



# North Halifax Partnership

**Sure Start  
Children's Centres**  
North Halifax Partnership

Core Services: 01422 251090

Website: [www.surestartchildrenscentresnhp.org.uk](http://www.surestartchildrenscentresnhp.org.uk)

Visit us on Facebook: Sure Start Children's Centre North & East Halifax

**SURE START CHILDREN'S  
CENTRES NORTH HALIFAX  
PARTNERSHIP AREA  
BUSINESS PLAN  
01/07/16 - 30/06/17**

# Introduction

## Background

North Halifax Partnership is a not for profit company established over 15 years ago to 'Promote for the public interest the social and economic regeneration of North Halifax' (Memorandum and Articles).

The Partnership is a member based company. Members are local residents from whom Directors are elected at the AGM each year.

Over the years this work has involved many different projects some of which can be found on our website [www.surestartchildrenscentresnhp.org.uk](http://www.surestartchildrenscentresnhp.org.uk)

Over the last few years, activity has been focused around two key strands of work:

- Neighbourhood management
- Delivery of Children's Centre services

## Children's Centres

North Halifax Partnership successfully bid to be a Sure Start Local Programme in the Ovenden and Mixenden area in 2002.

Following successful delivery of this programme, we worked with Calderdale MBC to embed this work within the newly emerging network of Children's Centres. We were the first organisation to build and develop Children's Centres in Calderdale at Innovations (Ovenden) and Ash Green (Mixenden).

By 2013, we were working with Calderdale MBC to run Children's Centres in North and East Halifax. There were 5 Children's Centres and a Hub delivering services for families. Overall responsibility for the Children's Centres lay with North Halifax Partnership. However, the staff team of 120 were employed by 3 different employers – ourselves, Calderdale MBC and a local school, and despite much effort no formal agreement was in place for this service.

CMBC elected members made the decision to run a formal commissioning process in 2013. Full details of this, and relevant cabinet reports can be found at [www.calderdale.gov.uk](http://www.calderdale.gov.uk)

Calderdale was split into two lots, and we successfully bid to run 'Lot 1': North Halifax and Lower Valley.

Children's Centres in North Halifax and Lower Valley
Creations * Ash Green Mixenden * Kevin Pearce * Illingworth (Whitehill) Innovations * Elland * Holywell Green Field Lane Rastrick * Wellholme Park Brighouse * Northowram and Shelf

(\* These are Children's Centres with day care on site)

The Children's Centres Service in Calderdale was commissioned as three main blocks of activity:

- 1) Core activities to improve outcomes for young children and their families and to reduce inequalities (pre birth to 5 years old)
- 2) Day care provision (0-5 years old) where shown
- 3) Family Support (pre-birth to 19 years old) outreach and centre based.

Therefore, since 1<sup>st</sup> July 2014 we have been contracted by Calderdale MBC to run Children's Centres in North and East Halifax and Lower Valley. This has involved an expansion in our business, some details of which are given below. This is a 3 year contract with costs agreed to June 2017, with the possibility of a 2 year extension after that.

In order to manage a number of new Children's Centres and staffing teams, a transition action plan was shared with the Board during the summer of 2014. This covered work areas such as the transfer of undertakings and protection of earnings (TUPE) of staff, budget implications, the handover of buildings and assets and necessary changes in policies and procedures.

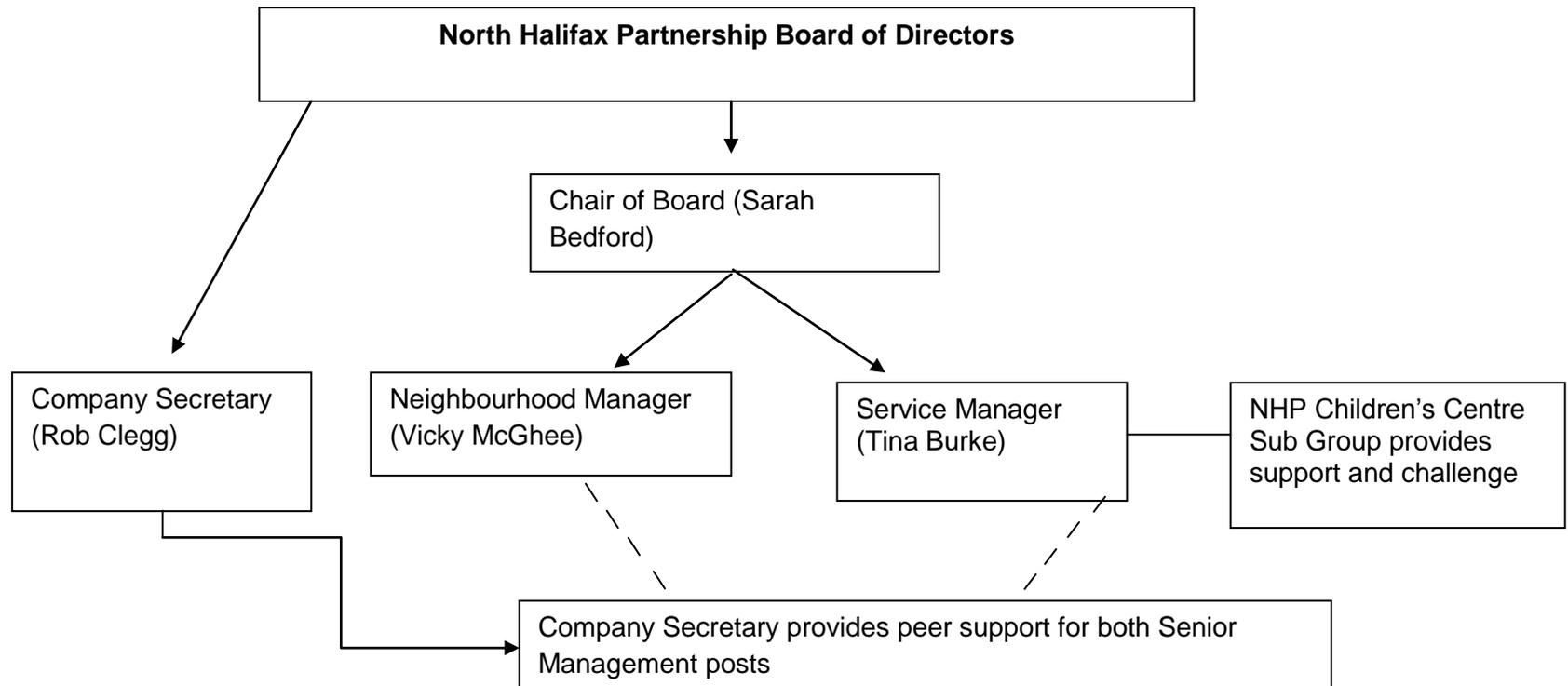
This contract is managed by a quarterly review meeting with the Local Authority. About 10 days before this, we are asked to submit a data set of performance indicators relating to performance which are then discussed at the meeting. These performance indicators are shown in the plan.

Almost two years on, we are proud of the fact that although transition was a challenging time for managers and some of the staff, our annual consultation shows families have not been affected and we have delivered a high quality service. There is a staff team of about 200 supported by a 'sessional' team of staff.

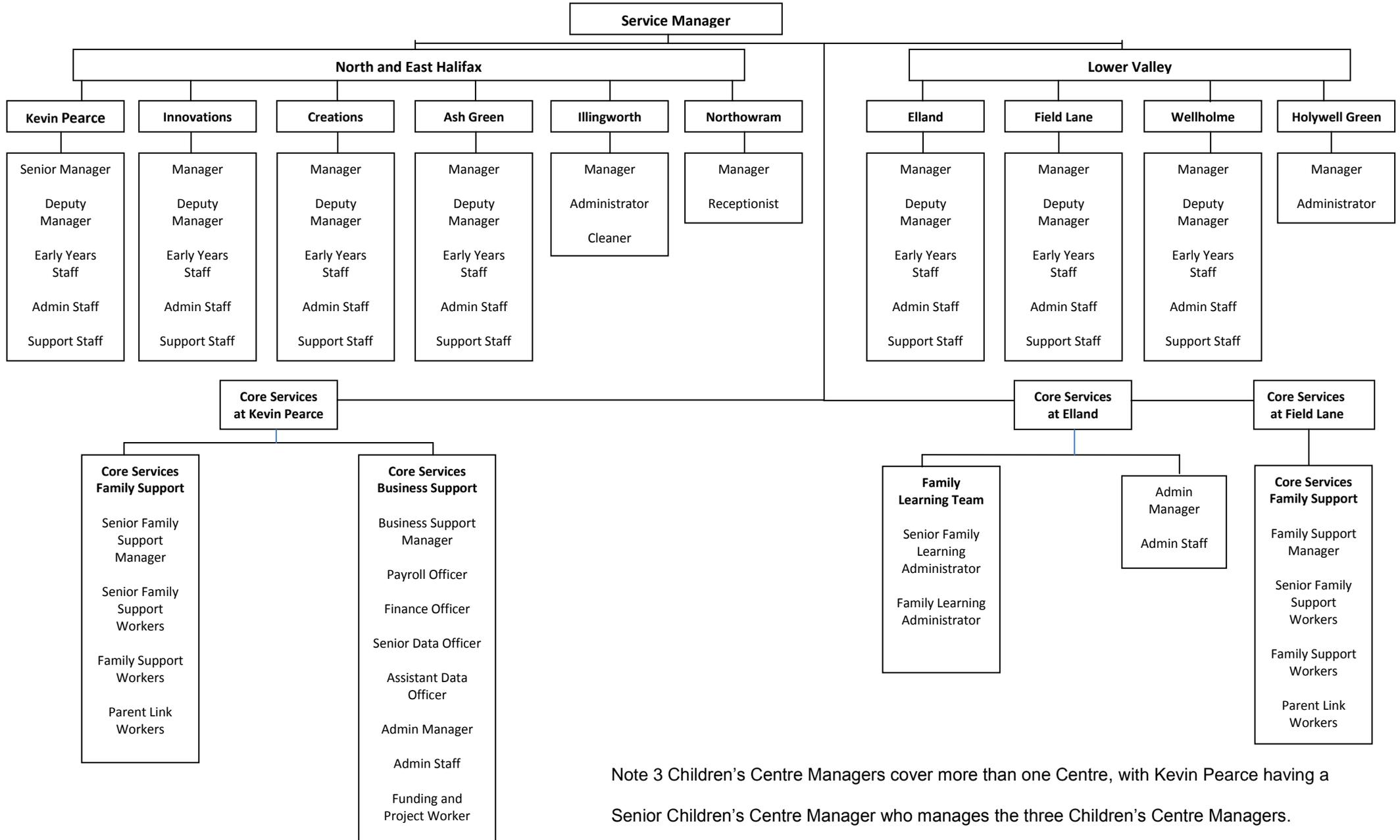
The team structure is shown on page 5

### Management Board and Staff

North Halifax Partnership has a Board comprising of not less than twelve and not more than twenty six people. This includes up to fourteen persons elected by and from the membership at the Annual General Meeting, ensuring that, wherever practicable, there is equal representation from both Ovenden Ward and Illingworth and Mixenden Ward. There are places for up to eight representatives from public sector bodies and two representatives from businesses operating in the North Halifax area. Additionally CMBC elected members are invited to join the board.

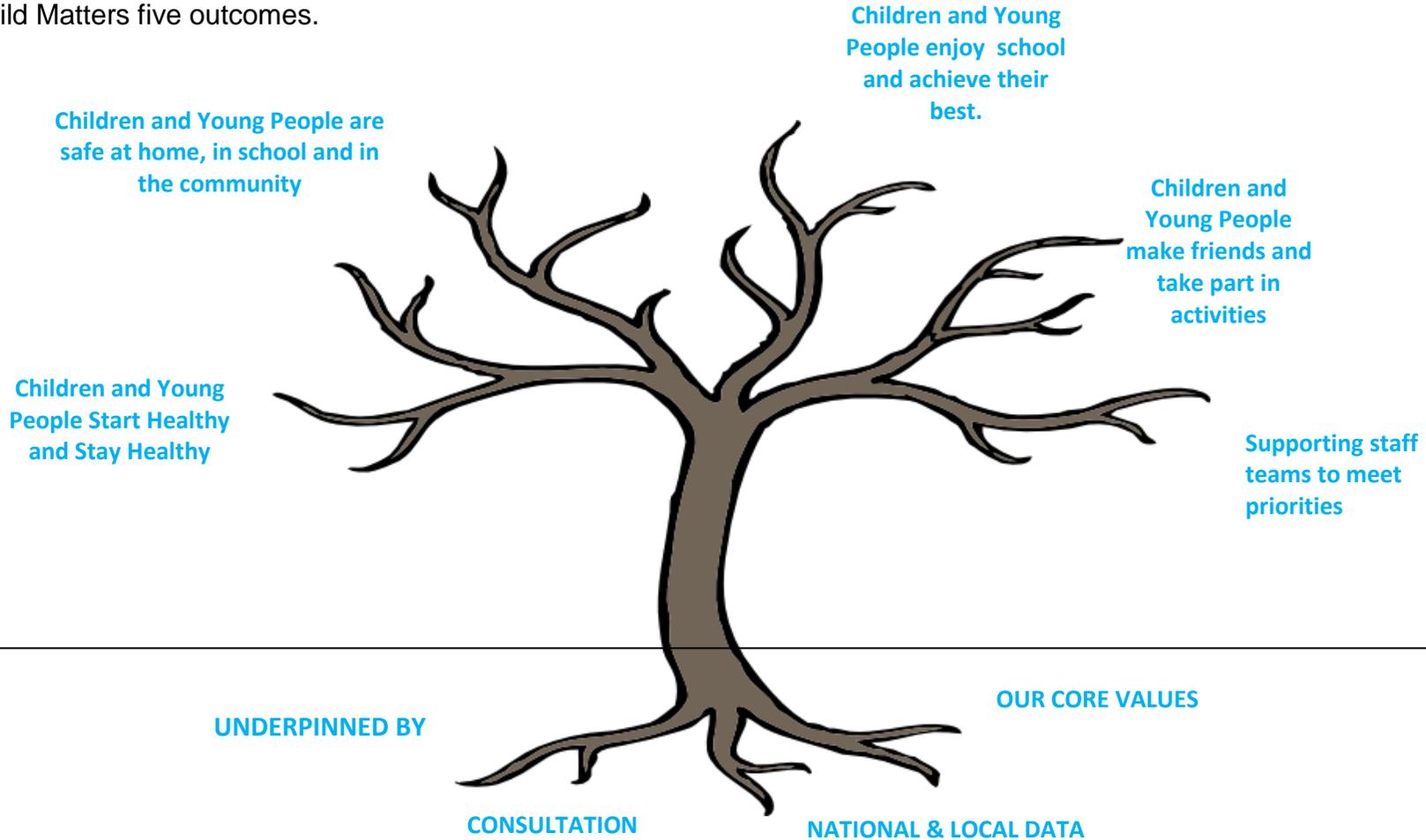


# SURE START CHILDREN'S CENTRES NORTH HALIFAX PARTNERSHIP WHOLE TEAM STRUCTURE



## Our Vision and Values

Our vision is “to work with parents and partners to ensure that all children have the opportunity to achieve their full potential.” This is based on the Every Child Matters five outcomes.



## **Current Position**

At the time of writing, we have completed 1 years and 10 month's delivery of a three year contract which started on 1<sup>st</sup> July 2014.

## **Key Achievements:**

### **NHP Lot:**

- A consultation exercise was undertaken in December 2015 with 824 parents. From this 99.8% of families that were consulted are happy with the services on offer and 100% of families feel safe when attending their local Centre.
- The average waiting time for Family Support by number of families has reduced from 13 in quarter ending June 2015 to 4 in quarter ending December 2015 (this information is taken from Performance Indicator 15).
- The average waiting time for Family Support by weeks has reduced from 6 in quarter ending June 2015 to 2 in quarter ending December 2015 (this information is taken from Performance Indicator 16).
- Introduction of apprentices and two have now completed and gained permanent positions.
- Positive feedback received from recent partner's consultation.
- Take up of 2 year old early education places in Children's Centres day care provision has been at a high this year.

## **North & East Halifax**

- Bi Annuals were completed in January 2016 with a 85% success rate, with 6% requesting a further service.
- The percentage of local children registered with their local Children's Centre has remained at 93% from quarter ending June 2015 to quarter ending December 2015 (this information is taken from Performance Indicator 2).
- The target of 80% of children attending day care from 30% most disadvantaged areas has been exceeded in quarter ending December 2015 rising to 90% (this information is taken from Performance Indicator 4).
- Creations getting "outstanding" in Ofsted day care inspection.
- Introduction of Assistant Parent Link Worker role has increased registration rates in North and East Halifax.

## **Lower Valley**

- Bi Annuals were completed in January 2016 with a 79% success rate; this is an increase of 11% from Bi Annuals completed in June 2015. From the January 2016 Bi Annuals 10% requested a further service.
- The percentage of local children registered with their local Children's Centre has increased by 2% from 75% in quarter ending June 2015 to 77% in quarter ending December 2015 (this information is taken from Performance Indicator 2).
- The percentage of known families in greatest need having sustained and meaningful contact with Children's Centres has increased by 5% from 37% in quarter ending June 2015 to 42% in December 2015 (this information is taken from Performance Indicator 6).
- Work Club at Elland Children's Centre up and running.
- Successful marketing campaign in the Lower Valley has resulted in increased day care occupancy.

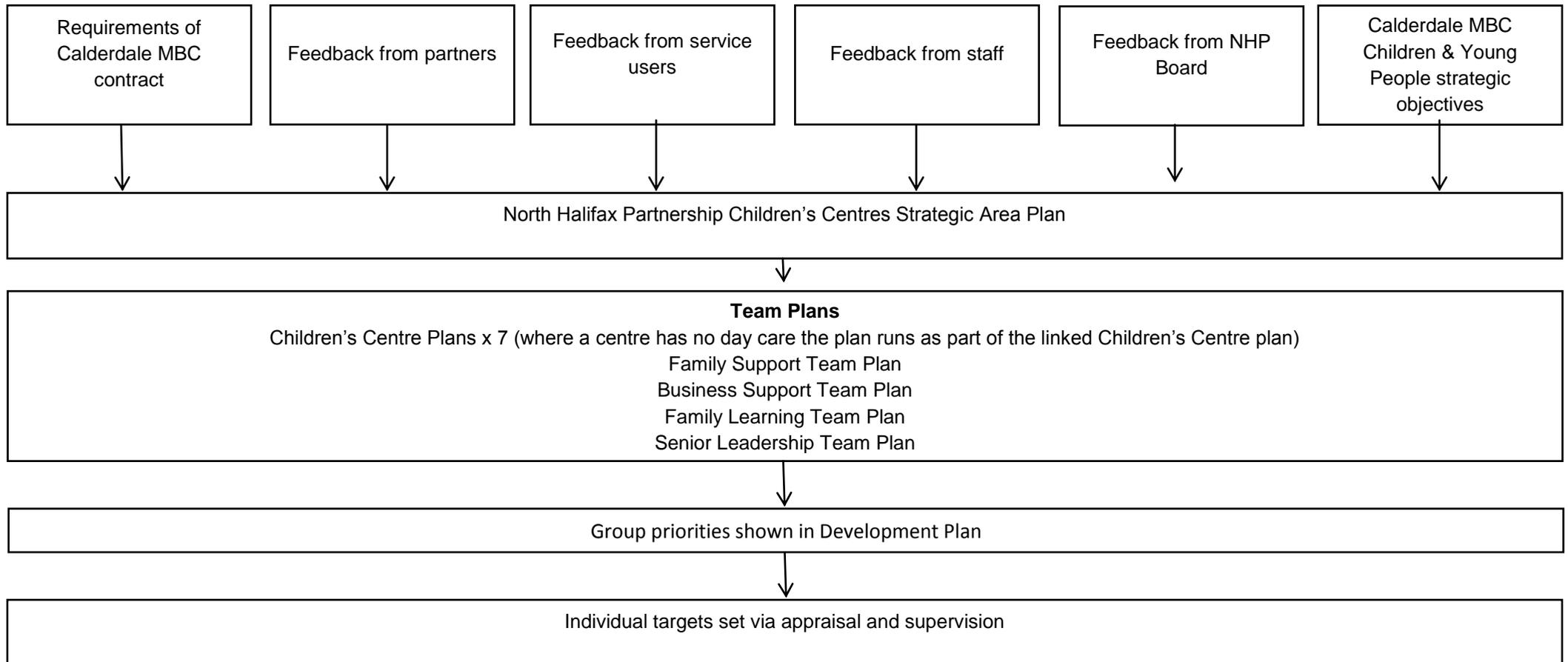
- Wellholme Park getting 'outstanding' in Ofsted day care inspection.

**Potential challenges in the next year:**

- A potential change of inspection framework from OFSTED.
- Whether a contract extension will be offered/potential of having to write another bid this year.
- Staff uncertainty arising from the appointment of a new Senior Family Support Manager.
- Recruiting and retaining appropriate workforce at a time of uncertainty around contract extension.
- Balancing budgets with a further reduction this year.
- Day care occupancy – sustaining and keeping up to be cost effective against competition.

## How this Plan was developed

This plan is the Sure Start Children's Centres North Halifax Partnership Area Business Plan showing key strategic aims to meet the demands of the contract. It was developed using feedback from parents (over 800 parents were consulted), partners (50 responses) and 165 staff members. For each strategic aim the key work areas are outlined in this plan. Responses and strategic aims were cross referenced with the year one action and transition plan submitted as part of the bid. The plan indicates which team plan the full detail is found in. Actions to reach each aim can be found in the relevant team plan.



## **Risk registers**

Each strategic Aim in the plan has been assessed and given a risk rating of low/ medium/ high.

The decision of how to rate each aim was based on:

- Demands of the contract and the need to fulfil this – for example Aim 3.2 around delivery of parenting courses. The risk if we do not meet this is that we will not meet the contract requirements.
- Direct risk if this area of work slips for example Aim 7.1 and 7.2 relate to safeguarding and health and safety. If these Aims are not met, staff and service users could be at risk.

### ***Group Development Plans***

For Ofsted purposes, the 10 Children's Centres managed by North Halifax Partnership are split into 2 Children's Centre Ofsted groups. This strategic plan shows ALL the activity we need to do to meet the demands of the contract. Using data and local feedback, each Children's Centre group has a number of key priorities each year. These are outlined in the group development plan. If a priority links to the development plan we have put the word development plan in the 'which plan' column.

## ACRONYMS/ ABBREVIATIONS USED IN THIS PLAN

AGCC	Ash Green Children's Centre
AMT	Area Management Team (Children's Centre and Core Services managers)
BSM	Business Support Manager
BST	Business Support Team
CAB	Citizens Advice Bureau
CAMHS	Child & Adolescent Mental Health Service
CC	Children's Centre
CCCC	Creations Community Children's Centre
CCM	Children's Centre Manager
CDU	Child Development Unit
CMBC	Calderdale Metropolitan Borough Council
CLA	Child Looked After (sometimes referred to as LAC – Looked After Child)
CP	Child Protection
C in N	Child in Need
SM	Service Manager
CYP	Children and Young People
DCT	Disabled Children's Team (Children's Social Care)
DCCM	Deputy Children's Centre Manager
EISA	Early Intervention Single Assessment
ELL CC	Elland Children's Centre
FL CC	Field Lane Children's Centre
FST	Family Support Team (FSW and PLWs)
FNP	Family Nurse Practitioner
FSW	Family Support Worker
GLD	Good Level of Development at End of Foundation Stage
ILL CC	Illingworth Community Children's Centre
H HUB	Holywell Green Hub
INNVS CC	Innovations Children's Centre
KPCC	Kevin Pearce Children's Centre
LV	Lower Valley
NE	North and East Halifax
N HUB	Northowram and Shelf Hub
PLW	Parent Link Worker
SALT	Speech and Language Therapists
SEND	Special Educational Needs and Disabilities
SFSW	Senior Family Support Workers
SLA	Service Level Agreement
SLT	Senior Leadership Team (Area Management Team, Deputies, Seniors and Admin Managers)
WEL CC	Wellholme Children's Centre
QUISOs	The Quality Improvement Support Team
SFSM	Senior Family Support Manager
FSM	Family Support Manager

The diagram on page 8 shows how this plan has been developed. It is based on the 8 key functions of the contract we hold with Calderdale Metropolitan Borough Council. These are shown below, with key areas of work outlined.

Key Function 1 Improving Outcomes	Key Function 2 Universal vs Targeted	Key Function 3 Evidence based Approach to Family Support & Outreach in Children Centres	Key Function 4 Know the Community to Deliver the Right Services	Key Function 5 Children's Centres as Community Hubs	Key Function 6 Working with Early Years Settings	Key Function 7 Safeguarding
<ul style="list-style-type: none"> <li>- Registration at first point of contact</li> <li>- Speech and Language work</li> <li>- Work with health services to improve health outcomes</li> <li>- Support healthy lifestyles</li> <li>- Antenatal and postnatal support</li> <li>- Weaning</li> <li>- Smoking cessation</li> <li>- Delivery of high quality day care</li> <li>- Deliver family learning to improve outcomes</li> <li>- Support parents to return to work</li> <li>- Dental health</li> </ul>	<ul style="list-style-type: none"> <li>- Universal and targeted groups in Children's Centres</li> <li>- Use of local venues and specialist services</li> <li>- Bi Annuals</li> <li>- PLW priorities</li> <li>- Signposting to other services</li> <li>- Work with partners</li> <li>- Identify gaps in provision</li> <li>- Delivery for over 5's supports access by younger children</li> <li>- Dads</li> <li>- Sustained &amp; meaningful contact</li> </ul>	<ul style="list-style-type: none"> <li>- Parenting courses</li> <li>- Referral and allocation of Family Support work</li> <li>- Support offered to families through onsite daycare provision</li> <li>- Links to intervention early panels</li> <li>- Use of EISA</li> <li>- Promotion of breastfeeding</li> <li>- Short breaks</li> <li>- Support for contact</li> <li>- Support for children with SEND</li> </ul>	<ul style="list-style-type: none"> <li>- Needs analysis</li> <li>- Appropriate data sharing</li> <li>- Funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Consultation</li> <li>- Voice of the child</li> <li>- Impact evaluations</li> <li>- Parents feedback</li> <li>- Advisory boards</li> <li>- Area marketing plan</li> <li>- Children's Centre as first point of contact</li> <li>- Role of NHP board</li> <li>- Volunteering</li> <li>- Sessional</li> <li>- Apprentice</li> <li>- Students</li> <li>- Work experience</li> </ul>	<ul style="list-style-type: none"> <li>- Links with early year settings</li> <li>- Transition planning</li> <li>- Appropriate support for Childminders</li> </ul>	<ul style="list-style-type: none"> <li>- Safeguarding policies and procedures</li> <li>- Safeguarding training</li> <li>- Safe recruitment and selection</li> <li>- Leads meetings (safeguarding and health and safety)</li> <li>- CHAS registration</li> <li>- Health and safety training</li> </ul>
<p>All 7 targets are underpinned by our business function (Key function 8)</p> <ul style="list-style-type: none"> <li>- Effective use of Area Management Team, Senior Leadership Management Team, Away days, Team Meetings, Supervision and Training</li> <li>- Efficient systems for Payroll, Human Resource Support, Budget Management and Administrative Support</li> <li>- Environmental Impact</li> </ul>						

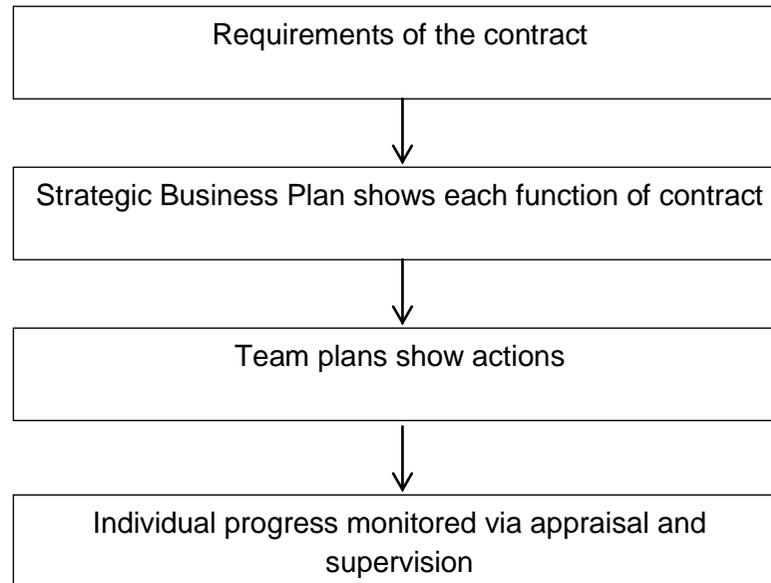
The strategic aims under each function show the planned areas of work to meet each function in the contract. The contract is managed by a quarterly meeting before which a set of Performance Indicators is submitted. The plan which follows shows where a strategic aim contributes to a Performance Indicator. The key targets show any milestones on the way.

The full detail of what will be done to achieve or work towards each strategic aim is shown in each team plan. However the column “Key Work Areas” gives an overview of which work sits where.

### **Performance Management**

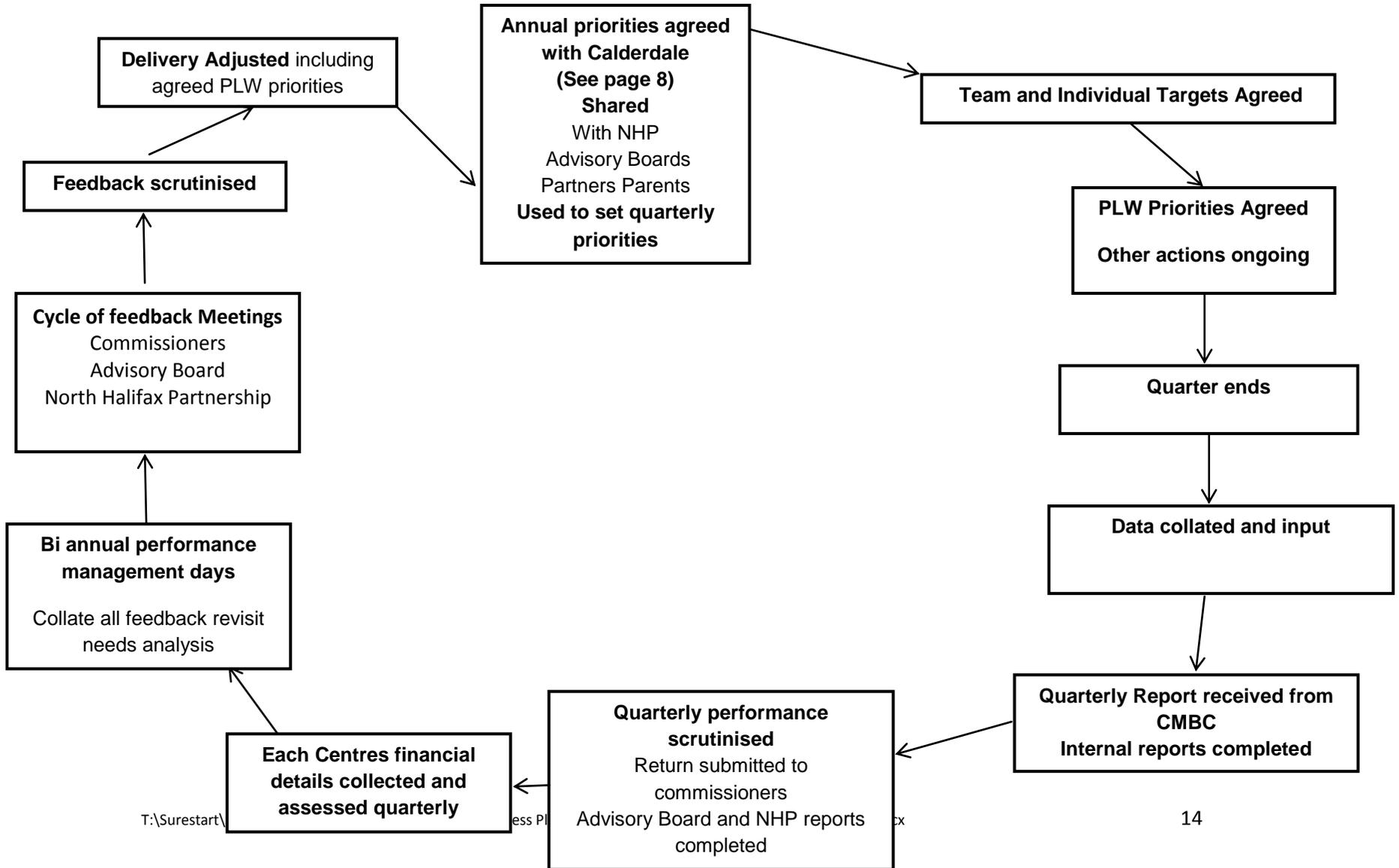
The “golden” thread running from the strategic business plan to individual team plans and individual appraisal and supervision targets means that there is clear accountability.

As the plan is based on the key functions of the contract it is clear at any time who is responsible for different parts of the plan.



As well as individual accountability there is a performance management cycle which works on a quarterly basis, this is shown on page 13.

### Sure Start Children's Centre North Halifax Partnership Performance Management Cycle



### Key Function 1 - Improving Outcomes

No	Strategic Aim	Performance Indicator	Key Targets	Which Plans	Key Work Areas
1.1 <b>Med</b>	Register every parent and child at first point of contact when accessing Children's Centre services.	% known under 5s % registered under 5s	<ul style="list-style-type: none"> <li>NE maintain current March 16 registration rate of 93%</li> <li>LV increase current (as at March 2016 78%) registration rates by 2% each quarter</li> </ul>	CCX7 FLT FST BST Development Plans	<ul style="list-style-type: none"> <li>Registration when first access services e.g. home visit, groups</li> <li>Use every available opportunity to register families, more promotion of online registration</li> <li>Collation of new birth data to ensure parents are contacted</li> </ul>
1.2 <b>Med</b>	Work with health services to improve outcomes for families.	Breastfeeding 6 – 8 weeks Smoking in pregnancy at delivery	<ul style="list-style-type: none"> <li>Reduction in smoking in pregnancy (North &amp; East only)</li> <li>Increase in breastfeeding rates as per development plans</li> <li>Raise parental awareness about tooth decay/oral health</li> <li>To work with Calderdale Breastfeeding Peer Support network Lead co-ordinator to maintain 4 breastfeeding peer supporters and aim to recruit new breastfeeding peer supporters. Each team/CC to have a named breastfeeding champion to promote breastfeeding and the Peer Support role.</li> </ul>	CCX7 FST SLT Development Plans	<ul style="list-style-type: none"> <li>Smoking cessation</li> <li>Breastfeeding</li> <li>Ante and post-natal support</li> <li>Dental hygiene</li> <li>Work with partners on joint targets</li> </ul>
1.3 <b>Low</b>	Support families to develop healthy lifestyles.	Obesity rates % parents who believe Children's Centres had positive impact on children's health and well-being.	<ul style="list-style-type: none"> <li>Offer 3 weaning sessions with at least 6 attendances across the lot</li> <li>Offer 6 courses per Ofsted group linked to health and wellbeing with at least 65-79% completion rate of those booked on</li> <li>At least 2 day cares to achieve Food for Life award, rest to work towards the guidelines</li> <li>New health message each quarter linking to data</li> </ul>	CCX7 FST FLT	<ul style="list-style-type: none"> <li>Promote quarterly health messages</li> <li>Weaning – data captured by low level advice given in nursery/groups/ Health Visitor sessions/ weaning sessions/ newsletter</li> <li>Change 4 life</li> <li>FLT courses</li> <li>Food for Life award</li> </ul>
1.4	Deliver high quality day care.	Foundation Stage Profile results - good level of development and narrowing the gap Occupancy	<ul style="list-style-type: none"> <li>Occupancy at 80% in funded periods</li> <li>100% day care to have good or outstanding Ofsted outcomes</li> <li>Annual Ofsted challenge by CCM/Deputies</li> <li>All Centres to have an effective system to</li> </ul>	CCX7 SLT	<ul style="list-style-type: none"> <li>Maintain occupancy</li> <li>Raise attainment through ongoing quality improvement with a focus on teaching and learning</li> <li>Maintain a working group to look at</li> </ul>

<b>High</b>		Use of day care linked to reducing levels of deprivation Take up of 2/3/4 year old places	<ul style="list-style-type: none"> <li>monitor EYPP money/deprivation and quality money</li> <li>Embed use of Early Essence</li> </ul>		<ul style="list-style-type: none"> <li>30 hour offer, flexible staffing, marketing</li> <li>Continued work to improve from good to outstanding in day care inspections</li> <li>Implement action plan of work for SALT therapist</li> </ul>
1.5	Support parents to realise their own potential including returning to work.	% parents who believe Children's Centre had a positive impact on parenting confidence and aspirations.	<ul style="list-style-type: none"> <li>Embed pathways to employment and learning journeys – targets set to complete an identified number of pathways per team.</li> <li>Long term outcomes collated via case studies</li> <li>Aim to have 65-79% completion rate on employability courses and accredited training</li> <li>Deliver weekly Work Club at Elland Children's Centre</li> </ul>	CCX7 FST FLT SLT Development Plans	<ul style="list-style-type: none"> <li>Relevant signposting</li> <li>Offer employability courses</li> <li>Identify routes to employment using the pathways tool and learning journeys</li> <li>Offer termly programme of accredited courses</li> </ul>
<b>Low</b>					

### Key Function 2 - Universal vs Targeted

No	Strategic Aim	Performance Indicator	Key Targets	Which plans	Key Work Areas
2.1	Enable families to access targeted and universal groups and services at Children's Centres.	% known families in greatest need registered. % known families engaging. % known families in greatest need attending.	<ul style="list-style-type: none"> <li>Ongoing analysis of groups to ensure fit for purpose</li> <li>Increasing engagement of target groups at stay and play groups so that 50% of attendance at all groups is from target families</li> <li>Set up working group to analyse current take up of target groups and analyse needs</li> </ul>	CCX7 FST SLT BST Development Plans	<ul style="list-style-type: none"> <li>Universal groups – targets set in team plans</li> <li>Signposting families to services and capturing on CCM</li> <li>Offer events/activities to include older children to increase wider family attendance</li> <li>Working group to consider/consolidate/identify target groups and action plan in place</li> <li>Quarterly working group meeting</li> <li>Request and extract data from CCM to plan services effectively for target groups</li> </ul>
2.2	Work with partners to remove barriers to identify gaps in services and provision.	% known families in greatest need having sustained and meaningful contact.	<ul style="list-style-type: none"> <li>Local Advisory Boards meet quarterly in North and East and bi annually in Lower Valley</li> <li>Relevant partners meetings attended</li> </ul>	SLT BST	<ul style="list-style-type: none"> <li>Partners mail outs</li> <li>Effective use of relationships with partners</li> <li>Effective use of buildings</li> <li>Use of community buildings to support accessibility</li> <li>Partner consultation</li> </ul>

<b>Low</b>					
<b>Medium</b>	2.3 Ensure all families who are registered have continued contact with Children's Centres.	% known families engaging. % known families in greatest need attending. % known families in greatest need having sustained and meaningful contact Systems in place to identify families in greatest need that fail to participate.	<ul style="list-style-type: none"> <li>• Each event has clear goals to establish who we are targeting and measure attendance</li> <li>• 80% contact rate for biannuals</li> <li>• Quarterly PLW priorities set</li> <li>• Develop and trial system for FLT to capture contacts/advice given to increase sustained contact rate and monitor impact on CCM quarterly reports</li> <li>• A large majority (65-79%) of families/parents who start a course finish it</li> <li>• Revisit the use of enquiry forms for Children's Centre admin to ensure all contacts are captured</li> </ul>	CCX7 FST FLT Development Plans	<ul style="list-style-type: none"> <li>• Targeted events</li> <li>• Biannuals</li> <li>• PLW priorities</li> <li>• Community events</li> <li>• Improving attendance at Family Learning courses</li> <li>• Generate additional funding to deliver innovative ways to engage target groups</li> </ul>

### Key Function 3 - Evidence based approach to Family Support

No	Strategic Aim	Performance Indicator	Key Targets	Which plans	Key Work Areas
3.1       <b>Med</b>	To offer a family support and outreach service.	Family support and outreach casework - cases and closed. Waiting lists. Case escalation/de-escalation. Repeat referrals Caseloads Number of LAC/CIN/CP children known	<ul style="list-style-type: none"> <li>Contact made with families within 14 days of allocation</li> <li>Programme of case studies and supervision file audits</li> <li>Feedback obtained from 100% of families where ongoing family support is in place</li> <li>100% of families with ongoing support reviewed after six months</li> <li>Roll out system to monitor the time families are supported via daycare</li> </ul>	CCX7 FST SLT	<ul style="list-style-type: none"> <li>Allocation and monitoring of Family Support work</li> <li>Support families in crisis</li> <li>Attendance at panels</li> <li>Collation of case studies in line with locally agreed targets</li> <li>Build evidence to demonstrate added value of daycare through supporting families</li> <li>Support families in crisis</li> </ul>
3.2       <b>Med</b>	Offer parenting support by providing accredited parenting programme.	Number of parents completing evidence based parenting programme. % target groups completing parenting course.	<ul style="list-style-type: none"> <li>Deliver 6 Strengthening Families Strengthening Communities courses, each course aiming for 75% of parents/carers to complete 9 out of 12 sessions</li> </ul>	FST	<ul style="list-style-type: none"> <li>Deliver Strengthening Families Strengthening Communities courses</li> </ul>
3.3       <b>Low</b>	Work with partners to provide specialist support to children with additional needs.	N/A	<ul style="list-style-type: none"> <li>Implement the Short Breaks procedure identified by CMBC</li> <li>Continue to monitor SEND offer in day care</li> <li>Deliver Saturday Splat group and maintain an average of 6 families attending each session, 50% of attendees to be from the Lower Valley</li> </ul>	CCX7 FST	<ul style="list-style-type: none"> <li>Delivery of Short Breaks offer</li> <li>Day care to deliver local SEND offer</li> <li>Develop quarterly area SENCO leads meeting</li> <li>Promote Saturday Splat group across the whole area</li> </ul>
3.4       <b>Low</b>	To provide a venue for contact sessions as agreed.	N/A	<ul style="list-style-type: none"> <li>Review contact arrangements with CMBC</li> <li>Monitor uptake</li> </ul>	CCX7 SLT	<ul style="list-style-type: none"> <li>To provide agreed number of contact sessions</li> </ul>

### Key Function 4 - Know the Community to Deliver the Right Services

No	Strategic Aim	Performance Indicator	Key Targets	Which Plans	Key Work Areas
4.1 <b>Low</b>	Regularly analyse all available data to identify key priorities for service delivery.	N/A	<ul style="list-style-type: none"> <li>Hold two performance management days. Actions and deadlines agreed</li> <li>Revisit how we identify target groups</li> </ul>	SLT BST Development Plans	<ul style="list-style-type: none"> <li>Implement performance management cycle</li> <li>Identify appropriate support package for target groups</li> <li>Explore use of VAC equality and diversity tool</li> </ul>
4.2 <b>Low</b>	Share data as appropriate.	N/A	<ul style="list-style-type: none"> <li>Maintain data sharing agreement with CMBC</li> </ul>	SLT	<ul style="list-style-type: none"> <li>Data sharing protocol in place with CMBC</li> </ul>
4.3 <b>Low</b>	Measure the impact of services.	N/A	<ul style="list-style-type: none"> <li>Undertake rolling programme of impact evaluations</li> <li>Use SLT twice yearly to reflect and analyse impact evaluation outcomes</li> </ul>	CCX7 SLT FLT FST	<ul style="list-style-type: none"> <li>Collating impact evaluations and looking at value for money</li> <li>Impact evaluation programme</li> <li>Collate case studies</li> <li>Collate feedback</li> </ul>
4.4 <b>High</b>	Use external funding opportunities to enhance service delivery.	N/A	<ul style="list-style-type: none"> <li>Embed Funding and Project Worker post</li> <li>Identify projects which could progress if funding allows to enhance the service</li> <li>Target of applying for one applicable funding bid per quarter</li> </ul>	SLT FLT	<ul style="list-style-type: none"> <li>Explore grant opportunities</li> <li>Projects identified to support all areas of the service</li> <li>Identify appropriate staff to work alongside to support each bid</li> </ul>

## Key Function 5 - Children's Centres as Community Hubs

No	Strategic Aim	Performance Indicator	Key Targets	Which Plans	Key Work Areas
5.1       <b>Low</b>	Maintain systems to obtain views of service users and partners to contribute to decision making and planning of services to meet needs.	% users fully involved in design and delivery of services % users satisfied	<ul style="list-style-type: none"> <li>• Annual consultation undertaken with partners and service users</li> <li>• 3x Parents Forum meetings – feedback analysed</li> <li>• Analysis of catch the comments/raise a concerns</li> <li>• Consultation with service users and children collated and analysed</li> </ul>	SLT FST FLT BST CCX7	<ul style="list-style-type: none"> <li>• Annual consultation</li> <li>• Ongoing consultation</li> <li>• Parents Forum</li> <li>• Advisory Boards</li> <li>• Catch the comments/raise a concern/complaints</li> <li>• Voice of the child</li> <li>• Evaluation of courses and activities</li> <li>• Evaluation at the end of family support</li> </ul>
5.2       <b>Low</b>	Provide opportunities for families to be involved in the work of Children's Centres.	% Parents happy with opportunities to be involved in Children's Centres.	<ul style="list-style-type: none"> <li>• Maintain Sessional staff list and support into employment</li> <li>• Aim to have 6 apprentices over the year</li> <li>• Ongoing management of volunteers aiming to have 15 volunteers in placement in this plan year</li> </ul>	SLT FST FLT BST CCX7	<ul style="list-style-type: none"> <li>• Sessional</li> <li>• Apprentice</li> <li>• Volunteers</li> <li>• Students</li> <li>• Work experience</li> <li>• Community Champions</li> <li>• Advertise NHP vacancies in Centres and website</li> </ul>
5.3       <b>Low</b>	Ensure the community are aware of Children's Centre services.	N/A	<ul style="list-style-type: none"> <li>• Successful delivery of area marketing plan increases registration and contact rates</li> <li>• Website updated to raise awareness of daycare availability</li> <li>• To attend external community events delivered by partner agencies to increase awareness of Children's Centres</li> </ul>	CCX7 BST Development Plans	<ul style="list-style-type: none"> <li>• Area marketing plan</li> <li>• New nursery website pages</li> </ul>

<p>5.4</p> <p><b>Low</b></p>	<p>Children's Centres act as first point of contact.</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>• Snapshot data of footfall shows increasing use of Children's Centres</li> <li>• 1 mystery shopper exercise to test customer service and branding guidance – findings analysed, action plan where needed.</li> <li>• 1 audit to test quality of admin work in line with branding guidance, analyse findings and action plan where needed</li> </ul>	<p>CCX7BST</p>	<ul style="list-style-type: none"> <li>• Monitor use of Children's Centres as first point of contact via snap shot weeks</li> <li>• Customer Service charter</li> <li>• Branding guidance</li> <li>• Follow up from mystery shopper and audit where needed</li> </ul>
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### Key Function 6 - Working with Early Years Settings

No	Strategic Aim	Performance Indicator	Key Targets	Which Plans	Key Work Areas
6.1   <b>Low</b>	To offer appropriate support for child minders.	N/A	<ul style="list-style-type: none"> <li>• Link with CMBC E Bulletin to promote specific information relevant to Childminders</li> <li>• Work with QUIISO team to identify any relevant support we can offer</li> <li>• Attend Early Years Network meetings</li> </ul>	CCX7 SLT	<ul style="list-style-type: none"> <li>• Work with Quality Improvement and Support Officers (QISO)</li> <li>• Offer appropriate support for child minders</li> <li>• Provide Children's Centre venues to deliver childminder groups where there is a need</li> </ul>
6.2   <b>Med</b>	Work in partnership with early years settings.	Take up of 2 / 3 / 4 year old places	<ul style="list-style-type: none"> <li>• Link with CMBC E Bulletin to promote specific information relevant to Early Years settings</li> <li>• Work with early years settings where children attend Children's Centre day care and another setting to share progress</li> <li>• Work with QUIISO team as per the SLA</li> </ul>	CCX7 SLT	<ul style="list-style-type: none"> <li>• Work with QUIISO as per SLA</li> <li>• Work with local early years settings to promote services their families can access</li> <li>• System in place for children in dual settings</li> <li>• Attendance on a rota basis at six meetings per year</li> </ul>
6.3   <b>Med</b>	Children and parents/carers are appropriately supported through the transition process.	Foundation Stage Profile data – GLD and narrowing the gap group % parents who believe Children's Centres have had a positive impact on child's health and well-being.	<ul style="list-style-type: none"> <li>• Work with schools to ensure effective transition procedure</li> <li>• Embed use of Early Essence database to track progress from start in Centre to transition</li> <li>• Use Early Essence to produce accurate transition reports</li> <li>• Work with linked schools to track children's progress once left the Children's Centre</li> </ul>	CCX7 SLT Development Plans	<ul style="list-style-type: none"> <li>• Preparation for transition</li> <li>• Links to schools and other settings</li> <li>• Internal transition</li> <li>• Data sharing system in place with linked schools</li> <li>• Termly system in place to analyse Early Essence data</li> <li>• Termly meeting with schools where appropriate to agree transition learning points</li> </ul>

## Key Function 7 - Safeguarding

No	Strategic Aim	Performance Indicator	Key Targets	Which Plans	Key Work Areas
<p>7.1</p> <p style="text-align: center;"><b>High</b></p>	<p>To ensure the culture of safeguarding is embedded and robust.</p>	<p>Section 11 audit completed annually as a condition of contract</p>	<ul style="list-style-type: none"> <li>• 1 leads meeting per quarter</li> <li>• One review of policy during year</li> <li>• All staff e-learning safeguarding training recorded on Cascade.</li> <li>• 100% new employees to have two references and DBS check</li> <li>• Internet safety promoted via Family Learning and website</li> <li>• Safeguarding leads maintain a full staff safeguarding training list</li> <li>• Internal safeguarding training provided as appropriate</li> </ul>	<p>BST SLT FST FLT CCX7</p>	<ul style="list-style-type: none"> <li>• Leads meetings</li> <li>• Policy review</li> <li>• Staff training and induction</li> <li>• Recruitment and selection</li> <li>• Internet safety promoted with courses on website</li> <li>• Internal safeguarding as appropriate i.e. admin training</li> <li>• Undertake quarterly random audit of case files</li> </ul>
<p>7.2</p> <p style="text-align: center;"><b>High</b></p>	<p>To ensure the culture of health and safety is embedded and robust.</p>	<p>CHAS Accreditation annually as a condition of contract</p>	<ul style="list-style-type: none"> <li>• 1 leads meeting per quarter</li> <li>• One review of policy during year</li> <li>• Have all mandatory staff training recorded on Cascade by the end of the year.</li> <li>• 100% buildings health and safety checks carried out as per schedule</li> <li>• CHAS reaccreditation complete by end of quarter 2</li> <li>• Quarterly safety message agreed at SLT</li> </ul>	<p>SLT FST FLT CCX7 BST</p>	<ul style="list-style-type: none"> <li>• Leads meetings</li> <li>• Policy review</li> <li>• Staff training and induction</li> <li>• CHAS</li> <li>• Buildings responsibilities</li> <li>• Business continuity plan</li> </ul>

## Key Function 8 - Business Function

No	Strategic Aim	Performance Indicator	Key Targets	Which Plans	Key Work Areas
8.1       <b>Medium</b>	Ensure systems are in place to effectively deliver the Children's Centre contract.	HR information submitted to CMBC quarterly.	<ul style="list-style-type: none"> <li>• SLT meet bi-monthly</li> <li>• Contract management meeting with CMBC quarterly</li> <li>• AMT meet every two weeks</li> <li>• Individual teams meet at least 6 times per year</li> <li>• All appraisals complete by end of July and reviews by end of February</li> <li>• Annual paperwork check completed by end of April</li> <li>• All supervisions meet minimum standards</li> <li>• Training plan reviewed and new plan developed</li> <li>• HR support used as needed</li> <li>• Review Cascade's capabilities and implement phase 2</li> </ul>	CCX7 BST SLT FLT FST	<ul style="list-style-type: none"> <li>• Contract management</li> <li>• Regular team meetings</li> <li>• Appraisal</li> <li>• Supervision</li> <li>• Training plan in place</li> <li>• HR support and database</li> </ul>
8.2       <b>Med</b>	Efficient systems in place for, budget management and administrative support.	Financial information submitted to CMBC quarterly.	<ul style="list-style-type: none"> <li>• Quarterly budget monitors held and systems in place to ensure budget targets are met</li> <li>• Payroll operates effectively</li> <li>• Auto-enrolment assessed monthly</li> <li>• Administration support given to the wider team, aiming for 90% of work book requests to be completed on time</li> <li>• Day care debt assessed in Q4</li> <li>• Procurement role to identify contracts that are due for renewal at the end of June 17 and give notice periods when required or extend contract as applicable</li> </ul>	CCX7 BST SLT FLT	<ul style="list-style-type: none"> <li>• Budget monitors</li> <li>• Payroll</li> <li>• Work book requests</li> <li>• Day care income</li> <li>• Procurement</li> </ul>
8.3       <b>Low</b>	Manage the impact of service delivery on the environment.	N/A	<ul style="list-style-type: none"> <li>• Bronze environment award in place and area team adhering to it. Investigate moving to silver award</li> </ul>	CCX7 BST SLT	<ul style="list-style-type: none"> <li>• Environmental award and adherence to this</li> </ul>
8.4	Systems in place for data collection to ensure we are meeting contract	N/A	<ul style="list-style-type: none"> <li>• Quarterly data input and analysed by target dates. Information used as part of performance management cycle to target services</li> </ul>	SLT Development Plan	<ul style="list-style-type: none"> <li>• Quarterly contract report</li> <li>• Bi annual performance management meeting</li> </ul>

<b>Low</b>	requirements.				
8.5 <b>Low</b>	Ongoing role of North Halifax Partnership board as governing body.	N/A	<ul style="list-style-type: none"> <li>• Children's Centres represented at 100% of NHP Board meetings</li> <li>• Relevant reports submitted to NHP Board. Overall decisions made on key areas</li> <li>• Children's Centre subgroup meet monthly to provide challenge, support and decisions to NHP Children's Centres</li> <li>• NHP policies and working practices reviewed annually</li> <li>• Undertake quality for health quality assurance assessment</li> </ul>	SLT	<ul style="list-style-type: none"> <li>• Relevant staff attend Children's Centre Sub Group meeting</li> <li>• Submit relevant reports as requested</li> </ul>