



North Halifax Partnership

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

Core Services: 01422 251090

Website: 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
01/07/2017 – 31/03/2018**

Introduction

Background

North Halifax Partnership Ltd became a registered charity in October 2016. The Charity's vision is for *a stronger North Halifax and a better future for all generations*. The Charity's purpose is *to support individuals from cradle to grave, and to carry out activities which relieve poverty and disadvantage, promote health and wellbeing and strengthen communities*.

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

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

- Neighbourhood management
- Staying Well
- 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

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 1st 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 was a 3 year contract but in early 2017 CMBC agreed to extend the contract until March 2019. This is therefore a 9 month Business Plan from 01.07.2017 – 31.03.2018 to bring it in line with financial procedures.

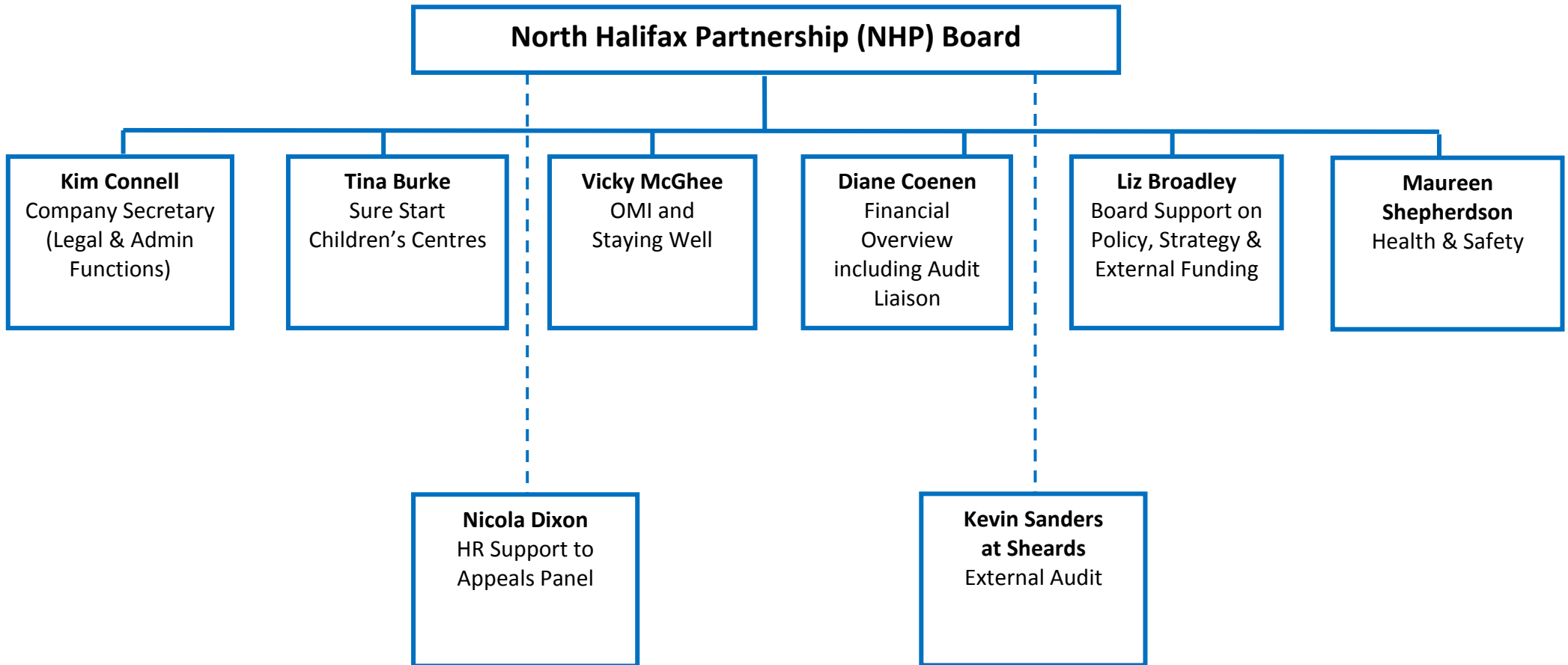
This contract is managed by a quarterly review meeting with the Local Authority. About 10 days before this, we are asked to submit a data set of performance indicators relating to performance which are then discussed at the meeting. These performance indicators are shown in the plan.

Almost three 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.

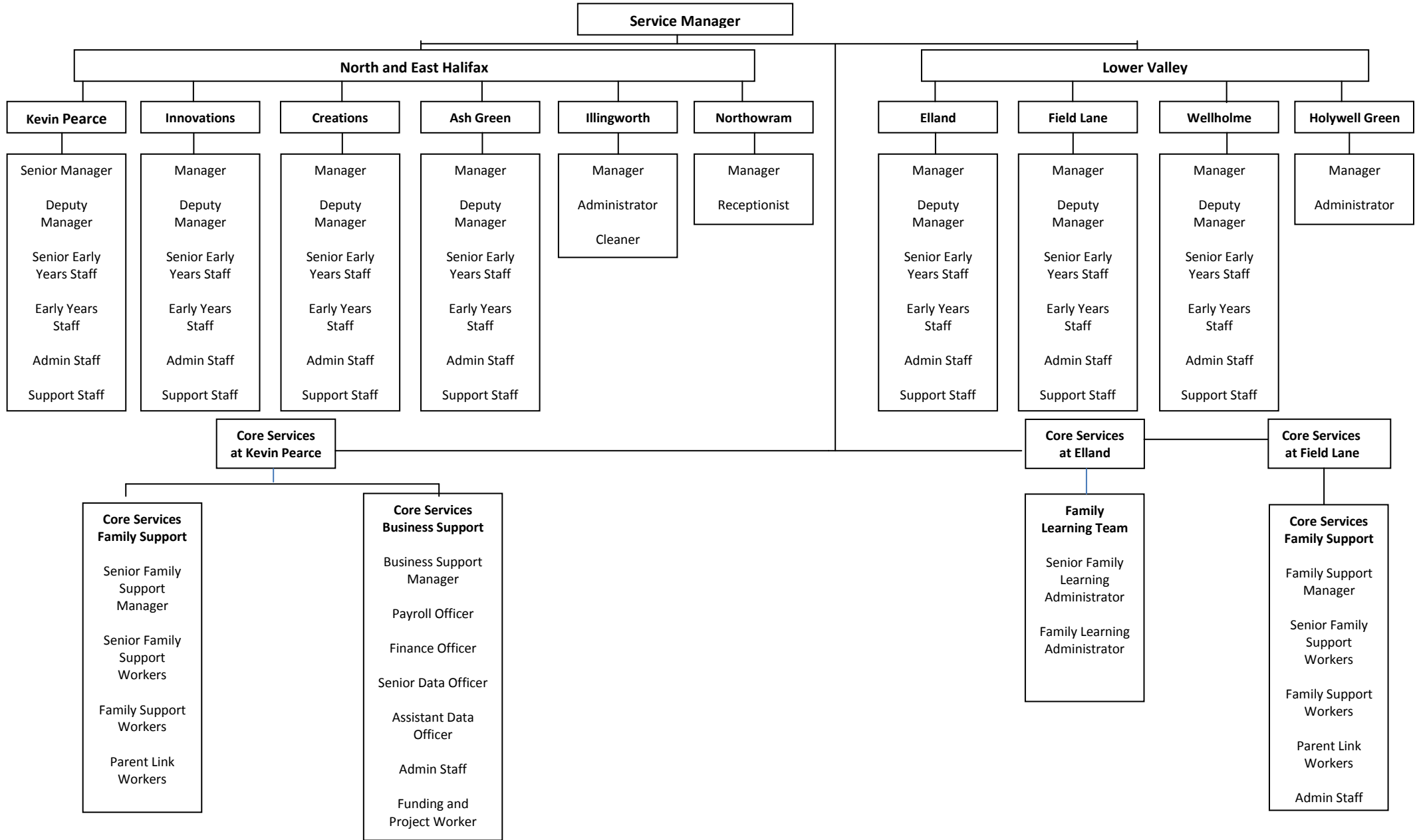
The team structure is shown on page 5

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.



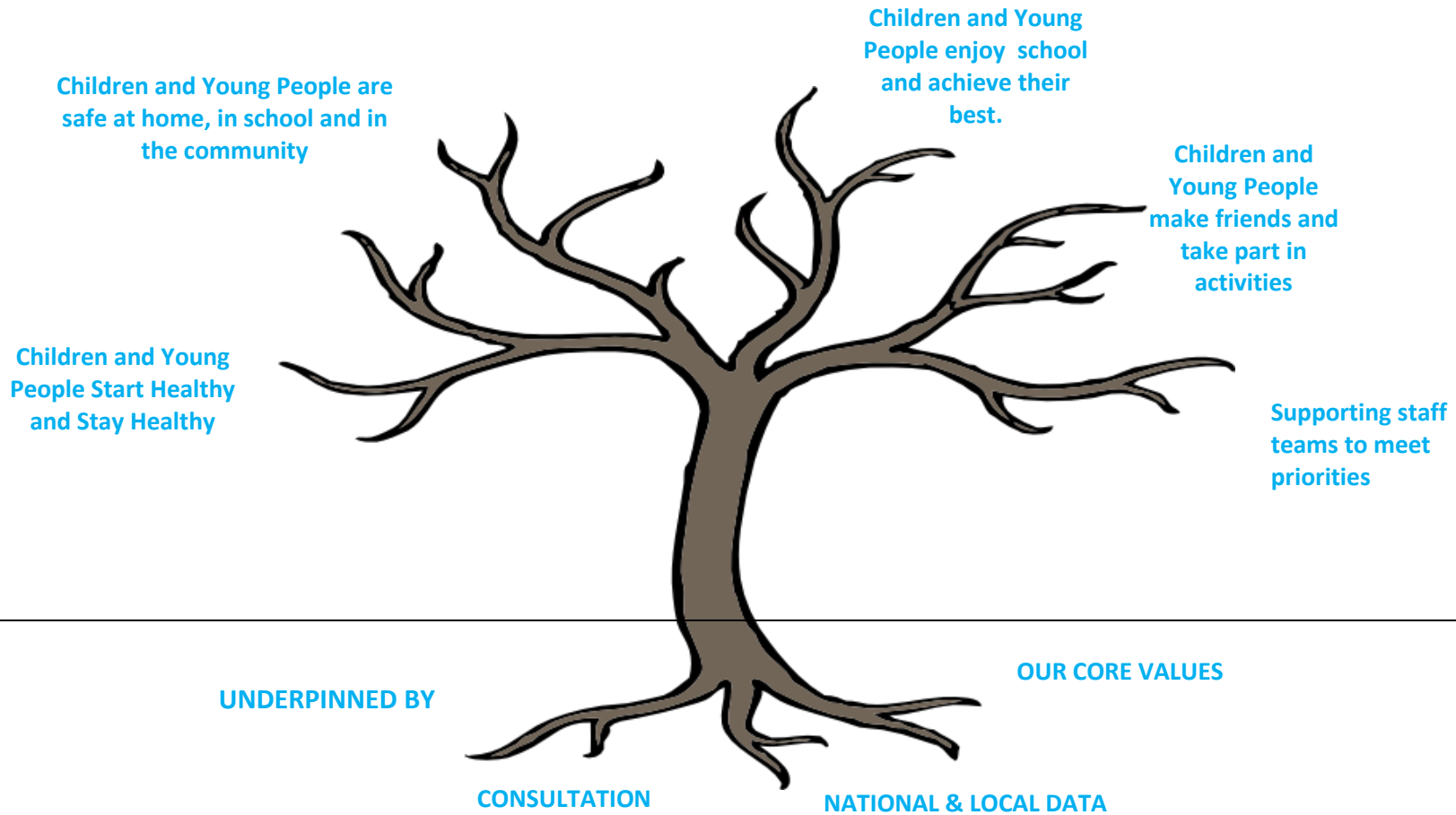
SURE START CHILDREN'S CENTRES NORTH HALIFAX PARTNERSHIP WHOLE TEAM STRUCTURE



Note 3 Children's Centre Managers cover more than one Centre, with Kevin Pearce having a Senior Children's Centre Manager who manages the three Children's Centre Managers.

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.”



Current Position

At the time of writing, we have completed 2 years and 10 month's delivery of a three year contract which started on 1st July 2014.

Key Achievements:

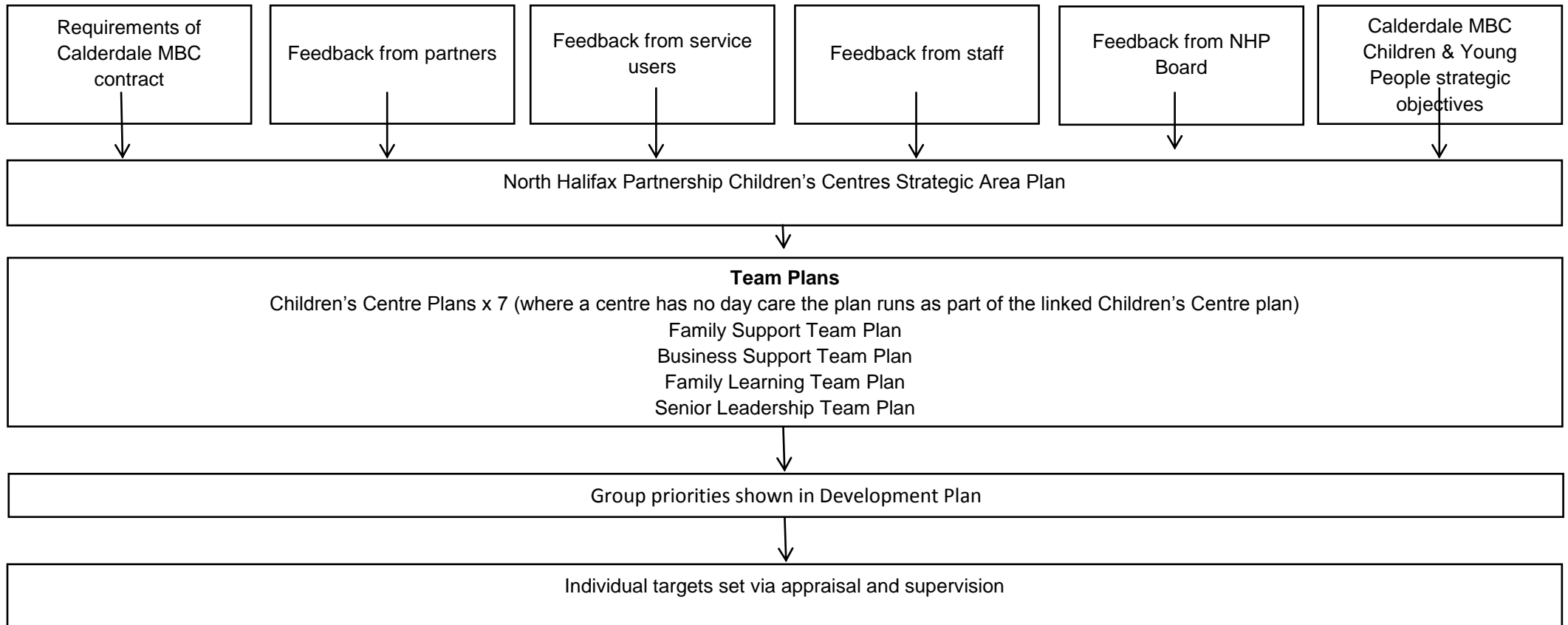
- Receiving the contract extension
- OFSTED outcomes – all daycares that have been inspected have received Good or Outstanding
- Receiving the Food for Life Awards
- Receiving the Quality of Health Award
- Biannual contact exercise – contact rate in both Lower Valley and North & East was 88%
- Increased registration rate in Lower Valley
- Work Club in Elland – some attendees moved into employment
- Family Learning completion rate target has been achieved
- Feedback from parents and families continues to be excellent
- Facilitated volunteers into moving into paid work
- Successful project with Speech and Language Therapist
- Opportunities to skill up staff to progress through the structure
- Effective budget management
- A range of staff incentives have been introduced
- NHP have sustained a stable Senior Management Team

Potential challenges in the next year:

- Managing a further reduced budget
- Continuing to maintain the current level of contact with families and registration rates
- Implementing 30 hours funding in daycare
- Maintaining or increasing daycare occupancy
- Recruitment and retention of staff across all teams
- Reduced deprivation supplements for 2 year EEF children
- Sourcing external funding opportunities
- Continuing reductions in external services
- SEN/D-Catch future
- Impact of changes to Public Health Early Years Service (PHEYS) provider

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 (783 parents were consulted), partners (24 responses) and 154 staff members. For each strategic aim the key work areas are outlined in this plan. 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
PHEYS	Public Health Early Years Service
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)
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"> - Registration at first point of contact - Speech and Language work - Work with health services to improve health outcomes - Support healthy lifestyles - Antenatal and postnatal support - Weaning - Smoking cessation - Delivery of high quality day care - Deliver family learning to improve outcomes - Support parents to return to work - Dental health 	<ul style="list-style-type: none"> - Universal and targeted groups in Children's Centres - Use of local venues and specialist services - Bi Annuals - PLW priorities - Signposting to other services - Work with partners - Identify gaps in provision - Delivery for over 5's supports access by younger children - Dads - Sustained & meaningful contact 	<ul style="list-style-type: none"> - Parenting courses - Referral and allocation of Family Support work - Support offered to families through onsite daycare provision - Links to intervention early panels - Use of EISA - Promotion of breastfeeding - Short breaks - Support for contact - Support for children with SEND 	<ul style="list-style-type: none"> - Needs analysis - Appropriate data sharing - Funding opportunities 	<ul style="list-style-type: none"> - Consultation - Voice of the child - Impact evaluations - Parents feedback - Advisory boards - Area marketing plan - Children's Centre as first point of contact - Role of NHP board - Volunteering - Sessional - Apprentice - Students - Work experience 	<ul style="list-style-type: none"> - Links with early year settings - Transition planning - Appropriate support for Childminders 	<ul style="list-style-type: none"> - Safeguarding policies and procedures - Safeguarding training - Safe recruitment and selection - Leads meetings (safeguarding and health and safety) - CHAS registration - Health and safety training
<p>All 7 targets are underpinned by our business function (Key function 8)</p> <ul style="list-style-type: none"> - Effective use of Area Management Team, Senior Leadership Management Team, Away days, Team Meetings, Supervision and Training - Efficient systems for Payroll, Human Resource Support, Budget Management and Administrative Support - Environmental Impact 						

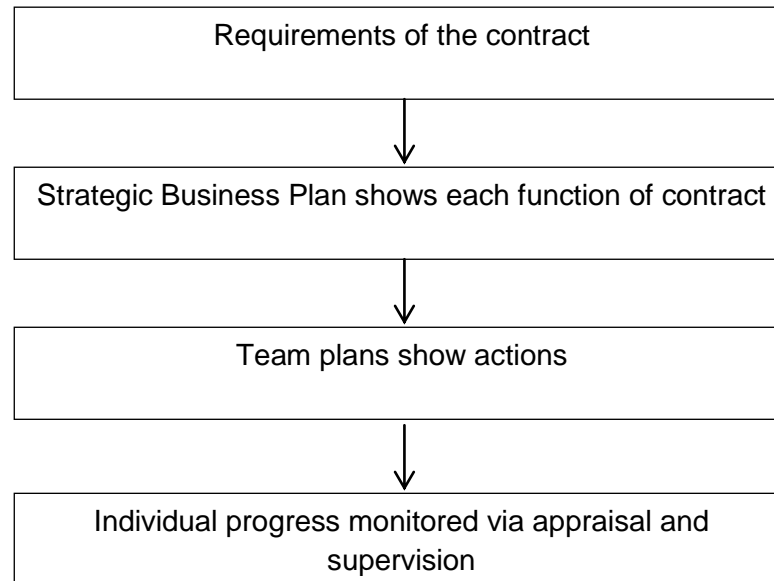
The strategic aims under each function show the planned areas of work to meet each function in the contract. The contract is managed by a quarterly meeting before which a set of Performance Indicators is submitted. The plan which follows shows where a strategic aim contributes to a Performance Indicator.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

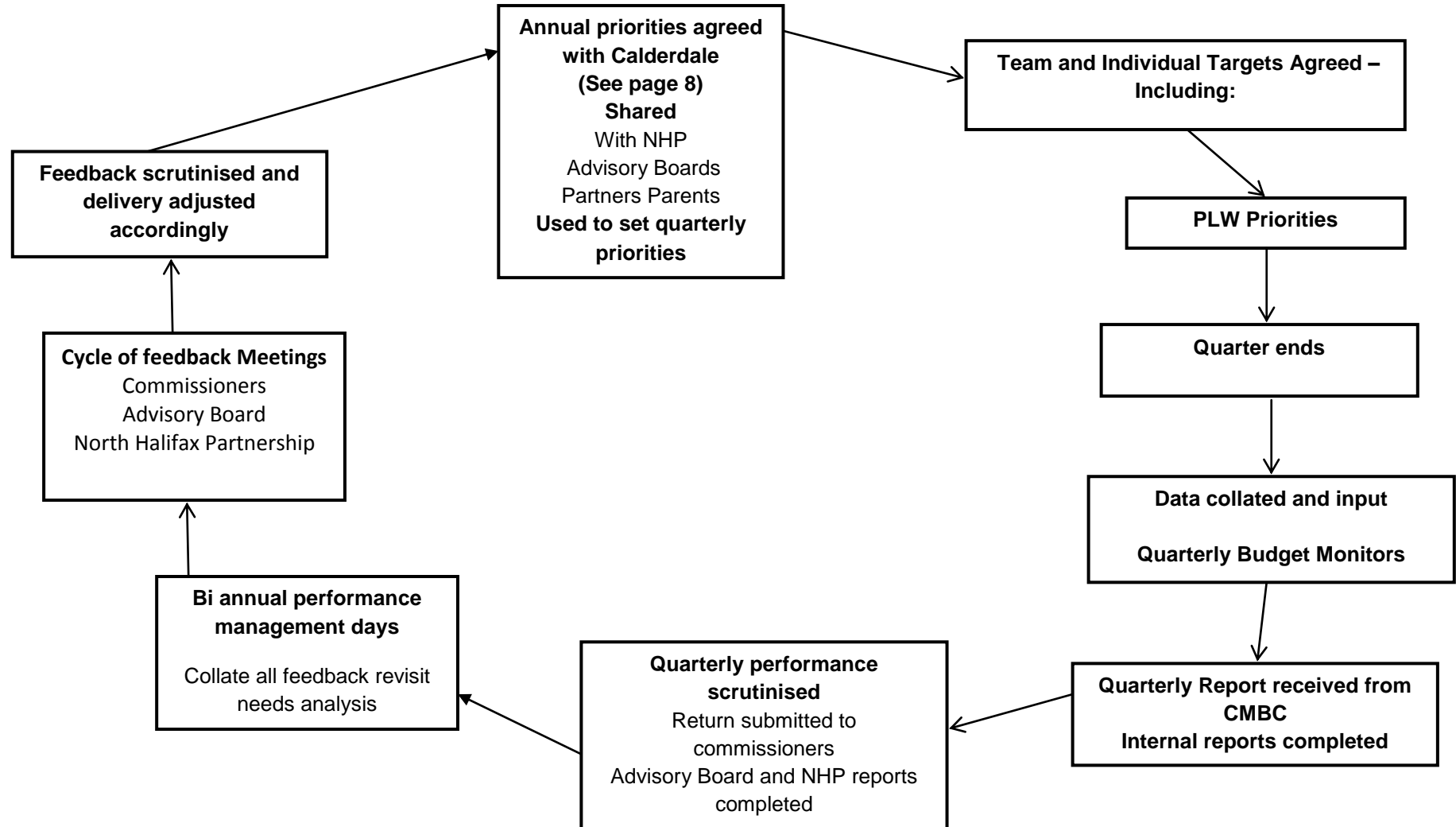
The “golden” thread running from the strategic business plan to individual team plans and individual appraisal and supervision targets means that there is clear accountability.

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 14.

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



Key Function 1 - Improving Outcomes

No	Strategic Aim	Performance Indicator (if there is one linked to it)	Key Targets	Which Plans	Key Work Areas
1.1 Low	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"> NE maintain current March 17 registration rate of 92% LV increase current (as at March 2017 76%) registration rates by 2% each quarter 	CCX7 FLT FST BST Development Plans	<ul style="list-style-type: none"> Registration when first access services e.g. home visit, groups Use every available opportunity to register families, more promotion of online registration Collation of new birth data to ensure parents are contacted
1.2 Med	Work with health services to improve outcomes for families.	Breastfeeding 6 – 8 weeks Smoking in pregnancy at delivery	<ul style="list-style-type: none"> Reduction in smoking in pregnancy (North & East and Field Lane) Increase in breastfeeding rates as per development plans Raise parental awareness about tooth decay/oral health To work with Locala who have the PHEYS contract to identify ways of working. Each team/CC to have a named breastfeeding champion to promote breastfeeding and the Peer Support role. Deliver Getting Ready for Baby in partnership with Locala Health Visitors 	CCX7 FST SLT Development Plans	<ul style="list-style-type: none"> Smoking cessation Breastfeeding Ante and post-natal support Work with partners on joint targets In groups and daycare promote good oral hygiene Delivery of Getting Ready for Baby with Health Visitors
1.3 Low	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"> Access to weaning advice Offer 6 courses per Ofsted group linked to health and wellbeing with at least 65-79% completion rate of those booked on Health message each quarter linking to data Raise staff's awareness about what services are available locally to support mental health and wellbeing 	CCX7 FST FLT	<ul style="list-style-type: none"> Promote quarterly health messages Weaning – data captured by low level advice given in nursery/groups/ Health Visitor sessions/ weaning sessions/ newsletter FLT courses Develop a resource file for staff to use
1.4 High	Deliver high quality day care.	Foundation Stage Profile results - good level of development and narrowing the gap. Occupancy.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"> Occupancy at 80% in funded periods as per staffing Develop a working group looking at the 30 hours for 3 year olds ready for September. Ensure all daycares are meeting the requirement of the reviewed EYFS statutory framework including meeting the requirements for promoting physical activities. 	CCX7 SLT	<ul style="list-style-type: none"> Maintain occupancy Set up a working group to look at 30 hour offer, flexible staffing, marketing Implement the revised EYFS framework Termly SALT cluster meetings

					<ul style="list-style-type: none"> • Delivery of FAST programme
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"> • Pathways to employment and learning journeys to be undertaken with parents who are Sessional/volunteers or on a Pathway to Work – to complete 6 per year • Long term outcomes collated via case studies – aiming to complete 3 per year • Aim to have 65-79% completion rate on employability courses and accredited training • Deliver weekly Work Club at Elland Children's Centre • Maintain sessional staff list and support into employment • Aim to have 5 apprentices over the year • Ongoing management of volunteers aiming to have 15 in placement in this plan year 	CCX7 FST FLT SLT Development Plans	<ul style="list-style-type: none"> • Relevant signposting • Offer employability courses • Identify routes to employment using the pathways tool and learning journeys • Offer termly programme of accredited courses • Sessional • Apprentice • Volunteers • Students • Work experience • Advertise NHP vacancies in Centres, website and Friday Flyers • Signposting to OMI for Job Clubs
Med					

Key Function 2 - Universal vs Targeted

No	Strategic Aim	Performance Indicator (if there is one linked to it)	Key Targets	Which plans	Key Work Areas
2.1 Low	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"> Ongoing analysis of groups to ensure fit for purpose Increasing engagement of target groups at stay and play groups so that 50% of attendance at all groups is from target families 	CCX7 FST SLT BST Development Plans	<ul style="list-style-type: none"> Universal groups – targets set in team plans Signposting families to services and capturing on CCM Request and extract data from CCM to plan services effectively for target groups
2.2 Low	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"> Relevant partners meetings attended Local Advisory Boards meet one per term in North and East and Bi-Annually in Lower Valley. 	SLT BST	<ul style="list-style-type: none"> Partners mail outs Effective use of relationships with partners Effective use of buildings Use of community buildings to support accessibility Partner consultation
2.3 Medium	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"> Each event has clear goals to establish who we are targeting and measure attendance Aiming to achieve at least 80% contact rate for biannuals Quarterly PLW priorities set A large majority (65-79%) of families/parents who start a course finish it 	CCX7 FST FLT Development Plans	<ul style="list-style-type: none"> Targeted events Biannuals PLW priorities Community events Improving attendance at Family Learning courses Generate additional funding to deliver innovative ways to engage target groups

Key Function 3 - Evidence based approach to Family Support

No	Strategic Aim	Performance Indicator (if there is one linked to it)	Key Targets	Which plans	Key Work Areas
3.1 Med	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"> Contact made with families within 14 days of allocation 100% of families with ongoing support reviewed after six months Revisit the system to monitor the time families are supported via daycare and roll out to those who are not yet doing this 100% of families have a written agreement Referral accepted from parent, Early intervention panel and partners 	CCX7 FST SLT	<ul style="list-style-type: none"> Allocation and monitoring of Family Support work Support families in crisis Attendance at panels To deliver the six monthly review process
3.2 Med	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"> Deliver 6 Strengthening Families Strengthening Communities courses, each course aiming for 75% of parents/carers to complete 9 out of 12 sessions 	FST	<ul style="list-style-type: none"> Deliver Strengthening Families Strengthening Communities courses
3.3 Med	Work with partners to provide specialist support to children with additional needs.	N/A	<ul style="list-style-type: none"> Implement the Short Breaks procedure identified by CMBC Continue to monitor local SEN offer in day care Deliver Saturday Splat group and maintain an average of 6 families attending each session, 50% of attendees to be from the Lower Valley Increase staff knowledge around services that support SEND 	CCX7 FST	<ul style="list-style-type: none"> Delivery of Short Breaks offer Day care to deliver local SEND offer Develop quarterly area SENCO leads meeting Promote Saturday Splat group across the whole area Signpost families to other local organisations around SEN e.g. Unique Way
3.4	To provide a venue for contact sessions as agreed.	N/A	<ul style="list-style-type: none"> Review contact arrangements with CMBC 	CCX7 SLT	<ul style="list-style-type: none"> To provide agreed number of contact sessions

Low			<ul style="list-style-type: none"> • Monitor uptake 		
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Key Function 4 - Know the Community to Deliver the Right Services

No	Strategic Aim	Performance Indicator (if there is one linked to it)	Key Targets	Which plans	Key Work Areas
4.1 Low	Regularly analyse all available data to identify key priorities for service delivery.	N/A	<ul style="list-style-type: none"> • Hold two performance management days. Actions and deadlines agreed 	SLT BST FLT Development Plans	<ul style="list-style-type: none"> • Implement performance management cycle • Identify appropriate support package for target groups
4.2 Low	Measure the impact of services.	N/A	<ul style="list-style-type: none"> • Undertake rolling programme of impact evaluations • Use Performance Management Days twice yearly to reflect and analyse impact • Complete case studies on work undertaken with families to evidence impact • Aim to get feedback from 100% of families where ongoing family support is in place 	CCX7 SLT FLT FST	<ul style="list-style-type: none"> • Analyse Impact evaluations at Performance Management Day • Collation of case studies in line with locally agreed targets • 3 month/6 month call backs (FS Team)
4.3 Med	Use external funding opportunities to enhance service delivery.	N/A	<ul style="list-style-type: none"> • Identify projects which could progress if funding allows to enhance the service already delivered • Target of applying for up to 4 bids per year with the aim of one linked to improving mental health and wellbeing. 	BST	<ul style="list-style-type: none"> • Identify lead staff member at point of bid being agreed • Projects identified to support all areas of the service

Key Function 5 - Children's Centres as Community Hubs

No	Strategic Aim	Performance Indicator (if there is one linked to it)	Key Targets	Which plans	Key Work Areas
5.1 Low	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"> • Re-establish the system that collates all consultation quarterly and share with SLT 	SLT FST FLT BST CCX7	<ul style="list-style-type: none"> • Annual consultation • Ongoing consultation • Parents Forum • Advisory Boards • Catch the comments/raise a concern/complaints • Voice of the child • Evaluation of courses and activities • Evaluation at the end of family support • Facebook feedback • Website feedback
5.2 Low	Ensure the community are aware of Children's Centre services.	N/A	<ul style="list-style-type: none"> • To attend external community events delivered by partner agencies to increase awareness of Children's Centres • To have a yearly marketing plan 	CCX7 BST Development Plans	<ul style="list-style-type: none"> • Babies First Year Pack (Lower Valley) • Attending local school events • Keep marketing tools up to date e.g. website, Facebook, leaflets etc. •
5.3 Low	Children's Centres act as first point of contact.	N/A	<ul style="list-style-type: none"> • Snapshot data and footfall to show increasing use of Children's Centres • 1 mystery shopper exercise to test customer service and branding guidance – findings analysed, action plan where needed. • 1 audit to test quality of admin work in line with branding guidance, analyse findings and action plan where needed 	CCX7BST	<ul style="list-style-type: none"> • Customer Service charter • Branding guidance • Follow up from mystery shopper and audit where needed • Footfall data submitted quarterly to CMBC

Key Function 8 - Business Function

No	Strategic Aim	Performance Indicator (if there is one linked to it)	Key Targets	Which plans	Key Work Areas
8.1 Medium	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"> • All appraisals complete by end of August and reviews by end of March • All supervisions meet minimum standards • Training plan reviewed and new plan developed to include access to mental health awareness training or sessions on how to look after yourself • Cascade to continue to be developed further • Staff survey undertaken annually. Results analysed, actions highlighted to be embedded where possible • Deliver New to NHP session each quarter • IT contract monitored and reviewed annually • Staff sickness monitored monthly 	CCX7 BST SLT FST	<ul style="list-style-type: none"> • Appraisal • Supervision • Training plan in place • HR support and database • Staff survey • Develop personnel file system on cascade
8.2 Med	Efficient systems in place for, budget management and administrative support.	Financial information submitted to CMBC quarterly.	<ul style="list-style-type: none"> • Quarterly budget monitors held and systems in place to ensure budget targets are met • Day care debt assessed in Q4 to see if new daycare payment policy has had an impact 	CCX7 BST SLT FLT	<ul style="list-style-type: none"> • Budget monitors • Day care income
8.3 Low	Systems in place for data collection to ensure we are meeting contract requirements.	N/A	<ul style="list-style-type: none"> • Quarterly data input and analysed by target dates. Information used as part of performance management cycle to target services 	SLT BST Development Plan	<ul style="list-style-type: none"> • Quarterly contract report • Bi annual performance management meeting
8.4 Low	Ongoing role of North Halifax Partnership/OMI board as governing body.	N/A	<ul style="list-style-type: none"> • Children's Centres represented at 100% of NHP Board meetings • Relevant reports submitted to NHP Board. Overall decisions made on key areas • Children's Centre subgroup meet monthly to provide challenge, support and decisions to NHP Children's Centres, including feedback from quarterly advisory board meetings • NHP policies and working practices reviewed annually 	SLT	<ul style="list-style-type: none"> • Relevant staff attend Children's Centre Sub Group meeting • Submit relevant reports as requested