

# Inspection report for Jubilee Children's Centre

Local authority	Calderdale
Inspection number	367819
Inspection dates	11–12 May 2011
Reporting inspector	Gillian Bishop HMI

Centre governance	Halifax Opportunities Board and Calderdale Metropolitan Borough Council
Centre leader	Gaye Colleran
Date of previous inspection	Not previously inspected
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Linked school if applicable	N/a
Linked early years and childcare, if applicable	EY298587 Jubilee Children's Centre Nursery

The inspection of this Sure Start Children's Centre was carried out under Part 3A of the Childcare Act 2006 as inserted by section 199 of the Apprenticeships, Skills, Children and Learning Act 2009.

## Introduction

The inspection addresses the centre's contribution to:

- facilitating access to early childhood services by parents, prospective parents and young children
- maximising the benefit of those services to parents, prospective parents and young children
- improving the well-being of young children.

The report is made to the local authority and a copy is sent to the children's centre. The local authority may send the report to such persons it considers appropriate and must arrange for an action plan to be produced in relation to the findings in this report.

An inspection of the registered early years/childcare provision was carried out at the same time as the inspection of the centre under Section 3 of the Childcare Act 2006. The report of this inspection is available on our website [www.ofsted.gov.uk](http://www.ofsted.gov.uk).

This inspection was carried out by one of Her Majesty's Inspectors and one early years inspector.

The inspectors held meetings with the senior leadership team, representatives from the local authority and the Halifax Opportunities Board, representatives from the advisory board, health services, partner agencies, frontline workers, parents and carers and other users of the centre's facilities. They observed the centre's work, and looked at a range of relevant documentation.

## Information about the centre

Jubilee Children's Centre is a phase one centre, designated in 2005 and which is derived from a Sure Start local programme. It provides the full core offer. The centre is located in one large building with satellite sites at Hanson Lane Enterprise Centre and Halifax Opportunities Trust Crèche facilities and Beech Hill Outreach Centre. The Jubilee Children's Centre Nursery, which provides the affiliated childcare, is co-located. Separate inspection arrangements apply for this provision and the report can be found at [www.Ofsted.gov.uk](http://www.Ofsted.gov.uk).

The reach population has 35% of children aged under five years living in households dependent on workless benefits. The centre serves a community that is ranked within the top 30% of the most deprived areas in the country, with all but one area falling within the lowest 10%. This is an area of high unemployment, low educational attainment and low levels of adult literacy, due in part to the language barriers with English being spoken as an additional language. Most children enter childcare and

early education with a lower range of skills and abilities than those expected for their age, particularly in their communication, language and literacy and social skills.

The children’s centre reach area is culturally very diverse, with the largest populations from a Pakistani heritage and smaller groups of Bangladeshi, White British, Polish and Chinese families and an increasing number of Czech and Slovak Roma communities. Other than English, the most common languages known to be spoken within the community are Urdu, Polish and Czech.

The centre is part of a cluster model and is one of six children’s centres and three satellite centres in the Central Halifax Area of Calderdale, led by an area manager. Halifax Opportunities Trust (HOT) and Calderdale Metropolitan Borough Council (CMBC) jointly govern the centre and both report to a Locality Area Advisory Board, which represents all six children’s centres. HOT is a charitable organisation and a Development Trust, which delivers children’s centre services commissioned by CMBC. The children’s centre manager, with the oversight of the area manager, carries out day-to-day management of the children’s centre. The area outreach team, which includes Family Support, link workers and early years workers, are based at the centre alongside co-located community midwives.

## Inspection judgements

**Grades: 1 is outstanding, 2 is good, 3 is satisfactory, and 4 is inadequate**

### Overall effectiveness

**The effectiveness of the children’s centre in meeting the needs of and improving outcomes for users and the wider community**

<b>2</b>
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### Capacity for sustained improvement

**The centre’s capacity for sustained improvement, including the quality of its leadership and management**

<b>2</b>
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## Main findings

Jubilee Children’s Centre provides good support for children and their families. Outcomes for them are mostly good and opportunities for centre users to make a valuable and concerted contribution to the running of the centre and to their community are excellent. The strong sense of welcome from staff and the friendly atmosphere within the centre, provide a safe and protective haven for all those it serves. Typical comments from users are, ‘This centre has made a world of difference to me and my family’, and, ‘If you can't get to the services then they bring the services to you’. The centre is a hive of activity and very well utilised and one of the central hubs of this lively community.

Parents and carers confirm that the availability of co-located midwives within the

centre ensures they are able to access advice and guidance, in addition to maternal health appointments. A range of provision is focused on addressing health inequalities and tackling local trends with some success. However, data from the Primary Care Trust (PCT) are not consistently available and provision is yet to have a significant impact on reducing obesity and breastfeeding outcomes. Children and users report that they feel safe in the centre and this reflects the good safeguarding arrangements implemented. Collaborative work with a range of professionals ensures prompt support for families in crisis or at risk, through the effective use of the Common Assessment Framework (CAF).

Parents, carers and children benefit from a range of services and activities, which provide good opportunities to promote their learning and social and economic independence. However, despite some secure examples, which demonstrate the full impact of the provision on outcomes, the quality and consistency of the evaluations provided by a range of partners and users, often vary. Consultation processes with users are good, enabling leaders to capture a range of views and evaluate service delivery. The engagement of parents and carers on the advisory board and the firm voice, which centre users portray, provide some excellent examples where they have influenced the range and availability of activities and have been engaged in service development at a strategic level.

Services and activities promote equality and inclusion extremely well and provision is well matched to the needs of this multicultural community. The range of languages spoken by staff and used to support communications with centre users is a great strength of the centre. Parents and carers describe the centre as being, 'a place for everybody', and this is evident in the good participation rates by most groups, the service provision for children with disabilities and the current work with fathers and male carers.

Leadership and management within the centre are good. The senior leadership team works collaboratively across a cluster of children's centres in a willingness to share individual expertise and good practice models. Governance arrangements are secure and include contributions of parents and carers. The centre receives good support and challenge from both the local authority and the Halifax Opportunities Trust (HOT), which ensures that the centre is held to account for its performance. Earlier business and improvement plans have previously lacked rigour. However, this has been rectified within forthcoming plans ensuring a more robust cycle of planning and review embedded by a firmer strategic steer.

The leadership's determined focus on improvement and on identifying and meeting needs, confirms the centres good overall effectiveness and equally good capacity for sustained improvement.

## What does the centre need to do to improve further?

### Recommendations for further improvement

- With the local authority and the Primary Care Trust improve access to timely and local health data and improve outcomes in relation to obesity and breastfeeding.
- Work with all children's centre partners to consistently capture, evaluate and measure the full impact of the centre's work.

## How good are outcomes for users?

<b>2</b>
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Outcomes for centre users are good overall and outstanding in relation to their positive contribution, which is helped in no small part by parents and carers and children's involvement in the decision-making processes. For example, both play an active role in the recruitment of staff; they firmly influence the development and delivery of services and they are actively engaged on the advisory board. Here, they often bring strong challenge about the range and availability of services, such as crèche provision and the development of adult training provision. 'The centre does extremely well but it can always do better', confirms the equally high expectations parents and carers have and their quest for continual improvement.

Designated counselling services and activities, such as the Friends Group, effectively promote the emotional well-being of men, women and children. Parents and carers describe how they feel emotionally stronger and empowered to confront personal difficulties having used these services. Parents and carers report that their children have responded well to the healthy eating campaigns, as they now eat lots of fruit and vegetables, some of which have been grown in the community garden. Parents and carers describe how they have used the 'healthy recipe of the week' and they avoid frying food in favour of steaming or baking. In addition, oral health puppet shows have helped to raise parents' and carers' understanding of the links with poor diet and dental decay. As a result, some have sought registration with a dentist. Despite interventions, data available to the centre indicate that obesity levels continue to remain higher in the reach area than those found locally and nationally. Equally, despite good breastfeeding initiation rates, too few mothers sustain breastfeeding past the six to eight week period and access to peer and group support by new mothers is not routinely tracked and is only available through a central locality resource. This prevents a more concerted approach to support.

Parents and carers respond well to the centre's guidance due to trusting relationships and a 'strong bond' with staff. As a result, they state they feel extremely safe and secure in the centre and they use it as a haven of safety at times of crisis or danger. Parents and carers refer to feeling 'emotionally stronger' due to their participation on the parenting courses, which help them set behavioural boundaries and appropriate daily routines for their children. Comments such as, 'I'm so much calmer with my children', confirm the positive outcomes for these families. Parents and carers

understand the safeguarding procedures and they understand that they are in place to help and protect them. The CAF is used effectively and it has helped to provide tailored support and reduce the number of families on the higher levels of the continuum of need including those on child protection plans.

Educational and personal achievements for adults and children, including those with special educational needs and/or disabilities are good. Parents, carers and children thoroughly enjoy activities and courses, such as Musical Minds, Tiny Treasures and Webster Stratton parenting courses. As a result, parents and carers report a better understanding of their children’s early development and they confirm their readiness for school.

The Early Years Foundation Stage is good and standards are replicated across all activities, ensuring that children get off to a positive start in their learning, despite their very low starting points and language barriers. Centre data and progress records confirm children who have accessed early years provision make good gains in their learning; however, their achievements remain behind those found nationally and locally. Targeted interventions, such as Every Child A Talker, Referral Crèches, and Toddler Speech and Language drop-ins run by the speech therapist, produce good outcomes for children in need of extra language support.

The centre provides firm evidence to show how parents and carers have been nurtured into learning, training and employment due to volunteering opportunities, access to childcare and acquiring qualifications. For example, one parent was supported to develop her sewing skills by undertaking a City and Guilds qualification in dressmaking and fashion design, and she is now teaching her skills to other parents. Another parent said, ‘As soon as I came to the centre I knew I wanted to work here’. Information, advice and guidance sessions, alongside a drop-in session for Czech families, access to a Jobcentre Plus advisor and to the Citizens Advice Bureau (CAB), provide advice about finances, employment and training and have resulted in the avoidance of home repossession, access to back benefits and provided useful guidance about safe financial borrowing.

*These are the grades for the outcomes for users*

<b>The extent to which children, including those from vulnerable groups, are physically, mentally and emotionally healthy and families have healthy lifestyles</b>	<b>3</b>
<b>The extent to which children are safe and protected, their welfare concerns are identified and appropriate steps taken to address them</b>	<b>2</b>
<b>The extent to which all users enjoy and achieve educationally and in their personal and social development</b>	<b>2</b>
<b>The extent to which children engage in positive behaviour and develop positive relationships and users contribute to decision making and governance of the centre</b>	<b>1</b>
<b>The extent to which children are developing skills for the future and</b>	<b>2</b>

<b>parents are developing economic stability and independence including access to training</b>	
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## How good is the provision?

<b>2</b>
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The centre has worked successfully to engage a good proportion of the reach population and this is complemented by the good care, guidance, and support families receive. Typically, parents and carers told inspectors that the advice they get is life changing, 'I have so much self-belief because I know there is so much more I can do'. The centre provides a considerable amount of easily accessible literature and information about services, public health guidance and events. Information about domestic violence help-lines and sexual health promotions are discreetly located and consultations with users about how to adapt the Faith Room ensures cultural boundaries are not compromised. Parents and carers receiving family support confirm how staff go 'that extra mile' and empower them to improve their lives and then put 'something back into their community'.

Effective inter-agency work with children's social care, health visitors, midwives and health teams, particularly family support workers provide a secure bridge between support and formal services. The initial introduction to the centre includes a detailed assessment of need across all five outcomes, which ensures that families receive tailored packages of care applicable to every member of the family. Referral pathways and the priority given to using CAF's effectively, ensure that needs and services are well matched to this transient community.

The centre provides effective support to families experiencing, or at risk of, domestic violence and ensures that these families are provided with tailored, multi-agency support. Referrals to the Freedom Programme and the attendance at Multi-Agency Risk Assessment Conference meetings ensure that parents and carers are well supported in their quest to improve their personal circumstances and keep their children safe. However, the centre has no data to confirm the full impact of this work in determining any potential reduction in repeat incidents over time. Services are increasingly based on a firm analysis of need, for example, lifestyle checks for men are led by the need to tackle high levels of diabetes.

The multi-purpose building has multiple resources all of which are effectively utilised. In addition, outreach services, including crèche provision at the Hanson Lane Enterprise Centre, a Bengali Parent and Toddler group, and English Speakers of Other Languages (ESOL) classes at the Beech Hill Centre are all designed to meet the needs of the wider community. The Referral Crèche, a two-year funding programme and day-care places through the Access to Support pathway, provide good quality placements for children with disabilities and respite care for families in crisis. Good participation rates are seen at Shooting Stars, Messy Monkeys, and particularly Musical Minds where there were 50 participants. The presence of both an early years and family support worker promotes a sense of purpose within all groups ensuring health promotion, information and guidance and educational development

are at the forefront of all services.

Once engaged, parents and carers make great gains in both their personal and academic learning. ESOL classes are intensive, closely monitored and highly successful, with a high turnover of participants and a 91% average achievement rate. As a result, parents and carers consistently report that they now attend school parents' evenings with confidence due to their ability to converse with teachers. The learning programme includes both accredited and certificated courses for first aid, food safety, information and communication technology, sewing and childcare courses, with good participation and retention rates. Adult learning profiles, coupled with regular tutorials with service providers, nurture learners through a challenging process and keep them on track. In some cases, success celebrations are almost graduation ceremonies, which have inspired some parents and carers to go onto Open University courses, complete degrees and seek professions in midwifery, childcare and family support.

*These are the grades for the quality of provision*

<b>The effectiveness of the assessment of the needs of children, parents and other users</b>	<b>2</b>
<b>The extent to which the centre promotes purposeful learning, development and enjoyment for all users</b>	<b>2</b>
<b>The extent to which the range of services, activities and opportunities meet the needs of users and the wider community</b>	<b>2</b>
<b>The quality of care, guidance and support offered to users within the centre and the wider community</b>	<b>2</b>

## **How effective are the leadership and management?**

**2**

Leaders and managers at all levels are effective in promoting good quality multi-agency support for the most vulnerable and good quality universal services. Success is embedded by a needs-led agenda and the understanding that leaders, staff and partners are all drivers in the improvement and development of services. Lines of accountability are understood and professional supervision is regular and systematic, which has a positive impact on improving the skills of the workforce. The centre manager is highly motivated and respected and provides a good role model for her staff. Governance arrangements are firmly established and there is a strong commitment to raising the community's aspirations and promoting personal and economic stability, through focused, purposeful and well-targeted support.

The collaboration between the local authority, Halifax Opportunities Board and the



advisory board, provide effective leadership and management and a strong strategic steer for the centre. Their knowledge of the local community, together with the firm challenge from parental representatives, ensures the community has a strong voice. The analysis of quarterly performance reports by the advisory board ensures they are able to scrutinise the effectiveness of the centre, assess its progress towards its improvement plans and hold the centre to account. Individual centre reports and themed board meetings enable a more critical eye to be cast on pertinent aspects of the work of Sure Start and that of each individual centre.

The centre is successful in promoting equality, tackling discrimination and is highly inclusive and welcoming to all in the community. The engagement of key target groups is closely monitored and services are quickly adapted to reflect the changing demographics in the area. As a result, the increasing Czech population is accessing pertinent services, such as CAB and the community midwives on a regular basis. The bilingual skills of the staff team are a great strength of the centre, as they reflect the languages spoken in the community. In addition, great care is taken to provide notices and information in the three predominant languages, alongside simple pictorial images and signs to ensure effective communication and consultation with all users. Furthermore, the priority given to the inclusion of children with disabilities through the Aiming High initiative and links with the Child Development Unit (CDU), ensure their full engagement. As a result, the centre is effective in its work and provides good value for money.

Good safeguarding arrangements are supported by clear lines of communication, secure policies and procedures, and through the collaboration between agencies to reduce the risk of harm to children. The suitability of staff and partners is ensured through service level agreements and/or Criminal Record Bureau checks as required. The building is very well maintained; risk assessment and security are highly prioritised and include emergency response procedures. A safeguarding champion provides a clear pathway for staff to seek advice, guidance and make referrals, and a diverse range of safeguarding and child protection training ensures family support staff are well equipped to work with potentially vulnerable families. Close working relationships with the Family Intervention Team, social care and health professionals ensures prompt assessment and early intervention particularly where there is risk of domestic violence, neglect or substance misuse.

The centre's self-evaluation is accurate and used effectively to develop the activities and services currently offered. Users' views are given due consideration so that activities are adapted to meet the demand and needs of those accessing the centre. The evaluation of the impact of activities and services such as ESOL is good and provides a secure model for the centre. However, the impact of provision across all outcomes is not consistently analysed and data from the PCT is not always timely, preventing the centre from demonstrating the full impact of its work.

Partnerships with a wide range of agencies are good and this is particularly so with Halifax Opportunities Trust (HOT), health professionals and CDU. Newly established

breakfast meetings for all partners are well attended and have resulted in a wider range of views influencing future service delivery. A recent drive to recruit local childminders is beginning to show some success, and links with childminder groups are maintained through their engagement with services and by hosting local network meetings. A significant consultation process has taken place across all stakeholders, delaying the completion of service delivery and business plans for the forthcoming year. However, draft plans corroborate a more robust planning and review structure, which contains ambitious and challenging targets and success measures to enable a clear review of outcomes and impact.

*These are the grades for leadership and management*

<b>The extent to which governance, accountability, professional supervision and day-to-day management arrangements are clear and understood</b>	2
<b>The extent to which ambitious targets drive improvement, provision is integrated and there are high expectations for users and the wider community</b>	2
<b>The extent to which resources are used and managed efficiently and effectively to meet the needs of users and the wider community</b>	2
<b>The extent to which equality is promoted and diversity celebrated, illegal or unlawful discrimination is tackled and the centre fulfils its statutory duties</b>	2
<b>The effectiveness of the centre's policy, procedures and work with key agencies in safeguarding children and, where applicable, vulnerable adults</b>	2
<b>The extent to which evaluation is used to shape and improve services and activities</b>	2
<b>The extent to which partnerships with other agencies ensure the integrated delivery of the range of services the centre has been commissioned to provide</b>	2
<b>The extent to which the centre supports and encourages the wider community to engage with services and uses their views to develop the range of provision</b>	2

### **Any other information used to inform the judgements made during this inspection**

The Ofsted report for Jubilee Children's Centre Nursery (EY298587) has been considered as part of this inspection. The setting was inspected at the same time as the children's centre and achieved a good outcome judgement.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance 'Complaining about inspections', which is available from our website: [www.ofsted.gov.uk](http://www.ofsted.gov.uk). If you would like us to send you a copy of the guidance, please telephone 0300 123 1231, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

## Summary for centre users

We inspected the Jubilee Children's Centre on 11 and 12 May 2011 and we judged the centre as good overall.

Thank you for the lovely welcome and for being so willing to speak with inspectors during the inspection. Those of you we spoke to said that the centre provides you with a place of safety and enjoyment and many opportunities to improve your health, education and independence. We agree with this. Parents and carers told us that the centre provides a friendly and welcoming place where you and your children can make new friends, enjoy activities together and access lots of different services, such as weaning sessions, baby massage, advice and guidance and counselling if you need it. In fact, many referred to the centre as their 'second home' and they state they feel happier and emotionally stronger having used some of these services.

You also told us that you always feel safe in the centre because the building is secure and you trust the staff who work with you. We found that appropriate action is taken to ensure staff undertake vetting checks before they are able to work at the centre and we were pleased to hear that staff tell you about their safeguarding procedures. We also found that staff work really well with other agencies when trying to help families in crisis or at risk. As a result, many parents and carers have been able to make some positive changes in their lives by joining parenting groups or by making their home a safer place for them and their children. We think the centre works particularly well with families experiencing domestic violence.

We found that the centre provides you with good levels of care, guidance and support and the parents and carers we spoke to confirmed this. The range of leaflets, guidance and advice and the easy access to midwives and health visitors, help you to make improvements in your health, such as giving up smoking in pregnancy, registering with a dentist and preparing healthier food through cooking classes and the 'recipe of the week'. However, the centre is aware that more needs to be done to reduce obesity levels in the area and to help new mothers to continue breastfeeding, by providing more help and support.

We found that the centre has many strengths and one of these relates to the number of opportunities centre users have to influence the range and delivery of centre services and be involved in the recruitment of staff. We also found that you have some very able parents and carers in the community, who make sure your views are taken to the advisory board so everybody can have their say. We found that parents and carers have been closely consulted about the development of the 'Outback' and you have had many debates about the availability of crèche provision. The respect and care for others are strong within the centre and parents and carers

from a wide range of cultures and backgrounds all said that they feel welcome. In fact, they are successful in providing an inclusive setting for everybody – perhaps this is why parents and carers told inspectors, 'Once you join Sure Start you never want to leave'.

Another particular strength is the quality and range of learning programmes for you and your children. The uptake and achievement rates of ESOL classes are very impressive and we found that many participants proceed to access a wide range of training leading to new skills, qualifications and employment. For example, parents and carers have completed childcare qualifications and degrees in order to become crèche and family support workers and a midwife. These are wonderful results!

All the parents, carers and centre users we spoke to were impressed with the way in which the centre is managed and led. We agree with this. Leaders work hard to provide a good range of opportunities that raise your aspirations and life chances. Good partnerships with health professionals, the family support team and the Halifax Opportunities Trust (HOT) help to provide services which best match your needs. We found that the centre has some good systems in place to monitor the services and activities to make sure they meet your needs. However, they do not always collect a full range of information to show the difference their work makes to your lives, so we have asked them to address this as an area for improvement.

Thank you for speaking with us and we wish you good luck in the future.

The full report is available from your centre or on our website [www.ofsted.gov.uk](http://www.ofsted.gov.uk).