



**Children and Young People
Overview and Scrutiny Committee**
19 March 2014

**Report from the Director of Children's
Services**

Wards Affected:
[ALL]

Children's Centres

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 that 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.

1.2 Key strengths include:

- Improving outcomes for very young children and their families
- Increasing levels of engagement with families through Brent children's centres, including particularly families that are more at risk of, or experiencing disadvantage
- Substantially strengthened approaches to joint work and data sharing with partners as part of a locality model
- Strengthened relationships and information sharing with other council services, e.g. children's social care and the Brent family solutions team.
- Appropriately qualified practitioners applying evidence based approaches to work with very young children and families
- A much improved quality of accurate data and increasingly a reduction in gaps.

1.3 Key areas of challenge are:

- The effectiveness of governance in challenging the practice and priorities of children's centres
- Fiscal pressures requiring increased and ongoing innovation in our service delivery models and in sustaining the quality of our children's centre workforce
- Managing performance particularly in relation to the skills and confidence of leaders and managers to use data to drive service

planning and review

1.4 Key priorities in moving forward are:

- Building the skills and confidence of leaders and managers to manage performance and provide effective governance and leadership of children's centres
- Increasing the recruitment and engagement of appropriately skilled volunteers to provide additional services through children's centres
- Increasing the employability of parents of young children
- Maintaining a focus on continuous improvement particularly in relation to improving outcomes for and increasing the take-up of children's centre services by families that are at greater risk of, or experiencing disadvantage.

2. Recommendations

2.1 For consideration and discussion

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 Childcare Act makes clear that local authorities are responsible for the publication of an action plan subsequent to any Ofsted inspection of a children's centre or locality children's centre within two months of inspection report publication. This is true irrespective of whether children's centres are managed by the local authority or provided through alternative management arrangements such as schools and voluntary organisations.
- 3.3 The statutory guidance for children's centres (May 2012) and updated in April 2013 emphasise that local authorities are responsible for securing sufficiency in the provision of integrated early childhood services through children's centres. These are 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.
- 3.4 Ofsted inspection requirements changed substantially in April 2013. Inspection judgements relate to:
- *Access to services for young children and families.* 'Good' requires 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. Target group households include households where no adults are in paid work, families that have a CAF, CIN, CP, LAC Plan and families that qualify for the 2-year old FFEEE.

- *Quality and impact of practice and services.* ‘Good’ 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.

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.

- *Effectiveness of governance, leadership and management.* ‘Good’ requires 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.

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

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. Key characteristics of children’s centre provision included:

- There were 7 children’s centres managed through schools with additional funding provided to head-teachers to provide leadership (in addition to a full time children’s centre manager) at each children’s centre on a school site.
- Each children’s centre operated largely independently with single advisory boards governing stand-alone children’s centres or school governing bodies governing children’s centres managed through schools.
- Individual children’s centres largely delivered a similar service offering to local families with children aged 0-4 years with limited partner delivery of services from children’s centres. For example, there was limited delivery of ante-natal services and health visiting services through children’s centres. The focus was a mainly universal offer of support through children’s centres for local families rather than targeted at families with greater levels of need.
- Centrally commissioned services delivered through children’s centres included early intervention speech and language, family welfare rights and information and advice and community dieticians. This enabled, for example, the delivery of half a day per week speech and language sessions and family welfare rights and information and advice from each children’s centre.

- 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. Data was inadequate with many gaps and a huge amount of inaccuracies.
- Take-up of services through children's centres was relatively low. For example, Table One points to take-up of children's centre services by 28% of children aged 0-5 years in 2010/11. Amongst those fathers, lone parents and disabled children that were registered at children's centres (as distinct from the total number of fathers, lone parents and disabled children resident in Brent) take-up ranged from 17% to 53%.

Table One: Take up rates 2010/11

Description	2010/11
Fathers with a 0-5 year old reached within period	1179
Fathers registered with a 0-5 year old within period	7030
Percentage of fathers with a 0-5 year old reached	17%
Lone parents with a 0-5 year old reached within period	776
Lone parents with a 0-5 year old registered within period	1661
Percentage of lone parents with a 0-5 year old reached	47%
Children aged 0-5 with a disability reached within period	93
Children aged 0-5 with a disability registered within period	177
Percentage of children with a disability aged 0-5 reached	53%
Children aged 0-5 years reached within period	6764
Children aged 0-5yrs population in Brent	24295
Percentage of children aged 0-5 reached	28%

The locality model of children's centres 2011/12- present

- 3.6 In 2011/12, with the establishment of the Early Intervention Grant and the end of ring-fencing of grants for children's centres and early intervention services (e.g. teenage pregnancy, accessible childcare), Brent Council reduced budgets for children's centres by £4.15m. This represented a 50% reduction in available funding for children's centres.
- 3.7 To deliver the savings target while meeting statutory requirements, there was:

- A 50% reduction in the number of children's centre buildings for which the local authority is responsible (did not proceed with 3 capital developments and transferred responsibility for management and running of 7 children's centres to schools/ maintained nursery schools).
- 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.
- 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. Network children's centre managers, for example, were introduced so that individual FTE children's centre managers manage 2-3 children's centres each rather than 1. This model of working is increasingly the primary operating model for children's centre delivery. For example, Hammersmith and Fulham, Camden, Croydon, Lewisham, Westminster and Harrow introduced similar models. The popularity of the locality model led to changes in the inspection framework for children's centres from April 2013 to enable inspection of children's centre groups or localities.
- The introduction of the locality model represented a substantial change to how children's centres were governed, managed and delivered and consultation processes were undertaken with Brent parents and staff teams. Appendix One provides details of children's centre localities.
- Early years advisory teaching was merged 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).

3.8 It was also fundamental that gaps related to partnership working, improving quality and improving performance management began to be addressed.

Partnership working

3.9 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. This had not been the case previously.

3.10 In 2011/12, we 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. Since that time, we have improved information sharing substantially with detailed data sharing introduced from 2013/14 with children's centres that permits identification of target group households i.e. households where adults are not in paid work, households eligible for 2-year old FFEFE, families where there is or has been interaction with Children's Social Care, families that meet the national Troubled Families criteria and families where a child aged 0-4 years has additional needs.

3.11 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. There had been very little engagement with Children's Social Care previously. In 2011/12 this included:

- Children's centre practitioners having access to 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
- 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.

Since that time, there has been a significant increase in the engagement with Children's Social Care. For example, children's centre practitioners and managers have access to, and contribute to Framework I so that information sharing and joint work can take place more seamlessly and where contact with families is recorded in a single comprehensive record. This has been supported through training and with children's centre network managers undertaking quality audits of practitioner engagement with families with greater levels of need.

3.12 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.

Improving quality

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

3.13 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. Since 2011/12- present, the following training has been made available to children's centre practitioners and managers:

- Solihull Foundation Training
- Solihull Parenting Training
- Mellow
- Going Mellow
- Mellow Bumps
- Strengthening Families, Strengthening Communities
- Incredible Babies
- Incredible Pre-School
- Triple P Standard
- Triple P Teen
- Effective recording
- DV Awareness training
- Freedom programme training
- Safeguarding refresher
- Baby Massage
- Emotional Development
- Child Observation
- Systemic Family therapy
- Peer Coaching courses
- Working with couples training
- First Aid (and wider welfare requirements training)
- Equality Act 2010 training
- Unicef breastfeeding friendly settings training
- Brief solution focused family therapy
- Working with volunteers
- CAF and TAF training
- Early Support training
- EYFS 2012
- LSCB courses – including Working together Level 1, Working together Level 2, Signs of Safety
- Healthy early years training (including Oral Health, breastfeeding, immunisation, Busy Feet)
- A full range of EYFS courses (including observation, planning and assessment, SENCO training, early years conferences etc.)

3.14 Other key elements of improving quality include:

- Introduction of, and training in Outcomes Star standard reporting tool for the progress that families make through engagement with children's centres from 2012.
- 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.
- 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.
- Since 2013, early years advisory teachers delivering transition programmes in each children's centre locality to provide additional targeted assistance to pre-school children and their parents more likely to benefit from support to secure school readiness outcomes. Early years advisory teachers are also working alongside early years workers in the delivery of 'stay and play' activities to improve the clarity of learning goals within sessions.

Improving performance management

- 3.15 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.
- 3.16 From 2011/12, 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. From this year the membership has widened to include the early help team leaders for part of the meeting. Increasing the capacity for joint planning and closer working..
- 3.17 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. This has since been updated to reflect changes in the inspection framework with a new performance management framework introduced across children's centres in May 2013 (subsequent to consultation with children's centre network managers and the strategic lead- children's centres).
- 3.18 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). This advisory support included assisting with the preparation of self-evaluations and pre-inspection work on both the initial inspection framework for children's centres and the revised inspection framework since April 2013.

3.19 Annual parent-led evaluations were introduced. These enable 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. Satisfaction was 91% and key areas for improvement related to increasing the extent to which parents were taking up support related to 'stay safe' and 'economic and social wellbeing' outcomes.
- 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. Key areas for improvement related to the extent to which families could identify positive benefit from engagement with health and wellbeing services and economic wellbeing services.
- In 2013, a total of 999 families participated. Overall satisfaction increased to 98% and nearly all parents could identify positive benefit from all the types of support that they and/or their child/ren had engaged with through Brent children's centres. Key areas for improvement (reflected in children's centre locality action plans) relate to improving household income, ensuring families are accessing full benefits entitlements, are using more childcare and are taking up suitable housing as a result of engagement with Brent children's centres.

3.20 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.

- 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, JobCentre Plus, nursery school providers of children's centres, a local authority managed children's centre manager, CAF coordinator and voluntary sector providers.
- Following on from DfE's cessation of the PBR Pilot, the multiagency steering group has continued as the Brent children's centres strategic partners group and continues to provide a forum for improving the integration of early childhood services and for establishing and

reviewing progress in relation to targets for children's centre localities. Since April 2013, the membership has expanded to include BACES, Brent Council employment support and the manager of the Early Years Workforce Development team.

3.21 The Early Years and Family Support Service also 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:

- Improving locality advisory boards (LAB) contribution to effective governance of children's centres. A guide was developed and implemented for LAB members that sets out the roles and responsibilities for LAB members in providing effective governance of children's centres.

In addition, training about roles and responsibilities has been provided to approximately 20 LAB members, LAB meeting agendas have changed to ensure more focus on the self-evaluation and action planning activities of the locality children's centres, there has been recruitment and induction of LAB chairs and LAB chairs have participated in training about performance data analysis to support their effective governance.

- A much more focused effort to improve parental participation in the governance of children's centres. This included re-launching Parents Voice groups in all localities. This has resulted in more than 100 parents participating in Parents Voice groups across Brent. This includes many more dads/male carers and links to wider work to increase dad/male carer engagement in support through Brent children's centres.
- 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.
- 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, although it remains an area for improvement to embed more consistently the use of the Outcomes Star in 1:1 work with families.

Key outcomes

3.22 In relation to children's centre inspections:

- During 2010/11, one inspection of a children's centre took place- Granville Plus which was managed by Granville Plus nursery and was returned to local authority management in 2012/13 (satisfactory).

- During 2011/12, three inspections took place. These are Harmony (satisfactory), Wembley Primary (satisfactory) and St Raphael's (good).
- During 2013/14, three children's centre locality inspections have taken place in accordance with the inspection framework introduced in April 2013. These are Willesden locality (requires improvement), Kingsbury locality (requires improvement) and Harlesden 1 that incorporates Fawood, Challenge House and Curzon Crescent children's centres which are managed by Fawood nursery (good). The revised inspection framework is significantly different and more challenging than the earlier framework. See Appendix Two for details of the revised framework and actions taken since the initial inspection of Willesden locality in April 2013.

Across England, only Harlesden 1 has achieved a 'good' in inspection of children's centre localities/groups on the revised inspection framework since April 2013. All other locality inspections have resulted in 'requires improvement'.

3.23 Notwithstanding the substantial savings and reorganisation achieved with children's centres in 2011/12 and growth of 3.5% in the population of children aged 0-5 years, the proportion of families registering and taking up of support has improved.

Table Two: Take up rates 2010/11- 2012/13

Description	2010/11	2011/12	2012/13
Fathers with a 0-5 year old reached within period	1179	1126	1292
Fathers registered with a 0-5 year old within period	7030	8625	10056
Percentage of fathers with a 0-5 year old reached	17%	13%	13%
Lone parents with a 0-5 year old reached within period	776	763	873
Lone parents with a 0-5 year old registered within period	1661	1899	2033
Percentage of lone parents with a 0-5 year old reached	47%	40%	43%
Children aged 0-5 with a disability reached within period	93	82	98
Children aged 0-5 with a disability registered within period	177	192	171
Percentage of children with a disability aged 0-5 reached	53%	43%	57%
Children aged 0-5 years reached within period (all areas)	6764	6543	7369
Children aged 0-5yrs population (within Brent)	24295	24726	25021
Percentage of children aged 0-5 reached	28%	26%	29%

3.24 Moreover, in the current financial year (2013/14), we have made further improvements to how we share data with partners (especially health visiting) and use data intelligently to demonstrate our knowledge of whether or not target group households are known to, and engaging with services through children's centres. This work points to more than 65% of target group households being engaged in support (with Wembley Team 1, Harlesden teams 1 and 2 and Willesden all exceeding 65%) and the registration rate

exceeding 70% (with Wembley Team 1 and Harlesden teams 1 and 2 all exceeding 80%).

3.25 Outcomes for children and families are improving substantially. See Appendix Three for more details.

- 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 in 2012. In 2013, with a new EYFS in place Brent has now exceeded the England average for children's performance in the EYFSP.
- 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). This compares favourably to good practice where the Joseph Rowntree Foundation points to a 50% completion rate for more vulnerable parents of accredited parenting programmes as good.
- 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%).

3.26 It is important to note that in 2012/13, schools returned premises management of Wykeham and Granville Plus children's centres to the local authority. There are other local authorities where schools have returned management of children's centres to the local authority or local authorities have taken back responsibility of children's centres from schools. This includes some return of school managed children's centres to local authorities in the London boroughs of Barnet and Lambeth.

3.27 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. 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.

4. Financial Implications

There are no direct financial implications from this report. The children's centre budget is £3,483,606 for 2014/15. This is General Fund expenditure.

5. Legal Implications

5.1 There is a duty under section 1 of the Childcare Act 2006 to improve the well-being of young children in their area and reduce inequalities between them.

There is also a duty under section 3 of the Childcare Act 2006 to make arrangements to secure that early childhood services in their area are

provided in an integrated manner in order to facilitate access and maximise the benefits of those services to young children and their families.

Section 4 places a duty on commissioners of local health services and Jobcentre Plus to work together with local authorities in their arrangements for improving the well-being of young children and securing early integrated childhood services.

- 5.2 Under section 5 of the Childcare Act 2006, the Council has duties to secure sufficient children's centres for the area it serves, so far as is reasonably practicable, to meet local need.
- 5.3 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.
- 5.4 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 and Child Poverty Implications

- 6.1 Children's centres target families on the basis of need. They also undertake work which targets specific communities and their issues. Given their role in addressing social disadvantage, children's centres are important in addressing inequality. Usage is monitored in terms of ethnicity, gender and other equality characteristics. Work is particularly targeted at achieving early diagnosis and support for children with disabilities and special needs.

7. Staffing/Accommodation Implications (if appropriate)

- 7.1 None.

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Appendix One: The introduction of the locality model in 2011/12

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

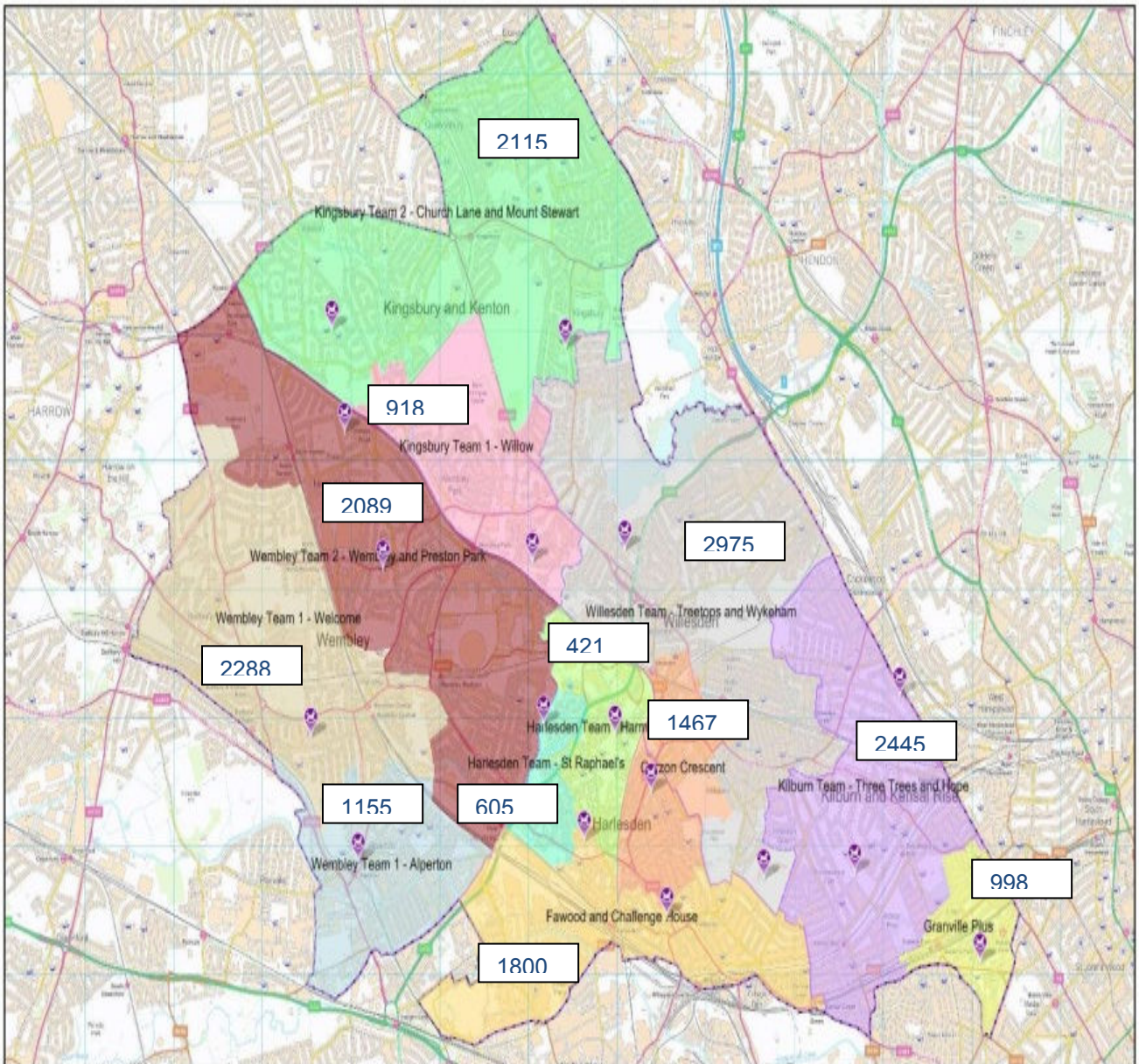
- Alperton
- Welcome (and Barham Library satellite)
- Wembley Primary (and Preston Park satellite)

Willesden Locality

- Tree Tops
- Wykeham

See figure on next page for map of children's centre localities and 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.

Brent Children's Centre Catchments (May 2011)



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Appendix Two: The revised Ofsted inspection framework for children's centres

1. The new Ofsted inspection framework for Children's Centres came into force in April 2013. 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.
2. 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. 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. 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.
4. Unlike the previous framework, there is no balancing of elements to form a judgement. For example, where 5 of 8 elements were 'good' and 3 of 8 elements were 'satisfactory', the overall judgement was 'good', in the revised framework where 7 of 8 elements are 'good' and 1 of 8 elements is 'requires improvement (replacing the satisfactory grade), the overall judgement is 'requires improvement'.
5. 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.
6. 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.
7. 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.
8. 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.

9. 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 year 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 rated 'inadequate', a limiting judgement on safeguarding grounds. This related to 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 positively rated our progress.
10. 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. The lead inspector said that under the previous inspection framework, the locality would have rated 'good'. An action plan has since been agreed by the locality advisory board with the local authority.
11. Since that time:
 - The Early Years and Family Support Service has undertaken substantial work with partners through the auspices of 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.
 - 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.
 - 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.
 - To build the quality of our family support practice and ensure families are moving forward, family support workers are now supervised through Brent Family Solutions. In addition, children's centre network

managers are required to undertake audits of 2 CAF assessments/plans/reviews each month as part of the CAF quality assurance process. This has been in place through 2013.

- 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.

- Building the effectiveness of locality advisory boards to govern and challenge the practice and priorities of children's centres. Recruitment processes of locality advisory board chairs took 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.
- There has been additional training of LAB Chairs about the inspection framework for children's centres and in understanding the performance management framework for children's centres. This took place in October- December 2013.
- Additional training of children's centre network managers about understanding the performance data of children's centres and to assist with performance improvement. This took place in October- November 2013.
- Prioritising an increase in volunteers at all children's centres. This is reflected in all children's centre action plans.
- 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 since April 2013, registration of families through Civil Registry as part of the processes of birth registration since September 2013 (on average, this is resulting in 15-20 additional registrations each week of families) and training 18 volunteers to support registration processes in October 2013.
- 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'.

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