

# Woodbridge Sure Start Children's Centre

54a Woodbridge Road, Leicester, LE4 7RG

**Inspection date** 25–26 September 2013

<b>Overall effectiveness</b>	<b>This inspection:</b>	<b>Inadequate</b>	<b>4</b>
	Previous inspection:	Not previously inspected	
Access to services by young children and families		Inadequate	4
The quality of practice and services		Inadequate	4
The effectiveness of leadership, governance and management		Inadequate	4

## Summary of key findings for children and families

### This is a centre that is inadequate.

- Policies and procedures for reducing the risk of harm to children and families are not followed rigorously enough by all staff. Case files about families in need are not adequately monitored and the supervision of staff working with those families who are most in need is inadequate.
- Centre staff do not adequately assess the needs of families and plan appropriate interventions. When families do not attend sessions or appointments they are not followed up by the centre in a timely manner to ensure they are safe.
- The centre is not sufficiently clear about what it is aiming to achieve. Leaders do not adequately track the impact of services on improving the wellbeing of young children and their families in their reach area. As a result, the centre cannot demonstrate that it is reducing inequalities.
- Too few young children and their families attend the centre regularly and take part in centre activities. Strategies to encourage more families to take part are not sufficiently focused on the needs of the most disadvantaged families in the reach area, which results in a minority accessing the centre and engaging with relevant services.
- Performance management of the centre is not sufficiently rigorous and fails to identify some poor performance. Issues identified by the local authority are not routinely followed up to ensure that the centre acts on the feedback it receives. As a result, the centre is not able to fully demonstrate the impact of its services and it is not improving quickly enough.
- There are insufficient opportunities at the centre for adults to improve their parenting skills or to access learning or training opportunities, to learn English or to develop skills that would improve their chances of gaining employment.

### This centre has the following strengths:

- Effective partnerships with health services help in the early identification of children with special educational needs and disabled children so that they receive effective support and also ensure that there is a good focus on ensuring babies have a healthy start to life.
- Home learning sessions and activities provided by the knowledgeable and skilled early years team, such as 'Stay and Play' and 'Peek a Boo' are of a high quality and enjoyed by families.

## Information about this inspection

The inspection of this children's centre was carried out under Part 3A of the Childcare Act 2006 as amended by the Apprenticeships, Skills, Children and Learning Act 2009.

This inspection was carried out by two additional inspectors.

The inspectors held meetings with senior staff from the local authority and staff from the centre. Inspectors also met with a range of partners including those from health and education and representatives from the neighbourhood advisory board. They listened to the views of parents and observed sessions including 'Stay and Play' at Rushey Mead Recreation Centre and 'Peek-a-Boo' in the centre.

The inspectors observed the centre's work, and looked at a range of relevant documentation. They looked in detail at a number of case files of children subject to child protection plans, those deemed to be children in need and others in receipt of outreach support, including those subject to Common Assessment Framework processes.

## Inspection team

Jean-Marie Blakeley	Lead inspector	Additional inspector
Geoff Dorrity		Additional inspector

## Full report

### Information about the centre

Woodridge Sure Start Children's Centre became operational in 2009 as a phase three stand-alone centre and delivers a range of services to meet the core purpose. The centre lies approximately two miles to the north of Leicester City and is part of the north neighbourhood, together with two other children's centres. The local authority directly manages the centre. A neighbourhood advisory group, comprising key partners and parents, assist in the governance of all three centres. The centre is adjacent to Mellor Community Primary School (URN: 120073) which is subject to a separate inspection. The report can be found at [www.ofsted.gov.uk](http://www.ofsted.gov.uk).

There are 835 children aged under-five-years living in the centre's reach area, of which 37% live in an area that is identified as one of the 30% most deprived areas in the country. Data provided by the centre show that 14.5 % of children aged under-four-years live in workless households. Most families living within the reach area are of Asian heritage. Children enter the Early Years Foundation Stage with skills and knowledge at or below those generally expected for their age. Target groups include those families living in the areas of most deprivation and workless families.

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

- Managers must ensure that all children are properly protected from harm by:
  - checking that case files and records are maintained to a high standard and are fit for purpose
  - providing regular one-to-one supervision and guidance to front line staff on their work with the families most in need of support.
- Ensure families needs are thoroughly assessed leading to focused targets and support. Follow up quickly when families most in need do not attend activities or appointments.
- Improve systems to track the impact of the centre's services on improving the well-being of young children and families in order to reduce inequalities.
- Improve access to the centre by developing a robust, focused strategy, in conjunction with partners, to improve further the participation of all target groups, particularly those from the most disadvantaged areas.
- The local authority should increase the rigour of its performance management and quickly follow up issues of poor performance and non compliance with its policies and procedures.
- Provide adult learning and development opportunities at the centre and target those families most in need to engage parents in improving their English, their employability and parenting skills.

## Inspection judgements

### Access to services by young children and families

Inadequate

- Although the majority of families are registered with the centre, too few access services. While the local authority provides the centre with robust data and information on groups of families who may need additional support, the centre fails to prioritise the regular engagement of these families in appropriate services.
- Too few families with children under five-years-old and in most need of support are known to the centre or regularly attend activities. Stay and Play sessions held in the centre and at an outreach venue are well-attended. However, the centre fails to adequately monitor or analyse attendance to ensure that the families most in need are accessing such activities.
- Partnerships with health services and other onsite services have improved access to early childhood services for families and help ensure that children who have additional needs are identified early

and are referred to the centre. However, the closure of the baby breastfeeding cafe in the centre limits the opportunity to provide access and support to increase breastfeeding rates.

- The centre does not routinely work in partnership with all the private settings and childminders in the area to help improve access and services. As a result, it does not have clear information on the take up of free nursery places by two-year-olds. The take up for three-year-old children accessing free nursery provision is good. However, at four-years-old the take up is low. As a result, some children are not ready when they start school.

### **The quality of practice and services**

Inadequate

- Assessments of need, case files and records are not maintained to an appropriate standard. Case files do not always include assessments, families' views and opinions, or clearly identify the involvement of other professionals. Staff keep regular records of contacts but case files do not always show that target children are well protected by the centre through focused actions, intervention and prevention work.
- Effective partnerships with health services means that the small number of families who have children with complex additional needs, as well as those who have disabilities, receive good advice and guidance about the support available and information about accessing benefits and equipment. However, the centre recognises that the impact on some health outcomes is weaker, for example breastfeeding rates have decreased and attendance at two-year-old assessments is low.
- Activities and sessions offered by the early year's team are of a high quality. However, the number of activities offered is limited, they are not always targeted at those in most need and levels of attendance are sometimes low. This, together with insufficient tracking of children's progress, restricts the impact of the centre's work on outcomes for children and on reducing inequalities and improving life chances.
- Adults have too few opportunities to develop the basic skills and qualifications that they need to enter the workforce or to develop their English skills because courses and training are not provided in the centre. As a consequence, very few adults improve their employability skills. The centre supports parents to take on volunteer roles but the overall numbers are very low.

### **The effectiveness of leadership, governance and management**

Inadequate

- Safeguarding practice is inadequate. Although clear safeguarding policies and procedures are in place, they are not followed by all staff.
- Case files are not managed well by centre staff. As a result, the centre cannot demonstrate that children, including those subject to a child protection plan, or identified as in need or looked after, are well protected by the centre. Although centre staff are involved in a high number of Common Assessment Framework (CAF) processes for children aged five to twelve years old, very few children under five-years-old are subject to a CAF.
- Performance management of the work of the centre and its staff lacks rigour and as a result there is insufficient impact on improving outcomes. The supervision of some staff is not taking place often enough and does not adequately ensure compliance with systems, policies and procedures.
- Monitoring by the local authority identifies some concerns in performance but fails to identify some key issues. Issues identified are not routinely followed up to ensure they are addressed by the centre.
- Self-assessment and development planning is too broad and is not adequately focused, on a limited

number of key priorities, to help improve outcomes for families. Although a number of good new initiatives have been introduced such as 'Bumps to Babies' the centre is not adequately prioritising and focusing its resources on improving its services for families with children under five-years-old.

- The advisory board is committed to supporting the work of the three centres in the neighbourhood. However, it is difficult for the board to challenge the work of the centre because data and centre reports are not presented in the same format, against challenging targets or in a timely manner.
- Leaders and managers have failed to develop effective systems to track the impact of children's centre services. The centre is not well-known or used by the community. Its good accommodation and excellent outdoor play areas are underutilised. Therefore, it is difficult for the centre to demonstrate that its resources are being used well to provide value for money.

**What inspection judgements mean**

<b>Grade</b>	<b>Judgement</b>	<b>Description</b>
Grade 1	Outstanding	Practice consistently reflects the highest aspirations for children and their families and as a result inequalities are reducing rapidly and gaps are closing.
Grade 2	Good	Practice enables most children and their families to access good quality services that improve children's wellbeing and achieve the stated outcomes for families.
Grade 3	Requires improvement	Performance is not as good as it might reasonably be expected to be in one or more key areas.
Grade 4	Inadequate	The needs of children and families in its area are not being met and/or the leaders and managers are not providing sufficient challenge to bring about improvement to the quality of services.

**Children's Centre details**

<b>Unique reference number</b>	23646
<b>Local authority</b>	Leicester City
<b>Inspection number</b>	427494
<b>Managed by</b>	The local authority

<b>Approximate number of children under five in the reach area</b>	834
<b>Centre leader</b>	Lindsay Frost
<b>Date of previous inspection</b>	
<b>Telephone number</b>	0116 221 1760
<b>Email address</b>	Lindsay.frost@leicester.gov.uk

Any complaints about the inspection or the report should be made following the procedures set out in the guidance 'raising concerns and making complaints about Ofsted', which is available from Ofsted's website: [www.ofsted.gov.uk](http://www.ofsted.gov.uk). If you would like Ofsted to send you a copy of the guidance, please telephone 0300 123 4234, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

(Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory Support Service (Cafcass), schools, colleges, initial teacher training, work-based learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for looked after children, safeguarding and child protection.

Further copies of this report are obtainable from the school. Under the Education Act 2005, the school must provide a copy of this report free of charge to certain categories of people. A charge not exceeding the full cost of reproduction may be made for any other copies supplied.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 4234, or email [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk).

You may copy all or parts of this document for non-commercial educational purposes, as long as you give details of the source and date of publication and do not alter the information in any way.

To receive regular email alerts about new publications, including survey reports and school inspection reports, please visit our website and go to 'Subscribe'.

[Piccadilly Gate](#)  
[Store St](#)  
[Manchester](#)  
[M1 2WD](#)

T: 0300 123 4234  
Textphone: 0161 618 8524  
E: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)  
W: [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

© Crown copyright 2013

