

Children's Centre Ofsted Action Plan

Children's Centre Cluster Name	Date of Children's Centre Inspection	Ofsted Outcome / Judgment
Tommies Children's Centre	November 2012	Satisfactory

Recommendation	Actions	Lead	Success Criteria	Progress	Comment
The local authority to ensure that it provides sufficient support for the centre and that it effectively monitors performance	<ul style="list-style-type: none"> Participation in annual conversations and mid years reviews 	Caroline Fooks (Children's Centre Manager), Amanda Reynolds (Children's Centre Service Manager)	<p>The effectiveness of leadership, governance and management</p> <p><i>The Local Authority, and any other relevant agencies and the centre agree and implement appropriate, precise and challenging outcome and performance measures, based on a secure and accurate analysis of the needs of targeted families in the centres area, and have ambitious aspirations for them. A very large majority of performance measures are met</i></p>	<ul style="list-style-type: none"> Annual conversation took place in 2013 and 2014 Mid-year reviews took place in 2013 and 2014 	<p>Completed and ongoing to ensure that progress is being made against targets that have been set</p> <p>Clear targets and direction now being received from the Local Authority through Annual Conversation</p> <p>Targets re-visited at Mid-year review and updated</p>

			<i>and led to sustained demonstrable improvements for families, especially those in target groups.</i>		
	Bi-monthly 1:1s with children's centre service manager	Caroline Fooks (Children's Centre Manager), Amanda Reynolds (Children's Centre Service Manager)	As above	<ul style="list-style-type: none"> Implemented in 2013 	Completed and ongoing in order to embed good practice
	Fortnightly Children's Centre Manager meetings,	Caroline Fooks (Children's Centre Manager)	As above	<ul style="list-style-type: none"> Attendance at all LA key meetings since 2012 	Completed and ongoing to ensure that all Local Authority information continues to be shared In addition to CCTM meetings attendance at Partnership Co-ordinator Meetings and Children's Team Leader Meetings have also been taking place regularly
	Ensure that all prioritise and target groups are clear and that these are included in the centre self-	Caroline Fooks (Children's Centre Manager), Natasha Wilson (Children's	As above	<ul style="list-style-type: none"> Data received regularly from Coventry Data Team 2012 onwards 	Completed and ongoing throughout 2012, 2013 and 2014. Clear direction

	evaluation form	Centre Team Leader), Katie O'Doherty (Partnership Co-ordinator)		<ul style="list-style-type: none"> • Data analysed annually and incorporated within centre SEF and development plans • Priorities and target groups identified in 2012, 2013 and 2014 SEFs and embedded within development plans 	for children's centre work
	Local authority to provide consistency of information sharing	Local Authority	As above	<ul style="list-style-type: none"> • Data profiles received regularly from Coventry Data Team 2012 onwards • Attendance at all key Children's Centre Meetings (CCM, CCTL, PCO), 2012 onwards • Information sharing evidenced through emails 2012 onwards 	<p>Completed and ongoing in order to ensure that all relevant information continues to be shared and acted upon</p> <p>The centre is heavily reliant upon information sharing between service manager and/or other centre managers as opposed to direct access to city wide i-drive.</p>
Increase the collection and data analysis of management information in order to	Agree list of regular data requirements, identifying responsibilities and frequency for sharing	Katie O'Doherty (Partnership Co-ordinator), Coventry Data Team	The quality and impact of practice and services	<ul style="list-style-type: none"> • Attendance at city-wide data meetings, 2012 ongoing • Data analysed in 	In progress, actions re-visited in SEF 2011, 2012, 2013 and 2014 and

<p>set precise targets for improvement and measure the full impact of the centre's service on the outcomes for local families</p>			<p><i>Effective cooperation and data/information sharing between professionals ensure assessment is robust. As a result, a large majority of families in target groups receive the help they need, including from more specialist services, in a timely manner</i></p>	<p>2012, 2013 and 2014 and target groups re-evaluated and new ones set</p> <ul style="list-style-type: none"> • Data profiles redesigned in April 2014 	<p>triangulated with Development Plans</p> <p>Children's Centre does not have access to Capita One system thus currently all data is being logged and collated internally</p>
	<p>Work with health partners to improve access to data required to support children's centre work</p>	<p>Katie O'Doherty (Partnership Co-ordinator),</p>	<p>As above</p>	<ul style="list-style-type: none"> • Integrated team meetings with Health Visitors and Community Midwives set up in August 2014 	<p>New action identified in 2014 following introduction of city-wide Acting Early meetings with health.</p> <p>The centre has successfully set up an equivalent to the city-wide acting early meetings (to bridge the gap before it is officially phased in to the NW2 cluster). The action is ongoing in order to build upon good practice and embed the Acting Early</p>

					<p>principles.</p> <p>There have been 165 new registrations between May 2014 and September 2014</p> <p>There has been an increase in referrals from health partners since the introduction of integrated meetings with Health visiting and Community midwives; since April 2014 there have been 61 referrals for targeted support. As a result an additional Children and Family Worker has been appointed in order to increase CAF engagement</p>
	Invest in evidence based measurement tools as advocated in <i>Measuring What Matters 2013</i>	Natasha Wilson (Children Centre Team Leader)	As above	<ul style="list-style-type: none"> Wellcomm assessments introduced in 2012 Parent-stress questionnaires introduced in 2012 as part of Triple P measures 	<p>New action identified in 2013 following CCTL Task and Finish group</p> <p>Target has been set, January 2016: 10% of families will have</p>

				<ul style="list-style-type: none"> • Self-report Breastfeeding questionnaires introduced in 2012 to evidence impact of Breastfeeding support group • Design of tracking tool underway, April 2014 • Evidence based measurement tools identified August 2014 	been tracked using tracking tool
	Match users of children's centres against the overall Foundation Stage Profile results to evidence impact of children's centre support	Katie O'Doherty (Partnership Co-ordinator)	As above	<ul style="list-style-type: none"> • Only data available is that provided by the Local Authority. • Currently working to overcome barriers with local schools • Headteachers of local schools invited to PABs in 2013 and 2014 	Ability to evidence children who have accessed a service and their achievements against gap analysis data received from the local authority data team
	Analyse data on families who accessed 2 year old funding and against Foundation Stage Profile outcome to identify impact	Katie O'Doherty (Partnership Co-ordinator)	As above	As above	As above
	Develop spreadsheet for tracking greatest need families	Katie O'Doherty (Partnership Co-ordinator)	As above	<ul style="list-style-type: none"> • Data spreadsheet drafted in 2013 • Draft spreadsheet 	Data analysed in 2013 /14 and for super output areas

				completed in September 2014, currently being piloted	in January 2015 and June 2015
	Agree follow-up process with greatest need families to track sustained change	Natasha Wilson (Children's Centre Team Leader)	As above	<ul style="list-style-type: none"> Needs assessment/triage re-designed in September 2014 Clear brief and debrief within family support pack as of June 2014 	New action identified following Annual Conversation in 2014. Children and Families who entered a targeted support package as of September 2014 will be offered a support package brief and debrief, centre will aim to follow up with each of these families after 6 months and 1 year.
	Data team to liaise with children's centre in a timely manner in order for children's centre to evidence outcomes efficiently and effectively	Coventry Data Team	As above	<ul style="list-style-type: none"> Data profiles received regularly from Coventry Data Team 2012 onwards Estart start reports received quarterly, 2012 onwards CapitaOne Spreadsheet and training requested following closure of eStart system 	Ongoing to ensure that data is up-to-date. Currently awaiting spreadsheet and training for CapitaOne
Increase the guidance	Work in partnership with	Katie O'Doherty	The quality and	<ul style="list-style-type: none"> Jobs board on 	In progress, actions

on adult learning, development and training and employability opportunities particularly for workless and low income families	HCCA to develop a back to work programme in partnership	(Partnership Co-ordinator), Holbrooks Community Care Association, Job Centre Plus, Troubled Families Project, European Social Fund Support For Families, Adult Education	<p>impact of practice and services</p> <p><i>The centre provides access to high quality services for most adults identified as needing help to acquire the learning, training, qualifications and advice necessary to improve their economic stability and chances of employment. A large majority of adults who access courses complete them and tracking shows that targeted adults improve their literacy, numeracy and/or language skills and/or the qualifications or skills needed to improve their chance of employment,</i></p>	<p>display at centre and updated fortnightly as of 2012</p> <ul style="list-style-type: none"> • Meetings and consultations undertaken with Job Centre Plus, Herriot and Millwards, Troubled Families Project and ESF Support for Families throughout 2013 • Consultation with HCCA and parents completed to develop back to work programme in 2014 • Education and employment is reviewed in detail in the needs assessment introduced in September 2014 	<p>re-visited in SEF 2013 and 2014 and triangulated with Development Plans</p> <p>Target set for August 2015: Back to work programme to be running in partnership with HCCA; 15 parents of children aged 0-5 will have completed the programme by August 2016</p> <p>Target set for August 2015: A volunteer programme to be running from the centre; 4 parents of children aged 0-5 to have completed the programme by December 2015</p>
	Develop volunteer programme	Katie O'Doherty (Partnership Co-ordinator),	As above	<ul style="list-style-type: none"> • Parent consultations undertaken in 2012 to identify desired voluntary 	Ongoing. Target set for August 2015: A volunteer programme to be

				<p>opportunities</p> <ul style="list-style-type: none"> • 4 students have volunteered at the centre as part of their careers development (studying Midwifery, Early Years Foundation Stage BA and Psychology BSc) 2012-2013 • Requested and received Coventry City Council Volunteering model, along with induction packs in 2013 • Volunteer programme to be rolled out as of January 2014 	<p>running from the centre; 4 parents of children aged 0-5 to have completed the programme by December 2015</p>
	<p>Establish links with Job Centre Plus and Adult Education services</p>	<p>Katie O'Doherty (Partnership Co-ordinator),</p>	<p>As above</p>	<ul style="list-style-type: none"> • Jobs board on display at centre and updated fortnightly as of 2012 • Meetings and consultations undertaken with Job Centre Plus, Herriot and Millwards, Troubled Families Project and ESF Support for Families 	<p>Ongoing. Actions revisited in SEF 2013 and 2014. Adult education and training opportunities remain a key priority for the centre.</p>

				<p>throughout 2013 and 2014</p> <ul style="list-style-type: none"> Coventry Adult Education have delivered 5 programmes at the centre between 2012 and 2014 	
<p>Monitor the progress, achievements, achievements and destinations of adults who access further learning opportunities</p>	<p>Develop spreadsheet for tracking adults who participate in NEET services</p>	<p>Katie O'Doherty (Partnership Co-ordinator), Natasha Wilson (Children's Centre Team Leader)</p>	<p>As above</p>	<ul style="list-style-type: none"> Throughout 2013 the number of adults entering training or employment via support from the centre were logged but the tracking system was in its infancy thus although progress had been made data was incomplete Design of tracking tool underway, April 2014 to account for gaps in previous tracing measures 	<p>In progress, actions re-visited in SEF 2013 and 2014 and triangulated with Development Plan</p> <p>Target set for August 2016: 100% of adults who complete the back to work programme in 2016 will have been tracked</p>
	<p>Agree follow-up process with NEET parents to track short-term and long-term outcomes</p>	<p>Katie O'Doherty (Partnership Co-ordinator)</p>	<p>As above</p>	<ul style="list-style-type: none"> Brief and debriefs formulated in 2014 Induction process underway, 	<p>New action set following evaluation of 2013 tracking tool. Planning completed,</p>

				<p>September 2014 onwards</p> <ul style="list-style-type: none"> Follow-up process planning completed September 2014 	<p>inductions underway and tracking pending.</p> <p>Target set for August 2016: 100% of adults who complete the back to work programme in 2016 will have been tracked</p>
<p>Strengthen governance by increasing the wider representation of parents, partners and community representatives on the partnership advisory board</p>	<p>Staff to identify parents and discuss role of Advisory Board members and importance of having parents as members of the advisory board</p>	<p>Katie O'Doherty (Partnership Co-ordinator), Natasha Wilson (Children's Centre Team Leader)</p>	<p>The effectiveness of leadership, governance and management</p> <p><i>Parents and children are consulted about their needs and any changes to services. Most centre users are fully involved in the design and development of services, contribute to decision making about key priorities for the centre and encourage other parents to use the centre services. They report a constantly high level of</i></p>	<ul style="list-style-type: none"> 1:1 consultations undertaken in 2012 to ascertain parents expectations of PAB PAB and parent's forum promoted throughout children's centres and community in December 2012 PAB re-instated in 2013, second PAB to take place in December 2014 PAB feedback questionnaires will be distributed in December 2014 	<p>Ongoing in order to embed practice, actions re-visited in SEF 2013 and 2014 and triangulated with Development Plan.</p>

			<i>satisfaction with the quality and ability of services to meet their needs and improve outcomes for them.</i>		
	Centre to develop an induction pack for new parents/board members including expectations from board members	Katie O'Doherty (Partnership Co-ordinator),	As above	<ul style="list-style-type: none"> Children's Centre information and referral pack distributed to partner agencies in July 2013 and 2014 	Completed
	Review membership of Advisory Board and approach partners to become members	Katie O'Doherty (Partnership Co-ordinator),	As above	<ul style="list-style-type: none"> Children's Centre information and referral pack distributed to partner agencies in July 2013 and 2014 Partnership advisory board re-instated in October 2013, 17 partners attended PAB scheduled for December 2014 11 key partners identified to form the PAB as of 2014 	Ongoing in order to ensure that parents and partners continue to shape children's centre services
	Ensure partner strategic priorities that are of direct relevance to the children's centre impact on service design	Katie O'Doherty (Partnership Co-ordinator),	As above	<ul style="list-style-type: none"> Highly structured approach to PAB introduced in 2013. Clear links and common aims highlighted between partner agencies 	Ongoing as partnerships must be maintained and methods of analysing and evaluating the partnerships and shared aims need to

				<p>delivering services in the area</p> <ul style="list-style-type: none"> • Feedback and ideas gathered via collaboration wall in October 2013 • Consultations have taken place throughout 2014 to ensure that visions, targets and measures are shared (e.g. health visitors, midwives, pre-school education and breastfeeding) 	be progressed.
	Centre to identify possible parent to become chair – develop training/coaching opportunities	Katie O’Doherty (Partnership Co-ordinator),	As above	<ul style="list-style-type: none"> • Chair appointed in 2013 and moved out of the city shortly afterwards • Chair appointed in September 2014 • Training identifies an currently being sourced 	Ongoing. Partnership advisory board disseminated in 2012 when 3 key members, including the chair, changed their job roles. Successful PAB reinstated in 2014, action is ongoing in order to embed and sustain good practice
Take steps to ensure that communication with Local Authority children’s services is	Implement actions list with timeframes on front of each child’s file to help highlight any delay	Natasha Wilson (Children’s Centre Team Leader)	The effectiveness of leadership, governance and management	<ul style="list-style-type: none"> • Group supervisions implemented in 2013, timelines 	In progress, actions re-visited in SEF 2013 and 2014

<p>always followed up in order to minimise drift and delay</p>			<p><i>The culture of safeguarding is embedded and robust policies, procedures and practices are in place and that safeguarding and the welfare of children remain at the forefront of the centre purpose. The centre works collaboratively with partners to reduce the risk of harm to children successfully.</i></p>	<p>introduced</p> <ul style="list-style-type: none"> • Neighbourhood meetings attended since 2012 with Social Care and Children and Families First teams providing opportunity to review and action step-up and step-downs along with time scales • Individual children's action list added to front of files to monitor drift and delay, April 2014 ongoing 	<p>Process for Step Up and Step Down is in place and continues to be developed . Work continues to progress regarding links with Social Care and CFF Services</p>
	<p>Children's files audited internally by CCTL and externally by CAF Co-ordinator</p>	<p>Sue Wilson (CAF Co-ordinator), Natasha Wilson (Children's Centre Team Leader)</p>	<p>As above</p>	<ul style="list-style-type: none"> • Following OfSTED inspection 2012 an in depth deep-dive was undertaken on each child's file by the Children's Centre Manager • Group supervisions implemented in 2012 in which files are reviewed and 	<p>Completed and ongoing to ensure consistency in quality. Results of all external audits to date have been graded as 'Good'</p>

				<p>'good', 'satisfactory' and 'inadequate' practice is highlighted</p> <ul style="list-style-type: none"> • External CAF audits taking place September 2013 • Internal audits taking place monthly since September 2013 	
	All contact documented including follow up calls to social care	All staff	As above	<ul style="list-style-type: none"> • Running records set up on Google Drive 2012 • Children's Centre Team leader reviewing quality of written contacts and children's files, 2012 onwards 	Completed, monitoring ongoing to ensure quality and consistency
	Escalate to Team Managers when no response	Caroline Fooks (Children's Centre Manager), Natasha Wilson (Children's Centre team Leader)	As above	<ul style="list-style-type: none"> • As and when required • Only two incidents have been escalated between 2012-2014 	Ongoing in order to ensure that drift and delay is avoided