

# **NEWCASTLE CHILDREN'S CENTRES STRATEGY 2005-2010**

## **Background**

Children's Centres and Extended Schools in Newcastle exist within a framework of policy, legislation and government directives supporting the Ten Year Childcare Strategy and the National Policy Framework. The focus of this policy is the achievement of measurable improvements to the five key outcomes of Every Child Matters. Children's Centres build on the work that has been done across the City by Sure Start local programmes and all Sure Start local programmes will be designated as Children's Centres by March 2006. The roll out of Children's Centres has begun in targeted wards in areas with the greatest levels of social deprivation. By 2010 the Children's Centre developments will have taken in all parts of the City. This is because the Children's Centre policy recognises that all children and their families have needs regardless of their circumstances. The government has pledged that by 2010 there will be a Children's Centre for every community.

## **What is a Children's Centre?**

Designation as a Children's Centre means that a core offer of services is available in that Children's Centre locality area. The way that these services can be delivered is flexible and will vary according to needs and the demographics of the area. In Newcastle, we do not view a Children's Centre as a building, rather as a locality area. In each Children's Centre area, services relevant to the needs of local people are delivered by a wide range of different individuals working from the maintained, private and voluntary sectors. These providers are likely to have backgrounds in health, education, social care and community development. In defining these Children's Centre areas we have built, where appropriate, on the existing Sure Start boundaries and what makes sense to local communities. It is important that the services are located in places that people find as easy as possible to access.

Children's Centres and Extended Schools are expected to work very closely together. In line with central government policy, our goal is that by 2010 the whole of Newcastle will be covered by these Children's Centre/Extended School networks of services. We would expect that these services will share information, relate well, have a measurable impact on all five Every Child Matters Outcomes and together make sure that everyone can have the support that they need when they need it and from someone close by.

## **What is an Extended School?**

For some time, schools as a matter of course have been viewed as places that extend their range of activities beyond the delivery of curriculum subjects to young people. They are typically used by a wide range of groups and individuals as venues for services and programmes that local people can access either during or more often out of the ‘core’ school hours, in the evenings, on weekends and during school holidays.

These activities might be for children, for example Out of School clubs, but they may also be for adults, such as short courses for people in the local community. Sometimes they are for a mixture of both, as when a crèche runs at the same time as a parenting course. Parents then can have their young children close by, whilst at the same time engaging in something that is focusing on their own needs.

## **How do Extended Schools relate to Children’s Centres?**

Schools are important partners in Children’s Centre/Extended School locality networks, but they may not always be the best venue for activities to take place. Sometimes parents whose children attend a school can feel uneasy about the building being used for certain activities. For example, they may be concerned about how the image of a primary school might be affected if teenagers started to attend groups there in the evening. Or they might become concerned that the school’s building or resources would be damaged.

Although part of the suggested core offer for an Extended School is the provision of full day care, it may be the case that there is already sufficient childcare in that locality to meet needs. It would therefore not be appropriate to develop more within any particular school. Too much of such provision is likely to create difficulties with sustainability as there will simply not be enough demand for the services on offer.

Governing bodies of schools are already addressing such issues and developing criteria and processes for supporting different groups. It is going to be increasingly important for schools and other service providers to be working closely together as they develop integrated services in Children’s Centre areas.

## **What do we mean by ‘Mainstreaming’ services?**

Mainstreaming is about *normalising* and *embedding* the appropriate services in a Children’s Centre area. Some of these services might start out as short term, developmental pieces of work, or may be long standing universal services that have been delivered in a different way.

Mainstreaming involves evaluating the service’s impact, considering it alongside other work that exists in the area to assess whether there is any duplication and deciding whether it needs to be continued. This process involves consultation with stakeholders and recipients of the service,

sharing data and impact information across agencies, learning the lessons from existing community based, multi agency work and building these understandings into future service development at all levels. It is about working across agencies and partnerships to be proactive rather than reactive in terms of service development, focusing on preventative rather than heavier end input and leaving a legacy of high quality, early intervention services in each community on which all providers can build.

The emphasis in the development of Children's Centre/Extended School services in Newcastle is on making best use of the expertise and resources that already exist in each locality. This may well mean reshaping existing services in the light of greater knowledge and understanding of need and impact, doing more of some things and less of others. For this reason a strategic approach needs to continue in the development of all services within the Children's Centre areas. This is to ensure discussions take place between those who know and understand the needs and perspectives of local people, can make certain that each Children's Centre area has an appropriate mix of services to meet the needs of that locality, making best use of existing buildings and not duplicating services but also having eyes fixed firmly on the achievement of the Every Child Matters Outcomes for all children.

In order to be able to do this, service providers and community members in each Children's Centre area will need to continue to develop greater understanding of each others' roles, resources, skills and values. Much has already been accomplished in terms of developing Children's Centre/Extended School locality networks and partnership working at the frontline and strategic levels in parts of the City. These relationships form a foundation and will be reinforced in the future across all areas through the development of Newcastle's Children and Young People's Plan.

### **Who is involved in Children's Centres/Extended Schools?**

Everyone working into and living in a Children's Centre area, whatever their role, has a part to play in that locality's network of services. In Newcastle, the contribution of local service providers and members of communities are valued in planning to meet local needs in ways which build on existing networks within Children's Centre areas.

Each partner brings particular perspectives and expertise about how best to shape service delivery. Evidence from research into community development shows that there is a real value in learning together by listening and talking with local people. Services need to be open to change, to focus energies on reshaping their delivery mechanisms and approaches in line with feedback and evaluations to have the greatest impact and ensure that all children in Newcastle can achieve the Every Child Matters Outcomes.

The Children's Centre/Extended School agenda will make considerable demands on staff's knowledge, skills and experiences. They will need to maintain their specialisms and particular expertise. This Children's Centres strategy is not about developing staff members who have no recognised specialist skills or responsibilities. Rather this is about developing a way of working and learning opportunities for a Children's Centres/Extended Schools workforce which will include:

- Remodelling
- Opportunities for work shadowing
- Learning sets
- Understanding and recognising the roles and contributions that each service makes

Children's Centres and Extended Schools are therefore viewed in Newcastle as the delivery mechanism supporting the Every Child Matters agenda which will ensure that all key partners have an opportunity to engage with the strategy.

### **The future for Extended Schools and Children's Centres**

Our mission is to provide the highest quality services at all times for families and children in Newcastle. This is a shared mission which can only be achieved through effective partnership working. We will deliver services which are:

- **Joined up, relating well to each other and demonstrating open, trusting communication of all relevant information**

This is dealt with under the Change Management section of the Strategy

- **Outcomes focussed around Every Child Matters and able to show that they are making a measurable recognised difference**

This is dealt with under the Performance Monitoring section of the Strategy

- **Delivering services that demonstrate Best Value and fitness for purpose**

This is dealt with under the Governance section of the Strategy

## **How do Children's Centres and Extended Schools relate to the Children and Young People's Plan?**

We see Children's Centres and Extended Schools as the delivery arm of the Children and Young People's Plan. As a City, we are currently identifying through the Children and Young People's Strategic Partnership a Report Card for Newcastle which lists a number of priority areas for improvements for outcomes for children. We have a number of Citywide priorities already identified and children and young people are participating in activities to determine their own priorities. Items identified to date include:

- Reducing bullying
- Space and opportunities to spend time with friends
- Outdoor play
- Reducing teenage pregnancy rates
- Reducing the numbers of Looked After Children
- Raising numbers of young people achieving 5 or more GCSE grades of A-C
- Reducing levels of obesity in young children
- Increasing the rate of breast feeding
- Reducing the numbers of mothers that smoke in pregnancy

In addition, we want Children's Centre areas to identify specific priorities relevant to those localities.

We would expect that each Children's Centre/Extended School locality would devise joint strategies for tackling the identified priorities for their areas. Service plans will be expected to reflect these in terms of deployment of resources, monitoring and evaluation.

The key indicators for us that our strategy has been successful will therefore include

- The inclusion of the views of children and young people, parents and carers
- The formation in each Children's Centre area of robust multi professional and community driven local partnerships
- Sound quantitative and qualitative information and data on need available from all relevant agencies to allow local priorities to be set.
- Services that can demonstrate that they have made an impact on these Citywide and local priority areas and how they have done so.

## **Principles for the development of Children's Centres in Newcastle**

- The views of children and young people, parents and carers will be paramount to decision makers and their participation will be embedded into policy and practice across the city, through the participation strategies and a comprehensive training programme for practitioners.
- Parents will be fully supported in their role as parents in an empowering, non stigmatising way, and will have easy access to the full range of services available to them.
- Parents' views about the care of their children will be included in every stage of the planning and delivery of services
- Schools will be seen as important centres in communities and able to offer flexible, integrated services in partnership and alongside other providers to meet the needs of their children and families.
- With the support of the Children's Information Service, we will develop effective communications systems at all levels, enabling professionals and families to know who is working in their area, what their skills are and how they contribute to meeting the needs of the local community.
- Services will be developed and delivered locally, on the basis of sound, rigorous data about impact which will support them in being strategically steered and to make appropriate, sensitive interventions as early as possible
- All stakeholders will know why they are doing what they are doing and why services are being delivered in the way that they are
- All services will be able to show how and to what extent they are having impact in relevant Every Child Matters Outcomes
- There will be considerable evidence of remodelled workforces, jointly funded posts and services, co location of services where appropriate and pooled budgets.
- There will be strong evidence of a drive towards reducing the duplication of services and instead the targeting of services on previously unmet needs.
- Signposting to relevant services will become an automatic response as part of meeting the needs of families and will develop from sound knowledge and understanding of the range of services in locality areas by all providers.
- Professionals will be supported to recognise and value their own contributions and those made by others.
- There will be a significant programme of workforce reform at all levels to support the development of the relevant mix of understanding, skills and values in all providers

## The Strategy

Newcastle's Children's Centres strategy has 3 parts:

- **Change Management**
- **Performance Monitoring**
- **Governance**

**Change Management:** *Services that are joined up, relating well to each other and demonstrating open, trusting communication of all relevant information*

This strategy, like any other, relies heavily for its success on the way the changes required are managed and those involved are supported through the change process. Any change management process must have high quality communication at all levels. It is not sufficient for communication systems to be in place. These systems need to be accessible, sensitive to needs, and able to deliver information proactively in anticipation of people needing this information, and not reactively or only when people are demanding to know. Staff need to be given sufficient time and resources to take hold of information and make something sensible of it. Processes must *be* transparent as well as being *perceived* as transparent.

Effective change management strategies emphasise that change processes need to pay as much attention to action taken as a result of listening and the criteria established for decision making processes as they do to setting a direction of travel. They need to work both vertically and horizontally *within* organisations and *across* organisations. They need to use a range of different approaches that focus on developing dialogue, understanding and flexibility within a clear framework-in this case that of the Every Child Matters Outcomes.. They should engender a sense of the responsibility of all participants to take an active part in asking questions to make sense of information.

We intend to address issues of change management at three different levels: Strategic management level, Middle management level and Frontline Service level.

**Strategic management**

<b>ECM related activity</b>	<b>What does it achieve and how will we know?</b>	<b>What do we need to do next, who will lead on this and by when?</b>	<b>Where will we find the evidence?</b>
<p>Children and Young People’s Strategic Partnership Executive Board established</p>	<p>Citywide strategic planning across agencies</p> <p>More jointly funded posts</p>	<p>Develop a Children and Young People’s Plan for the City which sets the context for each Children’s Centre/Extended Schools planning processes</p> <p><u>Executive Director Children’s Services</u></p>	<p>Joint inspections</p>
<p>Develop integrated, strategic approaches for addressing the recommendations from inspections, evaluations and reviews carried out for Children’s Centre/Extended School services</p>	<p>Evidence of a more strategic, joined up approach to reviewing service developments</p> <p>Evidence of better understanding amongst all stakeholders and service providers about how change in one service delivery impacts on another</p>	<p>Build these strategies into service plans</p> <p><u>Executive Director Children’s Services</u></p>	<p>Joint inspections</p>

<b>ECM related activity</b>	<b>What does it achieve and how will we know?</b>	<b>What do we need to do next, who will lead on this and by when?</b>	<b>Where will we find the evidence?</b>
<p>Summaries of Children and Young People's Strategic partnership minutes become standing items in all team/staff meetings.</p>	<p>Evidence of better understanding across Children's Centre/Extended School networks and partner agencies of strategic direction, policy and practice of Children's Services in Newcastle.</p> <p>Evidence of more joined up thinking across service plans</p> <p>Evidence of service plans relating to the strategic objectives of the Children and Young People's Strategic Partnership</p>	<p>Clarify arrangements for sharing summaries in team and staff meetings</p> <p><u>Children and Young People's Strategic Partnership Coordinator</u></p>	<p>Service managers build review of staff's understanding of the strategic direction of Children's Services into appraisals</p> <p>Joint inspections</p>
<p>Develop a remodelled Children's Centre/Extended Schools workforce</p>	<p>Evidence of school staff having greater knowledge of the roles and responsibilities of other providers</p> <p>Evidence of schools engaging actively with the Children's Centre/Extended School agenda in each locality area</p> <p>School staff able to signpost families more readily to local services</p> <p>Evidence that school staff can explain how their work contributes to the Every Child Matters agenda</p> <p>Evidence that this takes into account the views of children and young people, parents and carers about the nature of the workforce.</p>	<p>Appoint Children's Centre Development Officers in each Children's Centre area</p> <p>Identify key headteachers in each Children's Centre area able to mentor other headteacher colleagues as they develop their Extended School services</p> <p><u>Children's Centre Project Manager</u></p>	<p>Minutes of staff and team meetings</p> <p>School development plans</p> <p>Staff appraisals</p>

<b>ECM related activity</b>	<b>What does it achieve and how will we know?</b>	<b>What do we need to do next, who will lead on this and by when?</b>	<b>Where will we find the evidence?</b>
Establish a process whereby the views of children and young people are included in strategic decision making	Evidence that services are making changes at a strategic level that take account of the views of children and young people	<p>Include this aspect in the Listening to Young Children's strategy</p> <p>Establish a process for reviewing the impact of this strategy</p> <p><u>Investing in Children Coordinator</u> <u>Children's Centre Project Manager</u></p>	Joint inspections
Establish a process whereby the views of parents and carers are included in strategic decision making	Evidence that services are making changes at a strategic level that take account of the views of parents and carers	<p>Include this aspect in the Parent Participation strategy</p> <p>Establish a process for reviewing the impact of this strategy</p> <p><u>Children's Trust Manager</u></p>	Joint inspections
Promote Every Child Matters as a strategic priority in all HE/FE initial and continuing staff training providers in the City	<p>Evidence of Every Child Matters being part of the curriculum for all initial training in HE/FE professional courses</p> <p>Evidence of HE/FE staff at strategic and course leader level having knowledge and understanding of Every Child Matters agenda</p> <p>Evidence of greater awareness in HE/FE training providers of links between roles.</p>	<p>Promote all FE/HE training providers to be represented in Workforce Reform Development</p> <p><u>Every Child Matters Change Lead</u></p>	<p>Joint inspections</p> <p>HE/FE course inspections</p>

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will lead on this and by when?	Where will we find the evidence?
<p>Circulate Children's Centre bi monthly newsletter to key stakeholders</p>	<p>Provides updates electronically to all service providers of developments in each Children's Centre area</p> <p>Evidence of raised awareness and engagement in activities in Children's Centre areas</p> <p>Mechanism developed for giving timely, locally focused feedback on consultation processes</p>	<p>Publicise the newsletter widely</p> <p>Discuss with schools their involvement as service providers in each Children's Centre locality area</p> <p>Publicise Children's Centres/Extended Schools locality network meetings through the newsletter</p> <p>Build opportunities for evidencing consultation feedback into the newsletter</p> <p>Develop a single sheet summary for wide circulation</p> <p><u>Children's Centre Project Manager</u></p>	<p>Newsletter survey feedback form</p>

**Middle management**

<b>ECM related activity</b>	<b>What does it achieve and how will we know?</b>	<b>What do we need to do next, who will do it and by when?</b>	<b>Where will we find the evidence?</b>
<p>Programme of events for headteachers, governors and service managers to communicate what the Every Child Matters agenda is and their place in it.</p>	<p>Evidence from feedback of raised awareness and understanding of the place of schools, governors and other services in the wider Every Child Matters agenda</p> <p>Evidence in school, governing bodies and service planning of deployment of resources to support the achieving of the Every Child Matters Outcomes</p>	<p>Review feedback from Governors' Conference</p> <p>Plan ongoing and, where appropriate, multi professional Every Child Matters staff development programme for schools, governors and other service providers</p> <p>Publicise this through a range of existing processes and Training Directories</p> <p><u>Head of Governor Services</u></p> <p><u>Children's Centres Project Manager</u></p> <p><u>Extended Schools Remodelling Team</u></p>	<p>School/service development plans</p> <p>Minutes of team/school staff meetings</p> <p>Minutes of governing body meetings</p>

<b>ECM related activity</b>	<b>What does it achieve and how will we know?</b>	<b>What do we need to do next, who will do it and by when?</b>	<b>Where will we find the evidence?</b>
<p>Develop dialogue between schools and other agencies about how work can be more joined up at the strategic, middle and frontline levels</p>	<p>Evidence of better understanding at the strategic, middle and frontline levels in each Children's Centre/Extended School network of the relationship between one services' activities and another's targets and outcomes</p> <p>Improved understanding across and within agencies of the Every Child Matters agenda and their service's place in this</p>	<p>Appoint Children's Centre Development Officers to run a series of cross and within agency training events around the Every Child Matters outcomes framework in each Children's Centre area</p> <p>Develop appropriate training materials such as case studies, stakeholder feedback and evaluations to support this work</p> <p><u>Children's Centres Project Manager</u></p>	<p>School/service plans address identified recommendations</p> <p>Every Child Matters targets appear in school/service delivery plans</p> <p>Every Child Matters Outcomes appear in school/service development plans</p> <p>Every Child Matters Outcomes appear in staff appraisal discussions</p>

<b>ECM related activity</b>	<b>What does it achieve and how will we know?</b>	<b>What do we need to do next, who will do it and by when?</b>	<b>Where will we find the evidence?</b>
<p>Raise understanding and awareness in schools and communities of services available in their Children's Centre areas and how to refer into these.</p>	<p>Evidence of better sharing of information across agencies</p> <p>Evidence of earlier referrals to preventative services</p> <p>Evidence of better networking and dialogue between service providers and the community</p>	<p>Appoint Children's Centre Development Officers in each Children's Centre area to support the development of the Children's Centre/Extended Schools locality networks</p> <p>Encourage all schools and other services in Phase One (2004-6) to have communication links with their Children's Centre/Extended School locality network by March 2006</p> <p>Encourage all schools and other service in Phase Two (2006-8) have communication links with their Children's Centre/Extended School locality network by March 2008</p> <p>Encourage all schools and other services in Phase Three (2008-10) to have communication links with their Children's Centre/Extended School locality network by March 2010</p> <p>Reshape the Children's Information Service in line with Children's Services needs</p> <p><u>Children's Centre Project Manager</u> <u>Children's Information Services Manager</u></p>	<p>Review of referral processes</p>

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
Appoint a Common Assessment Framework Coordinator	Develop the CAF processes	Develop a pilot for the CAF processes	CAF Steering group minutes Minutes of lead professional /multi agency meetings around CAF processes
Establish a process whereby the views of children and young people are included in strategic decision making	Evidence that services are making changes at a strategic level that take account of the views of children and young people	<p>Include this aspect in the Listening to Young Children's strategy</p> <p>Establish a process for reviewing the impact of this strategy</p> <p><u>Investing in Children Coordinator</u> <u>Children's Centre Project Manager</u></p>	Joint inspections
Establish a process whereby the views of parents and carers are included in strategic decision making	Evidence that services are making changes at a strategic level that take account of the views of parents and carers	<p>Include this aspect in the Parent Participation strategy</p> <p>Establish a process for reviewing the impact of this strategy</p> <p><u>Children's Trust Manager</u></p>	Joint inspections

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
<p>Planning, performance and regulation workstream for Children's Services</p>	<p>Support the establishment of accurate, up to date, meaningful multi agency information about activities in each Children's Centre area</p> <p>Enables impact measurements over time to be made</p> <p>Reshaped and mainstreamed local service delivery that is delivering Best Value</p>	<p>Review existing processes for gathering data</p> <p>Identify gaps and duplication in monitoring processes</p> <p>Audit all existing services and their funding streams.</p> <p>Bring together and build the capacity of the existing data and performance monitoring services in each relevant agency to facilitate comparisons in each Children's Centre area of data relevant to the Every Child Matters Outcomes</p> <p><u>Early Education and Childcare Manager</u></p>	<p>Service delivery plans</p> <p>Joint inspections</p> <p>Best Value Review</p>

**Frontline services**

<b>ECM related activity</b>	<b>What does it achieve and how will we know?</b>	<b>What do we need to do next, who will do it and by when?</b>	<b>Where will we find the evidence?</b>
<p>Promote Children’s Centre/Extended Schools locality networks of providers in all Children’s Centre areas</p>	<p>Networks where stakeholders can consult about and reshape service provision</p> <p>Visible and proactive involvement of local people in shaping of service provision</p> <p>Service providers working into each Children’s Centre locality area develop better knowledge of each others’ roles, learn to review the impact of their services together and to reshape services accordingly</p>	<p>Continue to develop the existing Children’s Centre/Extended School locality networks</p> <p>Better resource these networks by creating capacity for development work through establishing the Children’s Centre Development Officer posts.</p> <p>Better resource these networks’ administrative capacity to keep relevant minutes, set agendas, circulate information to relevant partners meet and review progress against data.</p> <p>Remove barriers to accessing these networking opportunities by providing funding where necessary to backfill staff/meet local people’s expenses to attend networking meetings, provide crèche facilities, venue costs</p> <p><u>Children’s Centres Project Manager</u></p>	<p>Minutes of locality meetings</p>

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
<p>Develop an appropriate range of parenting support initiatives in each Children's Centre area and improve access to these</p>	<p>Parents will report earlier intervention and support to help them to understand and respond to challenges in their parenting roles</p> <p>Parents will report more confidence in their parenting strategies</p> <p>Parents will report feeling less isolated in their parenting role</p>	<p>Draw together all existing parenting support audit information in each Children's Centre area.</p> <p>Use this data as basis for developing action plans for parenting support service development in each locality area</p> <p>Establish an appropriate range of outreach work to encourage parents to access existing parenting support services  <u>Parenting Education and Support Coordinator</u></p>	<p>Feedback from parental surveys</p> <p>Case studies and learning journals</p>

<b>ECM related activity</b>	<b>What does it achieve and how will we know?</b>	<b>What do we need to do next, who will do it and by when?</b>	<b>Where will we find the evidence?</b>
<p>Fully establish regular review meetings between providers of parenting support in each Children's Centre area</p>	<p>Improved identification of strengths, gaps and any duplication of parenting provision in locality areas</p> <p>Clarified referral routes, impact measures and evaluation tools</p> <p>Providers of parenting support within the City will have better knowledge of each others' provision and be able to more readily signpost parents to this</p> <p>Referral routes within locality areas to parenting support services will be more streamlined and evidence input from the Common Assessment Framework processes</p> <p>Better range of service provision to meet identified need across the City</p> <p>Increased sharing of knowledge and expertise across the City</p> <p>Improved communication between parents, providers of parenting support and other providers</p>	<p>Continue to establish Children's Centre/Extended School locality lunch review meetings for providers of parenting support</p> <p>Establish post of Parenting Support Coordinator to develop this work strategically across the City</p> <p>Reinforce the work of parenting support champions in each Children's Centre locality area to facilitate this work at the frontline level</p> <p>Develop a relevant programme of staff development to ensure processes for developing staff's knowledge and skills are devised to meet gaps in provision.</p> <p><u>Parenting champions in each Children's Centre area</u></p> <p><u>Parenting Education and Support Coordinator</u></p> <p><u>Parents and Carers Participation Coordinator</u></p>	<p>Minutes of parenting support network meetings in each Children's Centre area</p> <p>Feedback from parents and other stakeholders about parenting support services in their areas</p>

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
Establish Directory of Services	<p>Evidence of greater awareness of the range of services available to families</p> <p>Evidence of more rapid signposting of families to relevant services within each Children's Centre area</p>	<p>Establish processes to ensure Directory is regularly updated</p> <p>Establish processes to ensure that Directory is fully populated with all relevant service information</p> <p>Establish launch of Directory and marketing programme to ensure relevant stakeholders know about and can access it</p> <p>Establish visible Children's Information Service links into each Children's Centre areas and develop their awareness of the services that feature in the Directory, those that do not, and their role in updating this Directory</p> <p><u>Children's Information Service Manager</u></p>	Feedback from service users and providers

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
Establish a process whereby the views of children and young people are included in strategic decision making	Evidence that services are making changes at a strategic level that take account of the views of children and young people	Include this aspect in the Listening to Young Children’s strategy  Establish a process for reviewing the impact of this strategy  <u>Investing in Children Coordinator</u> <u>Children’s Centre Project Manager</u>	Joint inspections
Establish a process whereby the views of parents and carers are included in strategic decision making	Evidence that services are making changes at a strategic level that take account of the views of parents and carers	Include this aspect in the Parent Participation strategy  Establish a process for reviewing the impact of this strategy <u>Children’s Trust Manager</u>	Joint inspections

**Performance Monitoring: *Services that are Outcomes focussed around Every Child Matters and able to show that they are making a measurable recognised difference***

We need to utilise a number of different processes for identifying:

- what we are doing in relation to the ECM outcomes
- across all services within each Children's Centre area, including schools
- how effective these inputs are.

We need to build on the existing processes. We need to move beyond *describing what* we are doing and become better at knowing *what impact* these activities are having. We need to become more skilled at supporting all stakeholders in service provision to be able to identify cause and effect in order to be able to recognise and celebrate what we are doing well and change what we are not. We have a number of activities in place that will help us to do this:

- Inspection reports
- Data collection by Education, Health and Social Services departments
- SSLP monitoring returns
- Neighbourhood Nursery monitoring
- Evaluation work carried out both internally and by external providers
- Externally funded monitoring returns such as Neighbourhood Renewal
- Case studies
- Feedback from stakeholders

We need to establish and reinforce ways to get this information into planning debates at the Children's Centre/Extended Schools locality networks so that they can have better informed discussions and feedback on the impact of their services. The locality networks will become the forums where these debates can be held with relevant stakeholders. Over time, we would expect these locality networks to become 'engine rooms' for local participation.

This information, in turn, should be used to help them to reshape their service delivery models in the light of better understanding of what needs there are and of how these can be met. These locality networks should, in time, feed this data and frontline service delivery information up into one of the three Children's Services geographical areas of the City

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
<p>Create a strategic, multi agency data and performance management process for Children’s Centres/Extended Schools</p>	<p>Establishes a joint inter agency approach to the collection of data and performance monitoring and protocols for sharing this</p> <p>Creates baseline data around levels and quality of services that need to be addressed in the core offers for Children’s Centres/Extended Schools</p> <p>Evidence of the availability of relevant impact and performance monitoring data to each Children’s Centre/Extended Schools locality network to enable them to make informed decisions about service development</p> <p>Less duplication of information being collected and better quality dialogue across services about provision in Children’s Centre areas</p> <p>Establishes data that enables informed debate across agencies and at strategic as well as locality level about how services need to be reshaped in the future</p>	<p>Identify existing processes that draw together relevant data and streamline these</p> <p>Identify the relevant data sets needed to address the Every Child Matters Outcomes in Newcastle, the Children and Yung People’s Plan priorities including those already established and collected</p> <p>Build capacity in relevant teams, identify skills needed, resources required, recruit and train as necessary</p> <p><u>Early Education and Childcare Manager</u></p>	<p>Joint inspections</p> <p>Maps and data tables</p>

<p>Create a strategic, multi agency data and performance management process for Children's Centres/Extended Schools</p>	<p>Criteria for the reshaping of service delivery in Children's Centre areas made more transparent</p> <p>More jointly funded posts and sharing of resources across agencies</p>		
<p>Establish processes for using relevant performance monitoring data to reshape services both locally and Citywide</p>	<p>More cost effective service provision</p> <p>Evidence of more families previously less visible accessing services</p>	<p>Build performance monitoring data feedback in to locality network agendas</p> <p>Further develop processes for evaluating impact of services</p> <p>Build in feedback from service users, inspection reports and other relevant sources</p> <p><u>Early Education and Childcare Manager</u></p>	<p>Minutes of locality network meetings</p>

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
Develop integrated budget setting processes	Evidence of more jointly funded services	Continue to audit all services available in Children's Centre locality areas  Continue to develop processes for identifying all funding streams coming in to Children's Centre locality areas  <u>Accountable Body representatives within Children's Centre locality networks</u>	Minutes of locality meetings  Children's Centre Budgets
Reinforce processes for seeking and utilising feedback and evaluation of services from perspectives of users	Develops understanding of need and 'sign up' to services by users in Children's Centre areas	Continue to reinforce parent participation strategy  Continue to develop children's participation strategy  Continue to utilise feedback from childcare survey  <u>Children's Trust Manager</u> <u>Children's Participation Coordinator</u> <u>Children's Information Service Manager</u>	Feedback from evaluation and consultation events

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
<p>Review quality, take up, duplication, gaps of all childcare provision</p>	<p>Allows childcare to be developed where appropriate</p> <p>Identifies strengths and training issues</p> <p>Supports sustainability of provision because it is better meeting local need</p>	<p>Continue to review all inspection reports and develop training and staff development programme as appropriate</p> <p>Continue to review feedback from parents about childcare needs and develop provision accordingly</p> <p>Continue to review take up and costs of childcare places and to discuss how these can be managed in the most cost effective way, while still achieving quality provision</p> <p><u>Manager: Childcare</u></p>	<p>Minutes of locality network meetings</p>

**Governance: *Delivering services that demonstrate Best Value and fitness for purpose***

The thrust of the Every Child Matters Outcomes Framework and the legislation that supports it is towards services from the maintained, private and voluntary sectors working in partnership. There is an important principle and belief underpinning this thinking: that effective partnership working leads to better deployment of resources, the reduction in the duplication of services, earlier signposting of families to preventative services, the heading off of heavier end more costly interventions, easier identification of gaps in service provision and better strategic planning to meet those gaps. The direction of travel for Children's Services as a whole is towards more joint commissioning of provision from a range of agencies and a more 'joined up' approach to the inspection of these services. This approach needs to be evidenced at a local level in Children's Centre areas. In working towards this, the Every Child Matters Outcomes Framework is increasingly becoming a mechanism to develop a shared language for reviewing the impact of services locally, as well as strategically, and agreeing ways of working together and sharing resources.

At a local level, service providers in partnership with other stakeholders will need to come together to make decisions about how their collective resources are to be reshaped to more effectively meet these Outcomes. The governance processes through which any reshaping of services is undertaken will need to be robust, transparent and based on sound criteria for decision making. Stakeholders will need to feel they have been heard and their views taken on board and respected.

The varied priorities of service providers and agencies generally reflect the particular responsibilities that these individuals have and their different perceptions of the relative importance of needs that children have. These perceptions can be informed by different professional cultures, training, experience and service targets. Successful governance arrangements in Children's Centre areas will mean that stakeholders are working in more joined up ways towards *shared priorities*, recognising and valuing the individual though different contributions that each is making to achieving these.

Children's Centres/Extended Schools in Newcastle, with their locality based networks of service providers and stakeholders, are the basis for these discussions at a local level. It is within each of these forums that services will develop better knowledge and understanding of the services in their localities, the funding streams associated with these, the timeframes for these funding streams and the impact of these services. The Every Child Matters Outcomes Framework forms the common language for these discussions to take place. It is the partnership working at the local levels that will create the platform for the joined up thinking that we want all providers to develop. Ultimately, it is the Children and Young People's Plan where these understandings will be evidenced and that will provide the steer and context for these Children's Centre/Extended School developments.

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
<p>Establish appropriate governance arrangements for the reshaping of service provision in each Children's Centre/Extended Schools locality area</p>	<p>Evidence that local perception of ownership and consultation around Children's Centres/Extended Schools and their development is improved</p> <p>Locally based partnerships of providers and stakeholders able to formulate plans for more integrated service delivery in Children's Centre areas</p>	<p>Complete the current activities relating to drawing together all audit information and review this within each Children's Centre/Extended School locality network.</p> <p>Develop more transparent, multi agency processes for reviewing impact of services against the Every Child Matters Outcomes</p> <p>Develop wider multi agency engagement from frontline service providers in Children's Centre/Extended Schools locality networks and discussion about how each service contributes to the Every Child Matters Outcomes</p> <p><u>Manager: Early Education and Childcare</u></p>	<p>Minutes of Children's Centres/Extended Schools locality networks</p> <p>Minutes of meetings with headteachers, Sure Start Local Programme Managers and other heads of service</p> <p>Joint inspections</p>

ECM related activity	What does it achieve and how will we know?	What do we need to do next, who will do it and by when?	Where will we find the evidence?
<p>Establish robust Children's Centre/Extended Schools locality networks able to inform the decision making processes in partnership about how services will be reshaped and better integrated in their area</p>	<p>Evidence of more services delivering to Best Value</p> <p>Evidence of more services being jointly funded and developed</p> <p>Evidence of services that can be more responsive to changing demands</p> <p>Evidence of more streamlined integrated services and funding stream</p> <p>Evidence of reshaped service provision</p> <p>Less duplication of services</p> <p>More funding directed into high quality preventative services and away from heavier end services</p> <p>Less unmet need and fewer services struggling to remain sustainable</p> <p>Evidence of services that are accessible to a wider range of stakeholders</p> <p>More proactive earlier intervention</p>	<p>Build on the existing Sure Start Local Programme Boards, where these exist, and develop these to include other relevant stakeholders, particularly schools, in Children's Centre areas</p> <p>Continue to support each Children's Centre/Extended School network to evaluate its journey towards fully integrated service delivery</p> <p>Build on existing processes for setting this information against data collected about needs in areas</p> <p>Embed existing processes for reviewing this data and informing decisions about how services will be reshaped within each Children's Centre area in the light of this data.</p> <p><u>Manager: Early Education and Childcare</u></p> <p><u>Children's Centre Project Manager</u></p> <p><u>Extended Schools remodelling consultants</u></p>	<p>Joint inspections</p> <p>Best Value Review</p>