

# Dartmouth and Kingsbridge (DK) Sure Start Children's Centre - summary self-evaluation form for a group of centres

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## **Section A. Self-evaluation**

### **Introduction**

This self-evaluation form is linked to the judgements that Ofsted will make at inspection. Its purpose is to:

- help you in your own self-evaluation
- be used as a basis for the inspection of your children's centre/s.

You do not need to complete this form if you have a different way of recording the self-evaluation for your children's centre/s. We will consider any evidence of self-evaluation that you wish us to consider.

Where a centre is part of a group of centres that share leadership and management and integrated services, and is recorded as such for inspection purposes on the Surestart-on database, you should consider only having one SEF for the group.

You should refer closely to the grade descriptors in the evaluation schedule when deciding on a grade; briefly listing your major reasons for deciding on this grade. You should include only the minimum amount of detail in support of your judgement; bullet points are quite acceptable. You do not need to include any detailed analysis or evidence.

Each question in this self-evaluation form starts by asking centres to grade aspects of their work on a four-point scale:

- Grade 1: outstanding
- Grade 2: good
- Grade 3: requires improvement
- Grade 4: inadequate.

<b>Access to services by young children and families</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Grade:		x		

Briefly list your main reasons for deciding on this grade for the centre or group of centres. Include the strengths of individual centres within a group and key areas for development. (Boxes will expand.)

Dartmouth and Kingsbridge centres (DK) work closely with partner organisations to seek to meet the needs of the under-fives population and their families.

Profile of Key partnership services;

	Dartmouth	Kingsbridge
Total <5s in area (as March 2015)	329 Decreased from 351 in March 2014 (6.2%)	792 Increased from 761 in March 2014 (4.1%)
Secondary School	1	1
Primary Schools	4	10
Special Schools	0	0
Independent Schools	0	0
Early Years Settings	6	12
Parent Toddler groups	6	15
Childminders	1	16
GP Surgeries	1	3

DK works in partnership with other services in order to identify children under 5 and their families in the area. The centres provide a multi-agency service, meeting family's needs through its effective partnership with the following:

- Midwifery:- antenatal clinic and classes held at centres twice week, referrals received from the midwifery service (*see case load tracking sheet*)
- Health Visiting:- Weekly Baby and toddler Clinics at the centres, health checks, weaning information sessions, paediatric first aid sessions for parents, monthly family liaison meetings, referrals for family support, 2gether referrals
- GP: - provides 6 week checks to infants in the Dartmouth centre every 2-4 weeks
- Citizens Advice Bureau:- signposting to the service and feedback from parents (commissioned in previous year 2013-14 to provide weekly appointments)
- Learn Devon: - ongoing rolling programme providing progression routes for parents and opportunities to support literacy and numeracy needs ( *see group data, case load tracking, ILP's case studies*)
- Domestic Violence and Abuse Services / SPLITZ : - Pattern Changing course held at Dartmouth in Sept 2014 (*group data and evaluation*)
- CAMHS : - appointments held at Dartmouth centre
- Children and Young Peoples Services: - Children's Centres invited to 100% of initial child

protection case conferences; partnership work with level 3 families, supervised contact held at centre, attendance at Family Liaison meetings and TFS (Targeted family Support) meetings ( *see case file tracking, family support data submitted to Devon County*)

- Home Start : - partnership work with case file families (level 2 and 3), attendance at monthly liaison meetings with centre.
- Speech and Language Therapy :- referrals to and from SLT, attendance at centre held Early MAST meetings in Dartmouth, liaison through Lets Talk More programme with ELLP (Early Language Lead Practitioner)
- Early Years settings:- contact through 2gether funding allocation, (*see take up data*) Early Years meetings, parent and toddler groups if part of setting, all centre newsletters and information sent out on termly basis, referrals for DAFs and family support, Early Years partnership agreement
- Parent and Toddler groups:- Learning Through Play sessions provided to groups by centres on a regular basis, these provide basic information on the importance of play in child development and encourages the home learning environment (*see LTP file*)
- Targeted Family Support (TFS) – attend manager and practitioner meetings, share family information, support TFS action plans.
- Housing: - Family Support workers support families to seek appropriate accommodation, liaising with housing officers regarding housing issues e.g. damp, rent arrears. Housing Officers also attend Child Protection, Child In Need and DAF (Devon Assessment Framework) meetings and work with action plans to support the family. (*see case files, case file tracking*)

Additionally each centre supports localised need by working in partnership in the following ways:  
Dartmouth

- Townstal Community Partnership - Dartmouth centre attends these meetings, family events held in Townstal Community Hall
- Dartmouth Foodbank - drop off and pick up point held in centre
- Dartmouth Library - Bounce and Rhyme session on a half termly basis provided by Library at the bumps and babes group in centre, encouraging early communication and use of local library
- Educational Psychologist - holds drop in clinics monthly in the centre for Early Years settings and parents
- Counselling – sessions for parents held at centre from April 2014 (*see counselling on quarterly group data sheets*)
- National Trust – this partnership provides regular outdoor adventure activities supporting families to access the open spaces in their community during school holidays.

Kingsbridge

- Kingsbridge Multiagency Meeting - Kingsbridge centre staff attend these meetings
- Kingsbridge Foodbank – vouchers distributed by centre
- Kingsbridge Library - Bounce and Rhyme session on a half termly basis provided by Library at the bumps and babes group in centre, encouraging early communication and use of local library
- Counselling – sessions for parents held at centre from July 2014
- National Trust – this partnership provides outdoor adventure activities supporting families to access the open spaces in their community during school holidays.
- South Hams District Council Locality Officer – Locality Officer has met with the Centre Lead and families regarding the setting up of a drop in “clinic” to commence September 2015. This will provide appropriate signposting to families regarding council issues.

### **Contextual Information**

Note the information in the table below seeks to provide an overview of the data available to us. The data points are at different times. When the information is available to us we have provided the raw numbers.

	<b>Dartmouth</b>	<b>Kingsbridge</b>	<b>Devon</b>
No. of teenage parents 2013-14 (local data)	<b>4</b>	<b>7</b>	
No. children aged 0-4yrs in care. Sept 2013 Per 1000 (2013)	<b>0</b>	<b>1.26</b>	<b>2.39</b>
% Children living in lone parent families 2012 in LSOA's	<b>20.85</b>	<b>18.5</b>	<b>20.84</b>
% BME Foundation stage pupils 2014	<b>10</b>	<b>5.26</b>	<b>6.87</b>
% families with one or more parents in armed forces 2014	<b>2.82</b>	<b>0</b>	<b>NA</b>

### **Registration and Reach (as March 2015)**

	Dartmouth	Kingsbridge	Devon
Children living in area	329	792	
Registration	357 (109%)	683 (86%)	82.4%
Reach	263 (79.6%)	495 (62.5%)	47.7%
Average No of Contacts per child living in reach area	9.2	4.9	4.3
Average no of contacts per child SEEN from within the reach area	11.6	7.8	9.1

There is an increased registration rate for both centres over the last year (April 14-March15). See *trend data charts*

A large majority of children are reached at Dartmouth and a majority are reached at Kingsbridge.

Contact levels for Dartmouth are above the Devon average which indicates that families are receiving services that support their needs so are returning on a regular basis to access further support.

### **Reach to Key target groups (as of March 2015)**

<b>Children</b>	Dartmouth	Kingsbridge	Devon
Total number of children	329	792	
Reach of all children	263 (79.6%)	495 (62.5%)	
Reach to BME children	18 (5.5%)	19 (2.4%)	
Reach to children with disabilities	10 (3.0%)	10 (1.3%)	

Total number of children living in LSOA E01020155	63
Reach of children living in LSOA E01020155	62 (98%)

Due to lack of profile data by centre, the reach below is based on the percentage of those parent's registered.

Parents	Dartmouth			Kingsbridge		
	Reg	Reach	%	Reg	Reach	%
BME parents	56	38	68.8	85	40	47
Teenage mothers	6	7	116	6	8	133
Lone parents	34	29	85.3	64	53	82.8
Fathers	267	96	36	513	145	28.3

Reach data is monitored by the centres on a quarterly basis, with further reports indicating which groups are being most effective at reaching the families most in need. The data is used to reflect upon services and make changes where needed to ensure that the reach is improved to those most in need. The data is presented to the Advisory Board to enable challenge and support.

#### Safeguarding Indicators

Per 1000 of under 5s population	Dartmouth	Kingsbridge	Devon
Rate of emergency hospital admissions caused by unintentional or deliberate injuries to children aged 0-4yrs 2012-13	20.1	16.8	12.2
Rates of A+E attendance for children aged 0-4yrs per 1000 2012-13	464.2	222.5	526.2
Incidents of Domestic Abuse 2013	7.31	6.57	13.2
Children aged 0-4 yrs with a CP plan. 30/09/13	6.08	0	7.08

The Children's Centres support 100% of child protection cases in the area for 0-5 year olds. Those children at CIN and CP level have increased over the last year (2014-15). The Family Support Worker works with CYPS and other agencies in meeting the Child Protection Action plan and attending all CP meetings in support of families at this level. ([see Family Support Data](#))

All Multi-Agency Safeguarding Hub (MASH) enquiries are logged, providing details of family and reasons for referral. The completed enquiry sheet enables us to identify if the family has been seen by us and inform the MASH the contact we have had. This then provides a possible action plan for future work as appropriate.

Liasion meetings are held monthly at the centre with Health Visitors, School Nurse, Parent Support Advisor, CYPS and Home Start in order to appropriately share information regarding families that have been referred to the centre. All families that the Family Support Worker home visits have a case file. Files are reviewed regularly through supervision and support from the

Centre Lead and the Lead Practitioner for Safeguarding.

Early Years achievement Indicators

	<b>Dartmouth</b>	<b>Kingsbridge</b>	<b>Devon</b>
% children achieving a good level of development 2014	<b>68.42</b>	<b>74.43</b>	<b>67.7</b>
Take Up of hours 2 year olds Spring 2015	<b>46% (13)</b>	<b>88.1% (37)</b>	<b>68.4%</b>
Take up of Funded Hours 3+4yr olds Spring 2015.	<b>96% (103)</b>	<b>95.1%</b>	<b>95.9%</b>
FSP Gap data 2014 *low numbers treat with caution	<b>9.2*</b>	<b>12.64*</b>	<b>20.8</b>
% statemented foundation stage pupils 2014	<b>0</b>	<b>1.14</b>	<b>NA</b>
% foundation stage pupils with English as first language. 2014	<b>97.5</b>	<b>96.71</b>	<b>96.8</b>

All planning for all groups facilitated by Children's Centre staff is done with reference to the Early Years Foundation Stage. Observation led planning supports us to deliver high quality activities which promote children's development in the prime areas of learning: Personal, Social and Emotional; Communication and Language; Physical. This also supports identification of children who are not developing appropriately for their age and stage and supports children's communication, speech and language development.

The EYFS profile data at Foundation stage is good across the centres. This has, in part, been achieved by a programme which has been developed at Kingsbridge Children Centre and rolled out to Dartmouth. The Learning Through Play model is designed to increase access to services by taking EYFS led play out in to established community parent and toddler and preschool groups. This allows the Children's Centre to introduce families to our wider services, enable group facilitators to learn more of our referral systems and supports learning through the EYFS. (see *LTP Outreach documents and parent leaflets*)

The Children's Centres have been proactive in encouraging parents of eligible 2yr olds to access funded childcare. (See table Above)

Children with additional needs are supported through an open access to the Children's Centre universal services and where necessary through targeted family support and through support offered via a DAF (Devon Assessment Framework). There are Step by Step groups at Totnes and Ivybridge Children's Centres which supports referred children to attend a very targeted service for children with more profound needs.

As a result of the meetings with Early Years settings in the Dartmouth area the Educational Psychologist now holds a monthly clinic in the Dartmouth centre open to parents and preschools across the Dartmouth area.

To enable and support children with additional speech and language needs to attend the local CC, each of the centres now has an Early Language Lead Practitioner (ELLP) in place who takes a primary role leading speech and communication groups, liaising with Health professionals regarding the Let's Talk More programme and further liaison with the Children's Centre teams.

### Health Indicators

	<b>Dartmouth</b>	<b>Kingsbridge</b>	<b>Devon</b>
% children known to be breast or mixed fed at birth visit 2013-14	66.18	69.87	<b>66.5</b>
% children known to be breast or mixed fed at 6 weeks. 2013-14	53.85	59.76	<b>52.6</b>
% children in reception classified as overweight or very overweight 2013-14	20.8	18.1	<b>23.4</b>

The centres have effective partnerships with the Midwifery service and receive referrals and inter-agency communication forms, flagging up concerns regarding unborns and their parents to-be. Monthly meetings are held with the Health Visitors and shared work takes place to support healthy outcomes e.g. the clinics, weaning support, Parents 2B

Each centre ensures that healthy eating and exercise along with the EYFS Physical development is recognised through the provision of activities and healthy snacks in sessions and ongoing partnership with the National Trust providing Outdoor Adventures. The Outdoor Adventures support families to access local open spaces and give ideas for activities that support children's learning and development.

### Family Support work with those families most in Need

The family Outcome Star is used as an assessment tool with all families that the Family Support Worker works with. This assessment enables us to track, monitor and review outcomes with the parent/s. The DAF assessment used in partnership with other agencies, ensuring the appropriate package of support for families who may previously been supported through a CAF. (*see family support data*)

### Data Analysis, consultation, evaluation and reflection Systems

The centres use Devon Children's Centre profile data, E-start data, local data and knowledge to plan and monitor services. This information gives us a good understanding of local needs and helps us to monitor our Service Plan. On a quarterly basis we analyse E-start data to monitor target groups attendance in the centre's service provision.

Dartmouth and Kingsbridge centres undertake regular consultations with parents, staff and partnership agencies. Consultation is undertaken in the following ways:

- Regular evaluation of activities and courses ( *see quarterly group outcome summaries*)
- Termly 'air and share' to gather feedback from parents
- Regular Friends of Dartmouth/Kingsbridge Children's Centre meetings facilitated by a centre worker
- Centre staff evaluate and reflect on every activity asking for parent's feedback
- Staff complete a quarterly summary for the services they run and reflect upon this with the Centre Lead agreeing any action points aimed at improving delivery and outcomes
- Monthly family liaison meetings with Health Visitors, PSA, School Nurse and Home Start to discuss individual cases, needs and evaluate current effectiveness of services
- Monthly South Hams Cluster meetings with the Children's Services Manager and Centre Leads to exchange good practice and further develop a South Hams vision

- Termly operational meetings with Health Visitors to improve service delivery
- Use of Devon's Children's Centre Profile to address key areas of needs to work on
- Quarterly Advisory Board meetings to monitor and evaluate service delivery. (see AB minutes)

The quality and impact of practice and services	1	2	3	4
Grade:		x		

Briefly list your main reasons for deciding on this grade for the centre or group of centres. Include the strengths of individual centres within a group and key areas for development.

The Dartmouth and Kingsbridge centres receive the large majority of their referrals for one to one **family support** from Health Professionals and Children and Young Peoples services. Regular monthly liaison meetings are held with health visitors, Parent Support Advisor, TFS worker, Home Start coordinator, Social worker and School Nurse where information is appropriately shared around the services we deliver to families, ensuring that intervention is effective. The Family Support Workers have a good working relationship with these agencies and early years settings with regards to their family support case load, either involving a DAF or CP/CIN/TFS action plans. **Impact:** This partnership approach and clear procedures ensure an early identification of needs and an appropriate, effective response. (*Liaison meeting minutes*)

One to one family support is monitored through regular (*at least monthly*) supervision from the Centre Lead and Lead Practitioner, who also conducts regular case file audits across the centres. Action for Children's E-Aspire system is used as is the Outcome Star for assessment and review of a family's progression. Case studies are produced each quarter, or at case closure tracking progression of both children and parents. **Impact:** This reflective and supportive approach to case management delivers good quality support and monitors positive outcomes for families. (*Case files and Case studies*)

Family support group work includes the delivery of the Evidenced Based Parenting Programme, Solihull Parenting programme, which we provide within both centres with crèche provision (*Outcome Summary Reports for Solihull and Solihull reviews*), Activities to improve parenting take place in sessions and in the home through 1:1 support using Solihull techniques. Parenting Courses are run in partnership with the Public Health Nursing Team.

In partnership with Midwifery, Health Visiting and Learn Devon (formerly Adult and Community learning), the centre provides a programme of weekly activities with a strong multi-agency approach (*centre timetables*). These activities are needs-led and planned using our understanding of the community. This is achieved through consultation with partner agencies and local information and data where available, alongside the Devon Children's Centre profile and participation of the service users (e.g. Air and Share).



**Impact:** This inclusive approach allows an effective and targeted use of limited resources.

Midwives provide regular antenatal clinics and antenatal classes at each of the centres. The Children's Services Manager meets with the strategic lead for Midwifery, whilst the local team leader is in the centres on a regular basis and this promotes effective communication between services. The Children's Centre receives referrals from the Midwifery team and is therefore able to provide appropriate intervention at the earliest stage.

Health Visitors provide a weekly baby and toddler clinic at each of the centres. In Dartmouth a GP also provides postnatal checks once a month. The Children's Centre and Health teams meet on a monthly basis to share information on the support delivered to families. This ensures that activities and services can be promoted appropriately and specific families signposted to services relevant to their needs. Joint delivery of services ensures that families receive a multi-agency approach to meeting their needs. The Health team support the breast feeding support groups, deliver regular weaning sessions and baby first aid in the centres ensuring that parents are guided and supported. Fully trained Breast Feeding Peer supporters attend each of the breast feeding groups providing advice and guidance where needed. Each centre also has a member of staff in the Breast Feeding Champion role providing support to the teams in the centres which are BFI compliant and providing a welcoming environment for breastfeeding mothers.

Learn Devon (LD) provides a termly programme in each of the centres that provide **progression routes for parents** with literacy and numeracy needs. LD has also provided work units specifically supporting parents back into training and employment opportunities. This was particularly successful in Dartmouth. Termly review meetings are held with the Learn Devon coordinator to review the course effectiveness and plan appropriately. Learn Devon provides parent feedback through evaluations completed on their courses and we are now also receiving Individual Learning Plans with parents' permission. LD have provided a Fun with Food course supporting parents with healthy eating, budgeting and specifically targeting families with literacy and/or numeracy needs. A progression programme is provided during the year, allowing parents to achieve increased levels in either literacy or numeracy. Previously in Dartmouth the centre has provided a confidence and self-esteem work unit, followed by a CV writing unit in response to learner needs. Job Centre Plus are aware of these services and signpost appropriately to the centres for support to parents wishing to take up progression opportunities.

Case studies highlight parental progressions for identified parents in key target groups. Children's Centres staff are signposting to other local adult education provision. e.g. English as an additional Language. Currently the centres refer appropriate priority families to CVS – for volunteer training, JCP, South Devon College, opportunity South West.

The Citizens Advice Bureau has previously been commissioned by the centres for up to 2 years (needs assessed in each individual centre) to provide weekly appointments for parents addressing their needs regarding benefits and often more complex issues. The CAB adviser provided quarterly case studies tracking progression with regards to the intervention parents received. Since this ceased and in this current service year 2015-16 the centres continue to liaise with the CAB through referrals and signposting and seeking feedback from parents regarding the effectiveness of the interventions provided and have also conducted joint visits with family support workers. When further support may be required centres may then signpost to other agencies such as JCP and CAP, on each occasion monitoring effectiveness of the intervention through conversation with the

parents when possible.

During the summer term 2014 Dartmouth Children's Centre commenced a student placement for a trainee counsellor to provide regular counselling sessions for parents. Kingsbridge Children's Centre also had a trainee counsellor (fully supervised) from September 2014 to provide a weekly service to parents.

The Dartmouth centre is based on the site of Dartmouth Academy and in the same building as Humpty Dumpty Childcare. The centre has links with Humpty Dumpty, who are the major 2gether provider in Dartmouth and for the LSOA. The centre has worked with the academy's pre-school in providing Learning Through Play sessions to its toddler group, focusing on supporting parents with their confidence in providing a home learning environment with ideas for play activities that support their child's learning and development. The centres Family Support Workers have good links with the learning Community's Parent Support Advisors and communicates on a regular basis regarding the families that they are supporting together.

Kingsbridge centre is based on a Community Primary School site in Kingsbridge above a private pre-school and the Schools Foundation Class. The centres have good links to **Early Years** settings and local parent and toddler groups across the rural area. As a result of the meetings with Early Years settings in Dartmouth the educational psychologist now holds a drop in clinic in the centre once a month for parents across the Dartmouth area, alongside pre-schools. The Centre Lead and Family Support Worker regularly attend Early Years Network meetings that take place across the locality, receiving updates from settings and childminders and updating practitioners on Children's Centre services. The centre has good communication with settings through the 2gether funding for two year olds and partnership work regarding children with a DAF, CIN or CP plan.

The centres set up communication groups from 2012 with support from the Children's Centre Teacher and the Speech and Language therapist (Dartmouth). The Lunch Bunch group has been developed according to need and the group has evolved to Chatter Time, facilitated by the Children's Centre Workers and supported in the planning stages by the Children's Centre Teacher. Early Years settings and Health Visitors have been invited to signpost families they feel would benefit from this provision. The group supports children where they have received a Let's Talk More assessment and provides the children and parents with activities that focus on the key strategies for Let's talk More that focus on supporting speech and language development. **Impact:** see *Group data, group outcome summary sheet, Chattertime planning files*.

Through the outreach Learning Through Play project with local parent and toddler groups, the centres have registered and reached more families across the rural area, informing them of Children's Centre services. The objective of these sessions is to encourage home learning through accessible play activities, whilst informing parents and volunteer providers about aspects of the Early Years Foundation. **Impact:** reach and feedback/evaluation evidenced in *group data, outcome summary sheets and LTP planning file*.

All planning for all groups facilitated by Children's Centre staff is produced with reference to the Early Years Foundation Stage. Observation led planning supports us to deliver high quality activities which promote children's development in the prime areas of learning: Personal, Social and Emotional; Communication and Language; Physical. This also supports identification of children who are developing appropriately for their age and stage and supports children's communication, speech and language development. The

Children's Centre Teacher has supported the Children's Centre Workers up until April 2015 by meeting regularly with the team regarding planning and also observing sessions in practice. The Children's Centre Teacher communicated regularly with the Centre Lead and gave feedback on planning files and session observations which are used in staff supervision by the Centre Lead.

Alongside the Learning through Play sessions further outreach sessions such as family events are held in the community hall in Townstal, (LSOA) and other venues in Kingsbridge. These support Children Centre service engagement.

The centres work in partnership with community groups, attending the Townstal Community Partnership (TCP) meetings in Dartmouth on a regular basis. The TCP gives residents a direct voice to the agencies who will help to address issues that are causing difficulties to residents in Townstal. The centre feels that their presence in Townstal is integral to its engagement of the target groups. Townstal Community hall has been a venue for fun family events delivered by the Children's Centre that engages those families in the target LSOA.

Both centres have good partnership working with the Foodbank in both towns, making regular referrals for Foodbank support for families in poverty or on a low income. **Impact:** *Foodbank AGM minutes, Case files, case studies*

The centres have strong links with the National Trust and through this partnership encourage outdoor activity for families in local open spaces through Outdoor Adventures provided on a regular basis. Family Events during School holidays or weekends have supported our engagement with fathers in the past. The Dangerous Dads Network will be providing a summer event in the area during school holidays (2015) and on a local level in Dartmouth the Dangerous Dads coordinator will be holding an initial meeting with dads in Townstal in July 2015.

Both centres have recruited volunteers that support groups and general administration in the centres. As of July 2015 there are 10 volunteers between the two centres (5 at each); of which 4 are parents of children under 5, 2 are lone parents and 2 are BME parents. Parent participation is being encouraged currently through the Friends of Kingsbridge/Dartmouth Children's Centre groups. In April 2015 Kingsbridge parents raised over £300 towards supporting resources and family events during school holidays.

During sessions parents are regularly consulted regarding provision of services in and out of the centre. The centre gains feedback on services also through its Air and Share questionnaire. Centre staff ensure that they complete their own feedback in their planning files after each session and these then support reflective practice and further planning. The centres programme of activities is a regular item on the team meeting agenda. Bi-weekly team meetings ensure that the staff have the opportunity to discuss issues, updates, reflect on the progress of particular groups and courses and allocation of resources. Staff supervision and appraisal by the Centre Lead ensure that performance is monitored and that staff are supported and guided where necessary.

<b>The effectiveness of leadership and governance</b>	1	2	3	4
Grade:		x		

Briefly list your main reasons for deciding on this grade for the centre or group of centres. Include the strengths of individual centres within a group and key areas for development.

**Responsible Provider** – Action for Children has become the responsible provider from May 2011 implementing a cluster approach to delivering Children’s Centre services for the whole of the South Hams (reach of 3,455 children over 4 Centres – Dartmouth, Kingsbridge, Ivybridge and Totnes). Action for Children has to fulfil the yearly contractual targets set by Devon and is financially accountable for the whole budget. Policies are developed and ratified nationally and procedures are adapted to local needs and circumstances.

Regionally Action for Children is organised in Service Patches which are led by an Operational Director of Children’s Services (ODCS). Monthly Children’s Services Operational Patch (CSOP) meetings ensure a systemic approach to project developments and management communications.

Action for Children implements clear written recruitment and selection procedures for all staff in line with the HR procedures and Working Together to Safeguard Children guidance (2006). Job descriptions for all staff that have contact with children clearly identify core responsibilities and competencies to:

- Be able to identify and report child abuse
- Be able to identify and report children in need or at risk
- Be able to undertake appropriate referrals as required.

All staff and volunteers that have contact with children will undergo the appropriate level check with the Disclosure and Baring Service. The Centres hold a single central record for all staff recording their CRB/DBS numbers and expiry dates which enables the centre leader to ensure that checks remain valid. All staff are fully qualified and have the necessary experience, skills and abilities for the posts and the Children’s Services Manager and both Centre Leads hold the NPQICL. In addition the centres hold details of all partner agencies and confirmation of their safer recruitment process.

Action for Children has a range of Policies and Standards that guide support and regulate the service delivery. These are robust and regularly reviewed. Staff are expected to be continually aware of changes in these standards and necessary updates are included in team meetings.

**Local Authority** – The Local Authority sets clear targets for the centres based on profile data and levels of need which are monitored through formal contract review meetings twice yearly and quarterly through representation on the advisory board. During the change of provider in 2011 the local authority raised concerns regarding the performance of one centre (Dartmouth). The new Children’s Services Manager together with the Centre Lead analysed the situation and produced an action and progression report (A3-1). After that the centre has achieved the very large majority of targets set for 2012-13 (RAG system was used to monitor the progress of the Service Plan). Furthermore at the annual contract review in May 2013 it has been acknowledged that the centre has made big progress in registration and especially reach to the target LSOAs. This progress has continued in 2013-14. **Impact** – The

Local Authority assessed the data of the Dartmouth Centre as being good to outstanding and understands the challenge of running a full Children's Centre service with little resources. Clear progress has been achieved since the new management is in place and this has been acknowledged in the annual review of services.

**Cluster Advisory Board** – In May 2013 the Local Authority has produced new Term of References (ToR) Updated Jan 15 for the Advisory Boards (A3-2) which have been discussed and agreed at the meeting on 8th August 2013. Following the introduction of the ToR the Advisory Board went through a restructuring from individual boards to a cluster one to improve the strategic lead for the area. The Advisory Board meets quarterly with an agenda which includes a review of the Service Plan, budget information and an analysis of performance indicators. To further improve the effectiveness of this forum a development afternoon was held in February 2014 (A3-3). It is now the South Hams CC Cluster Partnership Board and the membership consists of Public Health Nursing Lead, Midwifery Lead, Job Centre Plus Partnership Officer, Education (Vice Principal of Dartmouth Academy, Parents, LearnDevon Co-ordinator (previously Adult Community Learning), Town Councillors, Voluntary Sector (CAB and Home Start), South Hams District and Local Authority representatives. The independent chair is representing the Parish Councils. Recently, Social Care has also committed to this strategic board and attended both the development workshop and the board meeting in May 2014. The Advisory Board views itself as "critical friend" and challenges the Cluster Leadership Team appropriately when needed (*Advisory board minutes*)

**Children's Services Manager (CSM)** – This new post was central to the restructuring of services to a cluster model. Appointed in August 2011 the post holder was responsible to implement the restructuring as proposed in the tender document to Devon, line manage a team of Centre Leads and Business Support staff with the aim to achieve maximum effectiveness, efficiency and co-ordination. Further responsibilities are to drive improvements across safeguarding, implement policies and procedures locally and effectively manage the budgets of all four Centres. The overall aim is to develop a cluster vision and service which delivers positive outcomes for young children and their families. For example the Children's Services Manager organised a visioning day inviting all team members of the whole cluster. This resulted in a cluster approach to team development and training and led to the Family Support Workers of all four Centres undergoing the Solihull training together.

**South Hams Cluster Leadership Team**– Under the leadership of the Children's Services Manager this group which meets monthly is responsible for the development of a cluster vision and service delivery by ensuring an exchange and implementation of good practice and efficient and coordinated use of resources.

**Centre Leads** – Responsible for the day to day coordination, management and delivery of services and staff development. Furthermore the remit includes analysis of consultation information data and statistics which is used to formulate the service delivery plan and timetable. The Centre Lead prepares reports for the Advisory Board and provides regular supervision and performance reviews ensuring staff are appropriately motivated, skilled and qualified to undertake their duties efficiently and effectively.

**Lead Practitioner** - Lead Practitioner role has been introduced to improve safeguarding practice for the whole cluster. The remit includes clinical level 3

supervision for Family Support Workers, case file audits and staff development.

**Supervision for Staff** - Development and review of staff performance is an integral part of the Centre's work. A highly motivated and committed team is a Centre's biggest asset. The teams are subject to a Performance Management Cycle which involves targets for development being set once a year, and devising an action and training plan to ensure the successful completion of the targets. These targets are monitored through regular supervision. **Impact** – The Centres have highly motivated teams who have been provided with the necessary skills to plan and provide high quality activities and support to service users.

**Impact of leadership and management structure** - The Centre has a clearly defined system of leadership and management which is transparent and understood by most partners and stakeholders in the Centre. All parties are committed to ensuring the highest quality of services and the impact of this approach is that the Centre has been good in improving outcomes for a large majority of target families and groups who attend the services and support.

**Financial Governance and Accountability** - The budget is planned and managed by the Children's Services Manager in consultation with the Centre Leads to ensure best value policy is adhered to for all Centre's expenditures. The Advisory Board monitors the budget report at every meeting and agrees spend priorities. **Impact** – The Advisory Board members have an accurate and up to date knowledge of the budget and use this information to ensure that the budget is driving strategic development. An example of this is when last year's underspend was used to commission CAB clinics based on service user's feedback and the economic needs of the local community.

**Service Plan** - The Service Plan is devised by the Centre Leads and CSM by taking into account Devon's Children's Centre Profile data, statistics, consultation information and any local needs which have been identified. In addition the Children's Services Manager meets with the Service Leads of key partners to discuss service co-delivery and integrated support. The plan has clear targets and uses a RAG system to monitor progress. **Impact** - The Service Plan is reviewed at Advisory Board meetings and individual members have a good understanding of service development and progress.

**Partnership work and integrated services** – Effective partnership work is the key to achieving positive outcomes for vulnerable families. All key partners and professionals play an active role in providing high quality and integrated services. Key professionals have monthly liaison meetings with the Centre Leads to discuss individual cases and service activities. **Impact** – This regular evaluation and assessment of needs gives a good understanding of target groups and trends. For example in Dartmouth through the one-to-one support to target families and in discussion with the Health Visitors domestic abuse had been identified as a common thread and in response a Pattern Changing course was organised for the autumn term (2014) attended by 9 parents from the AXS cluster. [\(see course evaluation\)](#)

**Safeguarding** - The Centre Leads are the named safeguarding responsible person, with named deputies in place. This is further supported by the Children's Services Manager and national Action for Children safeguarding protocol. All staff access safeguarding training as a mandatory requirement with regular updates and they are

confident in managing its implementation. There are clear protocols in places for referral to a range of services including Social Care, Speech and Language Services and Home Start.

**Evaluation and data management** – Clear evaluation processes and procedures are in place including regular consultations with parents, staff session evaluations with parent feedback and quarterly analyses of participation profile of all activities and services. This allows continuous monitoring of impact and progress and ensures that the service design responds to the needs of the community and reaches the target groups.

<b>Overall effectiveness</b>	1	2	3	4
Grade:		x		

Briefly list your main reasons for deciding on this grade for the centre or group of centres. Include the strengths of individual centres within a group and key areas for development.

The centre's plan and deliver services to address priorities for the communities according to the range of data available from the LA and local knowledge. Its Service Plan is developed, delivered and monitored in partnership with key agencies. It has a strong focus on targeting the most vulnerable and excluded groups. Through this integrated and co-ordinated approach individual needs are being met. Parent participation in the planning and evaluation of services is well embedded.

The centres have also strong links with community groups (e.g. Townstal Community Partnership, Local parent and toddler groups, Food Bank, Leisure Centre) and plays and active role in community development.

The centres can evidence good engagement of families across the area with high level of registration and reach data. Case studies are able to evidence the impact on those children and families who are engaged with the services.

The centres have a relevant range of Adult Education opportunities and offer progression routes. This includes volunteering and accessing employability courses.

Families are happy to visit the centres and comment positively about their experiences. Feedback is sought regularly to evaluate the effectiveness of services and activities. This means that services are meeting changing needs.

The centres implement the EYFS in its practice using observation led planning which also assists the tracking of children's progression.

A small but dedicated team delivers outreach services within families' homes to provide practical parenting support which contributes to the wellbeing and levels of safety for children.

Staff supervision is carried out on a monthly basis and compliance is monitored on a quarterly basis by the organisation. The teams know what needs to improve and targets are set and monitored through team meetings and individual supervisions. All team members have an excellent understanding of safeguarding procedures and know the routes of accountability.

The budgets are managed effectively by deploying the teams flexibly across the centres and using the resources efficiently.

Robust policies and procedures are in place with a wide range of support from an experienced and national organisation.



The Advisory Board plays a vital part in the development and delivery of services. It has a wide range of partners including parents and participation is consistent. The clustering of this body allows an improved strategic overview. The board is currently chaired by a community member.

The Cluster Leadership Team has high aspirations, a developing vision and a consistent approach to continually improving the quality and impact of services. They are fully committed to setting a clear direction for the success of the centres which is shared and understood by all stakeholders.

The leaders and managers have a very good understanding of staff roles and effective teamwork and ensure that they enthuse and motivate team members with their infectious dedication and drive to improve. Senior management places a high priority in appointing well qualified staff, developing their skills and deploying them to best effect.

The centres are able to clearly identify strengths, areas for development and main priorities for the future.

## Section B. Factual information about your children's centre/s

This section should include:

### Information about the area/locality (centre or group of centres to be inspected)

Include information on the name and number of centres in the group or locality; if appropriate, list separately the numbers of children under five years living in each of the centre's reach areas.

State the level of the offer made by each of the centre/s.

Both Dartmouth and Kingsbridge Children's Centres as phase two were designated in 2009. Initially both delivered the full core offer and are now following the core purpose of the new statutory guidance.

The centres cover the following reach to 0-5 year old (April 2015):

Dartmouth = 329, decreased from 351 in March 2014 (6.2%)

Kingsbridge = 792, increased from 761 in March 2014 (4.1%)

Registrations (March 2015):

Dartmouth – 357 children registered out of an estimated population of 329 = 109% registered

Kingsbridge – 683 children registered out of an estimated population of 792 = 86% registered.

**Devon average 82.4%**

Reach (May 2015):

Dartmouth – 263 children reached out of an estimated pop of 329 = 80% reached

Kingsbridge – 495 children reached out of an estimated pop of 792 = 63% reached

**Devon Average 47.7%**

In the South Hams the only LSOA with a 20% deprivation is Townstal in Dartmouth (E1020155). All under 5s are registered and 98 % reached.

Services are delivered locally in the Children's Centres, village and school halls and in partnership with local groups and organisations.

### Governance, leadership and management arrangements

Please outline the governance arrangements – standalone, group or merger (include whether advisory boards are separate or shared).

Please outline the leadership and management arrangements (for example a group or locality manager or leader).

Please outline whether the centre/s is/are managed on behalf of the local authority by a school or other third party organisation.

The centres have been managed on behalf of the Local Authority by Action for Children since April 2011, a national charitable organisation with a clear focus upon supporting those children most in need. Prior to this both Kingsbridge and Dartmouth were managed by Barnardo's.

Budgets for 2015-16: Dartmouth - ££75,238; Kingsbridge - £168,689

The centres, report to a shared Advisory Board which convenes also to respond to Totnes and Ivybridge Centres which are also part of a wider South Hams management cluster.

There is a Children's Service Manager (0.9) in post across all four South Hams Centres.

A Centre Lead is employed part time (0.9), to manage the services for both Dartmouth and Kingsbridge.

The centres have a business support officer (0.8) to provide administration services, a full time Family Support Worker in each centre and three part time Children Centre workers (0.48, 0.58, 0.43). Staff teams are structured according to local service needs and available budget. Each Centre has experienced significant budget cuts over the last three years.

## Context

Include a description of the geographical area served by the centre/s or area/locality; levels of deprivation; ethnicity of the area.

The centres are each based within school grounds, both in market towns. The South Hams is predominantly rural, coastal to the South with lots of small villages, hamlets and scattered communities. The area is highly dependent upon farming and tourism to drive the economy. The families in the area are predominantly white and of British origin. The area has small significant pockets of deprivation i.e. Townstall in Dartmouth and also some areas of significant wealth, typified by the high number of second and sea/river view homes. Employment is predominantly within tourism, hospitality, agriculture and local services; it is often seasonal or part time. Further to this each area has its own very specific identity;

Dartmouth The centre is located in the Dartmouth Academy school complex. Dartmouth is an attractive seaside town which offers seasonal work in the tourist and hospitality industry. Dartmouth is at the mouth of a river with ferry access to Torbay, no rail services and infrequent bus services to other areas of the South Hams. The Britannia Royal Naval College is based in the town. The Dartmouth Townstall Ward has two LSOAs with child poverty above the English average. Townstall is described as a 'pocket of deprivation' as it is surrounded by considerable affluence and wealth that can be found in the rest of the area.

*The two centres have 19 armed forces families registered (predominantly living in Dartmouth); with 18 families reached over the 12 months to March 2015.*

Kingsbridge is accessed by a large rural community, has a long rugged coastline as a part of its reach, there are no rail services and bus services are infrequent. It looks to Plymouth for its health services. The centre is based on a Community Primary School site in Kingsbridge (a rural market town), above a private nursery and Foundation Class. Kingsbridge CC is situated on a large hill.

Each centre provides services from 9am-4.30pm each weekday, the services range from universal to targeted and individualised support in the home. The Centres each have a reception area, main playroom, kitchen area, office space, store rooms, bathroom areas, a room available for health services and an outdoor play area. Each Centre is fully accessible.

## The needs of children and their families

Describe the significant target groups identified by the centre/s as in most need of support, such as workless households; teenage mothers.

Below are the local targets for the Centres

### Dartmouth:

#### Children Living in Poverty

**Number of children aged 0-4 living in out of work benefit claimants household in LSOA = 10.68 (2013)**

Learn Devon (LD) facilitates a termly programme in the centre that provides progression routes for parents with literacy and numeracy needs. A progression programme is provided during the year, allowing parents to achieve increasing levels in either literacy or numeracy. In July 2015, 5 families took entry level 1 or 2 maths exam. The previous term 4 parents entered the exam achieving a level appropriate to their learning needs. Job Centre Plus are aware of our service and sign post appropriately to the Centre for support to parents wishing to take up progression opportunities. The Family Support Worker works closely with the Targeted Families Support Worker. Of the 13 families (containing 15 children under age 5) currently supported one to one: 6 families live in the top 20% LSOA and 4 live in the adjoining Townstal LSOA; 3 families have been referred to CAB for debt management; 3 families have been referred to JCP; 6 families have received grant help; and 5 families have been referred to the local foodbank. Signposting to CAB regarding debt management takes place. Tracking progression of families in priority groups has started. *(see case studies and case files)*

#### BME Children

**%BME Foundation Stage Pupils 2014 = 10% (Devon = 6.87%)**

The self-reported ethnicity of children registered at Dartmouth in July 2015 is:

	No of Children
ABAN-Bangladeshi	1
AOTH-Any Other Asian Background	1

MOTH-Any Other Mixed Background	4
MWAS-White and Asian	6
MWBA-White and Black African	3
WOTH-Any Other White Background	6
<b>Total BME children</b>	<b>21</b>

Of these 21 children, 20 have been reached over the past 12 months (95%)  
 Planning of sessions considers equality and diversity. Resources promote diversity and literature is available in appropriate languages when needed.  
 Bi-lingual group provided once per month in Totnes to provide peer support.

**Kingsbridge:**

**Children living in low income families**

**Eligible families benefiting from childcare element - 11.88% (Devon 14.37%; 2012)**

The Children's Centre signposts families to JCP, CAP, CAB and Water Debt Gateway as appropriate, to access debt, benefits, and financial management advice. Learn Devon facilitates a termly programme providing progression routes for parents as stated above in Dartmouth. Tracking and monitoring of progression of priority group parents has started. From the current Family Support caseload of 15 families (containing 20 children under age 5), 9 families have been signposted to JCP, 7 to CAB and 3 to the water Debt Gateway scheme. The centre has obtained grant assistance for 9 families has referred 5 families to the local Foodbank.

**Rate of emergency hospital admissions**

**- 16.8 per thousand (Devon average = 12.2; 2012-13)**

There is no recent data for Kingsbridge .Accident prevention week took place in June providing parents with guidance and information on accident prevention. A quiz was facilitated within the centres universal Learning Through Play session and CAPT information and activities promoted. Home Safety visits are on offer.

**Children with Child Protection plans**

**For local data see Family Support data sheets**

The Children's Centres support 100% of child protection cases in the area for 0-5 year olds. The Family Support Workers with Children's Social Care and other agencies collaborate in meeting the Child Protection Action plan and attending all CP meetings in support of families at this level. The Family Outcome Star is used as an assessment tool with all families that the Family Support worker works with. This assessment enables us to track, monitor and review outcomes with the parent/s. The DAF assessment is used in partnership with other agencies, ensuring the appropriate package of support for families. Referral meetings are held monthly at the Centre with Health Visitors, School Nurse, Parent Support Advisor and Home Start in order to share appropriate information regarding families that have been referred to the Centre. All families that the Family Support Worker home visits have a case file. Files are reviewed regularly through supervision and support from the Centre Lead and the Lead Practitioner for Safeguarding.

## **Any other relevant information**

Please provide information of any particular features of the centre/s or area/locality. Note any significant changes since any previous inspection, such as changes to group/cluster arrangements/mergers, etc.

Since the previous inspection at Totnes in May 2012, and Kingsbridge in July 2012, the centres have been recognised by the Local Authority as a cluster for Dartmouth and Kingsbridge with Totnes as a stand alone centre making up the AXS cluster.