

Children's Centre Remodelling

Children's Centre Review

Executive Summary

1.1 Work has been progressed over the past year to explore the feasibility of modifying existing arrangements for the provision of Children's Centres.

1.2 This paper details the work undertaken, outlines findings and offers a view on the potential development of a new way of working in order to address identified drivers for change.

Summary of learning outcomes

1.3 The following information serves as a summary of the learning arising from review work undertaken with particular regard to current arrangements for enabling the provision and coordination of early childhood services.

Capacity to provide key functions diminished overtime

1.4 Organisation change and associated reduction and / or redeployment of resource has had a bearing on the current model being able to maintain key functions traditionally undertaken by Children's Centres to meet need, particular for those most in need of support. Notwithstanding the impact of the Covid pandemic, the relatively low levels of ongoing participation in the service suggests that the service has difficulty in developing and coordinating the wider offer of early childhood services across the borough.

1.5 Managers and staff have been effective in creatively using available resources in order sustain provision, pre and post Pandemic, however renewed consideration should be given as to how best to deliver against identified need and Children's Centre core requirements. Key functions relating to outreach and family support are being discharged elsewhere in the partnership via voluntary sector organisations who deliver related work and in Targeted Early Help for example. Consideration should therefore be given to consolidating current resources so that they may focus on directly attending to core children's centre specific functions in collaboration with other related services. This renewed focus should include the targeting of families most in need of support.

The model has evolved to be primarily concerned with the provision of early education and childcare

1.6 The direct provision of early education and childcare is central to the current model. It provides this service across 8 of the current 10 Children's Centres, with most service staff employed to deliver childcare. Whilst this provides a valued service, specific analysis undertaken in relation to the provision of early education and childcare suggests that much of this provision may not be critical from a childcare sufficiency perspective. The Council is not statutorily required to directly deliver early education and childcare although it is required to ensure, as far as is reasonable, that sufficient provision is in place. Given this, consideration should be

given to the potential for reducing direct delivery of early education and childcare and where necessary, working with the private, voluntary and independent sector to address any gaps in the provider market. This may enable the release of resources to deploy for Children's Centre specific functions.

Core functions and offer maintained but spread thinly and unevenly across the range of centres and associated localities

1.7 Give ongoing resource challenges experienced by partners in general and the Council in particular, coupled with the impact of the Covid pandemic, Children's Centres have creatively maintained services across the majority of centres. Analysis of the offer suggests that there would be value in considering how best to provide Children's Centre functions and programmes so that they have maximum impact on those who most need support. These considerations should include options for consolidation of the model so that it may enable the focusing of work on those most in need, whilst aligning it to the wider range of assets across children's services and partners.

Capacity to identify and target those most in need of support is limited

1.8 Current arrangements, which include a primary focus on early education and childcare, do not enable the service to carry out the necessary work to systematically assess need, identify those most in need of targeted support and coordinate early childhood services in response. There is a strong relationship between the need to exercise this function and related work that is undertaken by Targeted Early Help, particularly the development of an Early Help Strategy and the delivery of the Strengthening Families programme. Consideration therefore should be given to revising arrangements to enable these functions to be fulfilled in collaboration with related services and partners via the family network and hub developments referenced within the SCF Business Plan.

1.9 In light of this learning, the case for change can be summarised as follows:

- The need to consolidate limited resources to enable Children's Centre functions to be renewed;
- The need to enable key children's centre functions to be fulfilled and focused on core Children's Centre requirements;
- The recognition that resources and associated approach needs to enable and ensure the coordination and targeting of early childhood services at the most vulnerable;

1.10 As a consequence, consideration should therefore be given to:

- Options for the reduce in the current number of centres to consolidate offer and enable increase in identification and targeting of support for those most in need. This need is informed by aim of securing best value for the provision of the services in question and responding to the identified case for change to current arrangements outlined in this report; and

- Align a revised model to early help strategy development in general and the associated development of family networks in particular.

1.11 Options developed will require consultation with residents and stakeholders to secure views and opinions on any considered change. This consultation should be inclusive of partners and stakeholders to obtain a rounded view of options including alternatives to the ones outlined. Once consultation is undertaken, options may be modified and recommendations for change finalised based on its outcome. During this process, due consideration also needs to be given to how best to use existing and associated community assets to enable core early childhood services to be delivered by partners and the service itself to be maintained. This work would also include engagement with stakeholders to develop a phased, transition plan to enable any agreed changes to be implemented.

Alternative operating model

1.12 Consideration should be given to a revised model which provides renewed focus on the core functions of Children's Centre coordination, outreach and family support. The creation of dedicated resource to undertake these functions could enable a refreshed approach to identifying need in collaboration with partners and developing and coordinating a refreshed offer of early childhood services. It would also enable the creation of a revised model that can contribute to the future development of a family network model.

1.13 Conceptually, Children's Centres are a vehicle for enabling a partnership approach to the provision of early childhood services to meet need. An alternative operating model to the current one in Slough could be developed by renewing the approach to leading and coordinating early childhood services in collaboration with schools, health providers, social care and the voluntary and community sector. It could do so by reshaping its model in order to re-establish and re-focus coordination, outreach and family support capacity to lead and coordinate associated functions across partner agencies.

1.14 Instead of an approach, predicated on the sole use of existing Centre buildings, the model would seek to develop a more flexible and dynamic offer by identifying and utilising community assets in collaboration with associated services and partners. Key aspects include:

- An approach centred on the coordination of early childhood services in collaboration with partners;
- A way of working that isn't reliant on the use of existing premises to enable the development and delivery of the early childhood services offer;
- The establishing of dedicated Children's Centre resource to attend to the key functions of coordination, outreach and family support; and
- Using this resource to connect with related functions across the partnership to achieve the aim of children's centre making available universal and targeted early childhood services and supporting child and family access to them.

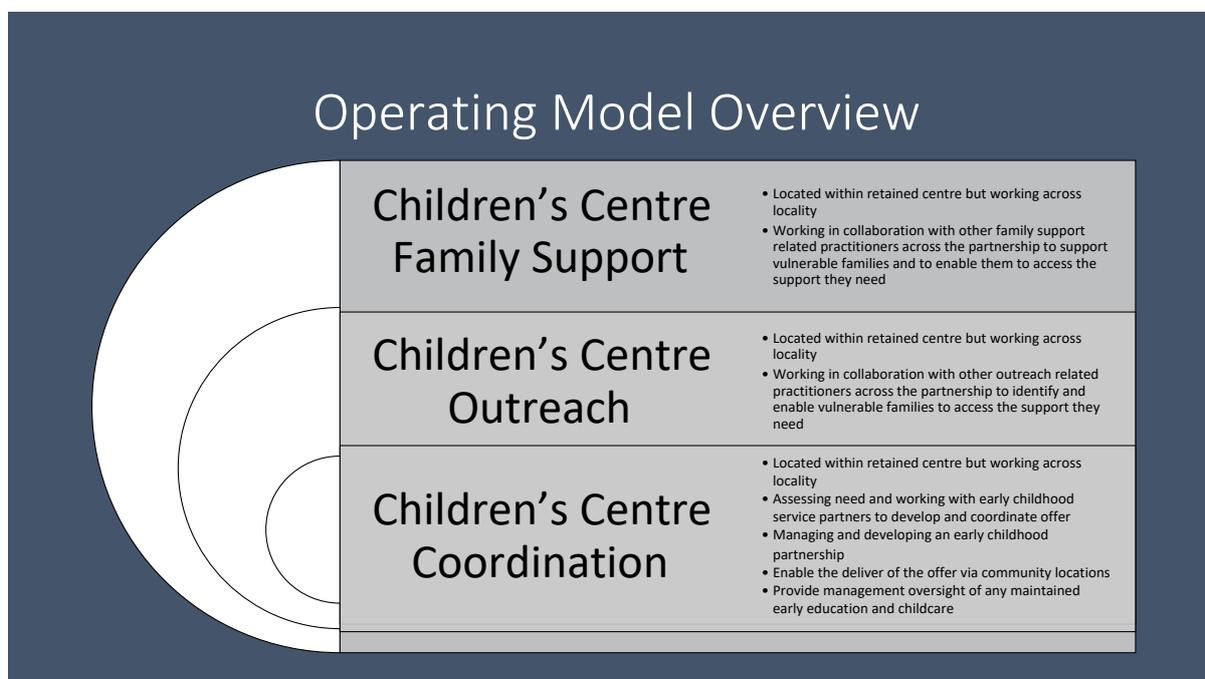
1.15 Consideration should be given to a ‘three centre’ model because it would enable the proposed new way of working to be introduced and embedded, whilst also allowing for alignment with existing locality-based approaches applied by SBC and its partners. Alignment with current community services locations to create a locality-based model provides a logical framework within which a new way of working could be developed.

1.16 Consideration should also be given to aligning and integrating remodelled centres with maintained, directly delivered childcare in order to maximise use of premises. Analysis suggests that the Centres at Chalvey Grove and Romsey Close may best placed to meet this dual function as indicated in the preferred option for change with Penn Road acting as the Children’s Centre reference point in the north of the Borough.

1.17 The model would maintain usage of, and operate from retained Centre/s for use as the base from which to assess and map need for early childhood services across the borough in collaboration with partners. These bases can provide the footprint for the wider family network model currently under development.

1.18 Premises may also be used to continue to house critical joint partnership, early childhood service operations within but would become the principal operations hub for a boroughwide network of early childhood services. The model would align to the development of the Early Help Strategy and associated work regarding a family network approach to delivering coordinated preventative early help to families.

1.19 Figure below illustrates a draft outline operating model for a revised Children’s Centre delivery model.



1.20 If approval is given to consult on options for change to current arrangement, key partners will be engaged as part of the consultation process in order to aid the process of determining how best a revised operating model might be created and implemented.

Children's Centre Remodelling

Children's Centre Review

Purpose of paper

To summarise review analysis and findings in relation to the provision of Children's Centres by Slough Borough Council (SBC).

1. Background and context

1.1 Work has been progressed over the past year to explore the feasibility of modifying existing arrangements for the provision of Children's Centres. Key drivers for this work include improving preventative work across the partnership and where feasible, enabling SBC to deliver financial savings as part of its budget setting process and medium-term financial strategy.

1.2 SBC has 10 Children's Centres across the Borough (***location map can be found in Appendix 1***). Each centre includes the provision of directly delivered early education and childcare. This provision has been subject to associated review work, the outcomes of which will inform options for change arising from both reviews.

1.3 Legislation in relation to Children's Centres is contained in The Childcare Act 2006, and underpinned by Sure Start Children's Centres Statutory Guidance, which defines a Children's Centre a place or a group of places: which is managed by or on behalf of, or under arrangements with, the local authority with a view to securing that early childhood services in the local authority's area are made available in an integrated way; through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere); and, at which activities for young children are provided.

1.4 The Statutory Guidance states that "Centres are as much about making appropriate and integrated services available, as about providing premises in particular geographical areas. A Children's Centre should make available universal and targeted early childhood services either by providing the services at the centre itself or by providing advice and assistance to parents (mothers and fathers) and prospective parents in accessing services provided elsewhere". The guidance defines the core purpose as being to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in:

- child development and school readiness;
- parenting aspirations and parenting skills; and,
- child and family health and life chances.

2. Review objectives

2.1 To consider the current Children's Centre model in relation to its ability deliver against the core requirement of providing and coordinate early childhood services.

2.2 Informed by the outcomes of these considerations, identify options for change that respond to key findings within the wider context the service operates in.

3. Review methodology and intended outcomes

3.1 In order assess the relative merits and constraints of the current Children's Centre offer and identify options for change, the following methodology has been applied:

3.1.1 History and context: Consideration of the background and context to current arrangements.

- Intended outcome: The shaping of options for change are informed by a clear understanding of how the Children's Centre programme has evolved since its inception.

3.1.2 Understanding need: Consideration of the needs of children aged 0-5 and their families.

- Intended outcome: Analysis and options for change are informed by the related needs and issues experienced by children and families in Slough.

3.1.3 Understanding the current offer and its effectiveness: Consideration of how the Children's Centre programme secures outcomes for children and families.

- Intended outcome: Analysis and options for change are informed by the strengths and areas for development in the current offer.

3.1.4 Access to services by children and families: Consideration of who the programme is engaging and how access is enabled.

- Intended outcome: Analysis and options for change are informed by an understanding of how families are accessing and benefiting from current arrangements.

3.1.5 The quality of impact and practice: Consideration of the difference current arrangements are making to families.

- Intended outcome: Analysis and options for change are informed by a clear understanding of the impact current practice is having on child and family outcomes.

3.1.6 Leadership, governance and management: Consideration of how the Children's Centre programme is being strategically lead and operationally managed.

- Intended outcome: Analysis and options for change are informed an understanding of current leadership and management arrangements.

3.1.7 Resources: The level and nature of resources available to the programme including premises.

- Intended outcome: Analysis and options for change are informed by an understanding of how the service is currently resourced.

3.1.8 Determining the case and options for change: capturing the learning from review activity to determine what may need to change and why.

- Intended outcome: Options for change are shaped, informed by key drivers and learning from the strengthens and areas for development regarding current arrangements.

3.2 This work has been undertaken within the context of the financial and wider policy backdrop of SBC in general and children and family services in particular. It aims to generate options for consultation that are informed by the aim of securing best value in the services provided, whilst also ensuring continues focus is given to securing services that improve outcomes for young children and their families, with a particular regard to those in greatest need of support.

4. History and context

4.1 The 10 SBC Children's Centres were set up over a seven-year period from 2004 to 2011. All are on primary or nursery school sites, with one exception (Vicarage Way) and this Centre is within close walking distance of a primary school. All sites provide early learning services as well as family services.

4.2 From the outset, the Centres were set up as a group with a central management team reporting to a Head of Service. From September 2013, the 10 Centres within the group have been organised within four geographical networks to ensure effective planning of services and allocation of resources. The local teams comprise:

- Family Learning and Targeted Family Services staff (under the central management of a Senior Coordinator Family Services and a Senior Coordinator Family Learning), and
- Early Years staff under the management of one Early Years Manager per network, supported by a Deputy Early Years Manager on each site. The senior coordinator takes responsibility for the day-to-day operation of the Centres.

4.3 The early years provision is a central component of the Children's Centre approach in Slough and is one of the ways in which the Centres have been able to engage parents and children from priority groups in a wide range of other services to meet their needs. The integration of the early years provision and family services was designed to ensure that any services provided, whether to children or parents, led to improved outcomes for the children and not just for the adults. In addition, through this provision, particularly the funded 2-year-old and referred places, the Centres have played a key role in maintaining regular contact with vulnerable children.

4.4 The integration of early years and family services has located Children's Centres alongside other related council services. The approach has been focussing on working with parents, early years practitioners and partner agencies to support the development of young children and to help them build the resilience needed to become successful adults. This is reflected in the Local Authority's vision for Early Years, which is:

To work with parents, early years practitioners and partner agencies to support the development of all young children, including the most vulnerable, and to help them build the skills and resilience needed to become successful adults, with the capability and willingness to make a positive contribution to society'.

4.5 Organisation changes overtime has resulted in resources originally assigned to the Children's Centre model being reduced and or redeployed, including family support capacity. This has resulted in the programme's resources being much more focused on the provision of early education and childcare, whilst enabling early childhood services and related family support services to be delivered from Children's Centre locations.

5. Understanding need: What we know about children aged 0 - 5 and their families in Slough

5.1 The following table contains information which serves as a headline summary of the learning arising from 0 – 5 needs assessment analysis. The data is framed by Children's Centre 'core purpose' headings.

| Needs assessment summary |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Overview</p> <ul style="list-style-type: none"> • There are a total of 19,873 households with dependent children in Slough. This figure is likely to increase when 2021 Census data is published later this year. • Approximately 12,415 children aged 0-4 live in Slough. This equates to 8.3% of the population, higher than both the South East and England average. • 15% of children aged 0 to 15 in Slough are from income-deprived households and 3% of 0 to 15 year olds live in the most deprived quintile nationally. • Slough is one of the most ethnically diverse Boroughs in England with 54% of the population coming from a Black, Asian and Minority Ethnic (BAME) background. • 73% of children and young people in Slough are from a non-White British background, which is significantly higher than the rest of Berkshire East and England. 86% of school children in Slough do not have English as a first language. Slough has the 2nd highest proportion of births from mothers who were born outside of the UK in England at 69%. |

Child development and school readiness

- Good learning and development (GLD) achievement for children in Slough compares well when considered against South East and England averages.
- 80% of children in Slough who received the 2 to 2 ½ year ASQ-3 development review in 2020/21 were meeting the expected levels in all 5 skill areas. This proportion was significantly lower than the national figure and was the lowest level in Berkshire East.
- There has been an increase of approximately 33% of children accessing early years and childcare with an identified additional need or SEND.
- Numbers of children attending early years and childcare are steadily increasing following the impact of Covid 19 on provision and attendance.

Parenting capacity and aspirations

- Slough has significantly worse employment and unemployment rates than England for people aged 16 to 64.
- 13% of households in Slough are overcrowded, which is significantly worse than the rest of Berkshire East and England.
- The rate of households that are homeless or threatened with homelessness are significantly higher in Slough compared to England.
- In 2019, 5,105 (9%) of households in Slough were considered to be fuel poor. In 2019, 5,105 (9%) of households in Slough were considered to be fuel poor.

Child and family health and life chances: Child

- Slough has the 2nd highest infant mortality rate in the South East, although this is similar to the national figure.
- Slough has the highest proportion of babies born with a low-birth weight in the South East and this has increased over the last 5 years.
- In 2018/19, 38% of 5 year olds in Slough had visually obvious dental decay. This was the highest level in the South East and significantly worse than the national figure.
- Slough's prevalence of obesity continues to be worse than national figures and is the highest rate in the South East for both age groups measured through the National Childhood Measurement Programme.
- Slough has lower than average rates of many recommended childhood immunisations, including the Mumps, Measles and Rubella immunisation and the Flu vaccination.

| Child and family health and life chances: Family |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Slough's male life expectancy and healthy life expectancy continue to be significantly worse than national and regional rates. • Female life expectancy is similar to national rates and also higher than males. However, healthy life expectancy is significantly worse than national and regional rates. • 6.5% of Slough mothers were smokers at the time of delivery in 2020/21. • 60% of adults in Slough were overweight or obese in 2019/20, which is approximately 63,400 people. |

5.2 Needs assessment data indicates that many families experience prevailing challenges in relation to social and health outcomes in Slough. It can be assumed that these may well be compounded given wider social and economic pressures.

5.3 Slough's referral rates per 10,000 into children's social care are higher than the average of statistical neighbours benchmarked against as is the rate of children known to social care services. This serves an indication of the need to think differently about how preventative work can limited the need for statutory engagement.

5.4 The number of Child Protection Plans (CPP) in Slough are relatively high with new starters of a child protection plan well above the average of statistical neighbours. Similarly, the number of children requiring statutory intervention to protect them from harm serves as a further indication of the need to consider how to strengthen prevention and early help to avoid this outcome. Consideration of the role a remodelled Children's Centre model could play in achieving the change required is key to supporting families most in need of support so difficulties don't escalate.

5.5 This needs assessment information suggests the need for revised consideration as to how partners and service in general and the Children's Centre programme in particular, are working together to support those most in need. All services across the partnership are working within a challenging financial context. There is therefore a need to ensure pressured resources are used collaboratively and effectively deployed to improve jointly prioritised outcomes.

5.6 This needs assessment consideration sits alongside associated work carried out in the development of the Slough Children First (SCF) Business Plan. This work has led to the development of a plan that aims to create a strengthened whole systems approach to meeting the needs of children and families in a way that enhances collaborative, preventative work.

5.7 There is an opportunity to remodel the current children's centre model, so it plays a renewed role in this integrated plan as part of the family network model, becoming the 0 – 5 early childhood component of the proposed business plan approach to developing a whole system approach to prevention, early help and child and family support.

6. Understanding the current offer and its effectiveness

6.1 The Children's Centre programme seeks to address need by delivering and enabling a range of services including:

- Health visitor clinics, new birth visits, 12-month reviews, 2-year development checks;
- Contact visits;
- Facilitation of domestic Abuse counselling and access to the Freedom programme;
- Speech and Language therapy sessions for children with delayed speech;
- Facilitation of Children's Social Care Core group meetings and Case conferences;
- Provision of breast feeding support;
- Universal little learner groups (stay and play groups);
- Targeted groups in parenting support and employment advice;
- Support for children with Special Educational Needs and Disabilities (SEND);
- Facilitation of adult education and community learning;
- Foodbank provision;
- Healthy Start vouchers;
- Sensory Consortium activity
- Neo natal appointments;
- Healthy pregnancy workshops; and
- Facilitation of debt and money management drop in's

6.2 All 10 centres provide funded early years entitlement for 2, 3 and 4 year olds and day-care services for working parents as a central part of their offer.

6.3 Each centre provides a programme of activity which varies from centre to centre. The current programme may be found as '**Autumn Programme 2022' appendix 2 to this report**. Programme content is almost exclusively delivered by partners with the exception of the early education and childcare offer. Partner usage of respective centres is summarised in '**Children's Centre Provision and Participation Summary' attached as appendix 3 to this report**.

6.4 Over 11,000 family members are currently registered with the programme with a range of partners including Midwifery and Public Health working together to provide families with children 0-5 with the support they need in accordance with Core Offer requirements.

6.5 There are 2 cohorts of service users, families accessing early education and childcare provision which currently has a total of 347 children registered and families accessing the wider offer. There were 1,454 attendances for the wider programme as of October 2022.

6.6 Participation in the service has declined significantly since the Covid pandemic from an attendance level of 18,176 in 2019 – 2022 to 1,466 in 2021-2022.

6.7 Programmes are organised and published on a termly basis. The autumn programme for 2022 is summarised in the following table together with reference to the desired outcomes for each activity.

| Child development and school readiness | | |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activity | Summary | Desired outcomes |
| Early education and Childcare | Early education and childcare is provided via 8 of the current 10 Children's Centres | Children's early years foundation stage learning and development is good. Parents and children's early educational entitlements and families childcare needs are met |
| Incredible years programme | Provided by appointment only at Wexham Road Children's Centre | The parenting skills of participants are improved, children's academic, social and emotional abilities and developed and disruptive behaviours reduced |
| Child minding support group | Support for registered Childminders at St Andrews Way Children's Centre | To support with the key messages around Health and Wellbeing, toileting, weaning |
| Parenting capacity and aspirations | | |
| Activity | Summary | Desired outcomes |
| New parents programme | Support and advice programme offered via Romsey Close Children's Centre | The creation of a parent/volunteer lead group |
| Shine Project | A programme in support of those who have or are suffering from domestic violence | The offering of support to couples/families where there is domestic abuse and relational conflict and the associated issues that impacts families |
| Special Education Needs and Disabilities Support Service (SENDIASS) | Information, advice, guidance and support provided to families with children with Special Educational Needs and | To support families to access services they are entitled to, to increase the uptake of families who are vulnerable but have not |

| | | |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Disabilities (SEND). Appointment based support offered via Chalvey, Monksfield Way and Penn Children's Centres | accessed services they need |
| Triple P programme | Parenting training provided via Penn Road Children's Centre | Improving parenting practices and parental self-efficacy and decreasing child behavioural and emotional problems |
| Home Start Connect Course | Connect Course provided via Orchard Avenue Children's Centre | Support for families with autistic children |
| Introduction to work programme | Introduction to childcare and work in school courses provided at Romsey Close and Chalvey Grove Children's Centres | To increase qualified staff in early years sector and to support families to return to work. |
| Child and family health and life chances: Child | | |
| Activity | Summary | Desired outcomes |
| Health visitor clinics | Appointment only health visitor clinics provided via 8 of the 10 Children's Centre | Health visiting related Healthy Child Service outcomes are met |
| Neonatal clinics | Appointment only Neonatal Clinics provided via Romsey Close and Elliman Avenue Children's Centres | Delivery a service within the community to increase access and uptake. |
| Speech and language clinic | Appointment only Speech and Language Clinic provided via Romsey Close and Yew Tree Road Children's Centres | To reduce the number of children under 5 with Speech and Language challenges impacting on learning and development outcomes. |
| Healthy Eating Workshops | Monthly sessions provided via Chalvey Grove, Monksfield Way Penn Road and Romsey Close Children's Centres. Sessions at different centre each month. | To support families to reduce costs, targeted to families who have been identified by partners as having children who are overweight, to reduce obesity impacts later in life. |

| Child and family health and life chances: Family | | |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Activity | Summary | Desired outcomes |
| Healthy Pregnancy and Post Birth Workshops | Appointment only Healthy Pregnancy and Post Birth Workshops provided via Chalvey Grove Children's Centre | To positively impact all related pre and post-natal health outcomes |

6.8 Programme activity is reviewed and revised by Children's Centre staff, in consultation with partners and amended accordingly in line with localised need and demand.

6.9 Analysis of the current programme and delivery model has highlighted the following in terms of overall key benefits and constraints:

| Key benefits of current model | Key constraints of current model |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A high proportion of families with children are registered with the service | This registration appears not to translate into high levels of regular participation |
| Positive use of early learning and childcare for 0-5s as a focal point for wider offer | Limitations in being able to respond to family need in a holistic way given absence of family support capacity |
| Partners are enabled to deliver programme activity from Centres | Activity is variable across Centres and doesn't necessarily agree with an assessment of local need. Capacity doesn't allow for community needs assessment or proactive mapping of community resources that could add to the coordinated early childhood services offer |
| Current model using income generation from early years model, enables opportunities for income generation to offset costs. | High level of focus on early education and childcare functions and limitations in the provision of outreach and family support given primary focus on early learning |
| A significant proportion of children accessing early education and childcare provision are from vulnerable families including those eligible for early years pupil premium (same criteria as Free School Meals) and those attending under 2 year old childcare funding criteria. | Scope to support vulnerable families beyond the provision of flexible early education and childcare is limited |
| There appears to be an increasing number of families with children with an identified special educational need accessing provision | Opportunities to support families beyond early years provision in children's centres is limited |

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Effective collaboration with key health partners including Health Visiting Team and midwifery to support with onsite visits, key sharing of information and delivery of groups for key messages around health prioritises. | Collaborative localised planning and deliver to jointly planned and target services could be improved |
| Speech and language targeted appointments within the centres offering additional space for the therapist to be able to reach more clients given the high percentage of children who have been identified as having a speech and language delay. | The pandemic and capacity issues has impacted on this element of provision |
| Health and wellbeing sessions in centres, schools, private nurseries targeting key messages around healthy eating, exercise and cooking on a budget - given poor outcomes re: oral health and obesity. Slough Health and wellbeing Kite Mark has been established and is addressing on a wider scale with 8 early years settings achieving accreditation. | Capacity to plan, target and coordinate this type of activity across the partnership in a holistic way |
| Adult education with a range of ESOL, to address access to employment, support for children in schools, benefits and form completion to early years courses is offered in the centres to offer learning in the community with onsite creche provision. | Ways of working introduced since the pandemic has impacted on the scale and nature of this element of the programme |

What this tells us about the need for change

6.10 The Children's Centre approach continues to be well placed in supporting families, given the levels of family registration and its core offer. There are well established partnership arrangements with key partners at an operational level, including health and provide a focal point for many families given their early education offer and relationship to the wider network of 0 – 5 early childhood services.

6.11 The programme offer is varied across the 10 locations and does not necessarily respond to a consistently assessed understanding of local need.

6.12 There is a high level of registration to the programme but this does not translate to commensurately high levels of ongoing participation. This may be because all families with a new born child register via health visiting and midwifery but any further ongoing engagement is limited to the early education and childcare offer and associated wrap around programmes.

6.13 The programme and its associated resources have evolved over time whereby the focal point of provision has become increasingly centred on early learning and child development. There is a need to consider how provision might be shaped to respond to the wider range of family need identified whilst recognising the financial constraints the service operates within. Thought also needs to be given to how the Children's Centre programme might prioritise the use of available resources both in terms of targeting its work and enabling key functions to be maintained given the financial pressures faced by SBC. Key functions such as needs assessment, coordination, outreach and family support require specific attention.

6.14 The pandemic has provided opportunities to consider how to deliver services differently with particular regard to how whole family need is responded to as opposed to a segmented approach based on the age of children within the family unit. Consideration so therefore also be given to the alignment of Children's Centres with Early Help Strategy development and the provision of targeted early help.

6.15 The levels of need highlighted, which spans all age ranges, requires holistic consideration in order to effect change. There are good foundations to build on given that most children in Slough progress well in their early years. There is however the need and opportunity to consider how the Children's Centre delivery model could be used to further enable an integrated approach to meeting family need with particular regard to the targeting of support to those most at risk of poor outcomes and to also drive cross partnership collaboration in support of children aged 0-5 and their families. This opportunity accords with wider structural planning across children's services provided by both SBC and SCF.

6.16 There is a clear need for Children's Centres specifically and agencies more broadly might strengthen how they work together to improve a range of related outcomes for families, particularly those evidenced as an ongoing concern in needs assessment data.

7. Access to services by children and families

7.1 Families are identified through close working links with partner agencies, predominantly via health partners. When they are invited to attend health appointments at a Children's Centre, they complete a Children's Centre registration form which then identifies their place of residence and enable future attendance.

7.2 Need in relation to the provision of early childhood services is identified in partnership with schools, staff participation in relevant steering groups, voluntary sector referral, universal groups where parents are they asked what services are needed or those identified by feedback to partners. Parents focus groups and user surveys have also been used in the past.

7.3 Families most in need of services are helped and encouraged to participate in them via identification through early years provision, partners support and universal services. Families in need of targeted support are also identified by Targeted Early Help Services and Health colleagues with bespoke services established and delivered are delivered by partners, facilitated in Children's Centres.

7.4 The service works with partners to identify the families with young children in the area. A range of partner services are facilitated through Children's Centres and face to face delivery is planned in localities. The Department of Work and Pensions (DWP) provides information on children eligible for funded 2-year provision and the centres make contact with the parents to offer 2 year provision or identify if any support is required. Birth data is also used to plan Health Visitor clinics and neo natal/ midwifery appointments in certain localities.

7.5 The service establishes and maintains contact with targeted families identified through attending early years provision. Families are contacted and supported by early years staff. Families identified by partners may be referred to the Social Care 'front door' and may therefore receive targeted support via either early help or statutory social care. There is no 'step down' process in place to enable families to receive support via the children's centre programme to enable them to move away from the need for targeted support.

7.6 Children's Centres work with partners, schools, outreach staff from the voluntary sector and Slough Children First staff to identify target groups and individual families most in need of intervention and support. The service offers either a venue for face-to-face services delivered by partners or support to identify local areas of need or gaps in provision. Examples include the identification of the need for holiday provision and the enabling of provision to be developed in response with partners.

7.7 Senior children's centre staff attend forums whereby partners identify at risk families and strategies and services are planned in response. If families are known to Children's Centres identification of family's needs are addressed via family contact or while attending early years provision. Data and localised locality partnerships help to identify trends and collective needs for the service to respond to.

7.8 Given structural changes which resulted in the separation of family services functions in general and family support capacity in particular, the ability of the service to reach out to targeted families and groups to enable them to access the support they need is significantly constrained.

7.9 Access to services is primarily enabled via relationships with local partners, facilitation of partnership activity and early education and childcare provision. Given structural changes and associated redeployment of resources, the service's ability to enable access is primarily reactive as opposed to being able to proactively identify family need and reach out to those in need of support to enable access to services. Where possible, the service does work with families and partners to identify gaps in provision and enables partners to respond through the facilitation of provision.

7.10 The service uses the functions it delivers and hosts to identify need and enable access to support but is constrained in doing so more broadly given that the bulk of its resources are focused on early education and childcare provision. Consideration therefore needs to be given to how best to address this issue given the ongoing financial challenges faced by SBC.

7.11 The location of centres and how this supports and enables access is also a factor to consider in relation to the any potential change to existing arrangements. As referenced in statutory guidance, "children's centres are as much about making appropriate and integrated services available, as about providing premises in particular geographical areas". From a best value and perspective, due consideration needs to be given as to how services can be delivered flexibly and cost effectively by using community assets creatively to enable early childhood services to be coordinated, delivered and accessed.

8. The quality of impact and practice

8.1 The service's practice is largely early education and childcare related. Ofsted gradings for this provision indicates that the quality and impact of this provision is good. The service is reliant on partnership activity to deliver its offer. The quality and impact of this practice is assessed, monitored and evaluated by the service in question.

8.2 There are no arrangements in place to collaboratively assess community need with partners and develop, implement and evaluate joint plans to target services and achieve collectively agreed outcomes.

8.3 The targeting of families in general terms is undertaken by the Target Early Help Service, located within Slough Children First, who also lead on the 'Strengthening Families' agenda.

8.4 The quality and impact of services in improving outcomes or sustaining already very good outcomes is varied. Focused work to enable healthy lifestyles for targeted children and their families is good with a Health Improvement Officer working with key health partners, in identifying health and wellbeing outcomes and associated plans accordingly. The development of the health and wellbeing kite mark developed to improve outcomes in all early year's settings. Post Covid challenges in responding to family need for ESOL for example remains a challenge.

8.5 Interventions which are led by early years staff are effective in attending to the early learning and development needs of those who access the provision. Follow up work is undertaken with these children and families as required. Wider follow up work and tracking for targeted families in general is undertaken by the Targeted Early Help Service.

8.6 Early years practitioners working with families in receipt of statutory children's social care intervention act as positive role models with feedback from families endorsing this approach.

8.7 Centres facilitate opportunities to volunteer and to contribute to the running of Centre and to develop formal and informal networks of support via informal groups meeting at the Centres facilitated by a lead volunteer. Parents are also encouraged to lead and support other parents at universal groups.

8.8 Practitioners delivering provision via Children's Centres do provide quality interventions that have a positive impact on the families they engage with across a variety of disciplines ranging from early education to health visiting and midwifery.

8.9 The collaborative impact of this work appears to be enabled via positive working relationships between managers and practitioners. There appears to be a need to consider how impact could be enhanced from a wider community-based perspective through integrated partnership needs assessment, targeting and integrated service planning and delivery.

9. Leadership, governance and management

9.1 The service is located within the Education and Inclusion division of Children's Services with SBC. It is led and managed by the Interim Group Manager for Children's Centres and Family Hubs, a Senior, Operations Officers and a Health Improvement Officer. The Interim Group Manager is required to provide operational leadership to both early education and childcare provision as well as the Children's Centre programme offer.

9.2 The Covid pandemic has impacted on the service delivery and associated collection and analysis of data to inform strategic and operational planning and delivery. Data is not currently being used to set and agree performance and outcome measures, specific to the Children's Centre programme across the range of partners.

9.3 Performance data and the development of associated targets does take place as part of the Council's service planning process.

9.4 Collaborative partnerships are in place at an operational level, led and enabled by partnership agency managers and staff. Staff and managed and support via partnership service policy and procedures with practitioners possessing requisite skills to discharge their duties in accordance with respective professional requirements. Early years staff are trained and 3 Inset days are delivered for this cohort of staff per year.

9.5 Previous governance mechanisms such advisory boards, which enabled parents, partners and other stakeholders to contribute to the governance of Children's Centre are no longer in place although the views of parents for example are secured and taken into account by partners who deliver the services. Families' views regarding Children's Centres are recorded and inform future planning. Requests for specific support for weaning or toilet training for example are elicited and responded to where possible via service delivery.

9.6 Targeted parents who have accessed the Centre's services and achieved positive outcomes are helped to encourage other parents to use the centre's services and be mentors when in a position to do so. Families attending universal services support others to attend.

9.7 Given related develops with regard to prevention and early help, consideration should be given to how the Children's Centre model aligns with the strategic leadership and operational management of children's services across SCB and Slough Children First (SCF) in general and targeted early help in particular.

10. Resources

10.1 Resources appear not to be systematically and strategically geared towards local determined priorities and need. Families are primarily supported by staff employed to provide early education and childcare and by those of partner agencies. Early education and childcare staff use opportunities aligned to their primary focus of early years to support a family holistically, using strong partner relationships to develop a holistic support response with services needed. Their capacity to do so is limited given their core early education and childcare duties. There appears to be no dedicated Children's Centre resources deployed beyond the premises themselves with managers and staff seeking to jointly service the needs of both early education and childcare provision and Children's Centre functions.

10.2 A large percentage of Centres are used for early education and childcare; however, a programme is coordinated termly, with partners by considering demand and need and applying a rotation of room bookings to enable the programme to be delivered for the term. Requests for space relating to under 5s provision are prioritised and accommodated.

10.3 The majority of partners have changed delivery models since the advent of the Covid pandemic. This has led to the introduction of longer but a reduced number of service delivery days in Centres. This has had a positive and negative impact as it has allowed opportunities for other services to deliver from locations they previously would not have had scope to do so but has also limited the span of provision across a full week.

10.4 Resources for children's centre specific work appear to have been eroded overtime. This has impacted on the service's capacity to undertake key Children's Centre functions, particularly those concerned with community needs assessment and planning, outreach and the provision of family support. There would be benefit in consolidation of resources so that key functions can be enabled so that coordinated activity is focused on those most in need.

11. Determining the case and options for change

Summary of learning outcomes

11.1 The following information serves as a summary of the learning arising from review work undertaken with particular regard to current arrangements enabling the provision and coordination of early childhood services.

Capacity to provide key functions diminished overtime

11.2 Organisation change and associated reduction and / or redeployment of resource has had a bearing on the current model being able to maintain key functions traditionally undertaken by children's centres and meet need, particularly for those most in need of support. Notwithstanding the impact of the Covid pandemic, the relatively low levels of participation in the service beyond registration would seem to suggest that the service has difficulty in enabling ongoing family engagement and facilitating the development and coordination of the wider offer of early childhood services.

11.3 Managers and staff have been effective in creatively using available resources in order to sustain provision, pre and post Pandemic, however renewed consideration should be given as to how best to deliver against identified need and Children's Centre core requirements. Key functions relating to outreach and family support are being discharged elsewhere in the partnership via voluntary sector organisations who deliver related work and in Targeted Early Help for example. Consideration should therefore be given to consolidating current resources so that they may focus on directly attending to core children's centre specific functions in collaboration with other related services.

The model has evolved to be primarily concerned with the provision of early education and childcare

11.4 The direct provision of early education and childcare is central to the current model. It provides this service across 8 of the current 10 Children's Centres, with most service staff concerned with its provision. Whilst this provides a valued service, specific analysis undertaken in relation to the provision of early education and childcare indicates that much of this provision may not be critical from a childcare sufficiency perspective. The Council is not statutorily required to directly deliver early education and childcare although it is required to ensure, as far as is reasonable, that sufficient provision is in place. Given this, consideration should therefore be given to the potential for reducing direct delivery of early education and childcare and where necessary, working with the private, voluntary and independent sector to address any gaps in the provider market. This may enable the release of resources to deploy for Children's Centre specific functions.

Core functions and offer maintained but spread thinly and unevenly across the range of centres and associated localities

11.5 Given ongoing resource challenges experienced by partners in general and the Council in particular, coupled with the impact of the Covid pandemic, Children's Centres have creatively maintained services across the majority of centres. Analysis of the offer suggests that there would be value in considering how best to provide Children's Centre functions and programmes so that they have maximum impact on those who most need support. These considerations should include options for consolidation of the model so that it may enable the focusing of work on those most in need, whilst aligning it to the wider range of assets across children's services and partners.

Capacity to identify and target those most in need of support is limited

11.6 Current arrangements, which include a primary focus on early education and childcare, do not enable the service to carry out the necessary work to systematically assess need, identify those most in need of targeted support and coordinate early childhood services in response. There is a strong relationship between the need to exercise this function and related work that is undertaken by Targeted Early Help, particularly the development of an Early help Strategy and the delivery of the Strengthening Families programme. Consideration therefore needs to be given to revising arrangements to enable these functions to be fulfilled in collaboration with

related services and partners via the family network and hub developments referenced within the SCF Business Plan.

11.7 In light of this learning, the following points summarise case for change:

- The need to consolidate limited resources to enable children's centre functions to be renewed;
- The need to enable key children's centre functions to be fulfilled and focused on core Children's Centre requirements; and
- The recognition that resources and associated approach needs to enable and ensure the coordination and targeting of early childhood services at the most vulnerable

11.8 As a consequence, consideration should therefore be given to:

- Options for the reduce in the current number of centres to consolidate offer and enable increase in identification and targeting of support for those most in need. This need is informed by the aim to secure best value in the securing of the services in question and responding to the case for change in current arrangements outlined in this report; and
- Alignment of a revised model to early help strategy development in general and the associated development of family networks in particular.

11.9 Options developed will required consultation with residents to secure views and opinions on any considered change. This consultation should be inclusive of partners and stakeholders to obtain a rounded view of options including alternatives to the ones outlined. Once consultation is undertaken, options may be modified and recommendations for change finalised based on its outcome. During this process due consideration also needs to be given to how best to use existing and associated community assets to enable core early childhood services delivered by partners and the service itself to be maintained.

Alternative operating model

11.10 Consideration should be given to a revised model which provides renewed focus on the core functions of Children's Centre coordination, outreach and family support and enables the targeting of support at those who most need it. The creation of dedicated resource to undertake these functions could enable a refreshed approach to identifying need in collaboration with partners and developing and coordinating a refreshed offer of early childhood services. It would also enable the creation of a revised model that can serve as the framework for the developing family hub and family network model.

11.11 Conceptually, Children's Centres are a vehicle for enabling a partnership approach to the provision of early childhood services to meet need. An alternative operating model to the current one on Slough can be developed by renewing its approach to leading and coordinating its approach in collaboration with schools, health providers, social care and the voluntary and community sector. It can do so by

reshaping its model in order to re-establish and re-focus coordination, outreach and family support capacity in order to lead and coordinate associated capacity so that it is collaboratively targeted at families most in need of support.

11.12 Instead of an approach, predicated on the sole use of existing Centre buildings, the model would seek to develop a more flexible and dynamic offer by identifying and utilising community assets in collaboration with associated services and partners. The following figure illustrates the different related components and how they might operate within a remodelled service delivery arrangement. Key aspects include:

- An approach centred on the coordination of early childhood services in collaboration with partners;
- A way of working that isn't reliant on the use of existing premises to enable the development and deliver of the early childhood services offer;
- The establishing of dedicated Children's Centre resource to attend to the key functions of coordination, outreach and family support; and
- To use this resource to connect with related resources and functions across the partnership to achieve the aim of children's centre making available universal and targeted early childhood services and supporting child and family access to them.

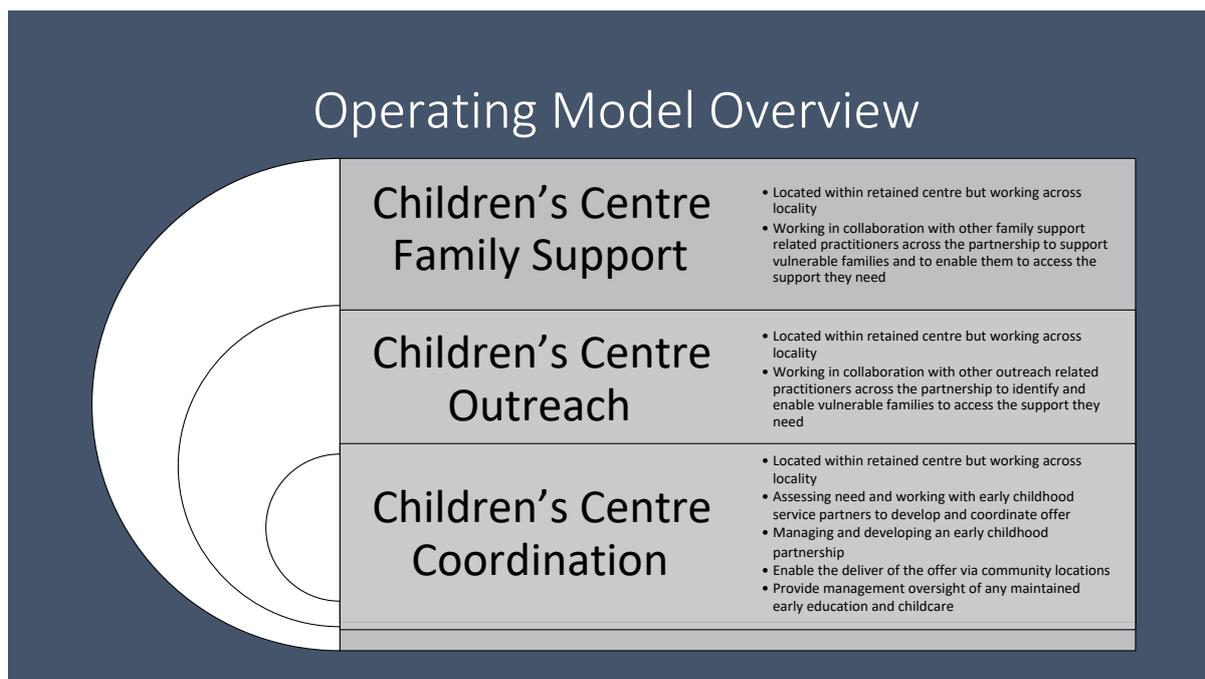
11.13 Consideration should be given to a 'three centre' model because it would provide the requisite capacity to enable the proposed new way of working to be introduced and embedded, whilst also allowing for alignment with existing locality based approaches applied by SBC and its partners. Alignment with current community services locations to create a locality-based model provides a logical framework.

11.14 Consideration should also be given to aligning and integrating remodelled centres with maintained, directly delivered childcare in order to maximise use of premises. Analysis suggests that the Centres at Chalvey Grove and Romsey Close may best placed to meet this dual function as indicated in the preferred option with Penn Road acting as the Children's Centre reference point in the north of the Borough.

11.15 The model would maintain usage of, and operate from retained Centre/s for use as the base from which to assess and map need for early childhood services across the borough in collaboration with partners. These bases could provide the footprint for the wider family network model currently under development.

11.16 Premises may also be used to continue to house critical joint partnership, early childhood service operations within but would become the principal operations hub for a boroughwide network of early childhood services. The model would align to the development of the Early Help Strategy and associated work regarding a family network approach to delivering coordinated preventative early help to families.

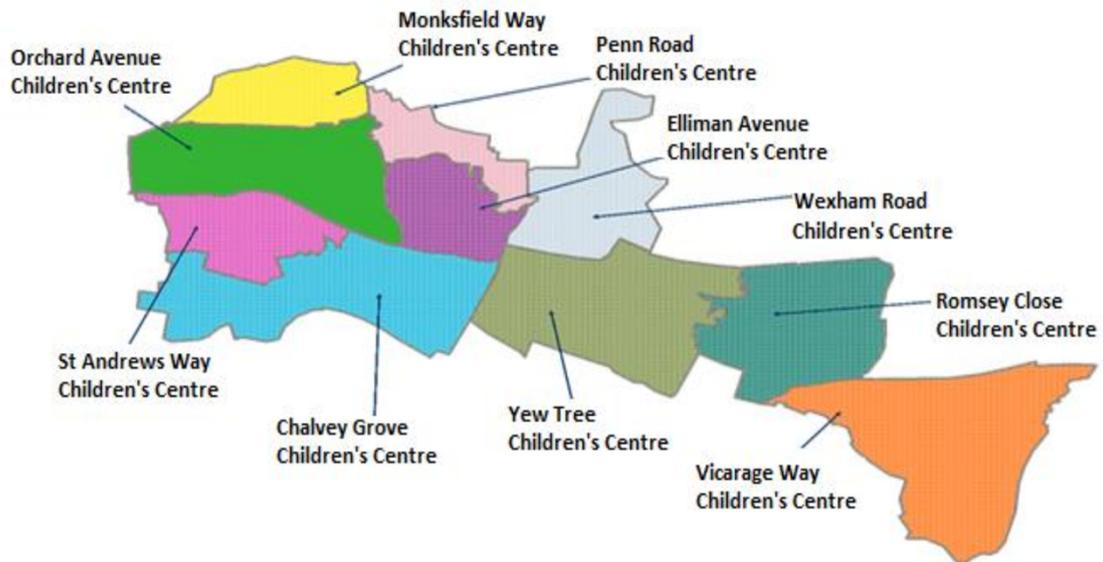
11.17 Figure below illustrates a draft outline operating model for a revised Children's Centre delivery model.



11.18 If approval is afforded to consult on options for change to current arrangement, key partners will be engaged as part of the consultation process in order to aid the process of determining how best a revised operating model might be created and implemented.

Appendix 1: Slough Children's Centre locations

Colour coding relates to the original lower super output areas used to map 0 – 5 populations the Centres were established to serve.



Appendix 2

What's On in Slough Children's Centres Autumn Term 2022

Children's Centres
Contact details

Chalvey Grove Children's Centre
Chalvey Grove, SL1 2IE (Chalvey)
Tel: 01753 574 387

Elliman Avenue Children's Centre
Elliman Avenue, SL2 5BA (Lismore Park)
Tel: 01753 896 688

Monksfield Way Children's Centre
Monksfield Way, SL2 1QX (Britwell)
Tel: 01753 578691

Orchard Avenue Children's Centre
Orchard Avenue, SL1 6HE (Haymill)
Tel: 01628 661789

Penn Road Children's Centre
Penn Road, SL2 1PG (Manor Park)
Tel: 01753 574 420

Romsey Close Children's Centre
Romsey Close, SL3 8PE (Langley)
Tel: 01753 540 797

St. Andrews Way Children's Centre
St. Andrew's Way, SL1 5NL (Cippenham)
Tel: 01628 559085

Vicarage Way Children's Centre
Vicarage Way, SL3 0JY (Cobnbrook)
Tel: 01753 684 455

Wexham Road Children's Centre
Wexham Road, SL2 5JW (Wexham)
Tel: 01753 533 543

Yew Tree Road Children's Centre
Yew Tree Road, SL1 2AR (Town Centre)
Tel: 01753 527 571

| Monday | Tuesday | Wednesday | Thursday | Friday |
|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Early Years Childcare / Education All Centres Times / Sessions Vary Contact Children's Centres for details | Early Years Childcare / Education All Centres Times / Sessions Vary Contact Children's Centres for details | Early Years Childcare / Education All Centres Times / Sessions Vary Contact Children's Centres for details | Early Years Childcare / Education All Centres Times / Sessions Vary Contact Children's Centres for details | Early Years Childcare / Education All Centres Times / Sessions Vary Contact Children's Centres for details |
| Solutions 4 Health Health Visitor Clinic Appointment Only Chalvey Grove 08:45 - 17:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Elliman Avenue 09:15 - 16:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Romsey Close 08:45 - 17:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Chalvey Grove 08:45 - 17:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Penn Road 08:45 - 17:00 |
| NHS Speech and Language Clinic Appointment Only Romsey Close 5th Sept—17th Oct Times Vary | Frimley Health Neonatal Clinics Appointment Only Elliman Avenue 09:00 - 16:00 | Frimley Health Neonatal Clinics Appointment Only Romsey Close 09:00 - 16:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Monksfield Way 09:15 - 15:45 | Solutions 4 Health Health Visitor Clinic Appointment Only Wexham Road 09:00 - 16:00 |
| Solutions 4 Health Health Visitor Clinic Appointment Only Wexham Road 09:00 - 16:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Wexham Road 09:00 - 16:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Wexham Road 09:00 - 16:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Wexham Road 09:00 - 16:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Yew Tree 09:00 - 15:00 |
| Solutions 4 Health Health Visitor Clinic Appointment Only Yew Tree 09:00 - 15:00 | Solutions 4 Health Health Visitor Drop In Clinic Yew Tree 09:30 - 12:30 | Solutions 4 Health Health Visitor Clinic Appointment Only Yew Tree 09:00 - 15:00 | Solutions 4 Health Health Visitor Clinic Appointment Only Yew Tree 09:00 - 15:00 | New Parents Group 6 week Programme Booking Required Romsey Close 09:30—11:00 16th Sept—21st Oct |
| Slough Children First Shine Project By Invite Only Penn Road 09:30—12 noon 3rd Oct—12th Dec | NHS Speech and Language Clinic Appointment Only Yew Tree Road 6th Sept to 27th Oct Times Vary | Solutions 4 Health Health Visitor Clinic Appointment Only Vicarage Way 09:15 - 16:00 Every 2nd and 4th Week | Slough Children First SENDAID Appointment Only Monksfield Way Monthly Starts 15th Sept to 1st Dec | Slough Children First SENDAID Appointment Only Romsey Close Monthly Starts 30th Sept—14th Dec |
| Slough Children First SENDAID Appointment Only Chalvey Grove Monthly Starts 19th Sept to 5th Dec | Healthy Eating Workshop !!! Booking Required Monthly sessions Chalvey Grove, Monksfield Way Penn Road, Romsey Close Sessions will be at a different centre each month Dates to be Confirmed Contact your nearest center for details | Frimley Health Healthy Pregnancy and Post Birth Workshops Appointment Only Chalvey Grove 12 noon - 1:30 | Slough Children First Teen Triple P Programme Invite Only Penn Road 11:00 - 15:00 29th Sept—9th Dec | |
| Home start Connect Course Registration Required Orchard Avenue 09:30—11:30 3rd Oct to 14th Nov | | WEA Introduction to Working in a School Registration Required Chalvey Grove 09:30 - 11:30 2nd Nov to 14th Dec | Slough Children First Urdu Triple P Programme Invite Only Yew Tree Road 09:00 - 14:00 29th Sept—9th Dec | |
| Slough Children First incredible Years Programme Invite Only Wexham Road 09:00 - 15:00 | | Slough Children First SEND Information and Guidance Invite Only Penn Road 09:00—12 noon | | |
| WEA Introduction to Working in Childcare Registration Required Romsey Close 09:30 - 11:30 31st Oct—12th Dec | | Childminder Support Group Registered Childminders Only Booking Required St Andrews Way 09:00 to 11:00 | | |
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Appendix 3

Children's Centre Remodelling

Premises Children's Centre Provision and Participation Summary

1. Introduction

1.1 The information is aligned to work being undertaken to determine options in relation to future use of existing Children's Centre premises.

1.2 Its purpose is to inform consideration in relation to variation in the current Children's Centre delivery model with particular regard to partner related activity and current participation levels.

1.3 It enables this consideration by providing a 'setting by setting' analysis of each of the 10 locations with regard to:

- **Location and context:** Overview of location and local demographics
- **Participation:** Child and family participation in centre activity
- **Agency / service occupancy:** Name and type of service using facilities (including directly managed early learning and childcare);
- **Frequency of use:** the day, time and frequency of usage;
- **Terms of usage:** Formal agreements in place including leases, service level agreements, specifying terms of usage;
- **Payment for use:** Payment for use of facility via lease agreement, rent, periodic payment or contribution to premises running costs;
- **Use of dependency on auxiliary support:** Use of centre reception staff, administration, cleaning services for example; and
- **Other issues of note:** Any additional information that will enable a full understanding of current premises usage.

| Centre | Analysis |
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| 1.Monksfield Way Children's Centre, Monksfield Way, Slough, SL2 1QX | <p>Location and context</p> <p>1.1 Located within the ward of Britwell and Northborough adjoining the Farnham ward. The area is also serviced by 3 PVI providers, 7 childminders and nursery provision in 2 primary schools.</p> <p>1.2 Britwell & Northborough has a population of circa 11,000 and is the most deprived ward in Slough on the index of multiple deprivation.</p> <p>1.3 6% of Slough 0-5 population live in the Monksfield Way catchment area.</p> <p>Participation</p> <p>1.4 364 children and families participated in Children's Centre activity in October 2022.</p> |

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| | <p>1.5 Termly 3 year average attendance for childcare is 58 children.</p> <p>Premises usage</p> <p>1.6 Solutions 4 Health – No Charge / No lease</p> <ul style="list-style-type: none"> • Health Visitor services / Development checks • Thursdays, 09:15am to 15:45pm <p>1.7 Slough Children First – No Charge/ No lease</p> <ul style="list-style-type: none"> • Play Therapy sessions • Tuesdays, 13:00 to 16:00 <p>1.8 Birmingham Children's Trust – Payment for room use as invoiced at end of term - external authority</p> <ul style="list-style-type: none"> • Contact Visits • Thursday 11:30am to 16:00 <p>1.9 Slough Children First No charge / No lease</p> <ul style="list-style-type: none"> • Client Support Meetings • Various days / times <p>1.10 Slough Children First- No charge/ No lease</p> <ul style="list-style-type: none"> • Triple P Programme • Monday, 09:00 to 15:00 <p>1.11 Staff sign in/out visitors, 1 general support assistant 30 hour 9-3.15, Cleaner employed 3 hours morning only to clean before and after use, set up rooms, no formal leases in place.</p> <p>1.12 Most staff are employed for early years – The usage of the centre is currently directed to term time due to staffing capacity.</p> <p>1.13 Early years provision is term time only 8 - 4.15</p> |
| <p>2.Chalvey Grove Children's Centre, Chalvey Grove, Slough, SL1 2TE</p> | <p>Location and context</p> <p>2.1 Located within the ward of Chalvey adjoining the Cippenham Meadows ward. The area is also serviced by 5 PVI providers, a Nursery School, 1 childminder and nursery provision in 1 primary school.</p> <p>2.2 Britwell & Northborough has a population of 13.3K and is the second most deprived ward in Slough on the index of multiple deprivation.</p> <p>2.3 15.5% of Slough 0-5 population live in the Chalvey Grove catchment area.</p> |

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| | <p>Participation</p> <p>2.4 175 children and families participated in children's centre activity in October 2022.</p> <p>2.5 A termly average of 75 children attend for early learning and childcare provision.</p> <p>Premises usage</p> <p>2.6 Solutions 4 Health – No Charge / No lease</p> <ul style="list-style-type: none"> • Health Visitor services / Development checks • Mondays and Thursdays, 08:45 to 17:00 <p>2.7 Berkshire Sensory Consortium Service No charge / No lease</p> <ul style="list-style-type: none"> • Chatty Monkeys • Tuesdays – every fortnight 12:45 to 14:45 <p>2.8 Frimley Health – NHS – No charge / No lease</p> <ul style="list-style-type: none"> • Health Pregnancy Workshop • Wednesdays, 12:15 to 13:15 <p>2.9 Frimley Health – NHS – No charge / No lease</p> <ul style="list-style-type: none"> • Post Birth Workshop • Wednesdays, 13:30 to 14:30 <p>2.10 Slough Children First – No charge / No lease</p> <ul style="list-style-type: none"> • Contact Visits • Monday to Friday, 15:15 to 17:45 <p>2.11 Library provision for book borrowing. IT access and printer – Only supported by staff employed to work in children's centre</p> <p>2.12 No reception/ General support staff currently employed, house keeper employed 37 hours – Early years staff cover services at start or end of day, set up, signing in visitors opening and closing of building.</p> <p>2.13 Early years provision, all year open 8-6pm</p> |
| 3.Penn Road, Penn Road, SL2 1PG | <p>Location and context</p> <p>3.1 Located within the ward of Baylis and Stoke. The area is also serviced by 2 PVI providers, 1 childminder and nursery provision in 2 primary schools.</p> <p>3.2 Baylis and Stoke has a population of 9.5K and is the third most deprived ward in Slough on the index of multiple deprivation.</p> |

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| | <p>3.3 8.5% of Slough 0-5 population live in the Penn Road catchment area.</p> <p>Participation</p> <p>3.4 204 children and families participated in children's centre activity in October 2022.</p> <p>3.5 A termly average of 58 children attend for early learning and childcare provision.</p> <p>Premises usage</p> <p>3.6 Solutions 4 Health – No charge /No lease</p> <ul style="list-style-type: none"> • Health Visitor services / Development checks • Fridays, 08:45 to 17:00 <p>3.7 Slough Children First – Charge for creche places / no lease</p> <ul style="list-style-type: none"> • Shine Project • Tuesdays 09:30 to 11:30 <p>3.8 Slough Children First – No charge / No lease</p> <ul style="list-style-type: none"> • Send IAG Sessions • Wednesday, 09:00 to 12noon <p>3.9 WEA – Adult Learning – charge for creche places / no lease</p> <ul style="list-style-type: none"> • English Classes • Wednesdays, 09:30 to 11:30 <p>3.10 Slough Children First – No charge / No lease</p> <ul style="list-style-type: none"> • Incredible Years Programme • Wednesday, 12noon to 17:00 <p>3.11 Slough Children First – No charge / No lease</p> <ul style="list-style-type: none"> • Contact Visits • Various days / times <p>3.12 Slough Children First – No charge / No lease</p> <ul style="list-style-type: none"> • Training preparation meetings • Various days / times <p>3.13 Berkshire NHS – No charge / No lease</p> <ul style="list-style-type: none"> • Speech and Language Therapy • Wednesday, 09:00 to 16:00 (various dates) <p>3.14 Public self-scanner – digital support</p> |
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| | <p>3.15 General support staff currently employed 20hours starting 7:45, House keeper employed 37 hours – Early years staff cover services at start or end of day, set up, signing in visitors opening and closing of building</p> <p>3.16 Early Years Provision 8am-6pm centres and early years open all year.</p> |
| <p>4.Romsey Close Children's Centre, Romsey Close, SL3 8PE</p> | <p>Location and context</p> <p>4.1 Located within the ward of Langley Kedermister, adjoining Langley St Mary's and Foxborough wards.</p> <p>4.2 The area is also serviced by 2 PVI providers, 1 childminder and nursery provision in 2 primary schools.</p> <p>4.3 Langley Kedermister has a population of 10.7K and is the ninth most deprived ward in Slough on the index of multiple deprivation.</p> <p>4.4 12.6% of Slough 0-5 population live in the Romsey Close catchment area.</p> <p>Participation</p> <p>4.5 43 children and families participated in children's centre activity in October 2022.</p> <p>4.6 A termly average of 69 children attend for early education and childcare provision</p> <p>Premises usage</p> <p>4.7 Solutions 4 Health – No charge/ No lease</p> <ul style="list-style-type: none"> • Health Visitor services / Development checks • Wednesdays, 08:45 to 17:00 <p>4.8 Frimley Health – NHS – No charge / No lease</p> <ul style="list-style-type: none"> • Neo - natal support Clinic • Wednesdays, 09:00 to 16:00 <p>4.9 Berkshire NHS No charge / No lease</p> <ul style="list-style-type: none"> • Speech and Language Therapy • Various days / times <p>4.10 Slough Children First – No charge no lease</p> <ul style="list-style-type: none"> • Triple P Programme • Tuesday, 09:00 to 15:00 <p>4.11 Slough Children First – No charge / No lease</p> <ul style="list-style-type: none"> • Contact Visits • Mon, Tues, and Friday 15:30 to 17:00 |

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| | <p>4.12 Berkshire NHS – No charge / No lease</p> <ul style="list-style-type: none"> • Speech and Language Therapy • Mondays, 09:00 to 16:00 (various dates) <p>4.13 General support staff currently employed 9- 3.15pm, House keeper employed 37 hours – Early years staff cover services at start or end of day, set up, signing in visitors opening and closing of building.</p> <p>4.14 Early years provision 8am -6pm all year. Centre and services open all year.</p> |
| <p>5. Yew Tree Road Children's Centre, Yew Tree Road, Slough SL1 2AR</p> | <p>Location and context</p> <p>5.1 Located within the ward of Central, adjoining Upton ward.</p> <p>5.2 The area is also serviced by 3 PVI providers, 2 childminders and nursery provision in 4 primary schools.</p> <p>5.3 Central has a population of 14K and is the seventh most deprived ward in Slough on the index of multiple deprivation.</p> <p>5.4 14% of 0-5 year olds live in the Yew Tree catchment area.</p> <p>Participation</p> <p>5.5 72 children and families participated in children's centre activity in October 2022.</p> <p>5.6 A termly average of 30 children attend for early education and childcare provision</p> <p>Premises usage</p> <p>5.7 Solutions 4 Health – No charge/ No lease</p> <ul style="list-style-type: none"> • Health Visitor services / Development checks • Mon, Wed, Thurs, Fri, 09:15 to 15:45 <p>5.8 Solutions 4 Health – No charge/ No lease</p> <ul style="list-style-type: none"> • Baby wellbeing drop-in clinic • Tuesdays, 09:30 to 12:30 <p>5.9 Berkshire NHS – No charge / No lease</p> <ul style="list-style-type: none"> • Speech and Language Therapy • Tuesdays, 09:00 to 16:00 (various dates) <p>5.10 Healthy start supplier</p> |

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| | <p>5.11 General support staff currently employed, House keeper employed 20hours – Early years staff cover services at start or end of day, set up, signing in visitors opening and closing of building carried out by school site controller. Only deputy and general support assistant all year round.</p> <p>5.12 Early years provision: 8.45 - 4.15 term-time only. Centre open all year.</p> |
| <p>6.St Andrews Way Children's Centre, St Andrews Way, Slough SL1 5NL</p> | <p>Location and context</p> <p>6.1 Located within the ward of Cippenham Green.</p> <p>6.2 The area is also serviced by 2 PVI providers, 1 Nursery School and 2 schools with nursery provision.</p> <p>6.3 Cippenham Green has a population of 10K and is the second least most deprived ward in Slough on the index of multiple deprivation.</p> <p>6.4 9% of 0 – 5 year olds live in the St Andrew's Way catchment area.</p> <p>6.5 Currently no early years provision provided via this centre since the Covid pandemic.</p> <p>Participation</p> <p>6.6 No children and families participated in children's centre activity in October 2022.</p> <p>Previous usage</p> <ul style="list-style-type: none"> • Childminder – drop-in sessions – weekly • Stay and Play sessions – Operations team – monthly • HV clinic weekly – September <p>6.7 Early years provision combined with Orchard Avenue due to staffing capacity. Operation term time only.</p> |
| <p>7.Orchard Avenue Children's Centre, Orchard Avenue, Slough, SL1 6HE</p> | <p>Location and context</p> <p>7.1 Located within the ward of Haymill and Lynch Hill.</p> <p>7.2 The area is also serviced by 3 PVI providers, 2 schools with nursery provision and 2 child-minders.</p> <p>7.3 Haymill and Lynch Hill has a population of 9K and is ranked twelfth on the ward level index of multiple deprivation.</p> <p>7.4 9% of 0 – 5 year olds live in the Orchard Avenue catchment area.</p> |

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| | <p>Participation</p> <p>7.5 116 children and families participated in children’s centre activity in October 2022.</p> <p>7.6 A termly average of 27 children attend for early education and childcare provision</p> <p>Premises usage</p> <ul style="list-style-type: none"> • Home-start • Connect, Autism Support Group – Charge for creche care / no lease • Wednesday, 09:00 to 12noon <p>7.7 Early Years provision 8:45-4.15. Operates term-time only.</p> |
| <p>8.Elliman Avenue Children’s Centre, Slough, SL2 5BA</p> | <p>Location and context</p> <p>8.1 Located within the ward of Elliman.</p> <p>8.2 The area is also serviced by 1 PVI providers, 2 Maintained Nursery School, 1 school with nursery provision and 2 child-minders.</p> <p>8.3 Elliman has a population of 9K and is ranked eighth on the ward level index of multiple deprivation.</p> <p>8.4 10% of 0 – 5 year olds live in the Elliman Avenue catchment area.</p> <p>8.5 Currently no early years provision provided from the Centre.</p> <p>Participation</p> <p>8.6 7 children and families participated in children’s centre activity in October 2022.</p> <p>Premises usage</p> <p>8.7 Solutions 4 Health – No charge / No lease</p> <ul style="list-style-type: none"> • Health Visitor services / Development checks • Tuesday 09:15 to 15:45 <p>8.8 Frimley Health – NHS – No charge /No lease</p> <ul style="list-style-type: none"> • Neo - natal support Clinic • Tuesdays, 09:00 to 15:45 <p>8.9 Early years provision combined at Penn Road due to staffing capacity. Currently operations are covered by the operations team to enable opening and closing.</p> |

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| <p>9.Wexham Road Children's Centre, Slough, SL2 5JW</p> | <p>Location and context</p> <p>9.1 Located within the ward of Elliman, adjoining Wexham Lea and Central wards.</p> <p>9.2 The area is also serviced by 1 PVI providers, 2 Maintained Nursery School, 1 school with nursery provision and 2 child-minders.</p> <p>9.3 Elliman has a population of 9K and is ranked fourth on the ward level index of multiple deprivation.</p> <p>9.4 10% of 0 – 5 year olds live in the Wexham Road catchment area.</p> <p>Participation</p> <p>9.5 306 children and families participated in children's centre activity in October 2022.</p> <p>9.6 A termly average of 20 children attend for early education and childcare provision</p> <p>Premises usage</p> <p>9.7 Solutions 4 Health – No charge / No lease</p> <ul style="list-style-type: none"> • Health Visitor services / Development checks • Monday to Friday, 09:00 to 16:00 • SCF – family meetings weekly – No charge / no lease • Library borrowing facilities – Staffed by early years staff <p>9.8 Early years provision 8:45-4.15 TTO – Centre operational all year. Services covered during the holidays by early years staff. House keeper employed 20 hours to clean / General support assistant 30hours to prepare rooms, signing in visitors, paper work</p> |
| <p>10.Vicarage Way Children's Centre, Slough, SL3 0JY</p> | <p>Location and context</p> <p>10.1 Located within the ward of Colnbrook and Poyle.</p> <p>10.2 The area is also serviced by 1 PVI providers and 2 schools with nursery provision.</p> <p>10.3 Colnbrook and Poyle has a population of 6.5K and is ranked eighth on the ward level index of multiple deprivation.</p> <p>10.4 4% of 0 – 5 year olds live in the Vicarage Way catchment area.</p> <p>Participation</p> <p>10.5 116 children and families participated in children's centre activity in October 2022.</p> |

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| | <p>10.6 A termly average of 22 children attend for early education and childcare provision</p> <p>Premises usage</p> <p>10.7 Solutions 4 Health</p> <ul style="list-style-type: none">• Health Visitor services / Development checks – no charge no lease• Wednesdays, 09:00 to 16:00 (every 2nd and 4th week)• Library borrowing facilities – Staffed by early years staff <p>10.8 Early years provision 8:45-4.15 term-time only. Only early years staff employed, Centre covered during holidays by early year staff.</p> |
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