

# Inspection report for Jubilee SSCC

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Local authority	Knowsley
Inspection number	383974
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Date of previous inspection	Not applicable
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Linked early years and childcare, if applicable	EY398670 Playtots Nursery

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## 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.

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

The inspectors held meetings with parents and carers, staff, local authority and partner representatives. They observed the centre's work and looked at a range of relevant documentation.

## Information about the centre

Jubilee Children's Centre delivers the full core offer to an area of predominantly social housing, in which six of its seven super output areas are within the 20% most deprived in the country. Three of these six are within the 10% most deprived, with the remaining area falling within the 35% most disadvantaged areas nationally. Unemployment is high at 19%, with a high proportion of residents claiming benefits, a third and fourth generation issue with some families. The area is predominantly White British, with only 4.9% from minority groups. Approximately 30% of the reach area residents are lone parent families. There are 639 children under five years of age in the reach area, and 73% of these are registered at the setting. Of these, 64% of their families are actively engaged with centre services. The major challenges facing families in the reach area are those traditionally related to poverty, low employment and poor educational achievement. These include low breastfeeding rates, poor oral health and diet and high obesity levels. There is a high incidence of domestic violence in the centre's catchment area. Children's skills, knowledge and understanding on entry to early years provision are well below those expected for their age, particularly in communication, language and literacy.

Jubilee Children's Centre is one of two South Huyton centres which are managed by one area manager with a team of senior staff and practitioners who work across both centres, their link sites and community venues. The team includes outreach and family support, in

addition to early years and business support staff. The operational group specific to the centre reports to the joint advisory board. The centre is co-located with St Aloysius Primary School. Since May 2010 integrated family support has been delivered from refurbished rooms in the neighbouring Parkview School, which now accommodates the family centre, childcare provider (Playtots) and out of school club. Playtots provides the Early Years Foundation Stage for 58 children from birth to four years of age. It was inspected in May 2010, and the most current report is available from the website [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

## 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 families**

2

### Capacity for sustained improvement

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

2

## Main findings

The centre delivers good support and a wide range of activities planned in response to secure and improving data about the reach area, provided by the local authority. This is supplemented well by assessment of the needs of families using the centre's services. The shared management, staff team and record keeping arrangements deliver good value across the areas served by Jubilee and The Robins centres. Good use is made of community facilities and outreach to deliver a varied menu of support and services to target groups, including those traditionally hardest-to-reach. The move from universal to targeted services is still embedding, with many previously universal services now over-subscribed. However, the staff team are working hard to train the growing number of volunteers who are now well-placed to run some of the extremely popular early years sessions.

The ambitious and dedicated area manager has inspired her team to remain strongly positive about reshaping services to prioritise the needs of the targeted groups and morale is high. All outcomes are at least good, with outstanding outcomes in staying safe and in children's enjoying and achieving. The track record of improvement to date, strong management, secure analysis of the strengths and areas to improve and robust tracking systems demonstrates a good capacity for continuous improvement.

Families in the reach area show an exceptional understanding of how to stay safe. There is currently a low take-up of evidence-based parenting courses, because so many parents and carers have already attended these in the past two years. Families experiencing domestic abuse and violence are extremely well-supported. The centre works closely with its partners

to identify and meet associated needs such as safety, protection, housing, subsidised childcare places, short-term advice and guidance, and longer-term empowerment through the Freedom programme.

Children's achievement is outstanding. From 2007-2011 the Early Years Foundation Profile scores for children achieving more than 78 points in personal, social and emotional development and communication, language and literacy have increased by 32.5% in the reach area in a consistently improving trend. At 61.9% this now exceeds the national and Knowsley average, showing exceptional progress from very low starting points. The gap between the lowest achieving 20% of children and their peers in the reach area has dropped from 27.5% in 2007 to 18.3% in 2011, an improvement of 9.2%, well-below the national average of 32.7%. The centre is less successful at demonstrating the achievement of adults, although this is still strong.

The welcoming atmosphere is underpinned by extremely well-informed safeguarding practice which gives the most vulnerable families in the area outstanding protection. The Common Assessment Framework is used judiciously to identify need and galvanise multi-agency support. This is supported by meticulous record keeping, monitored regularly to ensure that the support given continues to meet the need. There are exemplary systems in place to ensure families are able to access early support, before they reach the threshold for social care. For those leaving social care, the centre also works closely with colleagues to ensure families receive ongoing support until they are able to cope independently. The EXE screening programme, which assesses children's emotional well-being and involvement are used consistently to identify and support children's emotional and mental health. The good assessment procedures translate into outstanding care, guidance and support.

Governance is strong, although the local authority does not set clear enough targets to enable the strategic leadership, the advisory board or the centre to accurately measure progress. The centre's development plan targets are imprecise, and lack measurable success criteria. The service plans have much sharper targets and clear success criteria, but the progress towards these is not yet systematically shared with the advisory board. The advisory board is strongly supportive of the leadership, but less able to challenge or hold the centre to account, and has insufficient parental representation.

Parents and carers comment that 'It's a family centre, not just a mum's and babies' centre' which offers '...support, not criticism...'. In the six monthly consultation weeks, families wrote that 'We would be lost without these centres; they give support, and places to have clubs for our communities'.

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

### **Recommendations for further improvement**

- Improve governance by ensuring that the local authority sets precise targets against which the centre can measure its progress in delivering the Every Child Matters outcomes, especially for the target groups in its reach area.

- Strengthen the advisory board's capacity to challenge and hold the centre to account for its progress towards measurable targets and increase the level of parental representation and input into decision making.
- Develop the opportunities for adult learners, particularly in the target groups, to work towards accredited qualifications which will lead to greater economic well-being.

## How good are outcomes for families?

2
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The centre has found creative ways to ensure that despite a lack of information-sharing about live births in the reach area, the Bosom Buddies group is able to offer appropriate support immediately after birth to all mothers, including a 24 hour helpline. The 'Veggie Van' and community cooks are helping families to learn about healthy eating on a budget. At 11.3%, obesity levels in Reception class are better than the Knowsley target of 13%, although still above the national average of 9.8%. New initiatives are being implemented to distribute cooking equipment and food vouchers to those most in need. Immunisation rates are high, at over 90%, and the emotional health and well-being screening, and the Common Assessment Framework processes are used effectively to identify and address a wide range of needs. Baby massage classes attracted 115 parents in 2010 and '...contribute to the great bond we share' said one mother.

Behaviour is extremely good throughout the centre, with respectful relationships between adults fostered diligently by staff. The centre uses its good relationships with partners to swiftly marshal support for children and families identified by the Common Assessment Framework and data demonstrate that children on child protection plans and looked-after children receive exemplary support. Children with specific learning, physical or emotional needs, or who need a place of safety, have priority for assisted childcare places. Their progress is tracked particularly regularly and carefully monitored to ensure equality of opportunity and achievement. Safety equipment is distributed on the basis of most need, and the centre works closely with the Fire Service and police to enhance home safety especially for those in crisis. The centre provides a specific programme for children in families experiencing domestic abuse and violence.

The staff are building community cohesion by engaging with different groups, for example, teenagers, with positive impact upon behaviour in the local parks, and by welcoming groups such as the bowling club. Parents' and carers' views are used to reshape services, budgets permitting, although formal representation in decision-making is limited. The centre offered much appreciated practical support to a street suffering significant flooding.

Approximately one third of families were engaged in training, adult learning and related courses in 2010, but participation fell during 2011. The managers acknowledge that not enough parents and carers progress to training and employment to significantly reduce the high levels of unemployment in the area. The centre is addressing this with recent initiatives, such as the Job Club, but it is too early yet to see the impact of this. Attendance

and retention rates are analysed carefully to identify how the centre can further improve outcomes for parents' and carers' learning and development. There are 18% of lone parents currently in employment, education or training, and children using centre services are making outstanding progress in developing skills for their future. Programmes, such as 'Money matters', are building economic resilience in the community by educating families and partner agencies about the best way to extricate parents and carers from loan sharks and encouraging the reporting of illegal money-lending.

These are the grades for the outcomes for families:

<b>The extent to which children, including those from target groups, are physically, mentally and emotionally healthy and families have healthy lifestyles</b>	<b>2</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>1</b>
<b>The extent to which all children and parents, including those from target groups, enjoy and achieve educationally and in their personal and social development</b>	<b>1</b>
<b>The extent to which children engage in positive behaviour and develop positive relationships, and parents, including those from target groups, contribute to decision-making and governance of the centre</b>	<b>2</b>
<b>The extent to which children are developing skills for the future and parents, including those from target groups, are developing economic stability and independence including access to training and employment.</b>	<b>2</b>

## How good is the provision?

<b>2</b>
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The centre uses assessment well to identify the needs of the children and adults in the reach area, and in the last year has prioritised increasing outreach into homes and community venues to meet the needs of their targeted groups. These include dads, lone parents and those experiencing domestic abuse and violence. The impact data are not fully broken down to evidence the success of their work for all of the target groups at centre level, but the local authority are rapidly improving their systems to support this. Outreach work is successfully increasing the engagement of the target groups in the locality with centre and partnership services. Some of the centre's partners recognise that they have less secure evidence gathering systems to demonstrate the difference their work is making to outcomes, and many have experienced significant cuts to services in the last year.

Interviews and case studies attest to outstanding support for families. The centre uses information, advice, guidance and signposting exceptionally well to provide a varied raft of support, particularly for the most vulnerable families. The centre can cite many moving examples of families helped out of extreme crisis with highly complex, differentiated support. Users said that '...nothing is too much trouble' for staff, who pre-empt higher level intervention by finely tuned early intervention and support. Care across the day care settings recommended by the centre range from good to outstanding. 'The support is brilliant' and 'I couldn't have done it without their help' are typical of parents' appreciative

comments. The screening of all children to establish levels of well-being, attachment and engagement is used well to identify additional needs and coordinate support, and contribute strongly to the impressive outcomes in children’s personal, social and emotional development as identified by their achievement on entry to local schools.

Learning and development for adults is strong, with clear pathways to progress from awareness–raising courses which increase self-esteem and confidence, through personal development courses to literacy and numeracy courses, which may lead to enhanced economic well- being. The management acknowledges that participation rates are variable. Excellent transition arrangements underpin children’s outstanding progress from early years settings into school.

These are the grades for the quality of provision:

<b>The extent to which the range of services, activities and opportunities meet the needs of families, including those in target groups</b>	<b>2</b>
<b>The extent to which the centre promotes purposeful learning, development and enjoyment for all families, including those in target groups</b>	<b>2</b>
<b>The quality of care, guidance and support offered to families, including those in target groups.</b>	<b>1</b>

**How effective are the leadership and management?** **2**

The local authority supports the centre well, but does not consistently set precise enough targets against which it can measure the centre’s progress. The joint advisory board and centre-specific operational board are supportive. However, lack of information about the centre’s progress towards its targets, and variable amounts of impact data from some partners about their contribution to the centre’s work, make it difficult for them to ask appropriate questions about the centre’s impact on outcomes. The performance management of individual staff is aligned to the targets in the service plans for their strands of the centre’s work, ensuring that all staff share responsibility for the centre’s progress towards these targets.

Key drivers for improvement are the commitment of centre practitioners to professional development and the external support and challenge for early years providers given by the centre teacher. Evaluation is broadly accurate, and the manager has a secure understanding of the areas for development, with good systems in place to monitor the impact of provision on outcomes. These systems are at an early stage of differentiating impact upon all the target groups. However, as all of the reach area is in the top 35% of economic disadvantage, the good to outstanding outcomes prove that the centre supports families manage the needs and challenges associated with financial vulnerability.

Integrated services are narrowing the achievement gap exceptionally quickly for children in the area, and there is good provision, and tracking of outcomes, for families and children



with special educational needs and/or disabilities. In response to popular demand, provision for fathers has now increased. The centre carefully monitors the support they offer to children on Child Protection plans or looked-after children, and the few children of families who speak English as an additional language. This helps to ensure equality of outcomes and opportunities.

The extremely thorough safeguarding policies and procedures are implemented consistently well to ensure outstanding protection for families using the service. Procedures to check the suitability of staff, and of partnership colleagues working with centre families is robust, and staff are well-trained to support their levels of responsibility. The centre can cite compelling examples of swift and appropriate support for children and adults who have made disclosures relating to child protection issues, or who have experienced domestic trauma. 'Dad's group' members champion the campaign to stop domestic abuse.

Relationships with partners are very good, especially with education, health and social care partners. As yet, this is not fully translated into excellent partnership working, partly because of reduced capacity in partners to provide evidence of their contribution to the centre's work, for example, of the success of adult learning and development. Staffing changes in the light of recent changes also make it more difficult for some partners to send consistent representation to the advisory board.

Families using the service expressed that they found evaluating every session unhelpful, and consequently, consultation was reshaped and families now participate in twice yearly 'Family Voice' week-long consultations. Responses show that the overwhelming majority are satisfied with centre services. However, the management acknowledges that not enough parents and carers are represented on the operational group or advisory board, which limits their impact upon the centre's self-evaluation and the shaping of services.

The sharing of resources, such as the staff team, management and documentation between the Jubilee and The Robins Children's Centres mean that duplication of activities and resources in the small reach area is minimised. The focus on outreach work and use of community venues enables staff to offer accessible services across the geographical area. The centre is welcoming and safe, and offers good value for money, with increased sustainability as staff, including reception staff, become trained to deliver a wider range of services, thus reducing costs and ensuring sustainability.

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>	<b>2</b>
<b>The effectiveness of evaluation and its use in setting ambitious targets which secure improvement in outcomes</b>	<b>2</b>
<b>The extent to which resources are used and managed efficiently and effectively to meet the needs of families, including those in target groups</b>	<b>2</b>

<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>	<b>2</b>
<b>The effectiveness of the centre's policy, procedures and work with key agencies in safeguarding children and, where applicable, vulnerable adults</b>	<b>1</b>
<b>The extent to which partnerships with other agencies ensure the integrated delivery of the range of services provided by the centre to meet its core purpose</b>	<b>2</b>
<b>The extent to which the centre supports and encourages families in the reach area to engage with services and uses their views to develop the range of provision.</b>	<b>2</b>

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

The inspection considered the inspection reports of Playtots, the day care associated with the children's centre, which was inspected in April 2010. The inspection also took into consideration the children's levels on entry to the onsite St Aloysius Catholic Primary School and the nearby Park View Primary School and the Early Years Foundation Stage Profile scores.

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### **Summary for centre users**

We inspected the Jubilee Children's Centre on 10 -11 November 2011. We judged the centre as good overall.

Thank you for making the time to talk to us, particularly those of you who came in especially to see us; your views helped the inspectors learn about the difference the centre is making to your lives.

The local authority is providing the centre with detailed information about the needs of the area, and the centre uses this, and its ongoing assessment, to provide a programme of activities and outreach work across Jubilee and the Robins which meet the needs of the families in the area well. These provide good value for money by not duplicating services. However, the information about the impact of the centre's work, while impressive in many respects, is not yet broken down to show how well it is meeting the needs of all of the centre's target groups.

The managers and staff are well-trained professionals dedicated to getting the best start for your children and helping you do the best for your families. They are outstanding at helping you to keep your families safe, and safeguarding arrangements are exceptional, helping to quickly get you the support you need in times of crisis. All adults in the centre are carefully checked to ensure they are suitable to work with you. As many of the case studies showed, staff are very good at helping families to cope with serious problems, such as domestic abuse and violence. The leadership has built up very strong relationships with the centre's professional partners, and staff use their influence well to ensure that those of you in particularly difficult circumstances get the support you need quickly. However, not all of these partners can provide clear evidence yet of how their input contributes to the centre's work.

You told us constantly about the difference the centre is making to your children's learning. Inspectors agree that your children's achievement is outstanding because of the difference the centre is making in the sessions it runs, and throughout the settings providing the Early Years Foundation Stage in its catchment area. The staff know that learning and development for adults is not yet as outstanding as that for children because attendance at courses is too variable. We have asked them to develop the opportunities for adult learners, particularly those who need this help most, to work towards the sort of qualifications which will lead to jobs.

The centre has a good understanding of how to help even the youngest child's speaking skills, and starts this process in the weaning programme and the bottle-to-cup scheme. Your babies are helped towards greater health by the centre's good support for breastfeeding, and the immunisation rates for your area are admirable. Baby massage is relaxing mums and babies, and helping to form even closer bonds. The community cooks and the access to cheap, fresh food and recipes in the 'Veggie Van' are helping you to learn to cook cheap, healthy meals, which have also successfully helped more of your children to start school at a healthy weight.

Although at times the centre building is not fully used, this is because the team run activities in a number of community venues and at the Robins, and are concentrating on reaching families at home. Consequently, the range of activities and services overall is good. We can see why you praised the care, guidance and support you receive, and we agree, it is outstanding.

The local authority does not set clear enough targets for the centre, and the centre's improvement plan is not precise enough to help staff, the local authority, or the advisory board to measure what progress the centre is making. This also limits how well the centre's operational group, and the shared advisory board and local authority can challenge and check on the centre's work. We have asked the authority to set the centre clear targets. We have also asked the centre to make sure that the advisory board improves how well it asks the right questions about the impact of the centre's work. Although the advisory board is good at supporting the centre, it is less sure about how to check on its effectiveness. We have also asked the centre to increase the numbers of parents and carers who contribute to

making decisions about the centre's work. Thank you once again, it was a pleasure to meet you and hear your views.

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