

Seashells Business Plan

2010-11

**Sure Start
Children's Centres**



Sheerness Children and Families Centre

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1) Executive Summary

Seashells is located in Sheerness on the Isle of Sheppey. Sheppey lies off the coast of North Kent and is represented by a relatively isolated group of communities characterised by manufacturing and tourist industries predominantly.

KCC has ranked Seashells catchment area as the 101st most deprived of 102 children centre areas in Kent. Sheerness faces many challenges and in particular the Index of Multiple Deprivation 2007 (IMD 2007) indicates that education and skills score very poorly with more than half the town ranking in the worst 5% in the country. Against all deprivation measures under the IMD 2007, Sheerness ranks amongst those in the worst 20% nationally.

Figures from the DWP also show that more than 40% of 0-4 year olds live in households dependent on workless benefits. This figure is the second highest for any children's centre catchment area in Kent. There are many other areas of concern too including breastfeeding take up, Early Years Foundation Stage Profile results and hospital admissions by children and young people.

2) Vision & Values

Seashells vision and values are:

Children and families are our reason for being here, we

Help to support children, parents, carers and families and

Involve the local community

Learning new skills and enhancing existing ones is part of our work in

Developing & delivering quality services that make a positive difference. We all try to

Respect and understand each other

Every Child Matters. Our role is to

Nurture children and families

Our objectives are to:

Ensure we reach those members of our community who are –

- Lone parents
- Teenage mothers or pregnant teenagers
- Children <5 from workless households
- Children <5 from BME groups
- Disabled children
- Disabled carers
- Fathers

and to:

- Reduce the % of children in reception year who are obese
- Increase the % of infants being breastfed at 6-8 weeks from birth
- Increase the % of children who achieve a total of at least 78 points across the EYFSP with at least 6 points scored in each of the PSED and (CLL) scales.
- Reduce the % gap between the lowest achieving 20% in the EYFSP and the rest.
- Reduce the % of children aged 0-4 living in households dependent on workless benefits
- Increase the % of eligible families benefiting from the childcare element of Working Tax Credit
- Reduce the rate of emergency hospital admissions caused by injuries to children & young people
- Increase the level of parental satisfaction

3) Context of the Children's Centre

Seashells is based in Sheerness, the principle town of the Isle of Sheppey. According to the census 2001, Sheerness has a population of 11,654 people and of these we have 1,005 0-4 year olds based on the latest figures from KCC. The town is predominantly British White with over 96% people falling within this category (Census 2001). We do have some evidence that suggests this proportion is declining though as our latest figures indicate that around 94% of our registered children are British White. The greatest increase we've seen seems to be in Eastern European families from Poland in particular but also Latvia and the Ukraine.

The census 2001 identifies that owner occupied housing is significantly below the South East level:

Sheerness East - 63.19% (73.96% in the SE)

Sheerness West - 46.56% (73.96% in the SE)

with private rented and social housing significantly above the South East and National trends.

The town is home to Sheerness Docks, a deepwater port specialising in fresh produce, new vehicles and forest products. The docks along with the local steel mill and tourist industry are significant employers in the town. It is very concerning that more than 40% of 0-4 year old children come from households dependent on workless benefits (DWP 2007) and we expect these figures may well have become much worse in the current economic climate.

Sheerness scores very poorly against the Index of Multiple Deprivation 2007 (IMD 2007), falling within the top 20% of most deprived towns in the country. Through the use of MOASIC alongside the IMD 2007, KCC have identified that Sheerness is the second most deprived Children's Centre catchment area out of 102 in the county.

4) Governance & Leadership

Seashells is a multiagency children's centre housing the following co-located services:

1. **Sure Start Sheerness** – a multiagency team working toward children's centre objectives
2. **Sheerness Children & Families Centre Ltd (SCFC Ltd)** – a charitable organisation running the building, nursery and additional services for which funding can be secured in order to meet children's centre objectives
3. **Family Action (Young Persons Project)** – a charitable organisation commissioned by Eastern and Coastal Kent PCT (E&CK PCT) to provide a Child & Adolescent Mental Health Service (CAMHS)
4. **Family Action (Family Support)** – commissioned by KCC to provide family support services
5. **Sheppey Health Visitor Team** – E&CK PCT Health Visitor Team for Sheppey delivering the local Health Visiting service

One and Two above work very closely together as outlined below in order to meet the objectives as set out in this plan. They also work in partnership with three to five above in order to address common objectives.

Sure Start Sheerness' accountable body is Swale Borough Council, who is in turn accountable to KCC for delivering children's centre services. A partnership body known as the Children's Centre Steering Group guides the work of Sure Start Sheerness and has representatives from amongst: local parents, the voluntary & community sector and statutory agencies.

Sure Start Sheerness is managed by a Director employed by Swale Borough Council. The rest of the team are seconded from a variety of statutory and voluntary sector organisations in order to provide a full range of child and family focussed services addressing children's centre objectives. Services provided include: health visiting, oral health, books work, play & learn scheme (PALS), Home Start, volunteering support, speech and language therapy, qualified teacher and family support services.

SCFC Ltd has a board of directors composed of the Chief Officer of Kent Savers, the Head Teacher of the local federation of primary schools and the Director of the local CVS. The company is registered as a charity and its charitable objects include pursuing the Every Child Matters agenda. SCFC Ltd has a Centre Manager and a Nursery Manager running the building, childcare and other family focussed services within Seashells. Services include: out of school hours clubs (breakfast club, holiday play scheme, after school club), full day care nursery for up to 60 places and at least 50 hours per week, crèche bank facility, speech & language therapy, dads work, breast feeding peer support, lactation consultant, qualified teacher and doorstep library.

Sure Start Sheerness and SCFC have a joint Senior Management team composed of the Director, Centre Manager, Nursery Manager, Children's Centre Teacher, Oral Health Promoter and Events, Publicity & Monitoring Officer.

SCFC Ltd also works in partnership with others to provide additional services from Seashells including: midwifery clinics, Job Centre Plus service, childminding network coordination, KCC Child and Family Social Services, KCC Specialist Teaching Service and Swale CAB.

5) Parental involvement & influence

How Services Users Views Influence Services

Each year a parental satisfaction questionnaire is undertaken. The results for the last few years are given below:

2006 (Mar) – 104 responses – 97% satisfaction
2007 (Mar) – 113 responses – 97% satisfaction
2008 (Mar) – 58 responses – 97% satisfaction
2008 (Nov) – 113 responses – 98% satisfaction
2009 (Nov) – 130 responses – 96% satisfaction

We are pleased to receive this level of positive feedback from parents and act on the suggestions and issues highlighted. We would like to reach as wide an audience as possible though so hope to increase our response rates. Our current distribution methods for the questionnaire include: copy sent to every registered family in Sheerness with the monthly newsletter; copies kept on reception and those waiting are encouraged to complete one; staff take them to their groups; and a copy is published on the website for anyone to access.

The Centre Steering Group has approximately one third of places reserved for mums, dads and carers. This is the primary board for agreeing the delivery of services from Seashells and meets at least 8 times a year.

The Parents Group meets weekly (only formally once per month, the other meetings are informal) and reports its discussions/requests to the Centre Steering Group. The Volunteering and Community Involvement Worker supports the Parents Group, helping them to set their agenda.

A suggestions box is kept in the reception area; comments, suggestions and ideas are gathered on an ad hoc basis from parents attending groups or trips; suggestions and feedback are also gathered via the website; and other ad hoc evaluations are undertaken.

In order to ensure the widest possible range of views are heard all staff are encouraged to pick up informal views and opinions as a part of their own engagement with groups and to feed those back either to the team meeting or to their manager. Many groups undergo a full written evaluation exercise by all participants – the results are passed to the Director and published around the Centre.

How Services Are Marketed

There are a variety of means through which families get to know about Seashells. The parents survey conducted in November 2009 indicated that the following were most important:

- Word of Mouth
- Health Visitor/Midwife
- Monthly Newsletter

A number of other methods were also highlighted, including: local newspapers, posters, Sure Start workers, schools, the Internet and colleges.

Clearly we are very reliant on local health professionals and those in the community who already know about us to market our existence. We consistently have in excess of 90% of our target families registered with us though so this is as a result of inertia and so most importantly we need to ensure that the range of services provided is marketed well too. The main methods for this are again through the monthly newsletter, website, notice board and via a text messaging service built in to our database.

How Services are Delivered to Meet Need

Seashells provides universal services but attempts to do so progressively so as to ensure that those with the greatest level of need receive additional service delivery. The chief mechanism for this is through outreach services such as Home Start who provide more parent focussed services or through PALS (Play & Learn Scheme) who provide more child focussed services. Where the concerns are more complex then we can also provide additional support through our family support workers, where necessary, in consultation with KCC Social Services. Sometimes the needs can be related to respite for the parent so we have been able to provide some free childcare to parents using the Nursery based in Seashells. We hope that the Common Assessment Framework (CAF) will provide a better methodology for meeting needs in a more holistic and formalised way once this has rolled out for early years in our area.

How Delivery is Monitored and Evaluated

Contacts with families are collected every month and entered onto our database, so for every registered family we will know who they've seen, when and how often. Statistics on the numbers of children, parents, pregnant mums seen by ethnicity and the proportion of children registered are produced every month and go to the Centre Steering Group each time they meet. We also

monitor the percentages we see from the hard to reach groups outlined under 2) above each quarter to ensure we're making progress against seeing as many of these people as possible. As of October 2009 we also now receive data against our objectives from KCC which will now directly inform the delivery of services.

Evaluation has been undertaken as an ad hoc element of service delivery on an ongoing basis. We are now implementing a formal activity evaluation scheme to provide ongoing feedback on satisfaction levels and in terms of how well we are perceived to be reaching our targets. We also complete a Self Evaluation Form each year to help us evaluate our services in the light of any statistical evidence available as to their potential impact. We also undertake an annual satisfaction survey to gauge local perception of the job we're doing.

6) Partnership working

Integrated Working

Sure Start Sheerness is an integrated team including: Books Worker, Health Visitors, Speech & Language Therapy TI, Community Nursery Nurse, Home Start Workers, Play & Learn Scheme Workers, Creche Workers, Qualified Teacher, Volunteering & Learning Coordinator & Family Support Workers. These staff are seconded from KCC, the NHS, Home Start, the NSPCC and Swale CVS.

The team is augmented by further operational staff from SCFC Ltd including: Dads Worker, Breast Feeding Peer Supporter and a Speech & Language Therapist. SCFC also part funds the qualified teacher mentioned above. In addition, we have been successful in recruiting fully funded additional support posts through the Future Jobs Fund (FJF) – a Government scheme helping the long term unemployed and especially 18-24 year olds into work.

These staff represent the core team at Seashells meeting the children's centre's objectives. They are all line managed by a member of Seashells senior management team and where appropriate for professional support, they also have a line manager from their seconding organisation. Team members all take part in team meetings once per week; one to one meetings with their line manager every 1-2 months and team away days twice per year. All staff may wear 'Seashells' t-shirts, have Seashells email addresses, IT, stationary and there is a strong sense of belonging to the Seashells/Sure Start children centre brand. Investors In People recognise and have validated our people management strategy.

Inter-Agency Working

The Centre Steering Group (CSG) as discussed above has representation from key agencies who oversee how we operate as a children's centre. These organisations include: E&CK PCT, KCC and Swale Borough Council.

Collaborative Working

We work collaboratively with a number of agencies delivering services from Seashells including:

- Swale CAB – We provide a CAB kiosk in our reception area.
- Job Centre Plus (JCP) – Operate out of Seashells providing
- The NCMA – use Seashells as a base for the provision of childminding network coordination services
- The local Midwifery Team - run ante-natal clinics from Seashells

- KCC Children's Social Services - provide supervised contacts for families
- The Specialist Teaching Service - run sessions from Seashells
- Other agencies such as Swale Borough Council run ad hoc surgeries on benefits advice

We also hold regular meeting (Partners In Multi-agency Management of Seashells PIMMS) with all those co-located in the building to discuss common issues.

7) Challenges & Opportunities

Access to Services and Challenges to Delivery

We've identified a number of barriers people face when trying to access our services and these include:

- Not knowing anyone else who attends Seashells (We have a network of 'friends' who should be able to help these parents by ensuring they have someone they can go with when attending Seashells for the first time; we will also allow them to bring along someone they know for support if they choose).
- Fear (Similar to the friends issue above but much more about staff awareness and reassuring parents that Seashells is a friendly place that can help them).
- Self confidence (An ongoing issue for many parents but especially with their first child; many of our groups provide a platform for confidence building, an opportunity for peer support and a medium through which experiences can be shared).
- Not knowing about Seashells (our registration rate is naturally a very dynamic thing with people move into and out of area and children being born and getting older but we have been able to keep it fairly consistent at 93/94% of the local population of 0-4s. We actively promote Seashells through the local newspapers, website, newsletter, fliers and any other means available to us).
- Location (Although Seashells is quite central to Sheerness its not equally convenient to all people so we do try to deliver a number of groups and activities from other venues such as Weenie Westminster and the Healthy Living Centre).
- Not wanting to be involved (we constantly try to project a positive image of Seashells with many 'good news' stories appearing in the local newspapers every month especially when we have big events such as the Family Fun Day or Christmas Party. If we can persuade people to read our newsletter or website by these means then we hope that most people will find something that they do want from Seashells but we also have to respect people's right to choose not to be involved if that's their decision).
- Language (We have a small but diverse BME population in Sheerness accounting for about 4% of our children. We have been able to access translation services where required and run an ESOL (English as a second language) course for parents from Seashells).

Opportunities

There is a long term (20 year) scheme to redevelop Sheerness Docks. We are trying to learn more about this through Peel Holdings to see how we might be able to influence the wider development and help them engage with the local community.

8) Keys to success

There are a number of issues that will drive success for us:

- Continued and enhanced engagement with the local community. We have a good relationship with the local community but have some concerns around over representation of some groups and under representation of others. We will be reviewing the Parents Group and trying to ensure a better mechanism for those that would like/ought to be represented on the group.
- Budgets have been decreasing for the last 3 years but we have been able to access some external funding. We intend to look at recruiting a Business Development Manager to ensure a systematic approach to raising funds in order to safeguard services.
- We are based relatively central to Sheerness but away from the High St area of the town and may be missing opportunities for engagement. We intend to review our High St presence in terms of the prominence and availability of leaflets and posters and consider new opportunities such as the Sheerness Gateway and the possibility of opening a charitable shop in a High St. location. This could serve the community by providing access to good quality second hand toys, clothing and equipment for children, provide a location for the delivery of some groups and activities and provide an income to support services.

9) People Development

Around 90 full time, part time and temporary staff are employed through Sure Start Sheerness and SCFC. There are also around 35 volunteers.

All Sure Start staff are effectively seconded to Seashells from their employing agency e.g. Eastern & Coastal Kent PCT, KCC etc. For professional roles a dual line management system is in place with professional support and supervision provided by the employing agency and day to day operational line management provided by a Seashells manager.

All SCFC staff are employed by SCFC directly and have a line manager within Seashells.

All staff have regular one to ones with their manager to ensure they receive the support they need, discuss issues and ensure that progress is being made against objectives. Regular team meetings are also held so that managers and staff can brief each other on common issues relating to Seashell's operation. We also hold two team away days each year which provide an opportunity for everyone to work together as a team, undertake joint learning and team building exercises.

Training opportunities are generally shared with all staff and they are asked to speak to their line manager if an opportunity comes up that they feel would help them to achieve their objectives. Some training is compulsory for some members of staff e.g. safeguarding training; and provision is made to ensure that all relevant staff are able to attend such training. We also try to encourage staff to pursue qualifications and have a number working toward degrees.

We intend to review our staff structure in the coming year and will be producing a new chart to reflect the combined Sure Start and SCFC team.

Volunteers are coordinated through the Learning & Volunteer Coordinator. Volunteers fulfil a variety of roles including breast feeding peer support, delivering our newsletter, helping with activities for dads and so on. Training opportunities are made available to volunteers on an ongoing basis. We intend to develop a volunteer portfolio in the coming year, as a way of providing volunteers with a record of their work, recognition and to help them should they decide to pursue paid employment.

10) Marketing

Marketing is undertaken through a variety of means:

Local Newspapers: we have regular articles in the local newspapers and keep scrap books of these. We generate a high volume of copy through our activities and have a good relationship with the local papers.

Local Radio: we have been fortunate to have had a number of staff take part in Radio Kent interviews. In particular, our Dads Worker has contributed on a number of occasions and is now seen by Radio Kent as a key commentator on issues relating to dads locally.

Large Events: We run three large events during the year which help us attract addition interest from families who may not have previously used our services. The events are spaced throughout the year and include: a Christmas Party, Easter Event and Summer Event.

Monthly Newsletter: each month we produce a newsletter which is hand delivered to every family in Sheerness. The newsletter provides advice, advertises our events and activities and shares news about Seashells.

Seashells TV: plays excerpts from events or information for parents from our large Reception area.

Website: our website provides a wealth of information on Seashells but has been in place now for some time. In the coming year we will look to join the KCC website system and develop a separate (but linked) website for the Nursery.

11) Action Plan

Be Healthy

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
Conduct attitudes survey of local parents/carers regarding breastfeeding and implement promotional campaign addressing the issues highlighted.	JG	Dec 2010	Better informed service delivery Survey conducted in July 2010.	Questions are being reconfigured for new survey - young people are being targeted through the Academy and Sheppey College to find their views on the barriers to breastfeeding.	Survey results
Focus breastfeeding work on the ante-natal and 8 wk after birth period.	JG	Ongoing	Increased breastfeeding rates at 6-8 weeks	Refocusing of work undertaken in September. Peer Supporters to be helped with providing support at the antenatal stage.	Improved breastfeeding results
Undertake survey work to gauge attitudes towards healthy eating in order to inform service delivery	JG	Oct 2010	Better informed service delivery	Use information to target promotion of healthy eating.	Survey results
Targeted advertisement for new FJF S< Asst	PB	Oct 2010	JD prepared and job vacancy live with JCP	Recruit S< Asst.	Post filled
Engage with the Baby Friendly Initiative	JG/PB	Ongoing	To achieve Baby Friendly Status as part of the PCT	Once achieved, maintain status and look for continuous improvement.	Baby Friendly status recognition
Ensure more contact with ante-natal parents through new pre-birth group, back to basics, to make connections with other parents, staff, information etc, targeted advertising of existing groups and through peer supported work	JG	Ongoing	Better communication with families at the antenatal stage leading to earlier take up of services.	Review progress via gap analysis in 2011.	Gap analysis results
Develop closer links with the Stop Smoking Service and Weight Management Programme to ensure better referrals.	PB/JG	Ongoing	Enhanced promotion through better communication with Health Visitors and Midwives Rachel Ward – Weight Management Coordinator attended Team Meeting in July	Ensure referral process is operating effectively and develop joint plans.	Referrals out
Develop closer links with GPs	SMT		GPs are better informed about Seashells leading to quick referral	Establish working relationships with GPs and try to influence the development of the transfer of PCT services to GP consortia.	Referrals in

Teenage conceptions – drill down into the data to the extent possible.	ST	Oct 2010	Better informed service delivery, through a clearer understanding of teenage parents.	Ensure support is targeted to the most vulnerable teenage parents.	E-start reports
Teenage conceptions – enhance links with the Academy, Connexions, Sheppey College to see if the data reflects reality.	ST	Oct 2010	Better informed service delivery, through a clearer understanding of teenage parents.	Ensure support is targeted to the most vulnerable teenage parents.	E-start reports
Develop closer links with Connexions, Academy and Sheppey College to see how services dovetail	PB	Oct 2010	Better informed service delivery, through a clearer understanding of other service providers.	Ensure support is targeted where provision is weakest.	Named contacts
Investigate the feasibility of a Soft play Centre.	JD	Ongoing	A local provision providing play and exercise opportunities for children and employment and work experience opportunities for parents.	Survey possible locations on Sheppey. Investigate funding options.	

Stay Safe

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
Ensure the provision of better data from the PCT on types of injuries leading to hospital admission	PB	Ongoing	Better targeted safety interventions. The PCT are now providing updates on types of injuries. Numbers are low so there is little to analyse at this point.	Analyse the data against county data.	Notes from Jane Pritchard
Continue to develop dads work and secure extension funding for the Asst Dads Worker	JD	May 2010	Extended funding has been secured for the Asst Dads Worker to March 2011	Review dads work within the context of hard to reach groups.	Note from Jo Hook
Adopt and implement revised safeguarding/ child protection policy	JD	July 2010	Staff are clear about safeguarding procedures. Revised policy adopted July 2010.	Review in line with timetable	SG Minutes
Finalise implementation of the CAF	JD	Sept 2010	Early intervention reducing escalation. First CAF completed August 2010.	Ensure staff continue to undertake training, initiate CAFs and participate in partner led CAFs	CAF forms

Ensure key staff undertake 'safer recruitment' training	JD	Ongoing	Staff/volunteers are suitable to work with children. To date the following have undertaken this training: Director, Centre Manager, Volunteering & Learning Coordinator.	Ensure the whole of SMT and other staff involved in recruitment undertake this training. Review recruitment procedures.	Certificates held on file
Ensure compliance with new ISA protocols	JD	Ongoing	Staff/volunteers are suitable to work with children. New forms are currently in use but the full scheme is currently on hold nationally subject to review.	Continue to vet staff/volunteers through CRB checking with 3 yearly renewals until the future of ISA is clarified.	SCRV
Complete fire awareness training for all staff and update fire warden training	PB	Nov 2010	All staff have an understanding of fire safety and there is a support for all children, families and staff in an emergency.	Ongoing review	Certificates
Recruit replacement Social Work Asst with KCC Soc Serv	PB	Nov 2010	Key team member able to advise, liaise and support more complex families. Interviews for SWA on 10.9.10	SWA in post	Post filled
Provide basic safeguarding training for staff, volunteers and partners	JD	Feb 2011	Staff are clear about their safeguarding responsibilities. Training booked Feb 2011 Knowledge and skills to undertake safeguarding duties as a team member	Review evaluation of training	Training programme/ certs
Provide enhanced safeguarding training for those who have already undertaken basic training	JD	March 2011	Enhanced awareness of safeguarding responsibilities and issues. Training booked March 2011 Building on basic safeguarding skills and understanding.	Review evaluation of training	Training programme/ certs
Ensure enhanced links with KCC Soc Serv	JD	Ongoing	Replacement SWA in partnership with KCC in progress.	Review Soc Serv membership of Steering Grp	Post filled
Team member to attend KCC Soc Serv Local Liaison Grp	JD	Ongoing	Enhanced liaison and partnership working	Contribute to the work of the Local Liaison Group	Minutes of meetings

Enjoy and Achieve

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
Redevelop Nursery outside space	DD	July 2010	Enhanced play and learning opportunities. Completed July 2010. New safety surfacing installed to nursery and family garden areas.	Monitor use of space	Outside space
Ensure continued development of work under the EYFS in the Nursery. In particular, review the use of IEPs and ensure they are in place where most needed.	MH	Ongoing	Contribute towards NI72&92, narrowing the gap. Having strategies in place to ensure children reach their potential.	Monitor and review	Learning journals, IEPs
Extend the EYFS across Seashells service provision where practicable. In particular develop a systematic approach to the EYFS through STEPS	MH	March 2011	NI 72 & 92 will be addressed	Monitor and review	STEPS approach to EYFS
Provide a centralised system for Learning Journals	MH	March 2011	Partnership with parents, informing parents about their child's performance when in the Centre and supporting staff to target the individual needs of the child.	Monitor and review	Learning journals
Enhance links with local schools, nurseries and childminders	MH/DD	Ongoing	Enhanced EYFS results	Ensure we fully understand the needs of local schools, nurseries and childminders.	

Make a Positive Contribution

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
Develop job descriptions and portfolios for volunteers	JD	Ongoing	Volunteers understand their commitments and are provided with a resource to help them find paid employment. Initial job descriptions completed June 2010. Template for portfolios has been produced.	Implement portfolios and review	JDs and portfolio

Re-launch the Parents Group with a focus on parent champions	JD	July 2010	Parents better understand how they contribute toward Seashells objectives and influence service delivery. First meeting held in July 2010.	Volunteer Coordinator to work on enhancing attendance.	Parents Grp Minutes
Develop system to capture the learning journey of parents/carers through case studies or otherwise	JG	Ongoing	A better understanding of how learning develops and can be encouraged. Case studies produced.	To be evaluated at October SMT meeting	Case studies

Achieve Economic Wellbeing

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
Finalise action plan with JCP	PB	Jun 2010	Completed June 2010. JCP action plan complete and being implemented	Regular review	JCP Action Plan
Ensure direct support for parents to access the childcare element of WTC, through new Community Outreach Worker and staff champions.	PB	Dec 2010	Increase in the % of eligible families benefiting from the childcare element of WTC	Recruit to post	Post filled
Ensure Seashells TV is used effectively	PB	Dec 2010	Enhanced communication with families. A full schedule of information throughout the week to minimise repetition	Development of programmes	Seashells TV
Expand the Future Jobs Fund	PB	Ongoing	Additional support for Seashells and work experience opportunities for postholders. Second round of jobs advertised in Jul/Aug	Recruit new postholders	Posts filled
Develop links with Kent Savers and the Kent Benefits Partnership	JD	Ongoing	Improved ability to address economic wellbeing issues locally.	Invite both to November Team Day	Team Day Programme
Develop JD for Community Outreach Worker to include targeting of economic wellbeing issues	PB	Dec 2010	Additional support to help people into employment and access benefits. JD completed.	Community Outreach Worker recruited	Post filled
Develop in house expertise for personal financial planning for parents	JD/PB	Mar 2011	Parents are better able to manage their finances.	Discuss issue with Finance Officer	Resource delivered

Access for the most excluded groups and Equality and Diversity

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
Adopt and implement revised Equality & Diversity Policy	MH	July 2010	Revised policy adopted July 2010.	Review in line with timetable	SG Minutes
Review the 'long walk' from the road to Seashells front door	JD	Dec 2010	The approach along the car park is more inviting and less stark	Review suggestions and implement works to address this issue	Minutes
Discuss with the team and community ways to increase the frequency of use by 'hard to hear' groups	JD	Dec 2010	Improved access for 'hard to hear' groups	Implement proposals	Minutes
Review of links with Health Visitors and Midwives to ensure promotional opportunities are being maximised with 'hard to hear' groups	JG	Oct 2010	Health visitors and midwives promote Seashells services to all parents and parents to be and make specific referrals whenever necessary	Review	
Ensure rigorous targeting of dads in next years parents survey to provide a more representative picture of their views	PB	Nov 2010	Better able to respond to dads needs by increasing the number of dads participating in the parents survey	Implement actions arising	Parents Survey
Develop the role of the 'Parent Champion'	GE	Ongoing	Job description developed and first meeting has been held	Develop the Parent Champion Group	Minutes
Target promotion of services to 'hard to reach groups'	JD/PB	Dec 2010	Increased contact with vulnerable groups	Review	Promotional materials
Seek to raise standards for 'hard to hear' groups and ensure more effective communication of services	JD/PB	Ongoing	Increased contact with vulnerable groups	Review	Promotional materials
Ensure that periodic promotion of 'getting involved' incorporates targeting of 'hard to hear' groups	JD/PB	Ongoing	Increased involvement by those from vulnerable groups	Review	Promotional materials
Promote Seashells through cultural events/activities	DD/MH	Ongoing	Increased cultural awareness by children, families and staff	Review	Promotional materials
Ensure parents/carers know that we can translate documents/information for them	MH/JD	Dec 2010	Parents/carers are fully informed and are confident to ask for documents/information in a different format	Review	Promotional materials

Parental Involvement

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
Ensure evaluation is embedded in practice	MH	Jun 2010	Parental and staff views shape service delivery. Completed June 2010.	Review and improve systems	Summary data
Ensure activity evaluations feed into the decision making process	MH	Sept 2010	Parental and staff views shape service delivery. Activity evaluations are being undertaken and reviewed at SMT.	Review and improve systems	SMT Minutes
Re-launch Parents Group	JD	July 2010	Parents better understand how they contribute toward Seashells objectives and influence service delivery. First meeting held in July 2010.	Volunteer Coordinator to work on enhancing attendance.	Parents Grp Minutes
Increase the response rate to the annual satisfaction survey	PB	Nov 2010	Parental views are more accurately reflected.	Undertake actions arising from the survey	Parent Survey
Ensure new parents are encouraged to join the Centre Steering Group and the Parents Group	JD	Ongoing	Parents/carers feel confident to join	Review membership of the Steering Group	SG minutes
Review the website and ensure its meeting ours and parents needs	ST	Ongoing	People are better able to access information on Seashells. Website has been reviewed and transferred to KCC system. New Nursery website has been implemented.	Ongoing review	Websites
Review the newsletter and ensure its meeting ours and parents needs	ST/JG	Ongoing	The newsletter is always current and adapts to changing needs	Format to be reviewed	Newsletter
Liaise with KCC to ensure the new database (E-Start) is operating effectively	ST	Ongoing	Improved management information to inform service delivery.	Ongoing review	E-Start

Fully engage with the local implementation of the early years CAF	JD	Ongoing	Early intervention reducing escalation. First CAF completed August 2010.	Ensure staff continue to undertake training, initiate CAFs and participate in partner led CAFs	CAF forms
Ensure the effective use of volunteers and encourage further recruitment during evaluation weeks.	GE	Ongoing	Volunteers are used effectively leading to development of their skills and increased self confidence	Review	
To promote FJF opportunities with our parents	PB	Ongoing	All FJF opportunities are promoted as widely as possible to those eligible	Consider a policy for local parental applicants similar to the 'Two Ticks' scheme	FJF Posts filled by local parents

Partnership Working

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
To develop an action plan by the end of 2010/11 with JCP for the delivery of their services through Seashells	PB	Apr 2011	Plan completed and implemented to provide a framework for monitoring and evaluating partnership working with JCP. Completed June 2010.	Monitor and evaluate for closer partnership working	JCP Action Plan
To ensure the Seashells Steering Group is representative of those agencies with a stake in children's centre services	JD	Dec 2010	Governance is better aligned with the common interests of partners.	Review the issue with the SG	SG minutes
To ensure the agencies/partners we work with collaboratively are aware of our objectives and work towards them synergistically with us	SMT	Ongoing	Better understanding of CC objectives by partner agencies	Ensure PI data is shared with partners	SG minutes
To ensure we are working with all those agencies who can best help us achieve our objectives	JD	Ongoing	Opportunities are maximised and potential realised	Review of current relationships and partnerships	Review
Engage with Triple Aim	JD	Ongoing	The potential for a much more joined up approach to health on Sheppey could have a positive impact on health related objectives.	Continue to attend Triple Aim meetings	Minutes

To access all 3 rounds of staffing opportunities through the FJF across 2010/11	PB	Ongoing	As part of the partnership we have benefitted from 11 new posts to date supporting our work.	Continue to work with the FJF partnership	FJF JDs
Enhance links with local schools, nurseries and childminders	MH/DD	Ongoing	Enhanced EYFS results	Ensure we fully understand the needs of local schools, nurseries and childminders.	
Development of referral system	ST	Ongoing	Ensuring needs identified by other agencies are met effectively by Seashells. New referral system now in place.	Monitor and evaluate for ongoing development	Referral forms
Develop an action plan with all agencies/partners for the delivery of their services through Seashells	SMT	Jun 2011	To provide a framework for monitoring and evaluating partnership working	Monitor and evaluate for closer partnership working	
Review the PIMMS group to ensure it plays an effective role within Seashells	PB	Mar 2011	All agencies contribute and PIMMS becomes an effective group within Seashells	Ongoing review	PIMMS Minutes

Leadership and Management

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
Adopt revised policies	PB	Jul 2010	Adopted Jul 2010	Implement timetable for review	SG Minutes
Integration of the activity evaluation system into the decision making process for services	MH	Sept 2010	Better informed service delivery focussing on outcomes and our target areas	Review	SMT minutes
Ensure that new services meet the needs of the community	MH	Sept 2010	New groups and activities contribute towards our targets and reflect the needs of parents/carers New services form adopted Sept 2010	Review	New services form
Undertake staff skills audit	JD	Nov 2010	Gaps in staff skills identified and addressed	Implement training and/or review recruitment to address gaps	Skills Audit
Invite partners to team away days	JD	Nov 2010	Increased networking and opportunities for partnership working	Invite staff from other agencies in Seashells to the November Team Day	Team Day attendance

Support the development of managers and staff at all levels	SMT	Ongoing	Enhanced children's workforce better able to meet challenges	Review training practice, team meetings, team days, one to ones and fieldworkers meeting.	
Ensure staff remain inspired as to why we are here and what we are trying to achieve	SMT	Ongoing	Inspired children's workforce willing to meet challenges	Ensure staff feel valued and informed in all endeavours	
Maintain positive ethos and culture of Seashells	SMT	Ongoing	Committed children's workforce	Build on positive team culture by setting high standards and celebrating successes	

Financial Management

Activities	Lead	Timescale	Outcomes	Next Steps	Evidence
Recruit new Finance Officer	JD	Apr 2010	Enhanced capacity to manage finances. Completed April 2010	Develop the Finance Officers role within the organisation	Post filled
Bring payroll in-house	JP	Jun 2010	Funds required to pay for the Finance Officer saved and a new in-house capability is developed. Completed by Finance Officer June 2010	Ensure payroll is operating effectively and consider offering as a service to partners to generate additional income	Payroll managed in-house
Reconfigure Sure Start budget and financial reporting to better reflect ECM outcomes	JD	Sept 2010	Strategic financial decisions can be made with more clarity. Completed July 2010	Review	SG minutes
Develop efficiency savings plan	JP	Mar 2011	Organisation is better prepared to absorb future budget cuts should they materialise or develop new services if not.	Finance Officer to undertake review	Savings Plan
Determine viability of recruiting a Business Development Manager	JD	Dec 2010	Cost/ benefit to be evaluated	Cost/ benefit analysis	Analysis
Investigate alternative funding and financing opportunities to protect service delivery	JD/JP	Mar 2011	Protection of services. Charity shop currently being developed, alongside tender opportunities for childcare provision.	Secure premises for charity shop, follow up tender opportunities.	Tenders

12) Budget

SURE START SHEERNESS BUDGET 20010/11

		2010/11
Core activities		
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Be Healthy (sub totals)		100,156
	Health Visiting	9,180
	Oral Health	20,693
	Community Nursery Nursing	11,215
	Speech & Language Therapist	20,922
	Speech & Language Therapy Technical Instructor	24,917
	Staff Training	600
	Activities and Equipment	2,000
	Management Support to Programme	10,629
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Stay Safe (sub total)		69,350
	Homestart	27,684
	Family Support Work	15,010
	Family Outreach Work	13,627
	Staff Training	400
	Activities and Equipment	2,000
	Management Support to Programme	10,629
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Enjoy & Achieve (sub total)		111,515
	Books Work	27,949
	Childcare provision/creche	21,750
	Qualified Teaching	47,787
	Staff Training	400
	Activities and Equipment	3,000
	Management Support to Programme	10,629
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Make a Positive Contribution		39,473
	Events and Parents Involvement Work	21,944
	Text service	250
	Daddy Cool	1,000
	Newsletter	2,500
	Staff Training	150
	Activities and Equipment	3,000
	Management Support to Programme	10,629
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Achieve Economic Wellbeing (total)		23,134
	Volunteering & Learning Coordination	9,355
	Parental Training	1,000

	Staff Training	150
	Activities and Equipment	2,000
	Management Support to Programme	10,629
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Revenue expenditure on building maintenance/occupation		
	Room Hire, Rental & Service Charges	59,000
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	Total spend on maintenance activities	59,000
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	Total programme expenditure	402,628
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Management & administration expenditure		
	Management	17,715
	Administration	28,577
	Other Administration Expenditure	31,780
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	Total management & Admin Expenditure	78,072
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Development & evaluation expenditure		
	Evaluation	4,000
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	Total development & evaluation expenditure	4,000
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Other Expenditure		
	Other including contingency	9,000
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	Total other expenditure	9,000
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	Total Expenditure	493,700
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	SSLP Income	493,700