

# Somerset Children's Centres

## Performance Management

Performance management procedures implemented by Somerset County Council to fulfil legislation under the Childcare Act 2006 as set out in the Sure Start Children's Centre Statutory Guidance (April 2013).

October 2013



## **Somerset Children's Centres Services**

### **Information to support effective performance management**

*The contents of this information pack demonstrates the performance management procedures in place for Somerset's Children's Centres.*

Somerset has 41 Children's Centres with 24 centres managed by Somerset County Council and the remaining 17 centres are currently managed by the Private, Voluntary and Independent sector and schools. The 41 Children's Centres were reshaped into 14 clusters in April 2011 in order to ensure that reduced resources are more effectively focused on the provision of services for children and families. A family outreach service is also provided to support families who are not accessing the services in their local Children's Centre.

A Somerset County Council Service Review is currently taking place which will determine how Children's Centres will be managed with effect from April 2014. This includes reviewing and standardising processes and policies across all existing Children's Centre services in Somerset. As part of this review Somerset County Council has carried out a thorough assessment of processes that were previously in place and rejuvenated and reiterated the importance of a robust performance framework to improve Children's Centres services in the county. Children's Centre policies have been reviewed and updated as part of this review.

Somerset County Council works with key partners to help improve performance management and governance of Children's Centres in Somerset. To achieve this a new performance management framework has been introduced and a policy for Cluster Managers has been implemented. Guidance and training has been produced for Clerks of Children's Centre Advisory Boards and training for Advisory Board members is planned to be piloted in the Autumn term.

The authority are now working on developing guidance on strong, area governance arrangements for Children's Centres, including a standard Self Evaluation for Children's Centre Advisory Boards and preparing Children's Centres to be inspected under the new Ofsted Inspection Framework which was introduced on 1<sup>st</sup> April 2013.

Following this, the authority will look at reshaping existing services so that they are fit for the future. It must be ensured that services offer good value for money, are targeted at children and families most in need of intervention or support and that there is an "improved range and relevance" of services available.

The local authority provide support and challenge to Children's Centres who are maintained by the authority, and PVI organisations who are commissioned to deliver the Children's Centres services in some areas of the county.

The core purpose of the Children's Centre is at the heart of the local authority's approach to improve outcomes for young children and their families, with a particular focus on families most in need of intervention and support in order to reduce inequalities. Somerset Children's Centres make available universal and targeted early childhood services, focusing on improving the eight Somerset Children's Centres Outcomes:

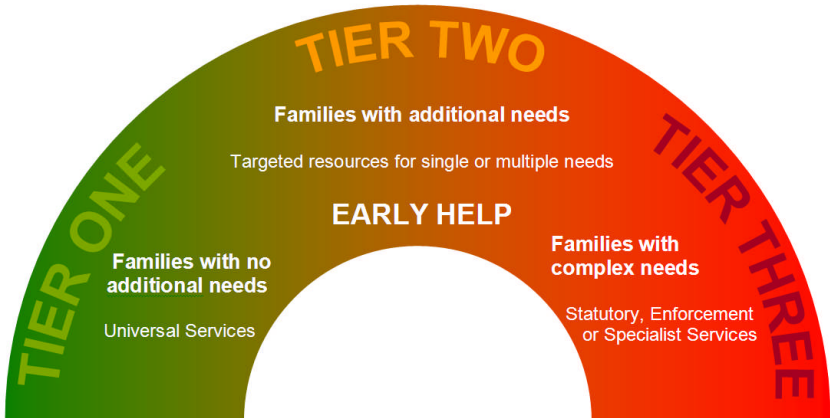
- Children's school readiness is improved
- Family relationships are stronger
- Children's safety and wellbeing is improved
- Family lifestyles are healthier
- Parents/carers have increased opportunity to improve their personal skills, education and employability
- Children 'most in need of intervention and support' are supported
- Governance of Children's Centres is improved
- Links with partners are improved

The above outcomes are linked to the Somerset Children's Trust Outcomes of 'Raise Achievement and Aspirations', 'Keep Children Safe and Healthy', 'Tackle Inequalities and Narrow the Gaps' as well as an additional outcome to 'Strengthen Partnership Working'.

Children's Centre services are delivered through offering provision at the centre or advising and directing (signposting) families to services which are provided elsewhere.

### Fulfilling the legislation

This section gives a summary of how Somerset County Council is fulfilling the legislation as directed by the Department of Education in the document 'Sure Start Children's Centres Statutory Guidance'. In accordance with the document the Local Authority must adhere to the following sections of the Childcare Act 2006.

Legislation in Childcare Act 2006	Implemented	Policy/documentation (link to document)
<p><b>Section 1:</b> Duty on local authorities to improve the well-being of young children in their area and reduce inequalities between them.</p>	<p>Somerset Children's Centres have a shared vision to improve the physical health and social, educational and emotional wellbeing of all children under 5 and their families in Somerset. Aligned with this vision are the eight Children's Centre outcomes in order to meet the three Children's Trust overarching outcomes to; 'raise achievement and aspirations', 'keep children safe and healthy' and 'tackle inequalities and narrow the gaps'.</p> <p>Children's Centre services will be aligned with Somerset's Early Help Strategy. Early help and support reflects the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have become acute and demand action by services which are less effective and more expensive.</p> <p>In Somerset there are 29,405 children aged 0-4. The majority of families with children under 5 are well supported through universal services (tier one). There are, however, a number of families who are in need of further help or support (tier two and three). There is no single measure to identify these families, however there is often a close correlation between families in need of early help and a range of issues such as poverty, health and education.</p> 	<p><a href="#">Somerset Children's Centres Outcomes</a></p> <p><a href="#">Early Help Strategy</a></p> <p><a href="#">Parenting Strategy</a></p> <p><a href="#">Performance Management Guidance</a></p> <p><a href="#">Quality Improvement Statement</a></p> <p><a href="#">Performance Management Flow Chart</a></p> <p><a href="#">SCC Appraisal</a></p> <p><a href="#">Supervision audit form</a></p> <p><a href="#">SCC Performance Management Process</a></p> <p><a href="#">Performance Management Wheel</a></p> <p><a href="#">Corporate e-induction</a></p> <p><a href="#">Policies and Guidelines</a></p> <p><a href="#">EStart Guidelines</a></p>

**Figure 1: Somerset Context- Somerset Early Help Strategy**

Using the Early Years Foundation Stage profile to measure school

Legislation in Childcare Act 2006	Implemented	Policy/documenta tion (link to document)
	<p>readiness, some centres have measured progress of children beyond the early years to monitor the progress that child makes in closing the gap. To support families approved parenting programmes are used by practitioners as listed in the Parenting Strategy. Strong links are also required with early years childcare providers. The authority are working on a partnership agreement between all early years childcare providers and our Children's Centres to enhance collaborative working.</p> <p>Demographic, Indicator, Registration and Participation data is provided to all Children's Centres. All data (where possible) is provided at LSOA level and is aggregated up to reach, cluster and district levels. Data for the whole county is provided along with national and county average, maximum and minimum values so that comparisons can be made both across time (trend data) and with other areas. Centres are encouraged to look at their data in a national and county context. Data Analysis is conducted and reviewed on a regular basis by Somerset County Council in order to determine the key priorities and hotspots for the county as a whole and at a district / county / Children Centres / LSOA level.</p> <p>Quarterly registration and attendance targets are provided focusing on most deprived areas (i.e. it is the expectation that 80% of children 0-4 in most deprived areas are registered with the Children's Centre service and that 65% of those children 0-4 in most deprived areas are participating in Children's Centre services). Support and training is provided to all clusters on the data and how to make best use of the data to plan, deliver, monitor and evaluate services. Guidance to support Children's Centre in making best use of the data available to them has been produced (see attached Guidance on the Data Priorities for Somerset CCs).</p>	
<p><b>Section 3:</b> Duty on local authorities 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</p>	<p>Somerset County Council work with the NHS England (BNSSSG Area Team) to gather information and data in conjunction with national data to target services accordingly.</p> <p>Children's Centres also have access on families who have applied for Two Year Old Funding so that they can target these families with information about their services. Links between Children's Centres and the Childcare Sufficiency Team are productive in ensuring that families are receiving the support they need, for example Children's Centre staff work with families who have applied for but not taken up Two Year Old Funded Childcare places, so that potential issues can be addressed early and to see if the family requires help or support to access appropriate childcare.</p> <p>Children's Centres are encouraged to work in collaboration with childcare providers, and information has been produced about children's centres for PVI settings to clarify the role of the children's centre. A key contributor to linking children's centres and PVI settings will be the role of the Early Learning Area Co-</p>	<p><a href="#">Children's Centres Service Plan 2013-14</a></p> <p><a href="#">Data Security Audit Process Flowchart</a></p> <p><a href="#">Data Security Initial Assessment Form</a></p>

Legislation in Childcare Act 2006	Implemented	Policy/documentation (link to document)
children and their parents.	<p>ordinators.</p> <p>A skills audit has been carried out to map the skills, training and qualifications of all Children's Centres staff. This information is able to inform decision on peer-to-peer support and to identify any gaps in skills or training that need to be addressed.</p>	
<p><b>Section 4:</b> Duty on commissioners to local health services and Jobcentre Plus (as 'relevant partners') to work together with local authorities in their arrangements for improving the well-being of young children and securing integrated early childhood services.</p>	<p>Children's Centres are encouraged to work closely with health services, social work services and Jobcentre Plus to improve the well-being of children in their Lower Super Output Area (LSOA). Family support work is key to the centres services, as well as centres working in partnership with mental health agencies, community organisations and childcare providers. To strengthen the relationship between children centres and private, voluntary and independent (PVI) early years settings, a service manager has been assigned to further develop relationships between the parties.</p> <p>A Somerset Children's Centres Commissioning Strategy has been drawn up to detail the approach that Somerset County Council will take when commissioning services. (Currently in draft, due to be signed off in October 2013).</p> <p>It is an expectation of Somerset County Council that all commissioned services have standard policies and procedures that are as robust as those prescribed by Somerset County Council.</p>	<p>Children's Centres Commissioning Strategy (TBC)</p> <p>Partnership Agreement with Jobcentre Plus (currently being renewed)</p> <p>Partnership Agreement with Childcare Providers <i>[please insert link to centre/cluster specific agreement, if in doubt contact Charlie Barker]</i></p> <p>Service Level Agreements with Childcare Providers <i>[please insert link to centre/cluster specific agreement, if in doubt contact Charlie Barker]</i></p> <p><a href="#">Health Visitor survey August 2013</a></p>
<p><b>Section 5:</b> Arrangements to be made by local authorities so that there are sufficient children's centres, so far as reasonably</p>	<p>Statistical data and referrals made through health, social care services and other agencies to inform where children centres and their outreach bases are located. There are over 151 delivery points for children's centre services in Somerset.</p> <p>Parents who are identified as in need of support but unlikely to take advantage of the services are encouraged through health visitors, other agencies, information leaflets, and some centres use social networking to promote their services. A technology task and finish group has been set up to utilise technology such as</p>	<p><a href="#">Technology Task and Finish Group Action Plan</a></p> <p><a href="#">User Survey Results April 2013</a></p> <p><a href="#">Non user survey results August 2013</a></p>

Legislation in Childcare Act 2006	Implemented	Policy/documentation (link to document)
<p>practicable, to meet local need.</p>	<p>social networking sites and apps to offer a consistent approach across the whole of Somerset to inform parents about children's centre services.</p> <p>Children's Centres work in partnership with health to meet the need in the LSOA. Centres also work in partnership with other agencies such as mental health organisations, further education providers and/or community groups and when appropriate will encourage children's centres users to also use other services which may support them in improving their health and well-being, and raising their aspirations.</p> <p>Some centres have adapted their opening times to meet the demand of families in their reach area, this is going to be looked into at all centres as part of the work of the Continuous Improvement Team which has been set up as a result of feedback from the staff and user surveys.</p> <p>All centres have mechanisms in place for collecting parent's views such as family forums, feedback forms in centres and through an annual survey carried out by the local authority. It is expected that any issues are identified and an action plan drawn up on how to address issues. Parents and users are actively encouraged to join the Advisory Boards of centres and funding is available to enable them to use childcare in order for them to attend.</p> <p>Surveys are also carried out with early years providers, childminders and health visitors to ensure that services are meeting requirements.</p>	<p><a href="#">Business Continuity Plan</a></p> <p>Standardised Admin Templates (TBC)</p> <p><a href="#">Childcare Provider Survey results</a></p> <p><a href="#">Childminder survey August 2013</a></p>
<p><b>Section 5C:</b> Duty on local authority to ensure each children's centre is within the remit of an advisory board, its make up and purpose.</p>	<p>All children's centres or where appropriate Children's Centre clusters have an advisory board, which meet at least three times per annum and in addition hold an annual conversation. The local authority has set a standard terms of reference for Children's Centre Advisory Boards. Advisory Board minutes will be published on the shared Children's Centres staff website which can also be accessed by the public.</p> <p>Training and support has been developed by the local authority to support members of the Advisory Boards in being effective in their role. In addition to this Clerks training has also taken place to develop the skills of those who clerk the meetings.</p> <p>Membership of the Advisory Boards are reviewed by the local authority to ensure that the membership meets the requirements set out by <a href="#">The Apprenticeships, Skills, Children &amp; Learning Act 2009 Part 9 section 5c</a>.</p> <p>All children's centres have mechanisms for collecting feedback from families, such as family forums or networks as an additional opportunity for users to share their comments and ideas. It is advised by the local authority that Children's Centres who hold parent forums should include these in the annual cycle of</p>	<p><a href="#">Advisory Board Training Programme Framework</a></p> <p><a href="#">Advisory Board Clerks Training Programme</a></p> <p><a href="#">Advisory Board Terms of Reference</a></p> <p><a href="#">Children's Centres Financial Value Standards</a></p>



Legislation in Childcare Act 2006	Implemented	Policy/documenta tion (link to document)
	<p>meetings so that they are scheduled between full Advisory Board meetings as feedback from such forums is a standing item on the agenda of Advisory Board meetings.</p> <p>A representative of the Local Authority attends all Advisory Boards as part of its monitoring role. Any concerns are raised with the Strategic Manager responsible for CCs.</p>	
<p><b>Section 5D:</b> Duty on local authorities to ensure there is consultation before any significant changes are made to children's centre provision in their area.</p>	<p>The Somerset Children's Centre Change Programme is closely reviewing centres to ensure that any changes will meet local need and improve the service. Consultation will take place if before any changes are made to the service. A minimum of 8 week consultation period is applied for any proposed changes to the way the service is provided. This includes both staff and public consultations.</p> <p>A full impact assessment is completed and updated as part of the consultation process.</p> <p>The Sure Start-On database is updated by the local authority on a regular basis to reflect any changes to provision.</p>	<p><a href="#">Change for Children's Centre website</a></p> <p><a href="#">Consultation strategy</a></p>
<p><b>Section 5E:</b> Duty on local authorities, local commissioners of health services and Jobcentre Plus to consider whether the early childhood services they provide should be provided through children's centre in the area.</p>	<p>The local authority work together with information officers, health visitors, Children Social Care, Jobcentre Plus, FE providers and children's centres to identify which early childhood services should be provided through children's centres. An Information Sharing 2nd Level Protocol between NHS England (BNSSSG Area Team) and the local authority has been finalised so that information sharing is effective in identifying those families in greatest need.</p> <p>The local authority ensures that both maintained centres and commissioned centres are achieving the core purpose of children centre's through having a robust system in place for implementing new or changing services provided at that centre or at one of the 151 delivery points across Somerset. The local authority also has a robust performance management process in place to hold its children centres to account.</p> <p>Somerset Children's Centres link with childcare providers to support families, particularly those in most disadvantage. Relationships with PVI settings are being strengthened through a local authority driven action plan and the production of a Partnership Agreement with all childcare providers..</p> <p>Social workers and troubled family co-ordinators work closely with the children centres and provide services across the 151 delivery points. Childminder groups meet at the children's centre and have free access to facilities to run groups and activities, this has strengthened partnership working between childminders and children's centre. This has also been valuable for new childminders to access childminder networks.</p>	<p><a href="#">Information Sharing 2nd Level Protocol between NHS England (BNSSSG Area Team) and Somerset County Council</a></p> <p><a href="#">Information Sharing protocol Briefing Note</a></p>













Legislation in Childcare Act 2006	Implemented	Policy/documentation (link to document)
<p><b>Section 98C (Part 3A of the act):</b> Duty on local authorities after receiving a report from Ofsted following the inspection of a children's centre. This includes preparing and publishing a written statement (Action Plan) setting out the action to be taken in response to the report.</p>	<p>The local authority works with children's centres to develop an Action Plan on the receipt of an Ofsted Inspection report and monitors progress against the Action Plan. This is then by the Early Years Performance Group. Should a Children Centre go into a category of either 'requires improvement' or 'Inadequate' a Core Group would be set up. This group would be chaired by a Service Manager and the group would meet at least fortnightly for the first 2 months following inspection. Reports would be submitted to the Strategic Manager – Children Centres. Should insufficient improvements be made in the first two months the Strategic Manager will take over chairing the Core Group.</p> <p>Prior to Ofsted inspections centres may be asked to develop an action plan by the Performance Group if there are any concerns about performance in a centre.</p> <p>In addition to Action Plans as a result of Ofsted, all Children's Centres are required to submit their Self Evaluation Forms and Improvement/Business plans annually to the local authority where they undergo a moderation process, to check the quality of self-evaluation and to ensure that data has been analysed appropriately, targets are realistic and outcomes are being achieved. Feedback is recorded and reported to the Cluster Manager to amend their plans within a given time scale.</p> <p>Cluster managers must report on centres progress to the Local Authority on a quarterly basis using a standard reporting template. Any common strengths and weaknesses are identified and reported to the Executive Leadership Team. The reports are checked for accuracy, signed off and any comments are returned to cluster managers to inform reporting in the next quarter. If any concerns or areas where additional support is required Local Authority Officers offer support. In addition to this Somerset coordinate a peer-to-peer support network, identifying specific areas of excellence and specialism enabling all practitioners to be signposted to the most appropriate support. Central to the network will be the expertise of the Somerset Early Years Teaching Centres.</p>	<p>Ofsted Inspection Toolkit <i>TBC</i></p> <p><a href="#">Ofsted Notification Process</a></p> <p><a href="#">Ofsted Action Plan</a></p> <p><a href="#">Ofsted Feedback</a></p> <p><a href="#">Ofsted Information Powerpoint (Action for Children)</a></p> <p><a href="#">Self-Evaluation Form and Improvement Plan Moderation Process</a></p> <p><a href="#">Self-Evaluation Summary sheet</a></p> <p>Shared SEFs and Datapacks [link to Infobase <i>TBC</i>]</p> <p><a href="#">Exemplar Improvement Plan Quarterly Monitoring Reporting Template</a></p> <p><a href="#">Quarterly Reporting Timetable</a></p> <p><a href="#">Early Years Peer-to-Peer and Leadership Framework</a></p> <p><a href="#">Early Years Performance Group Terms of Reference</a></p>















NOTE: It is intended that all documents will be stored in the Somerset Children's Centre Infobase to ensure that all content is current ([links will need updating accordingly](#)).







Please follow the document link to the associated file.

*(This is a temporary measure until the Somerset Children's Centre Infobase website is updated in Autumn 2013)*

Document Title	Link to document
Somerset Children's Centres Outcomes- there is a more recent version- I will send this	 V:\CHILDREN'S CENTRE PROGRAMME
Somerset Parenting Strategy	 Y:\Children's Centres\Ofsted Performance f
Quality Improvement Statement	 Y:\Children's Centres\Ofsted Performance f
Supervision Audit Form	 \\Sen_ta\HR\Children's Centres\Of
Performance Management Flow Chart	 Y:\Children's Centres\Ofsted Performance f
Performance Management Wheel	 Y:\Children's Centres\Ofsted Performance f
Quarterly Monitoring Reporting Template	 Y:\Children's Centres\Ofsted Performance f
Quarterly Monitoring Reporting Template Exemplar	 Y:\Children's Centres\Ofsted Performance f
Quarterly Reporting Timetable	 Y:\Children's Centres\Ofsted Performance f
Self-Evaluation Form and Improvement Plan Moderation Process	 Y:\Children's Centres\Ofsted Performance f
Self-Evaluation Summary sheet	 Y:\Children's Centres\Ofsted Performance f
Exemplar Improvement Plan	 CC_ImprovementPlan_2013-2014_FinalTe

Somerset Children's Centres Outcomes	 CC Outcomes Final V1 0.xls
Somerset Children's Centres Outcomes Guidance	 SomersetChildrenCe ntreOutcomes_Guidai
EStart Guidelines	 SomersetChildrenCe ntreOutcomes_Guidai
Business Continuity Plan	 V:\CHILDREN'S CENTRE PROGRAMME
Technology Task and Finish Group Action Plan	 V:\CHILDREN'S CENTRE PROGRAMME
Data Security Audit Process Flowchart	 Y:\Children's Centres' Ofsted Performance f
Data Security Initial Assessment Form	 Y:\Children's Centres' Ofsted Performance f
Advisory Board Training Programme	 P:\Hilary\Meetings - SCIL Standards\CC A
Advisory Board Clerks Training Programme	 V:\CHILDREN'S CENTRE PROGRAMME
Advisory Board Terms of Reference	 V:\CHILDREN'S CENTRE PROGRAMME
Children's Centres Financial Value Standards (DRAFT)	 Y:\Children's Centres' Ofsted Performance f
Information Sharing 2nd Level Protocol between NHS England (BNSSSG Area Team) and Somerset County Council	 Y:\Children's Centres' Ofsted Performance f
Information Sharing protocol Briefing Note	 Y:\Children's Centres' Ofsted Performance f
Ofsted Inspection Toolkit	Due for completion after next Ofsted Inspection
Ofsted Notification Process	 Y:\Children's Centres' Ofsted Performance f

Ofsted Action Plan	 Y:\Children's Centres' Ofsted Performance f
Ofsted Feedback Notes Template	 Y:\Children's Centres' Ofsted Performance f
Ofsted Information Powerpoint (Action for Children)	 V:\CHILDREN'S CENTRE PROGRAMME
Somerset Early Years Performance Group Terms of Reference	 EYPG tor...doc

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