number of parents taking up parenting programmes (105 to 141 parents from 2011 to 2012) and completing these programmes (31% to 63% from 2011 to 2012)
 - 3.20.4 Reduction in number of children aged 0-4 with a Child Protection Plan (reduced to 160 in 2012 from 203 in 2011) and increasing success at ensuring that families supported through a CAF were

not subsequently referred to Social Care (100%).

3.21 While the DfE discontinued the PBR trial for children's centres in March 2013, the PBR Steering Group was identified by multiagency stakeholders as a useful innovation to sustain. It was agreed that it was important in light of proposed changes to Ofsted inspection requirements to strengthen the strategic approach to integrating early childhood services. The group has since re-established as the Brent Children's Centre Strategic Partners Group with an expanded membership that includes early years advisory teachers Brent Council employment support, BACES, a LAB chair and network manager and early intervention speech and language therapy. The Group meets quarterly and is focused particularly on:

3.21.1 Agreeing the definition of target group households.

3.21.2 Agreeing multiagency performance measures and performance targets relevant to families with children aged 0-4 years, together with ongoing monitoring of progress in relation to these measures.

3.21.3 Reporting on the Service Plan outcomes for children's centres

3.21.4 Addressing any challenges to integration of services.

A new environment: Children's Centres 2013/14

3.22 The new Ofsted inspection framework for Children's Centres came into force in April 2013. As set out at 3.3, this has significant implications for partnership working, information sharing, definition of, and identification and engagement of target group households and how services are planned and delivered.

3.22.1 An adapted performance management framework was prepared and distributed to children's centre network managers to guide the development/ action planning and self-evaluation cycle in line with inspection requirements in May 2013.

3.22.2 This was augmented with a draft set of targets for 2013/14 based on the inspection requirements, past performance and key local priorities such as encouraging greater use of CAF. These targets were agreed through the Strategic Partners Group in August 2013.

3.23 The revised Ofsted inspection framework for children's centres identifies 'good' as children's centres that have, at a minimum, contact with at least 80% of all families in their reach area and engage at least 65% of target families in good quality provision, demonstrable outcomes from targeted support and identification and early support for target families from children's centres.

3.24 The definition of target group households is locally defined. On a borough wide basis, the definition includes all out-of-work households with children aged 0-4 years, households that have engaged with Children's Social Care, families where a parent and/or a child has additional needs/disabilities,

families eligible for the 2-year old free flexible early education entitlement, families where there is a CAF and 'troubled' families.

- 3.25 For Brent, there are approximately 11,100 families with children aged 0-4 years that are 'target families' of which 3,300 are identified with greater levels of need (i.e. have been in receipt of Social Care or Brent Family Solutions intervention). To ensure at least a good grade, at least 7,215 of the 11,100 target families need to demonstrably be in receipt of support. This can include direct work undertaken by practitioners located within children's centres but is wider and includes partner agencies for children's centres such as JobCentre Plus, health visiting and midwifery, Children's Social Care and Brent Family Solutions.
- 3.26 In addition, children's centres will define other target households based on local issues. For example, in Kilburn locality there are refuges for families escaping domestic abuse and in Harlesden locality there is a traveller site. As a result, these families are target households for each locality.
- 3.27 It is important to note that any families with any additional needs, however, that are identified as requiring extra support but do not 'fit' the definition of target group households will have relevant support. This has included families where children may have language delay, households that are in paid work and have needs for support with English and mums that may be feeling low after the birth of their baby or in their relationships.
- 3.28 Willesden locality was amongst the first children's centre localities nationally to be inspected with the revised Ofsted inspection framework in May 2013. The Willow nursery (attached to the Willow children's centre) was also inspected as an early years setting. Very disappointingly, given the extent to which the quality of the provision has improved and the confidence that parents have in the nursery providing good quality childcare particularly for children with additional needs and or where there are CIN/CP/LAC plans in place, the nursery was judged 'inadequate'. In particular, the nursery was 'inadequate' rather than 'requires improvement' because of a limiting judgement on safeguarding grounds. This related to the practical issue of a door not closing completely and was remedied within 48 hours. Subsequent inspection visits to monitor our progress in implementing the post-inspection action plan have rated our progress as good.
- 3.29 Willesden locality rated 'requires improvement' on all three judgement areas in the Ofsted inspection. This was also disappointing given that there is much good quality practice in place, some excellent achievements in engaging dads and the performance management framework was broadly embedded. There were areas for improvement in engagement of families generally, tracking progress particularly of adult learners and in the effectiveness of the advisory board in challenging practice and setting priorities. An action plan has since been agreed by the locality advisory board with the local authority.
- 3.30 The inspection judgements provided lessons for all children's centre network managers and locality advisory boards. The Willesden locality manager debriefed with all network managers and we identified actions relevant to all children's centres that required immediate address. This includes:

- 3.30.1 The Early Years and Family Support Service undertaking substantial work with partners through the auspices of the Brent Children's Centre Strategic Partners Group to improve the specificity with which we can identify target group households in relation to our target group household criteria. This has been in place since August 2013.
- 3.30.2 Early years advisory teachers working alongside early years workers facilitating transition groups with target group children and parents in all localities as they prepare for nursery and/or school. All children have a learning journey recording their progress in these sessions. In addition, the early years advisory teachers are undertaking observations of early years workers as part of improving quality. Initial analysis of the EYFSP for 2013 evidences that Brent is performing better than the English average.
- 3.30.3 Increasing the number of families that are at risk of escalating problems having access to early help. To integrate this provision better with the wider work with families at risk through Children's Social Care and Brent Family Solutions, we have improved information sharing with children's centres about families where there is Social Care and/or Brent Family Solutions engagement. This has been in place since August 2013.

Children's centres are a key part of Brent's early help offer. They can assist in the identification of families at risk of escalating problems and through using the CAF, assess and plan with families the multidisciplinary support, that may address their needs. Family support workers and family support assistants work as key workers/lead professionals with families with children aged 0-4 years and also as part of the team around the family.

- 3.30.4 Building the quality of our family support practice and ensuring families are moving forward, by ensuring that all family support workers are now supervised through Brent Family Solutions. In addition, children's centre network managers are required to undertake audits of two CAF assessments/plans/reviews each month as part of the CAF quality assurance process. This has been in place through 2013.
- 3.30.5 Focusing on adult learning and support for parents journey into work. To support this, the Brent children's centres strategic partners group now includes BACES and Brent employment support as members since June 2013. The National Careers Service and BACES are delivering additional support to parents through children's centres from September 2013.

In addition, all children's centres have prioritised in their action plans establishing tracking systems for adult learners (from target group households). This includes, for example, making contact from January 2014 with a cohort of 40 parents in any one locality that completed adult learning 3-6 months previously

to determine benefits and impacts. The intention is that this cohort will be tracked on an ongoing basis for 12- 24 months.

- 3.30.6 Building the effectiveness of locality advisory boards to govern and challenge the practice and priorities of children's centres. Recruitment processes for locality advisory board chairs has taken place and training provided to 28 members of advisory boards through May- July 2013. This has resulted in changes to advisory board agendas to enable greater parental participation and ensuring that there is discussion about the self-evaluation and Ofsted inspection preparation.
- 3.30.7 Prioritising an increase in volunteers at all children's centres. This is reflected in all children's centre action plans.
- 3.30.8 Increasing registration of families with children aged 0-4 years. This is multidimensional and depends on the closeness of good quality partnerships. For example:
- Health visitors enabling children's centres contact with all families post-birth. This information sharing has been in place since April 2013.
 - Registration of families through Civil Registry as part of the processes of birth registration. This has been in place since September 2013. On average, this is resulting in 15-20 additional registrations each week of families.
 - Training volunteers to support registration processes. Training of 18 volunteers took place in October 2013 and they are starting to work with children's centres to support registration.
- 3.30.9 Providing advisory support to the localities of Wembley, Kilburn, Kingsbury and Harlesden in preparing SEFs and action plans in line with Ofsted inspection requirements. This was completed across August- September 2013. This process reveals that Wembley 2 (Alperton and Welcome) and Harlesden (Harmony and St Raphael's) are the most secure in relation to a 'good' judgement on the key criterion of 'registration of 80% and 'at least 65% of target families are engaged in outcomes based support'.

4. Financial Implications

- 4.1 The Early Years service under went a staffing and structure review when the Sure Start Grant funding ended and was replaced with the Early Intervention Grant funding in April 2011.
- 4.2 In April 2010, the Budget was £5.6m for 20 Children's Centres and this has now reduced to £3.5m in April 2013 for 17 Children's Centres (a reduction of £2.1m and 3 centres).

4.3 The funding sources over this period were as follows|:

Sure Start Grant	April 2009 – March 2011
Early Intervention Grant	April 2011 – March 2013
General Fund	April 2013 onwards

4.4 The table below shows the Budget Allocation for Children’s Centres for the past 4 years.

FINANCIAL YEAR	Budget Allocation	Outturn	Variance	No of Children Centres
10/11	£5.6m	£5.8m	£0.2m	20
11/12	£4.4m	£3.9m	(£0.5m)	17
12/13	£4.0m	£3.5m	(£0.5m)	17
13/14 (F'cast)	£3.5m	£3.5m	-	17

Please see appendix five for detailed breakdown for each Children’s Centre.

5. Legal Implications

5.1 Under section 5 of the Childcare Act 2006, the Council has duties to secure sufficient children’s centres for the area it serves and will require consultation with families about changes to children’s centre reach areas and buildings as set out in this report.

5.2 In addition, section 5E places a duty on the Council to deliver integrated early childhood services that deliver school readiness, parenting, health and wellbeing and reduced inequalities outcomes for very young children and parents as part of a programme of support jointly with partners including Health and JobCentre Plus.

5.3 Under section 98C of the Childcare Act 2006, the local authority’s obligations in relation to Ofsted inspection of children’s centres are also set out. The new Ofsted framework of inspection for children’s centres emphasises contact with most families (more than 80%) in an area with at least 65% of target families actively engaged in support available from children’s centres as the minimum expectation for a ‘good’ children’s centre.

6. Diversity Implications

Ethnicity

6.1 Of all carers and children seen at Brent Children’s Centres since 1st April 2013, the largest representation was from the following ethnic groups (level 2):*
13% Indian, 13% Other White and 10% Black African.

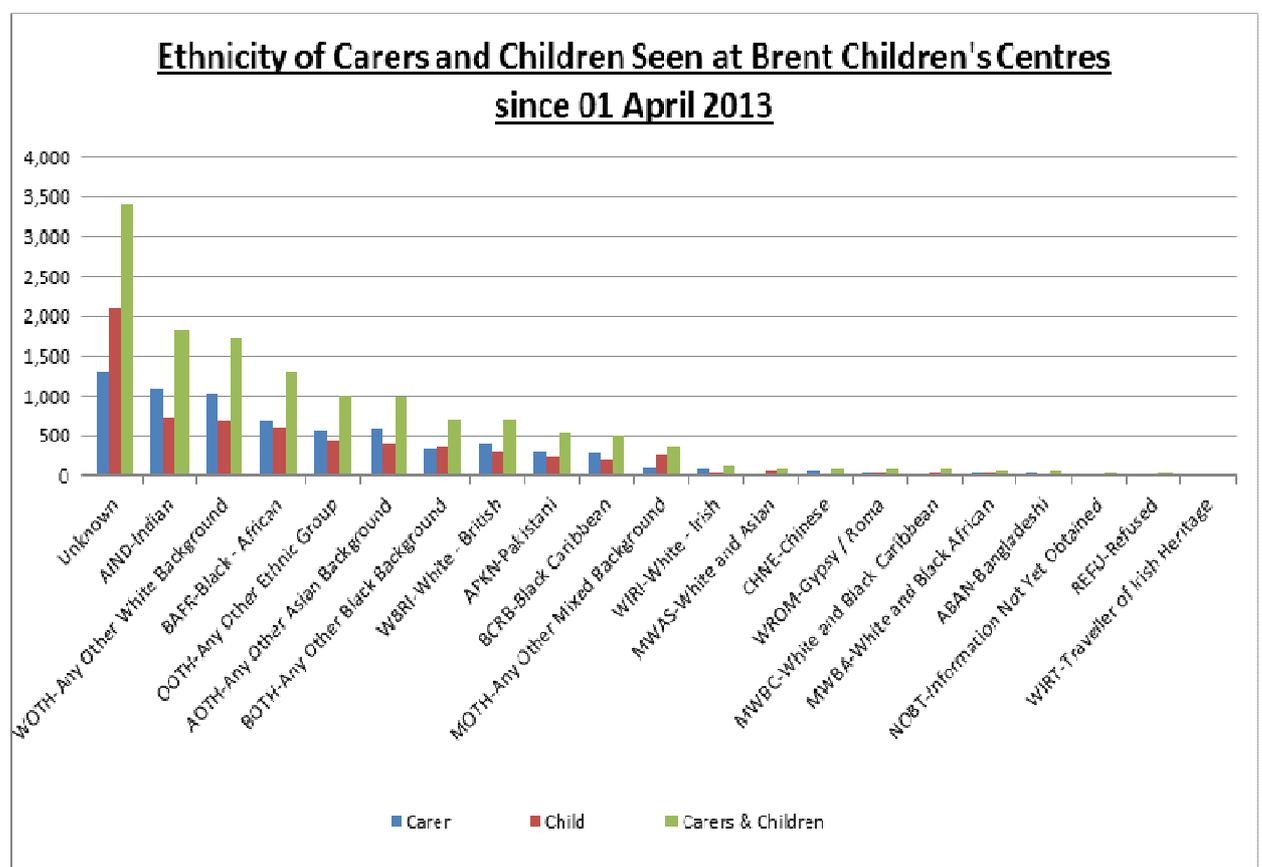
Based on the Jan-13 School census, the largest groups in the child population were from the following ethnic groups:

17% Black African, 15% Indian, 12% Other White and 12% Other Asian.

* However, the ethnicity of 25% of those seen is unknown. We are in the process of addressing this to ensure this information is captured and inputted on the system.

Somalians made up the majority of the Black African ethnic group
 Eastern Europeans made up the majority of the Other White ethnic group
 Sri Lankan Tamil, followed by Afghanistani made up the majority within the Other Asian ethnic group

Unfortunately we cannot currently report accurately on the sub-ethnicity (level 3) of carers and children seen at Brent Children's Centres as our data collection has not achieved good enough recording for this. The chart below therefore shows the ethnicity at level 2 of carers and children seen since 1st April 2013 to present.



Work to identify and meet the needs of new and emerging groups in Brent is especially important. This is where work with voluntary sector organisations rooted in communities can be valuable.

7. Anti-poverty implications

Children's Centres are designed to address and mitigate the effects of poverty and are part of early intervention. Their activities are now primarily targeted at those who need the services most. Many of the activities in Children's

Centres have an explicit objective of helping families improve their economic position, including addressing the consequences of welfare reform.

From 1st April to 30th September 2013 a total of 999 families within Brent have attended activities delivered by the Brent Children's Centres that have had an economic wellbeing focus. These activities are related to training, work opportunities, volunteering or financial advice. i.e. helping families take steps to get back into work and helping families with financial debt / managing money.

The table below provides this information for previous years.

	2009/10	2010/11	2011/12	2012/13	Apr-Sep 2013
Brent Residents	1404	1363	1210	1451	999
Out of Area Residents	42	42	32	32	25
Grand Total	1446	1405	1242	1483	1024

8. Staffing/Accommodation Implications (if appropriate)

8.1 None.

Contact Officers

Sara Williams
Interim Director of Children and Families
Children's and Families
Sara.williams@brent.gov.uk
020 8973 3719

Sue Gates
Head of Early Years and Family Support
Sue.gates@brent.gov.uk
020 8937 2710

Appendix One: Key findings from Brent Parent Impact and Satisfaction Study (Dec 2011)

1. Over 80% of parents/carers who responded to the survey said that they access services within Brent Children's Centres.
2. Approximately two thirds of parents/carers, who access Children's Centres, do so within the locality in which they live.
3. The overwhelming majority of parents/carers who reported accessing Brent Children's Centres said that they were either satisfied or very satisfied with services (91%).
4. Furthermore, parents/carers who access Brent Children's Centres, do so frequently with two thirds reporting that they do so at least once per week and a fifth saying that they do so 2/3 times per month.
5. Parents/carers most commonly access Brent Children's Centres in order to give their child/ren opportunities to play and socialise with other child/ren (86%).
6. There is scope to improve parents/carers knowledge of the services available at Children's Centres as the most common reason for not doing so was that they don't know what services are available (41% of those not accessing Brent Children's Centres). That said, in Harlesden, reasons were much more varied and in Kingsbury parents/carers were unsure what the Children's Centre could do for them or their families (48%).
7. 92% of parents/carers, who reported using Brent Children's Centres, could identify at least one or more positive impact for themselves as parents/carers from accessing Brent Children's Centres. Most commonly, they said that it has given them new ideas of playing with their child/ren (67%).
8. 91% of parents/carers, who reported accessing Brent Children's Centres, could identify at least one or more positive impact for their child/ren from accessing Brent Children's Centres. Most commonly, they said that their play has improved (65%).

Be healthy

9. 91% of parents/carers that access Brent Children's Centre services identified accessing health related services, for which a range of services were identified including healthy eating sessions, dieticians and Stay and Play groups.
10. 60% parents/carers that accessed these services also reported one or more positive impact from their engagement with the Brent Children's Centre 'be healthy' services. The most common responses were that their emotional health has improved (33%) and that they are eating healthier food/drink (29%).

11. 63% of parents/carers that accessed these services also reported one or more positive impact for their child/ren from their engagement with the Brent Children's Centre's 'be healthy' services. The most common responses were aligned to the impacts for parents/carers. That is their child/ren were eating/drinking healthier food/drink (48%) and had improved emotional health (25%).
12. In interrogating differences for different families, families from Black and minority ethnic (BME) communities were more likely to identify positive impacts for themselves as a result of having accessed services compared with White British families (72% compared with 42%).
13. Similarly, lone parents/carers were more likely to identify positive health impacts for their child/ren than dual parent households. (67% compared with 49%).

Stay safe

14. A quarter of parents/carers accessing Brent Children's Centres also identified 'stay safe' services they have accessed in Brent.
15. The most popular service across all localities was First Aid. This was particularly so in Harlesden locality, where a quarter of families reported having accessed this.
16. 92% of parents/carers accessing 'stay safe' services at Brent Children's Centres reported positive impacts for themselves as a result of doing so. The most common impact was that they feel safe at the Children's Centre (67%).
17. 78% of parents/carers accessing 'stay safe' services in Brent Children's Centres reported positive impacts for their child/ren as a result of doing so. The most common response was that they feel safe at the Children's Centre (71%).
18. Furthermore, parents/carers from families from BME communities were more likely to identify positive impacts for their child/ren than White British families (87% compared with 67%). This was also the case for parents/carers from households where no adult is in paid employment (88% compared with 73%).

Enjoy and achieve

19. 64% parents/carers who access Brent Children's Centres reported accessing a service that supports their family to 'enjoy and achieve'. The most common activity was Stay and Play/playgroup sessions (40%). In particular, over 70% of parent/carers are accessing 'enjoy and achieve' services in Kilburn and Willesden localities.
20. 85% of parents/carers accessing 'enjoy and achieve' services at Brent Children's Centres reported positive impacts for themselves as a result of

doing so. The most common response was that they are now playing and having more fun together with their child/ren (77%). This was a particularly popular response for parents/carers living in Kilburn (89%).

21. 97% of parents/carers accessing 'enjoy and achieve' services in Brent reported positive impacts for their children. This is an outstanding result. The most common response was that their child/ren are also playing and having more fun together (90%). This was a particularly popular response from parents/carers living in Kilburn (98%).
22. Moreover, approximately seven in every ten parents identified that their children's personal, social and emotional development and communication, language and /or literacy development has improved from taking up Brent Children's Centre services

Making a positive contribution

23. Two thirds of families can self-report activities that demonstrate themselves making a positive contribution as a result of their participation in Brent Children's Centre services and activities. This includes over half of parents/carers saying that they feel part of the Children's Centre community.
24. Two thirds of families can also self-report activities that demonstrate their child/ren making a positive contribution. This includes just under half reporting that they feel part of the Children's Centre community (42%).

Achieving economic wellbeing

25. 17% of parents/carers reported accessing a service which supports them to 'achieve economic wellbeing' with nearly a quarter of parents/carers living in Harlesden reporting take up of 'achieving economic wellbeing' services.
26. The most common service that was taken-up by families across all localities was the centrally commissioned Citizens Advice Bureau that supports families with take-up of benefits entitlements and housing and immigration related advice.
27. Two thirds of parents/carers accessing 'economic wellbeing' services in Brent reported positive impacts from doing so. The most common identified impact was that they now have a greater awareness of childcare available (35%). This was a particularly common response for parents/carers living in Kilburn (50%).

Additional services families are interested in

28. Parents/carers most commonly identified Stay and Play sessions as support groups they would like from their Children's Centre (83%). This suggests the informality of a Stay and Play group and its catering to all family needs (i.e. parent/s and child/ren) rather than simply to the needs of parent/s or child/ren are highly valued.

29. Parents/carers most commonly identified First Aid Sessions as further education and training that they would like from their Children's Centre (61%).
30. Parents/carers most commonly said they wanted more health information and advice (63%) in terms of the information and advice they prioritise in seeking from their Children's Centre. This strongly aligns with wider initiatives to have health visiting and midwifery services delivered through all Brent Children's Centres in 2011/12 and the Government's priorities set out in *Foundation Years* (July 2011).
31. As it concerns parenting programmes, parents/carers most commonly identified that they wanted more parenting programmes related to their young child/ren (66%).

Appendix Two: Key findings from Brent Parent Impact and Satisfaction Study (Dec 2012)

Brent Early Years and Family Support Services commissioned Cordis Bright to conduct a large-scale evaluation with local families of children aged 0-4 years about their satisfaction with Children's Centre services that they access. In addition, Brent Children's Centres were also seeking to understand parents/carers' views about the specific impacts associated with these services on the five core outcomes that are most important for improving the life chances of all children²:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Economic and social wellbeing

Cordis Bright trained 50 local parents/carers from across the five localities of Brent as parent researchers who used a structured template to interview other parents with children aged 0-4 years. Augmented with interviews undertaken by Brent Children's Centre practitioners working with families, 40 parents/carers went onto conduct interviews with 1,100 local families. This represents approximately 6% of the reach area. Of these families, 79% identified that they had accessed Brent Children's Centres.

It is to credit of the community researchers and practitioners that there was a 54% increase in the total number of families interviewed in 2012, as compared with 2011 (1100 compared with 715).

The parent researchers have been especially skilled at ensuring very high levels of representation of families who are more likely to experience disadvantage. This is especially true for parents/carers from Black and Minority Ethnic communities (BME) and non-working parents.

Key findings

1. 79% of parents/carers that participated in the 2012 study indicated that they access services within Brent Children's Centres. This is 2% less compared to 2011, although there are 385 more parents interviewed in 2012 compared with 2011.
2. Approximately two thirds of parents/carers, who access Children's Centres, do so within the locality in which they live. This is the same as 2011.
3. The overwhelming majority of parents/carers who reported accessing Brent Children's Centres said that they were either satisfied or very satisfied with services (95%). This is a 4% increase from the previous study.

² As per Ofsted inspection framework for children's centre (Sept 2012)

4. Furthermore, parents/carers who access Children's Centres, do so frequently with just under two thirds reporting that they do so at least once per week and a fifth saying that they do so two to three times per month. This is consistent with 2011.
5. Parents/carers most commonly access Brent Children's Centres in order to give their child/ren opportunities to play and socialise with other child/ren (80%). Whilst this is a small reduction from the previous study this was also most common response in 2011.
6. There is still scope to improve parents/carers knowledge of the services available at Children's Centres as the most common reason for not accessing services was a lack of awareness about what was available (35% of those not accessing Brent Children's Centres). Nonetheless, this was a 6% reduction from the last study and points to improved awareness about Children's Centres locally.

In Kingsbury locality, however, reasons were much more varied about why parents/carers did not access Children's Centres with key responses including that parents are working and so not having time and that they are unsure what the Children's Centre could do for their families.

7. 92% of parents/carers, who reported accessing Brent Children's Centres, provided one or more positive impact on themselves as parents/carers. This is identical to the 2011 study. Most commonly, parents/carers said that it has given them new ideas of playing with their child/ren (62%). Whilst this was a slight decrease from the previous study there was a slight increase in the percentage reporting that they've learned new skills (39%).
8. 90% of parents/carers, who reported accessing Brent Children's Centres, provided one or more positive impact for their child/ren. This is down 1% compared to 2011 (91%). Most commonly, parents/carers said that their children's play has improved (62%).

Be healthy

9. 73% of parents/carers that accessed Children's Centre services could identify having accessed services that promote positive health and wellbeing. The most popular accessed service from Children's Centres is Health Visiting services (41%).

10. 75% parents/carers who accessed services also reported one or more positive impact from their engagement with the Brent Children's Centre 'be healthy' services. This is a 15% increase since the 2011 study. The most common responses were that their emotional health has improved (51% - an 18% increase) and that they are eating healthier food/drink (42% - a 13% increase).

11. 68% (5% increase since 2011) of parents/carers who accessed these services also reported one or more positive impact for their child/ren from their engagement with the Brent Children's Centre's 'be healthy' services. The most common responses were the same as those for parents/carers

with child/ren eating/drinking healthier food/drink (47%) and improved emotional health (30%). These are broadly consistent with the 2011 study, albeit emotional health improvement is identified by 5% more families.

12. In analysis about differences for different family types, lone parents/carers were more likely to identify impacts for themselves as a result of having accessed 'be healthy' services as compared with dual parent households (74% compared with 55%).

Stay safe

13. Just under half (48%) of parents/carers accessing Brent Children's Centres also identified 'stay safe' services they have accessed in Brent. This is a substantial improvement on 2011 where one quarter of parents/carers identified accessing services related to staying safe.

14. The most popular services across all localities, with the exception of Kingsbury, were knowledge and skills in accident prevention. This was particularly so in Harlesden where over a third of parents/carers reported having accessed support related to accident prevention. In Kingsbury, knowledge and skills in home safety and parenting support were more popular.

15. 91% of parents/carers accessing 'stay safe' services in Brent reported positive impacts for themselves as a result of doing so. This was identical to the finding from the previous study. The most common impact was that they feel safe at the Children's Centre (71% - 4% higher than in 2011).

16. 78% of parents/carers accessing 'stay safe' services in Brent reported positive impacts for their child/ren as a result of doing so. This is an identical finding to the 2011 study. The most common response was that they feel safe at the Children's Centre (73% - 2% greater than 2011).

17. While there were no overall differences between different family types in the impacts identified, closer identification found differences across all localities. These are reported in the main findings.

Enjoy and achieve

18. 83% parents/carers who access Brent Children's Centres reported accessing a service which helps them and their families to 'enjoy and achieve'. This is an increase of 19% since the 2011 study.

19. The most common activities accessed are stay and play sessions (70%). In particular, over 70% of parent/carers are accessing 'enjoy and achieve' services in Kilburn, Harlesden and Kingsbury.

20. 86% of parents/carers reported positive impacts for themselves as a result of doing so (up from 85% in 2011). The most common response was that they are now playing and having more fun together with their child/ren (79% - a 2% increase from 2011 findings). As in 2011, this was a

particularly popular response for parents/carers living in Kilburn (88%).

21. 89% of parents/carers accessing 'enjoy and achieve' services in Brent reported positive impacts for their child/ren (8% reduction since 2011 findings). Similar to parents/carers the most common response was that their child/ren are playing and having more fun together (79% - 2% increase since 2011 findings).

Making a positive contribution

22. Almost identical to 2011 findings, 71% of families can self-report activities that demonstrate themselves making a positive contribution. This includes over half of parents/carers saying that they feel part of the Children's Centre community.
23. Almost identical to 2011 findings, two thirds of families can also self-report activities that demonstrate their child/ren making a positive contribution. This includes just under half reporting that they feel part of the Children's Centre community (43%).

Economic and social wellbeing

24. 33% of parents/carers reported accessing a service which supports them to 'achieve economic and social wellbeing' (almost double findings from 2011).

25. The most common service across localities that parents access is Citizens Advice Bureau (12% - double the findings from 2011). There was an increase in all localities in the percentage of parents/carers who reported accessing; 'achieving economic and social wellbeing' services, in particular in Willesden where this increased from 11% in 2011 to 39% in 2012; and in Harlesden which increased from 23% to 45%.

26. Similar to 2011 findings, just over two thirds of parents/carers accessing 'economic and social wellbeing' services in Brent reported positive impacts from doing so. The most common identified impacts were that they:
- Have a greater awareness of childcare available (21% - a 14% decrease since 2011) and
 - Are taking up training (20% - a 6% increase from 2011).

Parents/carers in Wembley were particularly likely to say they have an increased awareness of childcare available (71% - 43% increase) and are accessing more childcare (62% - 42% increase).

Appendix Three: Progress in relation to key performance measures

1a. All disadvantaged children aged 0-4 years are registered with a CC:

Locality	2011/12	2012/13
Harlesden	63% (446/710)	67% (583/868)
Kilburn	51% (272/533)	56% (327/579)
Kingsbury	50% (199/396)	62% (273/440)
Wembley	60% (402/672)	64% (493/773)
Willesden	52% (292/563)	59% (381/643)
Out of Borough / Address not disclosed	39% (99/257)	42% (121/286)
Grand Total	55% (1710/3131)	61% (2178/3589)
Brent Total	56% (1611/2874)	62% (2057/3303)

1a: At least 5 contacts with the family throughout the 12-month period (across all Children's Centres in Brent):

Locality	2011/12	2012/13
Harlesden	27% (119/446)	36% (210/583)
Kilburn	19% (53/272)	20% (67/327)
Kingsbury	16% (31/199)	24% (65/273)
Wembley	17% (69/402)	20% (101/493)
Willesden	19% (56/292)	24% (92/381)
Out of Borough / Address not disclosed	10% (10/99)	13% (16/121)
Grand Total	20% (338/1710)	25% (551/2178)
Brent Total	20% (328/1611)	26% (535/2057)

1b. Disadvantaged children's performance in the Early Years Foundation Stage

Number and percentage of disadvantaged children achieving a good level of development:

Locality	2010 (Disadvantaged Children)	2011 (Disadvantaged Children)	2012 (Disadvantaged Children)	2010* (All Children)	2011 (All Children)	2012 (All Children)
Harlesden	18% (12/67)	31% (27/86)	43% (40/94)	37% (237/640)	51% (342/667)	63% (442/698)
Kilburn	31% (11/36)	42% (23/55)	50% (30/60)	49% (220/445)	62% (320/515)	69% (342/493)
Kingsbury	29% (11/38)	51% (26/51)	43% (27/63)	45% (247/555)	66% (388/584)	66% (405/616)
Wembley	28% (15/54)	33% (27/82)	41% (43/104)	41% (362/877)	49% (436/883)	61% (588/965)
Willesden	23% (14/60)	27% (20/73)	45% (32/71)	41% (279/673)	54% (376/698)	62% (440/708)
Out of Borough	50% (5/10)	25% (2/8)	57% (4/7)	53% (183/344)	74% (266/361)	70% (237/338)
Grand Total	26% (68/265)	35% (125/355)	44% (176/399)	43% (1528/3534)	57% (2128/3708)	64% (2454/3818)
Brent Total	25% (63/255)	35% (123/347)	44% (172/392)	42% (1345/3190)	56% (1862/3347)	64% (2217/3480)

1b: Disadvantaged children are accessing at least 2 'enjoy and achieve' activities (across all Children's Centres in Brent):

Locality	2011/12	2012/13
Harlesden	24% (106/446)	28% (164/583)
Kilburn	25% (68/272)	20% (64/327)
Kingsbury	18% (35/199)	24% (66/273)
Wembley	19% (75/402)	18% (90/493)
Willesden	23% (66/292)	22% (83/381)
Out of Borough / Address not disclosed	12% (12/99)	12% (14/121)
Brent Total	22% (350/1611)	23% (467/2057)

2a. Where CAFs are in place, families' needs are being met and so there is no referral to Social Care

Locality	2009	2010	2011	2012
Harlesden	100% (9)	100% (16)	79% (14)	100% (39)
Kilburn	100% (7)	83% (12)	100% (8)	100% (8)
Kingsbury	100% (7)	100% (7)	100% (12)	100% (22)
Wembley	100% (5)	100% (18)	95% (19)	97% (36)
Willesden	100(12)	100% (25)	100% (9)	100% (39)
Out of Borough / Address not disclosed	100% (1)	100% (1)	-	100% (3)
Brent Total	42	82	65	149

2b. Parents completing accredited parenting programmes:

Locality	2009	2010	2011	2012
Harlesden	40% (6/15)	56% (15/27)	33% (17/52)	78% (39/50)
Kilburn	33% (3/9)	45% (5/11)	45% (5/11)	59% (10/17)
Kingsbury	100% (1/1)	76% (22/29)	0% (0/2)	62% (8/13)
Wembley	0% (0/3)	41% (12/29)	32% (9/28)	44% (16/36)
Willesden	33% (2/6)	58% (14/24)	20% (2/10)	65% (15/23)
Out of Borough / Address not disclosed	40% (6/15)	56% (15/27)	33% (17/52)	78% (39/50)
Brent Total	37%	57%	31%	63%
Total number of parents	35	124	105	141

2c. Reducing the number of children aged 0-4 on Child Protection Plans (CPP):

Locality	2009	2010	2011	2012
Harlesden	30	39	47	30
Kilburn	21	39	44	25
Kingsbury	13	26	23	12
Wembley	44	32	33	34
Willesden	24	20	32	38
Out of Borough / Address not disclosed	29	28	24	21
Brent Total	161	184	203	160

3a. Number of mums taking up breastfeeding support at Children's Centres (across all Children's Centres in Brent):

Locality	2009	2010	2011	2012
Harlesden	30	29	24	30
Kilburn	117	136	119	213
Kingsbury	61	71	47	39
Wembley	25	48	32	80
Willesden	34	24	26	22
Out of Borough / Address not disclosed	23	15	12	7
Brent Total	161	184	203	160

3b. Number of families taking up 'economic wellbeing' services at Children's Centres (across all Children's Centres in Brent):

Locality	2009	2010	2011	2012
Harlesden	351	388	380	445
Kilburn	174	188	168	176
Kingsbury	198	160	110	182
Wembley	399	433	335	403
Willesden	282	194	217	245
Out of Borough / Address not disclosed	23	15	12	7
Brent Total	1404	1363	1210	1451

Appendix Four: Progress in implementing Service Plan priorities for period ending June 2013.

Strategic priority area	Actions required	Responsible persons	Expected finish date	Status
Family focused planning	Locality Advisory Boards in operation for all of the localities	Strategic lead- CCs CC managers	Jan 2013	Embedding. LABs are operating in all localities and bespoke training has been commissioned to run across July- September 2013 to encourage improved understanding of roles and responsibilities and to challenge/ contribute to the centres' development.
	Parents Forums to ensure all Children Centres have active parental engagement via the Parents Forums	Strategic lead- CCs CC managers	March 2013	Embedding. Parent Voice, locality based parents forums, have been re-launched across the borough to increase the formal opportunities for parents to contribute to service development. 89 individual parents participated in Parents Voice in the period April- June 2013.
	To align CC to locality partnerships	Strategic lead- CCs CC managers	March 2013	Complete With the discontinuation of the DfE PBR Pilot, the PBR steering group has agreed to reconstitute as a Brent Children's Centre strategic partners group. The strategic partners group met in April, new TOR agreed and membership extended to include BACES, SALT, a LAB chair and network manager, EY quality and employment services providers.
	To ensure all CC managers understand and implement the Performance Management Framework (PMF)	Strategic lead- CCs	As per the PM cycle	Complete A revised PMF has been agreed and distributed to all CCs in line with revised Ofsted inspection framework that commenced, April 2013. The PMF standardises the reporting formats and schedule for updating action plans, self-evaluation forms, delivery plans and annual conversations. It also sets out how the LA establishes CC targets and the data that the LA will provide to CCs to assist their understanding of local needs.
	All CCs are ready for the new Ofsted	Strategic lead CCs/ CC	Sept 2013	Embedding. With 2 locality inspections conducted, CCs are increasingly aware of the Ofsted

	inspection framework with locality based inspection the preferred model,	manager		requirements. Through leadership meetings and the processes of supporting managers prepare their SEFs and action plans aligned to the new inspection framework requirements, CC network managers and LABs are increasingly knowledgeable about the 'locality' approach.
	A Going to Big School transition programme is developed and implemented.	Head EYFSS, EY quality lead	July 2013	Complete. Building on excellent work at Harmony and St Raphael's CC supporting target parents and children's emotional and practical transition to school and nursery, the transition programme has been extended to all localities with early years advisory teachers working alongside early years workers and parents/children.
	All CCs have community outreach plans that are reviewed at least quarterly for progress and are intended to register and engage those groups within the community that are not taking up services.	CC managers/ CIWs	April 2013 with quarterly updates.	Partially complete. All centres have outreach plans. However, these require a more rigorous approach to using data based on understanding of whether target group households are registered and engaging with CC services. As the revised inspection framework requirements are embedded and enable CCs much more specific intelligence about families to target, the rigour of outreach planning will improve. In addition, centres have begun making contact with all families with children aged 0-1 as a result of improved information sharing with health visiting.
	Increased registration of families at CCs through partnership with Civil Registry.	CC Strategic Lead	March 2013	Complete. This has been in place since September 2013 (delayed by the move to the new Civic Centre and reorganisation of administration services in Brent).
Family focused service approaches	The revised Early Years Foundation Stage is implemented across all children's centres	EY lead and CC managers	Sept 2012	Complete. For children that regularly attend Willow nursery, transition programmes and regular crèche attached to adult learning, children's learning journeys are also being created to demonstrate the progress and development of individual children.

CC practitioners have regular supervision which encompasses performance management and reflective supervision.	CC strategic lead, CC managers	Sept 2012	Complete. All CC practitioners have regular supervision, with staff that undertake 1:1 work with families also having reflective supervision. To build quality and ensure families are moving forward, family support workers that work with families with more complex needs have supervision through Brent Family Solutions.
All CCs have noticeboards that make clear what local needs are and how successful the CC is engaging families with greater levels of need.	CC managers	April 2013	Not complete. As the substantial work drawing together datasets about levels of engagement with target group households is finalised, this can be implemented.
Families with young children are accessing multiagency support through CAF. Targets are set as part of the Annual Conversation process.	All managers	From Sept 2012	Complete and there is increasing level of CAFs initiated through CCs. Targets however are being set through the Brent Children's Centres strategic partners group to reflect the multiagency priority of increasing family engagement through CAF.
PBR for Children's Centres is fully embedded in performance management framework of CCs and at least six monthly updates about performance are provided.	CC strategic lead, CC managers/ data manager	Oct 2012 and every six months thereafter	No longer relevant given discontinuation of the PBR steering group. However, the Brent Children's Centres strategic partners group takes forward this work (see Appendix One) and the revised PMF makes clear that six-monthly performance reports will be provided.
To provide high quality integrated services for families with children aged 0-4 years	Strategic lead- CCs CC managers	On going	Key elements of demonstrating families moving forward are the children's learning journals and the outcomes of 1:1 family support work and CAF. We need to improve the tracking of progress of adult learners, but have implemented follow-up with parents that completed parenting programmes 3-6 months post programme completion to understand more about sustained benefit.

	To deliver targeted family centred support within the children centres i.e. Parenting and family support, targeted evidence based early intervention programmes robust links and referral to specialist services.	Strategic lead- CCs CC managers	On going	A key target for all CCs is increasing engagement of families through the CAF and that where families have had engagement through CAF, that we are reducing the referrals of these families to Social Care. Between 2011 and 2012, we had an increase in CAFs for families with children aged 0-4 years from 65 to 149 and a 5% improvement from 94% to 99% the proportion of families where a CAF has been in place that there is no referral to Social Care.
	CC newsletters advertise what is available across the borough and not simply what is available within the locality.	Strategic lead CCs	From April 2013	Complete.
	Saturday sessions for dads and their children at CCs. Increase our fathers champions programme	CC managers Fathers lead	Start Dec 2012 June 2013	Engagement with dads has improved substantially. Across the borough, as at April 2013, 9,131 dads are now registered with CCs. Across all localities, there are increasing levels of engagement by dads in Centre activities. For example, in the year ended 30 June 2013, 430 dads actively engaged with support at Kingsbury locality, 170 dads actively engaged with support at Harmony/St Raphael's CCs and 223 dads actively engaged with support in the Kilburn locality.
Strong outcomes orientation	All CCs that are inspected achieve at least a 'good'.	Strategic lead- CCs CC managers	From Sept 2012	Not achieved. Both locality inspections rated 'requires improvement'.
	At least quarterly monitoring meetings of all commissioned services.	Strategic lead CCs	From April 2013 and then each quarter.	Commissioned services form part of the Brent Children's Centres strategic partners group to minimise additional meetings, whilst ensuring that a multiagency focus to monitoring commissioned services, partner contributions and CCs takes place.
	All families with a CAF in place/ accessing services as	All managers	Sept 2012	Not complete. Practitioners are not consistently applying the Outcomes Star as a tool for measuring progress with families where a CAF is in place. This is an area of priority moving

	part of Early Help complete Outcomes Star at regular intervals.			forward.
	Children's learning journals exist for all children where regular contact at CCs	CC managers	Sept 2012	Complete
	Follow up work with parents completing parenting programmes is operational	Strategic lead- CCs	Sept 2012	Achieved. In the year ending March 2013, a substantial improvement in completion rates of accredited parenting programmes took place (31% to 63%), with 89 of 141 parents completing compared to 33 of 105 in 2011/12. Follow up with parents 3-6 months post intervention has commenced and staff have been trained in undertaking follow up. This revealed 56% of parents report that they are definitely managing their children's behaviour better, 58% report that they are definitely keeping their children safer and 60% report that they are definitely involved in their children's learning.

Appendix Five: Budgets for Children's Centres in Brent for the period April 2010 to March 2014 - 4 Years

Cost Centre Description	10/11 Budget £000s	10/11 Actuals £000s	10/11 Variance £000s	11/12 Budget £000s	11/12 Actuals £000s	11/12 Variance £000s	12/13 Budget £000s	12/13 Actuals £000s	12/13 Variance £000s	13/14 Budget £000s	13/14 F'cast £000s	13/14 Variance £000s
				669	536	(133)	420	408	(12)	386	386	0
Alperton CC	288	298	10	468	406	(62)	412	328	(84)	351	351	0
Curzon Crescent CC	405	393	(12)	269	269	(0)	254	254	(0)	254	254	0
Fawood CC (including Challenge House)	380	343	(37)	412	412	0	388	396	8	397	397	0
Fryent CC	268	289	21	357	304	(53)	427	345	(82)	403	403	0
Granville CC	368	368	(0)	226	226	0	0	0	0	0	0	0
Harmony CC	493	673	180	71	30	(41)	73	66	(7)	61	61	0
Queens Park Community School CC	333	344	11	366	349	(17)	598	468	(130)	514	514	0
St Raphael's CC	327	318	(9)	404	342	(62)	403	367	(36)	376	376	0
Wembley Centre for Health and Care CC	312	281	(31)	0	0	0	1	0	(1)	2	2	0
Wembley Primary School CC	381	367	(14)	345	306	(39)	357	317	(40)	343	343	0
Willesden Centre for Health and Care CC	319	133	(186)	0	0	0	1	0	(1)	2	2	0
Willow's Centre CC (inclg Willow Nursery 10/11)	561	1,238	677	308	237	(71)	136	102	(34)	25	25	0
Hope Centre CC	189	84	(105)	0	0	0	0	0	0	0	0	0
Cricklewood Library CC	151	139	(12)	0	0	0	0	0	0	0	0	0
Clock Cottage CC	158	70	(88)	0	0	0	0	0	0	0	0	0
Kingsbury High School CC	151	147	(4)	0	0	0	0	0	0	0	0	0
Preston Park Primary CC	158	109	(49)	0	0	0	0	0	0	0	0	0
Sudbury Primary CC	191	79	(112)	0	0	0	0	0	0	0	0	0
Wykenham Primary CC	151	141	(10)	503	443	(60)	491	423	(68)	400	400	0
	5,583	5,814	231	4,398	3,860	(538)	3,961	3,474	(487)	3,512	3,512	0

	£'s	£'s	£'s	£'s
Movement in Budget	271.84	(1,185)	(437)	(448)
	5.12%	-21.23%	-9.95%	11.32%

Footnotes:-

1. The cost centres were changed following a restructure of the service area and, for example, CB21 in 2010-11 became CL33 in 2011-12.
2. There were 20 Children's Centres and as at November 2013, there are 17.
3. These were funded from the Sure Start Grant (April 2009 - March 2011), Early Intervention Grant (April 2011 - March 2013) and for April 2013 - March 2014, General Fund - part of the Base Budget.