

**LONDON BOROUGH OF
HARINGEY**

SCRUTINY REVIEW

Sure Start

July 2004

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Text only version.*

*Report of the Sure Start Review (sub-committee), London Borough of Haringey Overview &
Scrutiny Committee.*

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Foreword by the Chair

Sure Start is an important Government initiative to support and enable young children and families and has been targeted nationally at those areas where communities most need these services. The initiative was set up as a pilot to introduce new ways of working in the community to bridge the gap between the traditional mainstream services and the grassroots. In Haringey our earliest trailblazer programme was set up in West Green in Tottenham in 1999.

One of the innovations of Sure Start is that it works from the bottom up, building services from perceived need on the ground and working closely with parents and communities to provide the kind of services they need. It also involves parents in the management and running of the programmes, breaking down the traditional service provider-user divide and engaging and empowering parents with opportunities for training and education according to their needs. A good example of this we found was the participatory appraisal scheme carried out in 2001, which co-opted and trained parents to go out into the community to find out what was needed from parents, using communicative tools such as of diagrams where people did not speak English as a first language.

By engaging and involving parents, Sure Start is able to act in ways that traditional mainstream services find more difficult, integrating with parents and the voluntary sector and building up the social infrastructure that strengthens communities and supports families.

In many urban areas, especially where there is relative deprivation, people often find themselves more isolated and without a network of support, which can be an essential ingredient in supporting strong family units. Through Sure Start, many parents are able to find opportunities for support, education and recreation and build a network of friends and contacts with the local community in the process. It also enhances the mechanisms for early intervention where there are children or families that may need help from mainstream services, and where cases can be picked up through the more informal and penetrative ways of working in Sure Start.

Sure Start brings together the mainstream service providers for children and families into a community partnership, which provides new ways of working through collaboration. This helps to bring about greater integrity of service provision and helps to ensure that children and families don't fall through the gaps between mainstream services and that there are improved mechanisms for information exchange and joined up working. The Children's Centres development, in the light of the new Children's Bill, will build on this experience and broaden the Sure Start approach out across the whole borough.

This is an important time for the development of services for children generally and the experience of Sure Start is a key aspect of the development of new services through Children's Centres. We proposed this Review because we wanted to make sure that the development of Sure Start services was working towards greater multi-agency effectiveness and in accordance with the needs of the local community and

towards eventual mainstreaming. We also wanted to make sure that the Children's Centres developments would take on the best practice and learn from the experience of Sure Start in providing integrative services for children and families.

During the Review we have spoken to a range of people involved in the delivery of services locally, including the political lead Members and chief officers and service managers. We have also spoken to local parent volunteers and users and visited some of the local partnership boards and local activity groups. We were able to learn from the experiences of other boroughs in the London boroughs of Tower Hamlets and Hackney, which gave us a useful point of comparison and also from external evaluators from the University of Surrey and the national Sure Start unit.

We have found that Sure Start is doing some very valuable work in the local community and this Review has identified some areas of good practice and commends them to the executive agencies for future development of services for children. In addition to services, we have found that Sure Start monies have contributed to some important new capital projects such as the extension onto Woodlands Park Nursery and the children's paddling pool in Lordship Lane recreation ground. We have also identified some areas where we believe there is a need for further development, enhancement or improvement in future developments.

We have put forward eleven main recommendations, which we believe will help to carry the Sure Start programme forward in the right direction and help to develop the Children's Centres agenda. We have also made some general observations about the Sure Start programme as a whole in the context of our local community needs and the mainstreaming agenda. We hope that this report will serve as a useful reference point in the development of services for children, for a service that we have found to be a focal point of local community services.

Councillor Kate Wynne
Chair of the Review

Executive Summary and Recommendations

The Scrutiny Review of Sure Start was proposed as an investigative project that would examine the existing structures and projects locally and provide some pointers for the way forward for the development of the local programmes and towards the transition both towards Children's Centres and in the longer term, eventual mainstreaming.

It was recognised that this is a period of transition for Sure Start and all children's services and also that, for most of the programmes, these are still early days in their development, but because the review was intended as a forward looking developmental project, we have been able to co-inside the work of our Review with the service evaluation of local Sure Start programmes and with the development of the Children's Centres strategy, which will set the framework and context for Sure Start programmes in the future. Because of this our conclusions and recommendations are timed to be able to feed into the development of these services by providing a useful outsiders view on the way services should be developed.

The Review received evidence from the various local partners involved in Sure Start, including policy makers, service managers and the political executive. We also received evidence from the voluntary sector, from other Sure Start partnerships in London and from parents to gain comparative perspectives and insight into the way Sure Start is managed locally and other experiences of service delivery. We wanted to find out what seems to be working well and what is least effective or where there might be areas that need to be developed.

At Haringey Council we have received evidence from Cllr Judy Bax, Executive Member for Lifelong Learning 2003/4 and her deputy Cllr Jean Brown, who were very helpful in providing the background, history and context of Sure Start programmes in Haringey from a Member perspective. We have taken evidence from David Derbyshire, Assistant Director Social Services (Children's Services) who was able to provide us with the context of family support services and early intervention strategies through partnerships and to highlight possible linkages where Sure Start partnership working may be relevant or useful. We spoke to David Monger, Acting Head of Early Years in the Education Department, who is the lead officer for Sure Start. Frank Booth, now head of Health was able to provide the strategic context for the development of Children's Centres. Cathie Shaw, the Strategic Services Manager for Sure Start was able to provide the Review with a wealth of knowledge and expertise of past and current developments in Sure Start, as well as the transition to Children's Centres.

In order to gain different perspectives we spoke to agencies outside of the local partnership, including visits to the London Borough of Hackney and the London Borough of Tower Hamlets, which provided a useful comparison where we found some different approaches but also some similar issues, such as the future governance arrangements. We also spoke to external evaluators for Sure Start, both from the National Evaluation of Sure Start (NESS) and from the University of

Surrey, which concurrently undertaking an evaluation study of Haringey programmes, which we have been able to take on board.

During the Review we have found some good examples of innovative and successful practice, such as engaging flexibly with local parents, involving local parents in the programmes and adapting activities to suit local needs. We have also found evidence of successful partnership working on the ground with multi-agency staff working together. A key concern however, that we have highlighted is the apparent weakness of effective strategic partnerships on a policy level and we believe that measures need to be taken to improve this. Another area we believe could be improved is the promotion and targeting of activities so that more people who need the services get to hear about them and to improve information and access so that the people who use the services are, one the whole, more reflective of the diverse local community.

We believe that another area for improvement is appropriate information sharing across programmes and across agencies. A great deal of information is picked up both formally and informally through Sure Start to record people who use the local activities and this could be more effectively used to target people with more information about local services (e.g. to let them know about other activities or to promote future activities). It would also help to keep people “in the loop” and in touch with the more mainstream services, from the more informal fringe of Sure Start programmes, facilitating engagement with people who might otherwise be more isolated and distant from support and allowing a contact and referral for people who may need to access mainstream services. In other words, Sure Start can bring people closer in touch with support, both formal and informal.

At the end of the Review, after receiving evidence and visiting local activities first hand, we have put forward eleven main recommendations and presented our conclusions throughout the text of the report. The chief executive is requested to respond to this report and recommendations and to provide, within 6 weeks, a formal response. The response should include an overall view of our proposals, as well as a decision against each of the main recommendations to either accept the recommendation, reject the recommendation or accept the recommendation with an amendment. We hope of course that the Executive will be able to agree all of our recommendations, but where agreement is not possible, it is requested that a brief explanation is given outlining the reason why. The recommendations are summarised below.

Recommendations

The following recommendations have been put forward by members of the Review and are explained in more detail throughout the text of the report:

Recommendation One

An Executive Member for Children and Young People

Description

That the Council consider the establishment of an Executive Member for Children and Young people linking political support and as a priority for linking Health, Social Services and Education. All Councillors should be reminded of their role as Corporate Parents and the role of Sure Start in respect of this responsibility and this role given clear meaningful definition within the wider strategy for children and young people in the borough.

Recommendation Two

Parental Governance and Direction for Children's Centres

Description

Management and Governance arrangements for Children's Centres should be established in a way to ensure strong parental governance on direction at a policy level and should include representation from parents and carers, as well as representation the Sure Start Local Programme board. There is a need to ensure that parental involvement continues to remain an integral part of delivery. Joint partnership boards should be considered, where appropriate, which includes strong parental / carer representation.

Recommendation Three

A Strategy for Multi-Agency Working

Description

A brief strategy document which sets out the development of an integral multi-agency framework for the delivery of services and which demonstrates that methods and links with the voluntary sector are being strengthened to improve the delivery of Sure Start. This Strategy should be jointly agreed between all of the key partner agencies involved in the delivery of Sure Start locally, including the Haringey Teaching Primary Care Trust, Social Services, Education Services, Regeneration Partnerships and the Sure Start Local Programmes.

Recommendation Four

Jointly Funded Posts for Multi-Agency Working

Description

Sure Start partners (Haringey Council Education Department and Social Services Department, Haringey Teaching Primary Care Trust, relevant voluntary organisations and Sure Start Parent Governors) should continue to search for opportunities for innovative jointly funded posts (e.g. between Sure Start Local Programmes and mainstream services or between mainstream services) that are responsive to parents and children's needs and contribute to the process of modernising the way children's services are delivered.

Recommendation Five

Improved Sharing of Information for Effective Multi-Agency Working

Description

That further work be undertaken on improving systems and capacity to share information through Sure Start, Education Services, Social Services and Health services to improve the delivery of services and to enhance the integration of child protection mechanisms.

Recommendation Six

An Evaluation Plan for Measuring Effectiveness

Description

A transparent and strategic approach to evaluation should be undertaken focussing on measuring the outcomes and impacts of services in order to support efforts to sustain those services that work well and set out in a brief strategic document. This would set out clear linkages for specific overall targets against specific measured outcomes and allow scope for the development of local targets.

Recommendation Seven

Delivering Healthy Outcomes Through Integrated Performance Targets

Description

That Haringey Teaching Primary Care Trust and Haringey Council link Sure Start to delivery mechanisms for the wider public health priorities for Haringey. Sure Start Local Programmes should maintain and further develop links with other borough wide strategies such as the Health and Modernisation Strategy and Neighbourhood Renewal, Job Centre and Council's Housing Department which all have objectives pertinent to the lives and well being of children and families.

Recommendation Eight

An Outreach Strategy for Marginalised Communities

Description

Sure Start Local Programmes should, with others (including Haringey Council Education Department and Social Services Department, Haringey Teaching Primary Care Trust, relevant voluntary organisations), and specifically including the Children's Centres, establish a co-ordinated policy of reaching groups who are marginalised and not receiving services that are available in the local area.

Recommendation Nine

Spreading Best Practice in Sure Start for Multi-Agency Working

Description

The ethos and principles of the Sure Start multi-agency integrated services should be encouraged and wherever possible incorporated in all services to young children throughout the borough. That community development and parent participation programmes in Sure Start Local Programmes should be widely disseminated across the Haringey Primary Care Trust and the London Borough of Haringey to inform policy and practice in these organisations.

Recommendation Ten

Family Support and Child Protection Through Children's Centres

Description

That Social Services ensure that they are focussing on Children's Centres delivery for developmental and preventative work and specifically that this is incorporated into the family support and child protection strategy.

Recommendation Eleven

Prioritise Planning a Smooth Transition to Children's Centres

Description

Efforts to maintain stability of programme management should remain a priority throughout the transition to Children's Centres in order to maximise the impact of additional funding and our ability and capacity to deliver the services routed through Sure Start Local Programmes.

I. Introduction

Members of the Review

Cllr Kate Wynne (Chair)

Cllr Neil Williams

Cllr Barbara Fabian

Cllr Richard Reynolds

Cllr Reg Rice

Cllr Herbie Brown

Expert Adviser:

Mr. Patrick Myers –, National Co-ordinator (Support for Local Programmes South), National Evaluation of Sure Start, Birbeck, University of London.

Terms of Reference for the Review

1.1 Aim

To review the effectiveness of Sure Start in delivering services for 0 – 5 year old children in Haringey with reference to health and social services outcomes.

1.2 Objectives

- To examine examples of best practice to inform service development
- To investigate alternative comparable models of service delivery
- To make recommendations to improve multi-agency effectiveness

1.3 The membership and terms of reference for Scrutiny Reviews are approved by the Overview and Scrutiny Committee. Scrutiny Reviews are time-limited body run on a task and finish basis. This Review was planned to run from December 2003 to July 2004 (see Review Plan Timetable).

The Sure Start Review

1.4. The Scrutiny Review of Sure Start was a crosscutting Review and as such involved range of different agencies and departments. This reflects the nature of Sure Start, which brings together different statutory agencies and the voluntary sector to deliver its agenda for improved health, social well being, educational and regeneration outcomes within the local community.

1.5. Delivery of Sure Start involves Haringey Teaching Primary Care Trust, the North Middlesex University Hospital (midwives), the Chief Executives service, Education and Social Services departments of the Council and the local parents themselves and these were all key stakeholders in this Review as well as in the development of the Government's Children's Centres

agenda. This Scrutiny Review has considered evidence from policy makers, service providers and service users and has arrived at conclusions and recommendations based around the scope for our investigation.

- 1.6. On 26th June 2003, the then Leader of Haringey Council Cllr George Meehan addressed the Overview and Scrutiny Committee and said that as Children's Services would be an area under consideration by the Executive, OSC or one of its panels might undertake a research project to assist the Executive in their deliberations¹. One of the key areas for improving effectiveness in this area is multi-agency approach to identifying and supporting families and it is to this dimension of service provision that this Review envisages that real value could be added. The focus of this Review was Sure Start Local Programmes, which in itself places great emphasis on multi agency and partnership approaches to service delivery.
- 1.7. Sure Start is the Government's programme to deliver the best start in life for every child by bringing together:
 - early education
 - childcare
 - health and family support
 - community regeneration
- 1.8. Improved partnership working for children's services is also a key component of improving early intervention and identification of children at risk and as such the experience of Sure Start can inform the new models of provision being established as part of the Government's reform agenda following the publication of the Every Child Matters Green Paper². Sure Start Local Programmes are often heralded as an innovative example of closer collaboration between agencies to meet the needs of families and children. Strategies for early intervention of children at risk involve multi-agency networking among the various providers of children's services, from council social services, but also Education services, the health sector, and the voluntary sector and parents themselves.
- 1.9. This Review has examined how multi-agency working through Sure Start can improve effectiveness as a dimension of early intervention and family support services, and it is hoped that the observations and proposals that have been made can usefully be taken into account by all the relevant agencies in the development of service strategies for children.
- 1.10. This Review follows on from a Review of Maternity Services concluded in February 2004³. That Review looked at the range of services carried out to support women throughout their pregnancy and the early stages of childcare. The Review of Sure Start has examined the next stages of childcare from 0 – 5 years of age.

The Scrutiny Process

- 1.11. The overarching purpose of the scrutiny review process is to put forward recommendations to executive bodies aimed at improving services. In Haringey there is one overarching Overview and Scrutiny Committee, which commissions work from a range of working scrutiny panels and Review bodies. Scrutiny considers issues from across the range of Council services and other community organisations.
- 1.12. In Haringey, Scrutiny Reviews are ad-hoc time limited bodies, which usually consider issues in some depth over a period of time. At the end of the Review, a report is drawn up and approved by Overview and Scrutiny Committee, which outlines recommendations for service improvement.
- 1.13. The Chief Executive of the Council and the chief executives of each implementing agencies identified in the report are requested to prepare, within 6 weeks, a formal written Executive Response, which includes specific references to each of the recommendations. The implementing agencies can either accept or reject each of the recommendations, but where agreement is not possible are requested to provide a written response. The report, along with the Executive Response is then presented to Full Council for ratification and published⁴.
- 1.14. The way in which the agreed recommendations will be applied is a matter for the implementing agencies to decide upon. When the recommendations are published, the relevant agencies are asked to provide to the Overview and Scrutiny Committee an Action Plan, which should identify specific, measurable, achievable, realistic and time-based proposals for delivering the objectives specified by the implementing agencies.

Sure Start Evaluation

- 1.15. During the course of this Review significant evaluation work was carried out in 2004 by an independent Market Research company and the University of Surrey to measure the interim effectiveness of the local programmes. The findings of the evaluation work are used to inform service development. The various Sure Start Local Programmes are at different stages of development depending on how long they have been running. As the West Green and Chestnuts programme has now been running for a significant period of time, we have cited the findings of the evaluation of this programme, where we believe that there may be lessons for the development of other programmes or where the findings concord with our own qualitative research.
- 1.16. The evaluation of Sure Start in West Green & Chestnuts sought to find satisfaction levels amongst service users, to discover the main reasons why non-users do not use Sure Start services and to determine how the service could be improved to better meet the needs of users and non-users. The findings of this evaluation can be used to inform the development of certain aspects of the other programmes, as well as the development of the new Children's Centres, particularly in the development of strategies for reaching

the whole local community and an assessment of which programmes are most appreciated by service users. It also points to a number of possible "successes" and "failures" of the programmes so far, for example in West Green and Chestnuts there has been success in reaching lone parents and 63% of lone parent non-users are at least aware of Sure Start.

- 1.17. Making sure that the Sure Start services available are actually used by most of people that need them remains an ongoing challenge, especially for those people that need services the most and for communities that do not, for whatever reason, access services. This means making sure that the services offered are relevant to the communities they serve, that the services are promoted effectively, that they are accessible and accommodating.

Examples of Sure Start Activities in Haringey

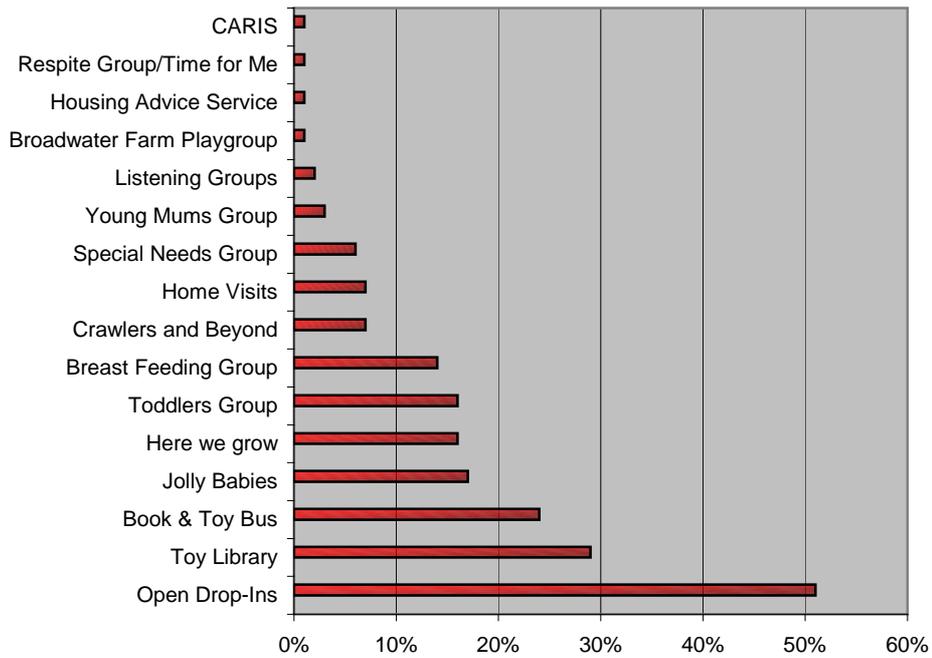
- 1.18. Sure Start provides and commissions a range of prevention and early intervention services and activities locally aimed at young children and their families. Here are just a few examples:

☆ <i>The Book and Toy Bus</i>	– A mobile bus run by Haringey's Library Services, making books and toys available in a range of venues. It also encourages registration and use of libraries.
☆ <i>The Mobile Toy Bus</i>	- A mobile toy bus for children and families in temporary accommodation, run by a voluntary organisations, which also offers advice and support on immigration, benefits and housing
☆ A range of <i>play and learning activities</i> and drop ins in different settings, such as Here We Grow - Drop-In Centres for parents and children	
☆ <i>Home visits</i> for all children within 2 months of birth to promote Sure Start and other local services and to identify ways in which the family may need support	
☆ <i>Breast feeding Support Groups</i>	– for mother and babies
☆ <i>Speech & Language Support</i>	– for children in nurseries
☆ <i>Listening Groups</i>	– for parents and children
☆ <i>Summer Events</i>	– A range of open events and services, eg Summer activities in the park, Saturday morning puppet shows
☆ <i>Housing Advice*</i>	– focused sessions for housing advice and enquiries
☆ <i>Language Support</i>	– for people for whom English is a second language
☆ <i>Special Needs Groups</i>	– for young children with special educational needs
☆ <i>Young Mum's</i>	- focused on young mothers 16 – 21 years old

*West Green and Chestnuts only

1.19. The diagram below shows the services that are used according to popularity. We have found that services such as the book and toy library and drop in centres are very popular and this concurs with the findings of the recent local evaluation of Sure Starts West Green & Chestnuts Sure Start Local Programme).

Sure Start Services Currently Used (West Green & Chestnuts)



2. Better Outcomes for Children and Families

Better Outcomes Through Sure Start

- 2.1 Sure Start is a Government programme, which aims to achieve better outcomes for children, parents and communities by:
 - increasing the availability of childcare for all children
 - improving health, education and emotional development for young children
 - supporting parents as parents and in their aspirations towards employment.
- 2.2 This is achieved by:
 - helping services development in disadvantaged areas alongside financial help for parents to afford childcare
 - rolling out the principles driving the Sure Start approach to all services for children and parents.
- 2.3. Sure Start Local Programmes as an initiative was launched in 1998 and is the cornerstone of the Government's drive to tackle child poverty and social exclusion. It is managed by the Sure Start Unit in the Department for Education and Skills (DfES) and run through local programmes in the most deprived regions of the country.
- 2.4. There are 524 local programmes commissioned and in place, programmes are also run in Scotland, Wales and Northern Ireland. They are aimed at families with children under 4 and cover about 800 children in each area. New facilities are being provided including drop-in centres, childcare and mobile health clinics. Each programme is managed by a partnership of statutory agencies (including health, social services and education professionals), childcare professionals and voluntary and community groups, as well as parents, who work together to develop an integrated approach to services for families. This partnership, which is different in each programme, seems to be the unique and contributing factor in Sure Start's successes and this makes it central to the Government's Green paper initiatives for Children's Centres.
- 2.5. Sure Start aims to provide better life chances to those children who live in the areas of greatest challenge and need. There are targets that seek to improve the experience of parents and children in terms of how they interface with services. Specific targets also exist covering a range of child and family outcomes, including health education and general wellbeing. Each programme has also been allocated to provide high quality facilities for play, learning and family support within the Sure Start Local Programme operational area.

Why Sure Start?

- 2.6. Sure Start in the United Kingdom is derived partly from the experience in the United States of "Head Start", a US Government programme. Launched in 1965 the programme was established to help communities meet the needs of

disadvantaged pre-school children and prepare them for school. Evidence from the evaluation of Head Start indicated that beneficiaries did better than their peers over a range of indicators such as educational attainment and contact with law enforcement authorities.

- 2.7. Other evidence is available to support the emphasis placed upon early preventative work with children to improve outcomes and life chances. According to Wadsworth⁶, associations between poverty, social inequality and social exclusion with child health are found in all countries regardless of methods and delivery of medical care and culture.
- 2.8. Children are society's future and as highlighted in *Every Child Matters* our responsibility⁷. Sure Start responds to the notion that if they are to thrive and realise their potential, they require active support and involvement. Sure Start also takes account of the strong evidence that stresses the critical importance of providing this support as early as possible in children's lives, commencing before birth and continuing consistently through the early months and years of life. This support has been shown to be vital for children's health and well being, the development of their learning and emotions, and their later educational, health and psychosocial success and well being.
- 2.9. Wadsworth states: 'Child health is of the greatest importance for the future health of a nation, not only because today's children grow up to become the next generation of parents and workers, but also because recent research in child health shows that early life health is, for each child, the basis for health in adult life. Therefore investment in health in early life has beneficial effects, specifically on the future health of a nation as well as on the future functioning of its citizens'⁸.
- 2.10. Sure Start Local Programmes have all been established in areas of greatest challenge and need, as identified from Index of Multiple Deprivation 2000. This is because poverty and low socio-economic status pose a major risk to young children. The Local Context Evaluation module of the National Evaluation of Sure Start has highlighted some common features associated with Sure Start Local Programme areas. The results are enlightening, and confirm that Sure Start Local Programmes have been established where they are needed most.

A Multi Agency Approach

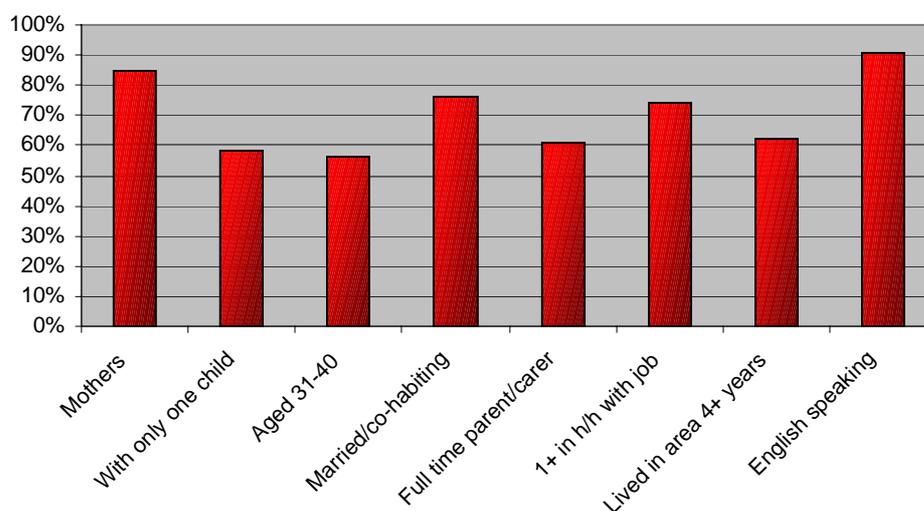
- 2.11. Sure Start is the Government's programme to deliver the best start in life for every child by bringing together:
 - early education
 - childcare
 - health and family support
 - community regeneration
- 2.12. These different areas of service provision have traditionally been led by different statutory agencies, with different organisational structures and

cultures, different informational structures, and different if related strategies. The way in which the different agencies work together and the effectiveness of joint agency working, we believe that this is key to the success of the Sure Start programme. The recommendations put forward by this Review aim to heed multi-agency working, for example, through joint strategies and are intended to make sure that the lessons from Sure Start are learned and carried through into the Children's Centres programme.

- 2.13. Evidence to the Review from parents and practitioners suggests that parents experience some noticeable benefits to using Sure Start services such as mother and toddler groups. Many parents come to Sure Start groups when they have a specific concern of if they are in need of advice and support. Most people find Sure Start staff are able to give them good practical advice or to refer them to other relevant support.
- 2.14. Users of Sure Start report that activities have a positive impact on their child's behaviour, such as "more confident", "more stimulated", " more sociable/relates better to other children" and pre-school educational activities such as Sure Start do have a positive effect on child development and socialisation.

Who is Using Sure Start?

- 2.15. Sure Start is targeted around geographical areas with high deprivation scores, but the programmes are for all families in the local community. Often people who use Sure Start services come from outside of the local area targeted. The local evaluation carried out by an independent market research company, Vision Point, on behalf of the Programme, gave a picture of the kinds of people who are currently using the service.
- 2.16. Reaching the whole community is a key concern for Sure Start and this is discussed in Chapter 5. The graph below shows the categories using Sure Start in the West Green and Chestnuts programme 9:



3. Sure Start Organisation and Structure

The National Picture

- 3.1. Sure Start is a national programme headed by the Government Department for Education & Skills. The aim of Sure Start nationally is to increase the availability of childcare, and work with parents-to-be, parents and children to promote the physical, intellectual and social development of babies and young children - particularly those who are disadvantaged - so they flourish at home and when they get to school, enabling their parents to work and thus contributing to the ending of child poverty.
- 3.2. Local Sure Start Programme objectives are set out as part of PSA targets to:
 - improve the availability accessibility affordability and quality of child care
 - improve learning
 - improve social and emotional development
 - improve children's health
 - strengthen families and communities

The Sure Start Unit

- 3.3. The national Sure Start Unit is an integral part of the Government's newly formed Children, Young People and Families Directorate. The Sure Start Unit works with local authorities, Primary Care Trusts, Jobcentre Plus, local communities and voluntary and private sector organisations. It aims to ensure delivery of free early education for all three and four year olds, affordable, quality childcare and after school activities in every area, and children's centres and health and family support in disadvantaged areas where they are most needed. It works with parents to build aspirations for employment and for their children's education.
- 3.4. The Sure Start Unit budget rises to over £1.5 billion by 2005-06. This includes a doubling of previous money for childcare.

Comparative Models of Sure Start

- 3.5. There are various models of Sure Start Local Programmes. These often reflect the roles of the lead agency and accountable body. About 20% of programmes are delivered through the voluntary sector acting as accountable body and/or lead agency. The remaining programmes are delivered through statutory services, which include education and social services departments in local authorities as well as the Primary Care Trust. However the decision-making process focus remains local with the establishment of partnership boards to monitor and guide the programme in its attempts to meet local needs through innovative services. Parental involvement is key to the success of programmes and the board will have parental representation and as such great effort is made to ascertain parents views and act upon them.

- 3.6. The role of parents within the governance arrangements of local programmes is encouraged. Parents are well represented on each of the programmes boards and effective mechanisms have been established to maintain a close consultative ethos in all the programmes do and attempt to achieve. Programmes are required to undertake User Satisfaction Surveys, which again provide parents with a mechanism to influence the direction of the programme and the nature of the services that are delivered. It has been reported to the Review that services that are community driven and professionally co-ordinated provide the foundation to better outcomes for families, children and communities.

Sure Start in Haringey

- 3.7. Haringey Council acts as the accountable body and lead agency for the six Sure Start Local Programmes in the borough. A programme manager is appointed to undertake the day-to-day management of the programme staff and activities. Haringey saw the appointment of its first programme manager in January 2000 to manage the West Green trailblazer programme. In addition, Haringey has appointed a strategic manager to oversee and co-ordinate the boroughs commitment to the Sure Start Local Programmes. The strategic manager maximises the learning from the good practice being undertaken and supports efforts to develop mainstreaming opportunities for the Sure Start way of service delivery.
- 3.8. *There are 6 Sure Start Local Programmes in Haringey with a total of 5005 children under 4:*
- West Green
 - Chestnuts
 - Noel Park
 - High Cross
 - Park Lane
 - The Roundway
- 3.9 Each team differs but all will have similar core staff covering community development, speech and language, midwifery, family support and mental health. All the programmes also commission services in statutory and voluntary organisations. The programmes aim to provide services to the 5005 children under 4 years of age within the current catchment areas. The local programmes range in size from 500 (eg Noel Park and High Cross programmes) to over 2000 (eg West Green and Chestnuts programme).

<p>"Round 1" programmes - approved in 1999</p> <ul style="list-style-type: none"> • West Green (Round 1 approved in 1999) and Chestnuts (Round 3 approved in 2001) – managed as one programme, approximately 2,400 children under 4 and the biggest programme in the country
<p>"Round 5" programmes approved Jan – April 2003</p> <ul style="list-style-type: none"> • Noel Park (504 children), High Cross (487 children), and Park Lane (664 children) – all Round 5 programmes approved for funding Jan – April 2003. High Cross and Noel Park are two of the smallest programmes in the country (smallest number of children and therefore smallest budgets). There are proposals to merge Park Lane and High Cross programmes which are being discussed with the respective Partnership Boards before a proposal is put to the Sure Start Unit
<p>"Round 6" programmes approved August 2003</p> <ul style="list-style-type: none"> • The Roundway (900 children, Round 6) has had funding since August 2003

- 3.10. The West Green and Chestnuts programmes are now managed as a single programme with a single staff team. The West Green Sure Start Local Programme provides an example of the range and type of activities that are undertaken by programmes. The West Green Sure Start Local Programme is located in the Tottenham area of the borough. The area is ranked 13th in overall deprivation for England and Wales and is characterised by multi-ethnic diversity, private rented accommodation and high social mobility. A Programme Manager was appointed in January 2000 and is working with the wide range of active groups and agencies to achieve the best outcomes for the children in the Sure Start area.
- 3.11. Local Sure Start projects cover a wide range of activities, from building a new Early Childhood Learning Unit and refurbishing a paddling pool to running child care training courses for local people and running a mobile baby book bus with toys for children with special needs. It is their aim that all projects will link together to complement each other and provide a network of services for families with young children in the Sure Start area. Activities are also aimed at tackling related wider social issues such as homelessness, unemployment, refugees and asylum seekers. For examples of local Sure Start activities see the tables in Appendix Four.

Geographical Coverage and Funding

- 3.12. Funding is based on the number of children under 4 in some of the most deprived areas in the east of Haringey. The current boundaries leave unacceptable gaps in services, e.g. around Bruce Grove. With the advent of Children's Centres, there is an opportunity to see how the sort of provision provided by Sure Start Local Programmes and other Early Years services such as Early Excellence Centres can be extended to more deprived areas in the east of the Borough.
- 3.13. Over the lifetime of 10 years for each Sure Start Local Programme, Haringey will have received about £30 million capital and revenue funding for Sure

Start Local Programmes. There will have been about £5 million in total for capital developments. Sure Start Local Programmes account to the national Sure Start Unit (via the LBH Accountable Body function) every quarter on both revenue and capital spend and uptake up of its services and key activities.

Political Governance

- 3.14. In the context of the new Children's Bill and the reformation of children's services more generally, including the requirement for a new lead Member and directorate for Children, we believe that it is important to provide for a strong and accountable political lead, configured in way that will bring together linking Health, Social Services and Education

Recommendation One

An Executive Member for Children and Young People

Description

That the Council consider the establishment of an Executive Member for Children and Young people linking political support and as a priority for linking Health, Social Services and Education. All Councillors should be reminded of their role as Corporate Parents and the role of Sure Start in respect of this responsibility and this role given clear meaningful definition within the wider strategy for children and young people in the borough.

Parental Empowerment & Governance

- 3.15. Sure Start is a multi-agency approach to service provision and one, which places parental participation and governance at the centre of its organisation and ethos. Diagram One illustrates the Sure Start governance arrangements for Haringey, which aims to bring together the various partners skills, knowledge and expertise into a single responsive service. The structure of Sure Start governance reflects the "bottom up" approach, which aims to involve and empower parents and make sure that service are responsive to their needs and this differs from the style and ethos of traditional "top down" statutory service provision.
- 3.16. As part of the evidence hearings for this Review, Members visited the London Borough of Tower Hamlets Sure Start. Witnesses there said that they felt that parental involvement / governance was one of the key successes of the Sure Start Local Programmes and that it would be a great shame if this was lost in the Children's Centres mainstreaming agenda.
- 3.17. They said that although some people in some local authorities are critical of the governance structure, parental involvement can really work well, if implemented correctly. Sure Start parent governors need proper support to carry out their role effectively, including appropriate training. The training needs of parent volunteers and staff need to be identified and planned.

Governance Structures also need to reflect the appropriate level and governance infrastructure for effectiveness and representation

Local Partnership Boards

- 3.18. By January 2003 all Sure Start Local Programmes had established local Partnership Boards aiming for the following representation: 1/3 parents, 1/3 statutory organisations and 1/3 voluntary organisations. The Roundway, the newest programme in Haringey, was able to have the partnership board fully involved in the preparation and signing off of the local Delivery Plan in August 2003.
- 3.19. The role of each Partnership Board is to agree priorities in line with national objectives and local concerns. The board, supported by the local Sure Start team, oversees the delivery of the respective local programme. Programmes are required to put in place a mechanism to evaluate the effectiveness of programme activities to inform the board about progress towards milestones and government objectives. The board also ensures that services add value to mainstream services (rather than duplicate) and that effective Sure Start services continue once Sure Start funding ends. Each board is chaired by either an elected local authority Councillor or a parent. They all have sub groups to deal with specific areas of responsibility, e.g. on finance and capital.
- 3.20. The benefit of the boards is that there is now greater openness and transparency about decision making in Sure Start Local Programmes. There is also a strong sense of local ownership by parents and service providers about what services are developed. A particular weakness that we have identified has been the lack of strategic/policy links to the Council's Early Years department and to the TPCT. There are representatives from these organisations on each board, but they do not have the delegated authority to make decisions on behalf of their organisations as originally envisaged by the Sure Start Unit.
- 3.21. This is why the Strategic Sponsor Group plays an important role in enabling the “bottom up” and the “top down” to work together. It has senior officers from social services, education, neighbourhood management and the TPCT who meet with representatives (including parents) from each of the Sure Start Local Programmes to jointly work on areas of common interest and to support the mainstreaming of Sure Start Local Programmes. The Strategic Sponsor Group has met 5 times since July 2003.

Parent Participation

- 3.22. Each of the Sure Start Local Programmes have dedicated community development support to facilitate parent and carer participation from diverse communities in the governance, delivery and evaluation of Sure Start. The sorts of roles played by parents include:
- Partnership Board members (parents form 1/3 of representation on each Board)

- Members of sub groups, e.g. deciding allocation of community chest funding
 - Providers of parent led services, e.g. parent led drops in
 - Volunteers on the delivery of specific services or initiatives
- 3.23. Each Partnership Board has a Parent's Forum supported by a community development worker. The Forum discusses priorities for the board and how parents can best be supported to take on different roles in Sure Start. The local Sure Start programmes are beginning to offer active parents the opportunity to develop personal development plans. They are varied and include things like:
- helping a parent improve her English so she will have a better chance of getting a job,
 - helping another parent retrain with a view to possibly setting up her own sports for young children business,
 - supporting parents in accessing training and job opportunities in Sure Start or elsewhere
- 3.24. The programmes vary in terms of the extent of community development depending on how long they have had dedicated community support. Programmes were rolled out in rounds or waves occurring at different times. The Round 5 programmes have, perhaps, the most developed parent participation at this time.
- 3.25. This is an area where learning could usefully be shared to inform the wider community involvement challenges faced by the HTPCT and LBH, e.g. in the development of Children's Centres. We believe that the governance arrangements for Sure Start and the future Children's Centres need to retain a high degree of parental governance and influence at policy level.

Recommendation Two

Parental Governance and Direction for Children's Centres.

Description

Management and Governance arrangements for Children's Centres should be established in a way to ensure strong parental governance on direction at a policy level and should include representation from parents and carers, as well as representation the Sure Start Local Programme board. There is a need to ensure that parental involvement continues to remain an integral part of delivery. Joint partnership boards should be considered, where appropriate, which includes strong parental / carer representation.

Partnership Working

- 3.26. As discussed earlier, the London Borough Haringey (LBH) is the Accountable Body for Sure Start Local Programmes. This means it receives the funding on behalf of local programmes and reports back on expenditure. Early on the HTPCT and LBH led on the development of the first Sure Start Local Programme in West Green and Chestnuts. At that time there should have been a Partnership Agreement setting out LBH's and the TPCT's roles and

responsibilities with regard to Sure Start Local Programmes. With the advent of Children's Centres it is probably a good time to revisit current partnership understandings about their roles and strategic responsibilities in meeting the aspirations for the community that can be met through partnership working.

- 3.27. Within the local authority, important new partnerships are working together internally between the different departments and services, specifically Education, Social Services, Regeneration and Neighbourhood Management. We have seen evidence of good practice on joint partnership working on the ground. The main concern that we have is with the arrangements for strategic policy management between partners and we would like to see some measures taken to ensure that this is effective.
- 3.28. We are recommending that the Sure Start partner agencies draw up and agree a joint strategy for multi-agency working, to smooth the operational and policy-making arrangements for Sure Start. The strategy should add clarity to the respective roles of the partner agencies, as well as the role of parent's forums and the voluntary sector.

Recommendation Three

A Strategy for Multi-Agency Working

Description

A brief strategy document which sets out the development of an integral multi-agency framework for the delivery of services and which demonstrates that methods and links with the voluntary sector are being strengthened to improve the delivery of Sure Start. This Strategy should be jointly agreed between all of the key partner agencies involved in the delivery of Sure Start locally, including the Haringey Teaching Primary Care Trust, Social Services, Education Services, Regeneration Partnerships and the Sure Start Local Programmes.

- 3.29. The multi-agency governance arrangement is an important aspect of the way Sure Start Local Programmes help to bring the various statutory services into a closer working partnership and to provide a more holistic approach to address the needs of children and families. It is important that services are developed in a way that develops and builds upon this approach to service provision, especially in the light of the Government's Green Paper Every Child Matters and the Children's Centres agenda. The approach enables closer working on the ground, in policy management and a more joined up system for services for children and families. This includes different departments of the local authority including, the Education department and Social Services department, as well as different agencies, the PCT and the voluntary sector. It will also facilitate enhanced information exchange between different agencies and improve the integrity of child protection services.
- 3.30. During evidence we have heard that there are some good examples of effective partnership working in Haringey. We heard, for example, how the

Sure Start Local Programmes work with managers in social services, the TPCT, the Mental Health Trust, Education and Social Services to ensure the services offered by Sure Start Local Programmes link to the mainstream and there are good referral processes. But we have also heard that the link between Sure Start Local Programmes and mainstream services needs to be strengthened further. It is anticipated that the introduction of Children's Centres will help to strengthen the links between the Sure Start Local Programmes and other services during discussions about how the core offer will be met.

Recommendation Four

Jointly Funded Posts for Multi-Agency Working

Description

Sure Start partners (Haringey Council Education Department and Social Services Department, Haringey Teaching Primary Care Trust, relevant voluntary organisations and Sure Start Parent Governors) should continue to search for opportunities for innovative jointly funded posts (e.g. between Sure Start Local Programmes and mainstream services or between mainstream services) that are responsive to parents and children's needs and contribute to the process of modernising the way children's services are delivered.

- 3.31. We are recommending that there is an expansion is the good practice of establishing joint posts between mainstream agencies for multi-agency working within Sure Start. Such innovations in multi-agency working have helped to make partnerships really effective on the ground. They can also help to facilitate joint resourcing for joint projects and more interconnectedness between different agencies working together for children.
- 3.32. Closer links and integration between different agencies working for children, such as through the good practice established in Sure Start, heeds the sharing of client information and a general joined up approach. We have seen good examples of innovative joint working and joint funding at Tower Hamlets. Locally we recognise the good examples of joint working on the ground and this also heeds information sharing about working practices and the client base.
- 3.33. Improving information exchange through joined up multi-agency working in Sure Start is already helping to create a better framework for child protection, as it bridges the gap between mainstream agencies and local families. Inevitably, some children that are potentially at risk are not in touch with mainstream agencies. The family support early intervention strategy aims to improve detection of children at risk through multi-agency networks in health, education, social services, housing and the voluntary sector. Sure Start helps to provide such a network, as well as helping to support families who need support in the community.

3.34. We believe that mechanisms to improve information sharing between the key agencies involved in Sure Start can be developed further and to this end we are recommending that further work be undertaken on improving systems and capacity to share information through Sure Start, the key mainstream services and the voluntary sector.

Recommendation Five

Improved Sharing of Information for Effective Multi-Agency Working

Description

That further work be undertaken on improving systems and capacity to share information through Sure Start, Education Services, Housing, Social Services and Health services to improve the delivery of services and to enhance the integration of child protection mechanisms.

4. Evaluating Effectiveness

Evaluating Sure Start

- 4.1. This chapter considers how the effectiveness of Sure Start is being assessed. It details the work of the National Evaluation and how local programmes are in Haringey are undertaking evaluation of the process and impacts of delivering services.
- 4.2. There is a wealth of evidence beginning to be amassed that investment in early years and child development pays dividends across a range of social indicators such as levels of educational attainment, health and employment. Sure Start is an innovative model of providing services within a multi disciplinary and interagency framework. Much effort is being directed to assess the effectiveness of this approach at the national level as well as measuring the impact of services at the local programme level. There will be important lessons to learn to inform the relative effectiveness of this model of service provision. Some provisional conclusions can already be used to inform the development of services towards Children's Centres and eventual mainstreaming.

National Evaluation

- 4.3. The national evaluation of Sure Start consists of five modules:
 - **Implementation:** examining how Sure Start Local Programme established themselves and conducting themed studies
 - **Impact:** a longitudinal study examining the impact that Sure Start Local Programmes have upon families and children
 - **Local Context Analysis:** a module that looks at the contextual data about Sure Start Local Programme areas
 - **Cost Effectiveness:** gathering data about how cost effect the programmes are in relation to benefits
 - **Support to local programmes module:** supports programmes in developing and undertaking credible and robust local evaluations.
- 4.4. For many parts of the national evaluation these are early days and although much foundational work has been undertaken, it will be some time before reports are available to provide clear evidence, since some of the expected benefits of the Sure Start Local Programme activities upon children's development can only be measured in the long term. However, some early findings have been reported by some and are summarised in the following table.

Project	Main Findings	Lessons
Implementation Fathers Study	Very low level of father engagement with Sure Start Local Programmes. However levels of engagement were improved when a dedicated staff member for fathers was in place and when activities were directly related to fathers	Maintain efforts to engage with all sections of population, developing strategies to reach the marginalized and those who often do not interface with the services offered.
Getting Started	Partnership board functioning crucial to the early day success of Sure Start Local Programmes. Initial consultations were more effective in areas with an existing infra structure for consultation. Flexibility was reported as an important factor in the establishment of successful services.	Develop and maintain good mechanisms for consultation Continue to allow services to be delivered in a flexible way to encourage innovation
Local Context Reports	Characteristics of Sure Start Local Programmes Areas Low income, unemployment and child poverty more than twice UK average 50% of children in Sure Start Local Programmes areas live in a household where no one was working Young Children in Sure Start Local Programmes experience more health problems with double the rate of emergency admissions for gastroenteritis, 50% more for severe injury and 30% more for lower respiratory tract infections.	Maximise the contribution that Sure Start Local Programmes can make in providing support to childcare places, routes to work and training. Continue multi agency approaches to tackling issues of child health and raising the aspirations of communities
Partnership Syntheses Report	This report was a synthesis of local evaluation reports that had examined the issue of partnership working. High levels of commitment to partnerships are typical and the experience of being a member of the partnership board was reported positively. Parents are seen as being vital to the success of the partnership and they reported a new felt equality as part of the partnership. Sure Starts emphasis on multi agency working has facilitated more effective work with children yet some reports still identify organisational barriers to successful partnership working	The role of parents to the process of good partnership working must be continued. Any evolving management and governance structures should incorporate parental representation Multi agency working should be expanded and developed in all work with young children

All reports can be located on www.ness.bbk.ac.uk

- 4.5. The National Evaluation of Sure Start (NESS) continues to develop information and evidence about the implementation of Sure Start with forthcoming reports on maternity services, employability and capital programmes. These should be accessed when available to continue to see what lessons can be learnt from the activity of the national evaluation.

Local Evaluation

- 4.6. The Sure Start Unit places considerable importance upon Sure Start Local Programmes undertaking local evaluation. The purpose is to help programmes assess how well they are doing, where programmes may need to make changes and how far programmes are reaching targets and addressing the needs of the population within the Sure Start boundary. Local Evaluation also informs the mainstreaming and the development of services for young children. Programmes are required to prepare an annual evaluation report in January of each year to bring together findings from all evaluation activity conducted to date. The key audience for these documents is the partnership board and other stakeholders who may need to review progress and assess impacts. The Sure Start Local Programmes in Haringey have appointed external evaluators from the University of Surrey to undertake a range of evaluative activities. This team provides the evaluation resource to the six Haringey programmes, adopting an action research methodology.
- 4.7. The University of Surrey have been commissioned to conduct the local evaluation of Sure Start until the end of July 2004. Dr Pam Smith and Karen Bryan lead the local evaluation of Sure Start in Haringey. Local evaluation targets reflect the priorities of the programmes and are developed in consultation with the programme managers and the Sure Start lead. An evaluation strategy that is focused more on impacts and outcomes can then be developed.
- 4.8. *Local evaluation* should reflect local programme priorities such as:
- The effectiveness of partnerships with other agencies /voluntary organisations
 - Whether management structures support Sure Start's objectives and principles
 - The role and involvement of parents and the wider community
 - Whether professionals from the different agencies work well together
 - How individual services are delivered and the quality of these services
- 4.9. Different local programmes are at different stages. It should also be noted that all programmes are at any early stage given the ten year expected duration of Sure Start.
- 4.10. In evidence to the Review, Profs. Smith and Bryan gave a presentation of the local evaluation of Sure Start in Haringey. They described the context and challenges for Haringey:
- One of the most ethnically diverse boroughs in the UK
 - 193 languages are spoken
 - One of the highest figures for asylum seekers in England
 - Unemployment rate is twice the national average
 - High deprivation ranking making it one of the poorest areas in the UK

- Some of the most disadvantaged families are those with young children who can directly benefit from Sure Start Services
- 4.11. The evaluation of Sure Start by the University of Surrey sought to find satisfaction levels amongst users, to discover the main reasons why non-users do not use Sure Start services and to determine how the service could be improved to better meet the needs of users and non-users.
- 4.12. Specifically, the Sure Start Evaluation Research sought to reveal the following:
- ◆ Who is NOT using Sure Start?
 - ◆ Why don't they use Sure Start?
 - ◆ What services would non-users like to have?
 - ◆ Who IS using Sure Start?
 - ◆ What do users feel about Sure Start overall?
 - ◆ How has Sure Start helped them?
 - ◆ Evaluation of services used
 - ◆ Qualitative findings

Sure Start Haringey Historical Evaluation

- 4.13. Action research and participatory appraisal models were used as frameworks for evaluation. Action Research is a process of continual reflection of how programme activities are performing, using data to inform changes that are necessary to improve outcomes on a rolling basis. Action research and participatory appraisal principles and assumptions include:
- A collaborative framework
 - Capacity building
 - Sensitivity to local community context and policies
 - Participatory and inclusive methods and processes
 - Responsiveness to change
- 4.14. The scope of the local evaluation was to carry out a mapping exercise conducted with Trailblazer and Round 3 Sure Start Local Programme and a rapid appraisal to inform emerging Round 5 and 6 programmes.
- 4.15. The Key Challenges have been identified for Sure Start Local Programme. These are:
- Building on participatory appraisal methods to involve local people
 - Diversity and invisibility of local population
 - Emergence of new roles and ways of working
 - Time and resources required to deal with change management issues
- 4.16. Some key Issues for Haringey Sure Start Local Programmes are:
- Complexity of evaluating multi-agency partnerships negotiating roles and boundaries
 - Public accountability and identifying the client
 - The rules of engagement
 - building confidence in engaging local people and communities
 - mechanisms for sharing new and innovative practice

Evaluation Process

- 4.17. A process evaluation took place during the first half of 2003. The following key themes were identified for all six programmes:
- Management and Organisation
 - Mainstreaming activities
 - Level of parent participation
 - An Evaluation Strategy
- 4.18. Each programme has developed a plan of work based on local priorities. The local evaluation identified some significant achievements and challenges for Haringey's Sure Start programmes. The West Green and Chestnuts User Evaluation Survey has revealed some tangible medium terms findings.
- 4.19. Evaluation revealed that the overall achievements:
- Partnership Boards have been established and are operational
 - Parental involvement
 - Interagency working
 - Dedicated staff to the Sure Start mission
 - Flexible and responsive attitude to local parents
- 4.20. Significant Achievements:
- Transition to Partnership Board Governance
 - Responding to the Change in National Priorities
 - Implementation of four new local programmes
- 4.21. Evaluation revealed challenges:
- Adaptation of pre-existing structures and activities to new forms of service delivery
 - Achieving the right balance between parents, statutory and voluntary agencies
 - Making time for infrastructure development
 - Keeping the momentum going
 - Establishing a shared vision
- 4.22. An assessment of effectiveness also requires information on the numbers of families accessing services and how far the programme has reached those who could benefit from the programmes activity. Each programme submits a quarterly return to the Sure Start Unit detailing reach figures as well as demographic details of the families they are in contact with. This is scrutinised by the regional team at the Government Office for London.
- 4.23. Sure Start Local Programmes in Haringey are committed to consulting local parents. The commitment to consult, listen and act on evaluation with parents is essential if programmes are to be truly needs led, community driven and thereafter professionally managed. To this end programmes undertake at regular intervals user satisfaction surveys to assess how well the programme is meeting community needs and where room for improvements may be indicated.

- 4.24. Local evaluation also needs to encourage and support practitioners developing their own skills to evaluate the services that they provide. This results in more good practice being captured where applicable but also developing the capacity of the programme to examine outcomes of activity through the development of an evaluative culture.
- 4.25. Finding out the reasons for non-use is an important aspect of this type of evaluation, because it may identify those who are the so called "hard to reach" so that measures can be taken to reach them (see Chapter Five, Reaching Out).

Progress Across Programmes

- 4.26. Programmes were rolled in rounds or waves occurring at different times. The effect of this was to learn lessons from early rounds so that later rounds would be able to establish themselves more quickly. In order to assess progress in governance, financial and operational functions within the programme the Sure Start Unit based in the Government Office for London undertake risk assessments at 6, 12 and 18 months. These risk assessments provide the programme with a mechanism to review progress to date and form action plans by which any weakness or deficits can be remedied.
- 4.27. The results of the Risk assessment for the Haringey Sure Start Local Programmes:

Programme	level of risk
West Green ("Trailblazer" RI 1999)	Low Risk
Chestnuts R3 (2001)	Low Risk
Noel Park, High Cross and Park Lane R5 (2003)	Low Risk
The Roundway R6 (August 2003)	Low Risk

- 4.28. We surveyed Sure Start managers for diversity mapping to find out how key elements of reach have been rolled out over the programmes (see Appendix Four). Chapter Five gives some examples of our findings. From evidence to this Review we have concluded that the Round 5 and Round 6 programmes are still setting up and working on establishing the basic infrastructure – including accommodation and staffing.

West Green & Chestnuts Evaluation

- 4.29. The user satisfaction survey of the West Green and Chestnuts is the most useful in terms of revealing the short term success of Sure Start methodology and strengths and weaknesses to inform service development, because it has been established now for over three years. For this reason the results of the evaluation were considered as evidence in this Review and some relevant sections outlined in this report.

4.30. The West Green & Chestnuts Evaluation overall objectives were:

- Amongst users of Sure Start services, to evaluate:
 - * satisfaction with sessions attended
 - * awareness of sessions not attended
 - * ways in which service could better meet their needs
- Amongst non-users, to determine:
 - * awareness of Sure Start sessions
 - * other reasons for non-use

4.31. The methodology used was face to face interviewing using structured questionnaires, which allowed considerable scope for open-ended responses, which were recorded verbatim.

4.32. Interviews were spread over 3 weeks. Every type of Sure Start session attended by parents or carers was included so that service users could be interviewed. Non-users were interviewed in clinics, nurseries, non-Sure Start ESOL sessions and at events organised by community groups. There was also some street interviewing outside libraries and post offices etc.

4.33. Interpreters were used in interviews on sessions where there was an identified need for a particular language. In addition, informal mini-group discussions were conducted in 4-5 sessions of different types, in order to obtain a more in-depth understanding of the issues which users feel are important. The target sample was 150 Sure Start users and 150 non-users, which is sufficiently large to allow meaningful analysis of the data and in line with national Sure Start guidelines.

4.34. The evaluation also sought to find out what services are used and service users awareness of other services.

4.35. The survey revealed very high satisfaction levels amongst users of Sure Start in West Green & Chestnuts and that overall, the programme reaches a wide range of people. The survey also revealed that large numbers of more socially and economically disadvantaged families are not using Sure Start services. As these are the very families that need Sure Start the most, the evaluation has revealed that there is a particular need to consider more effective ways of reaching them. We have proposed an Outreach Strategy for Marginalised Communities (Recommendation Eight) to help plan and co-ordinate such programme development.

Qualitative Findings

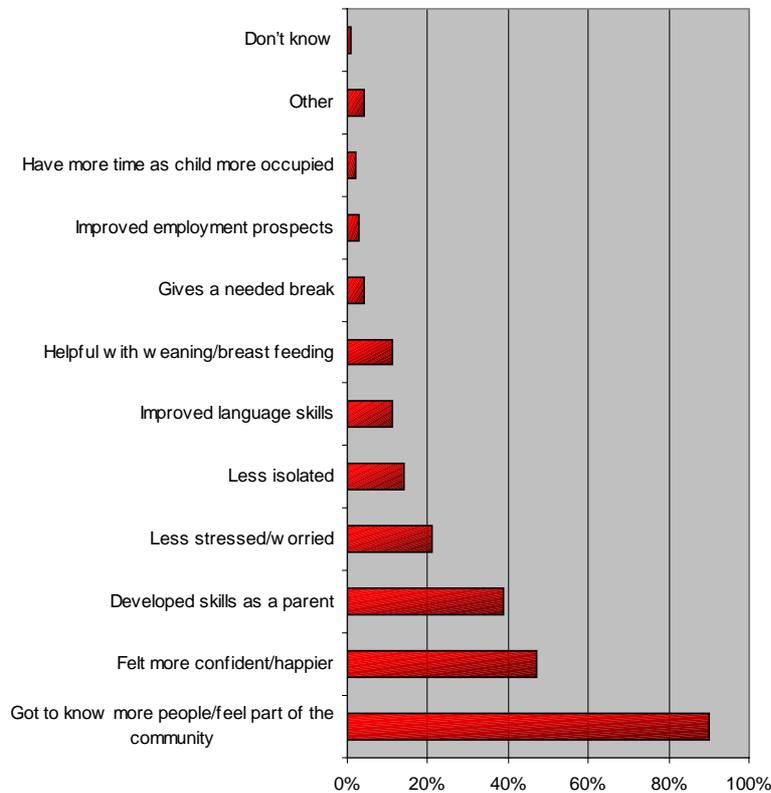
4.36. The local evaluation of Sure Start also included qualitative studies. Sessions visited represented users with a wide range of different backgrounds. Sessions were held at Woodlands Park and CARIS drop-ins; Jolly Babies; Broadwater Farm Here We Grow; Crawlers and Beyond.

- 4.37. The studies found that the biggest problem faced by most parents is keeping their children occupied, particularly in winter and bad weather. Sure Start sessions provide social interaction for parents and children. Mothers feel less isolated, children get mental stimulation and this was found to be equally important for all social groups.

Customer Feedback

- 4.38. Local evaluation asked service users for feedback on services overall. The evaluation survey for West Green and Chestnuts revealed very high levels of satisfaction among those people currently using the service. 96% of current users surveyed said that they would recommend Sure Start.
- 4.39. Most of the respondents find their session to be held at a convenient time and location
- 95% convenient location
 - 64% reach location in under 10 minutes
 - 95% convenient time
- 4.40. The evaluation asked service users how Sure Start has helped them?
- 91% feel that Sure Start has made a difference to their own lives
 - 92% feel it has made a difference to their children's lives
- 4.41. The evaluation revealed that:
- Sure Start parents feel more part of the community, know more people, and feel happier and more confident as a result
 - Children also enjoy the sessions, and are more confident and better at communicating

- 4.42. There are also many more specific benefits for both parents and children. The ways attending Sure Start has made differences to respondent's lives:



Recommendation Six

An Evaluation Plan for Measuring Effectiveness

Description

A transparent and strategic approach to evaluation should be undertaken focussing on measuring the outcomes and impacts of services in order to support efforts to sustain those services that work well and set out in a brief strategic document. This would set out clear linkages for specific overall targets against specific measured outcomes and allow scope for the development of local targets.

- 4.43. We believe that it is very important for local Sure Start Programmes to be able to demonstrate both to themselves and to mainstream agencies and service users that they are meeting their objectives and making a real difference to the local community. Specifically, it is important that evaluation helps to develop services for ongoing improvement in line with users needs. It can also be used to help gear Sure Start local programmes towards eventual mainstreaming, as well as providing an evidence base for the inclusion of innovative Sure Start activities within the mainstream.
- 4.44. We are pleased to note that evaluation plays a very important part of local services development and that the work carried out by the University of

Surrey will provide a comprehensive reference point for how services in all of the programmes will be developed. In future, local evaluation is likely to be "in house" and will continue to be a key way in which local programmes develop their services. In order to maximise the effectiveness of this process we would like to see the development of an Evaluation Plan for Measuring Effectiveness. This can ensure that evaluation is co-ordinated and consistent and that key aspects of evaluation for both effectiveness and other developmental issues (eg future mainstreaming) can be incorporated into the plan.

- 4.45. Because Sure Start is an interdisciplinary multi-agency programme, the expected benefits and outcomes range across the traditional mainstream agencies. Sure Start is a mechanism for delivering outcomes for health, education, social services and regeneration. The evaluation plan should therefore also help to pull all the various agencies together for a more integrated approach. In particular, we would like to see how Sure Start can be used to bring about measurable benefits for health in accordance with the Primary Care Trust priorities outlined in the local Health Modernisation and Improvement Plan.

Recommendation Seven

Delivering Healthy Outcomes Through Integrated Performance Targets

Description

That Haringey Teaching Primary Care Trust and Haringey Council link Sure Start to delivery mechanisms for the wider public health priorities for Haringey. Sure Start Local Programmes should maintain and further develop links with other borough wide strategies such as the Health and Modernisation Strategy and Neighbourhood Renewal, Job Centre and Council's Housing Department which all have objectives pertinent to the lives and well being of children and families.

- 4.46. We are recommending that the Haringey Teaching Primary Care Trust and Haringey Council establish key linkages in the Sure Start evaluation framework to make sure that the community health priorities are incorporated within Sure Start local evaluation. This will also help to make sure that the local evaluation works in tandem with joint agency working and can help to gear local programmes towards the mainstream agenda.

5. Reaching Out

Reaching the Whole Community

- 5.1. Reaching out to local parents is a vital dimension of local Sure Start programmes, striving to provide services to the whole of the local community, not just a section of it. It is often the case that "hard to reach" groups are also the people that most need services. Reach remains a vital part of the assessment of how well a programme is doing. Monitoring user returns indicates how many new and existing families are engaging with the programme. They also record important information around ethnicity, young and lone parents, children with disabilities etc.
- 5.2. Work undertaken by the external evaluation team examined social inclusion in relation to Sure Start¹⁰. The research identified a range of existing plans that work to address the social inclusion agenda. These include the Community Strategy, Neighbourhood Renewal Strategy, the Health Improvement and Modernisation Plan and the Early Years Development and Childcare Plan. Each of these plans has expressed objectives around tackling social inclusion amongst children and families. Sure Start Local Programmes have a part to play, programmes often feel that social inclusion is an inherent part of all their work and this mirrors the aspiration of addressing the needs of hard to reach groups within the task of improving the outcome and life chances for all children.
- 5.3. Much work associated with engaging with all sections of the community have been reported to this Review. Community outreach workers appear to be productive in terms of raising the awareness of Sure Start Local Programmes and enabling families and children to access the services being made available.
- 5.4. All programmes are offering a range of services that are available to all. Additionally it has been reported to the Review that specific activities, services and personnel are directed to meeting the particular needs of certain distinct groups in the communities that the programme serves. Programmes have also provided activities and services that overcome the fear of stigma associated with contact of some mainstream agencies such as social services.
- 5.5. Some programmes carry out an holistic family needs assessment that can identify any special needs the family may have and thereafter signpost the family to the services that may be of use to them and their situation. All of the programmes should do this with every family within two months of the birth of a new baby. It examines mental, physical, social and environmental dimensions. This is important because it is an effective way of reaching some families who may face barriers to access, eg due to language, cultural or knowledge barriers. Services to refugees and asylum seekers are being met in some programmes with the introduction of Multi Cultural Support groups that will provide bilingual advocates and volunteers.

- 5.6. Programmes are also successfully working with existing associations such as Turkish and Kurdish groups to meet the specific needs of these communities. Wherever possible working in partnership with existing structures and organisations provides a route by which Sure Start becomes a key provider of services to those groups that are often perceived as hard to reach. During evidence hearings the Review met with parents from a variety of backgrounds (including Albanian, Kurdish, African, French speaking, Irish). These parents started out as users of Sure Start services and gained the experience and confidence to set up Sure Start parenting groups themselves. This is an effective way of identifying gaps in service provision and filling those gaps effectively. Gaps in services may be missed by mainstream statutory services, which can be more rigid and less flexible than Sure Start and may find it harder to respond to gaps in service provision.

Reaching Children in Poverty

- 5.7. The Sure Start Unit have recognised that Sure Start Local Programmes reach only about a third of poor children because almost half of poor children do not live in the most disadvantaged areas where Sure Start Local Programmes are focused. Evidence has been heard of the good practice that is being undertaken in the Haringey programmes. It is clear for example that parents are engaging with the programmes and accessing services that have been established through consultation with them. Parental involvement and participation seems to be a key strength of the Haringey programmes.

Who is Not Using Sure Start?

- 5.8. In order to inform strategies for reaching out to people who do not currently use Sure Start Services it is necessary to produce a profile of who is using the service and compare this with the population profile of the local community. The West Green & Chestnuts user satisfaction survey sought to find out from non-users:

- ◆ Who is not using Sure Start?
- ◆ Why they don't use Sure Start?
- ◆ What services would non-users like to have?

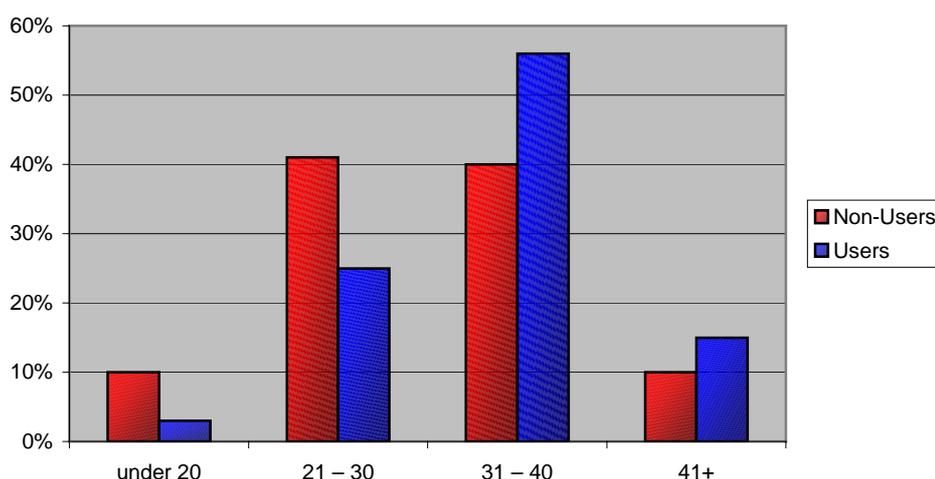
5.9 The evaluation for West Green and Chestnuts revealed that non-users as a group are less likely than users to speak English as a first language. Only 72% of non-users speak any English at home compared to 91% of users.

<i>Languages</i>	<i>Non-Users</i>	<i>Users</i>
English	72%	91%
Other	22%	22%
Turkish	20%	7%
Kurdish	14%	
French	12%	3%
Russian		1%
Lingala	7%	1%
Somali	5%	1%
Spanish	4%	5%
Albanian	4%	2%
Arabic	2%	1%
Bengali	2%	1%
Greek	2%	4%
Urdu	1%	1%
Chinese	1%	
Kosovan	1%	1%
Polish		1%

Languages used at home
Race and ethnicity were self-described¹²

5.10. Overall, non-users were more likely than users to be Black or Black British. The evaluation also revealed that a larger proportion of the non-user sample were Turkish, Kurdish or Kosovan. This shows that at present, there is a need to reach out to these groups within the community that the West Green and Chestnuts programme will need to recognise and is a point that other programmes should note.

5.11. The evaluation also revealed that older service users find services more accessible than younger mothers, suggesting that more orientation needs to be directed towards the younger population, who may after all be more in need of support, especially teenage mothers.



5.12 The evaluation found that the non-user survey sample was economically less affluent than users. It also revealed that Non-users were more likely to be lone parents, and more likely to be unemployed than in the user group.

	Non-users	Users
<i>Respondent employed</i>	31%	37%
<i>No-one in paid work in house hold</i>	55%	26%
<i>Main income from benefits</i>	56%	28%
<i>Lone parents</i>	31%	24%

5.13 Haringey has a high rate of population transience, which can destabilise family life and support. The West Green and Chestnuts evaluation revealed that 14% of Non-Users and 9% of Users had lived in the area for less than one year.

Reaching the "Hard to Reach"

5.14 The evaluation sought to reveal reasons why Non-Users are not using Sure Start. The demographic analysis suggests some reasons for non-use including language difficulties, finding it harder to get to sessions with more than 2 children and/or a baby, being younger, and less socially confident. Belonging to a culturally cohesive ethnic group may meet some needs, eg providing an informal network of support from family, neighbours and friends. These factors need to be taken into account in the development of strategies for reaching out to the wider community both in West Green and Chestnuts and in the newer Sure Start Local Programmes and in the development of Children's Centres.

5.15. We surveyed Sure Start managers for diversity mapping to find out how key elements of reach have been rolled out over the programmes. We asked them about activities they are carrying out throughout the programmes for different groups of people with identified access needs, including:

- Parents experiencing mental health problems
- Children in Care
- Ethnic Minorities:
- Please list those groups you are working with:
- Disabled parents
- Disabled Children
- Children with special need

- Travellers
- Parents for who speech and/or hearing is not their principle means of communication
- Visually impaired parents or children

5.17. We have found a great deal of innovative and useful work is being carried out by the local Sure Start programmes. For a list of the programmes being carried out see Appendix Four.

5.18. Examples of Activities being Carried Out:

- High Cross and Park lane programmes are providing a Turkish and Kurdish and Kosovan and Albanian Family Drop in Groups, targeted at these communities.
- Noel Park is providing a Speech and Language Therapist for children with special needs
- West Green and Chestnuts programme runs several activities and services targeted at Disabled children, including a joint funded post for a Child Clinical Psychologist

5.19. The evaluation revealed that main reason for non-use is a lack of awareness that Sure Start services exist. This concurs with the findings of the Sure Start Scrutiny Review, when Members have spoken informally both to programme managers as well as Users Non-Users the issue of publicity and promotion of the programmes was raised. The survey found that 53% of Non-Users have not heard of Sure Start. 63% of Non-Users had not seen the Sure Start poster advertisements.

5.20. During the Review we found out that the most common way that people hear about Sure Start is through word of mouth. This is despite the high quality publicity that is produced; Sure Start bulletins are delivered door to door and provide information about all of the forthcoming events in the local areas and who to contact. The West Green and Chestnuts user satisfaction survey revealed that the most favoured way for people to get information about Sure Start would be a leaflet through their door, in their own language.

5.21. There has been success in reaching lone parents. 63% of lone parent non-users in West Green and Chestnuts are at least aware of Sure Start. We are recommending that a co-ordinated joint strategy is developed and documented as a common frame of references for use by the local programmes and Sure Start partners, to ensure that identified strategies are developed and shared to reach marginalised communities that are not accessing services.

5.22. The Acting Head of Early Years and the Strategic Services Manager, Shared Service Centre should meet with parents and workers to identify so-called "hard to reach" groups and plan ways of reaching these community groups. This should incorporate further development of community outreach projects within Sure Start to assist all residents to access Sure start activities.

The strategy should clarify specifically access to young children's services in geographical areas not covered by Sure Start to ensure that "gaps" in service provision are overcome. The evaluation of this work should be shared widely so that lessons can inform the development of children's centre services whether they are provided by Sure Start Local Programmes or mainstream services.

Recommendation Eight

An Outreach Strategy for Marginalised Communities

Description

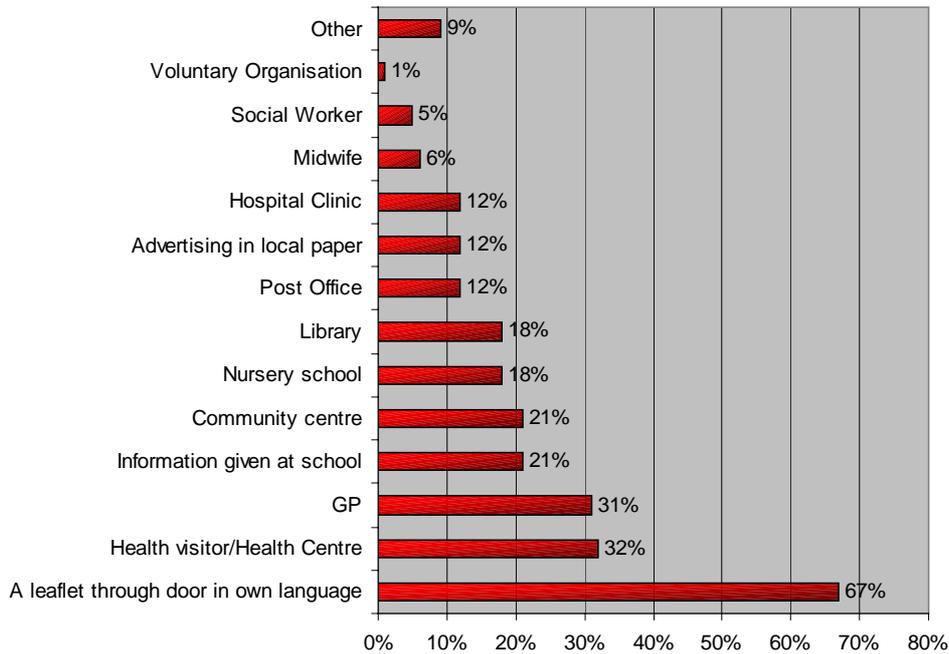
Sure Start Local Programmes should, with others (including Haringey Council Education Department and Social Services Department, Haringey Teaching Primary Care Trust, relevant voluntary organisations), and specifically including the Children's Centres, establish a co-ordinated policy of reaching groups who are marginalised and not receiving services that are available in the local area.

Promoting Sure Start

- 5.23. During the Review we heard evidence from Sure Start local project managers that there were some difficulties in letting people know about their scheme. Most parents we spoke to said that they had heard about Sure Start through word of mouth. The local evaluation survey asked respondents how Sure Start could let them know about their services and through what venue they would be most likely to hear about the services. The graph below shows the feedback for the West Green and Chestnuts evaluation.

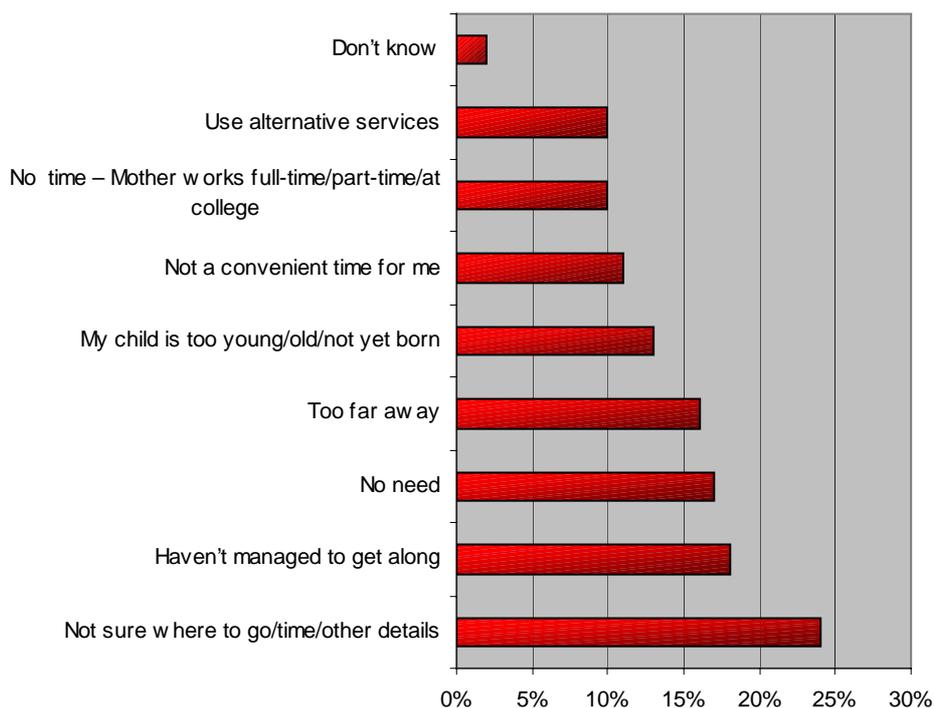
How people would prefer to hear about Sure Start

5.23.



People who are aware of Sure Start mostly understand what it offers. The Review found that some Non-Users have negative connotations with the service or regard it as something that is offered to people in desperate circumstances and this might put some people off. It is important then that promotion is positive and targeted at all sections of the community and avoids stigma. The West Green and Chestnuts user satisfaction survey found that 24% cited lack of information as a reason for not using another relevant Sure Start service. Users believe lack of information is the main reason why non-users don't use Sure Start.

Reasons Why Service Not Used

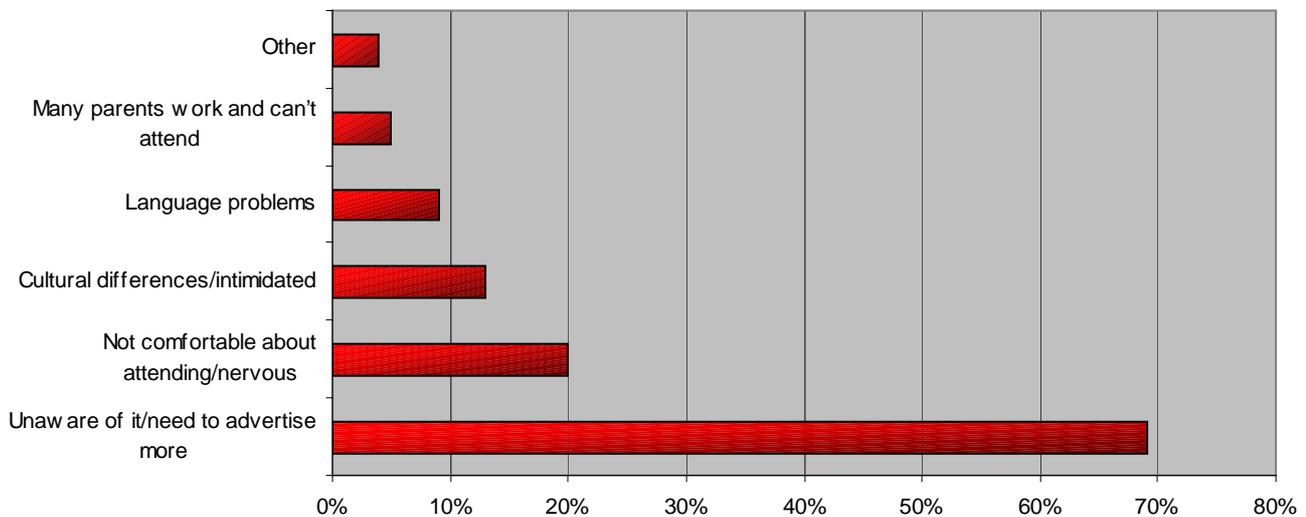


5.24. Promotion also needs to find ways of engaging more people who have heard about Sure Start to use the services. The graph below indicated some of the reasons from the local evaluation of West Green and Chestnuts why people don't use services they have heard about.

5.24. Qualitative research carried out as part of the local West Green and Chestnuts user satisfaction survey indicates that the Sure Start Local Programme newsletters are often received but not used as information source about sessions. Informal flyers of the Jolly Babies type, widely distributed, may be more successful. However, some people still do not notice information on notice boards or pick up leaflets. A lack of follow up after Open Day summer sessions was reported, some people saying that they had registered for more information about Sure Start services but received nothing.

5.25. From speaking informally to service users and other young mothers who do not use the service we believe that Sure Start programmes need to be more proactive in promoting the various projects and more focused on identifying those people who are not currently accessing services and the so called "hard to reach".

Why respondents think some people don't use Sure Start:



"I have heard about Sure Start services but I don't know a lot about where they are or when they are on or any of the details.... I have seen a leaflet through the door but now that I've lost it I'm not sure where to find out more"

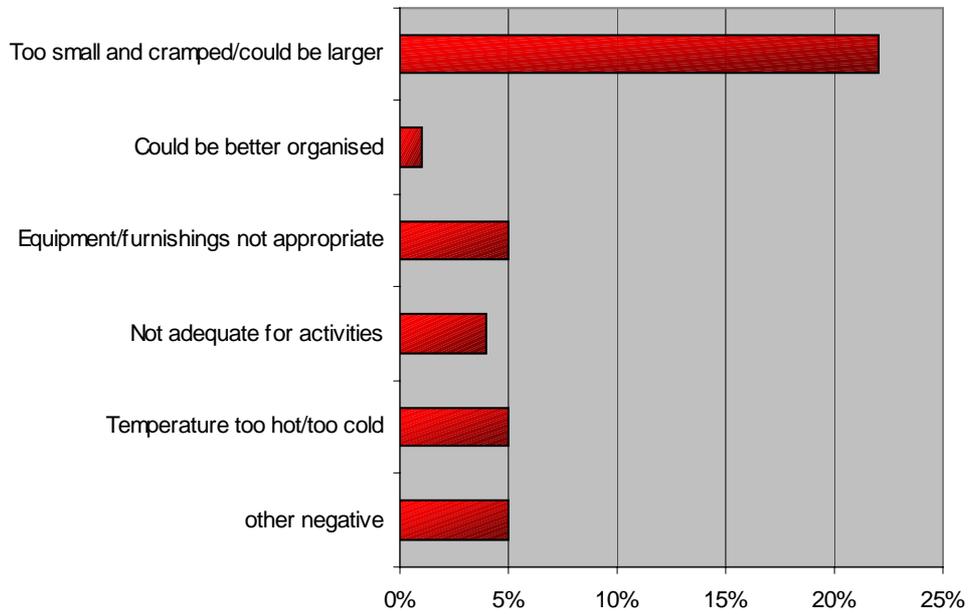
New mother in Noel Park who doesn't use Sure Start

The Venues for Sure Start

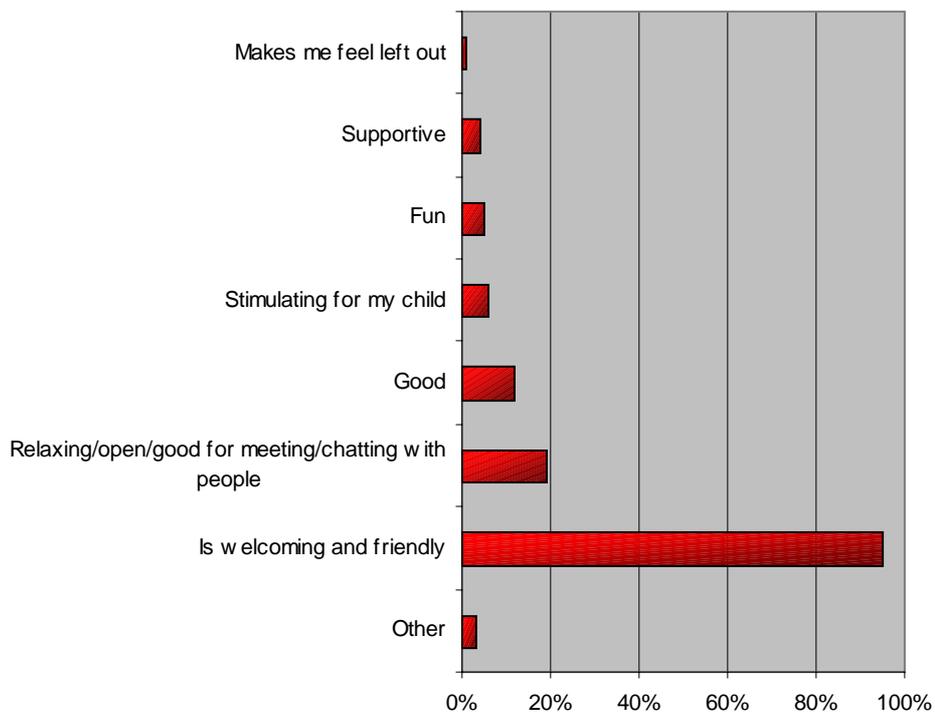
5.26. A key aspect of access is locating Sure Start projects in an appropriate, accessible and accommodating venue. This is not just a matter of the location, as we have found during the Review when we have visited local sites and talked to service users, for mothers with young children it is also about the atmosphere of the venue. The atmosphere of a Sure Start venue needs to be perceived as secure, friendly and clean. It also needs to be appropriate to the diverse range of cultural and ethnic groups in the local community. The West Green and Chestnuts evaluation found that there was high satisfaction levels overall with venue, atmosphere of session, staff, and advice.

How respondents found venue:

Negative Comments

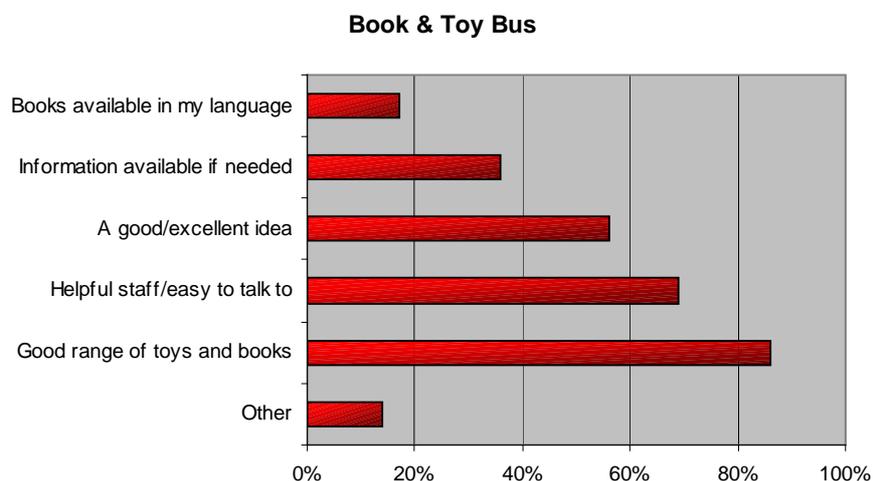


Atmosphere



The Book & Toy Bus

5.27. During the Review we found that one of the most valued Sure Start services was the Book and Toy Bus, where mothers are able to take their children into a sociable arena and access toys which were of educational as well as recreational value.



Base: Use Book & Toy Bus (36)¹³

5.28. The West Green and Chestnuts evaluation found that there was a general lack of awareness of similar sessions in other locations. This may be partly due to a lack of information or inappropriate publicity (eg newsletters not being well used). There needs to be more cross-fertilisation between Sure Start in some areas to other programmes.

5.29. The evaluation revealed two main perceived barriers to more people using Sure Start – particularly to disadvantaged parents

- *Not enough information of the right sort, in the right places*
- *Real nervousness about attending a session for the first time*

6. The Future: Mainstreaming Local Programmes

Mainstreaming

- 6.1 There are many interpretations of what mainstreaming actually means. Two main themes usually emerge:
- **Mainstreaming of *Services*.** This is essentially where services that are often short term funded are taken on and integrated into existing provision usually carried out by statutory or voluntary bodies. This is a continuance of delivering services as before, usually operating in the same way for the same target population for which the new service was established
 - **Mainstreaming of *Methods*.** The method of delivering services is taken on board by partner organisations. This means that all are able to benefit from the way services have been developed for individual programmes or projects
- 6.2. Both approaches rely on the effective provision of evidence of what really works in terms of outputs and outcomes.
- 6.3. The Sure Start Unit have recognised that Sure Start Local Programmes reach only about a third of poor children because almost half of poor children do not live in the most disadvantaged areas¹⁴. In order to address these issues and attempt to ensure that more children are reached and sustain the principles of Sure Start national mainstreaming pilots were set up. Adapting mainstream early years, childcare, health and family support services is seen as a way to make services integrated and responsive to children's and families needs. The goal is also to provide more preventative services, which better meet the need of children in poverty
- 6.4. Evidence has been heard of the good practice that is being undertaken in the Haringey programmes. It is clear for example that parents are engaging with the programmes and accessing services that have been established through consultation with them. Parental involvement and participation seems to be a strength of the Haringey programmes. Partners are enthusiastic about the way of working for themselves are the recipients of services. This fits well with other research that has highlighted family's needs and desire for proactive support delivered in holistic family centred approach working across agencies.

Sustaining Sure Start in the Future

- 6.5. The approach to sustaining Sure Start will rely upon spreading the Sure Start ethos and way of working wider, enabling more children to access the type of service delivery that has been reported in such a positive way. The Children's Centre model goes some way to encouraging this approach. The core offer that Children's Centres are required to maintain includes many features of Sure Start Local Programmes activities and outputs. The guidance indicates that every worker within health, education, social services or the voluntary sector who has contact with a family living within the catchment area of a

Children's Centre should consider themselves a part of the Children's Centre hub of local provision.

- 6.6. At one level this effectively is mainstreaming. However the nature and type of services that are developed will rely in some way on evidence to support the continuance of Sure Start like activities, as well as where prevention is on the strategic agenda of the local mainstream community partners. More effort could be placed upon beginning to focus in a co-ordinated way on what works well and what does not. Evaluating the outcomes of the Sure Start Services in a rigorous and reliable way then becomes more urgent if these services are to be considered worthy of mainstream support. For example as reported to the Review it may be important for Sure Start Local Programmes to consider more explicitly the way they are contributing to other statutory agencies targets and begin to measure programme outcomes in those terms as well.
- 6.7. Sure Start Local Programmes have much to offer in the context of the reformation of Children's Services following the Government's Green Paper. The Government guidance on Children's Centres states that Sure Start Local Programmes have a key role to play in developing Children's Centres and as such should continue to involve local partnerships. This provides the opportunity for many more children to be reached and Sure Start principles to be shared and sustained. Sure Start Local Programmes will be affected by the emerging structures and arrangements around Children's Centres. The Review was informed that Sure Start Local Programmes will have an important role to play in the evolving process of Children Centre establishment and delivery. Programmes already have a good track record of multi agency working. For example reference was made during evidence to the Review to the effective contribution being made by health visitors in collaboration with other members of the Sure Start team in delivering high quality outcomes for service users.
- 6.8. Careful thought needs to be given in all circumstances in engaging with as many children and families as possible. Mainstreaming should be about enabling all to benefit from the good models of practice and interagency working that have been highlighted to the Review. Some groups are notoriously hard to engage with. The marginalised and disaffected may well need services that are being provided, yet for whatever reason still are unable to engage with programmes. The way forward may be to collaborate in approaches that seek to maximise the population's experiences of Sure Start services. Mainstreaming will not provide all the answers to widening participation in these holistic family services. A continued resolve by programmes and all those working with families and children in these localities to find and support the so-called 'hard to reach' should not diminish but be restated as a constant priority.
- 6.9. Sure Start methods of service delivery should also be influencing the way mainstream services are being delivered. This requires all partners at a strategic level to engage in the planning and learning from the Sure Start way of working. Reaching families who traditionally may not have engaged with

mainstream services through active and real partnership with parents is a lesson that can already be drawn from Sure Start approaches.

Recommendation Nine

Spreading Best Practice in Sure Start for Multi-Agency Working

Description

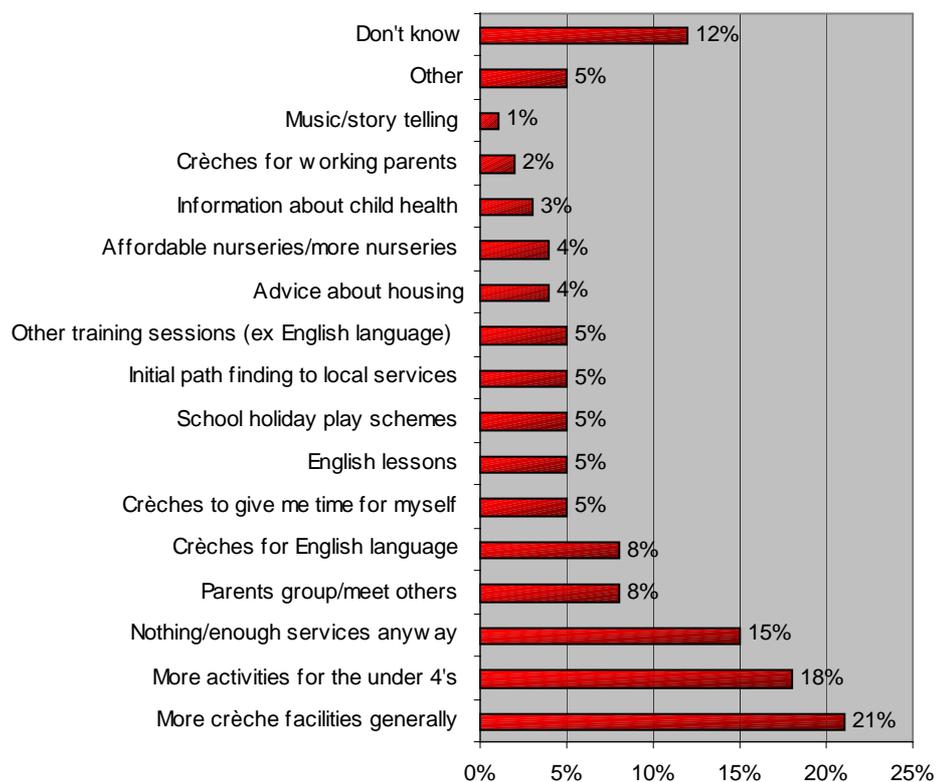
The ethos and principles of the Sure Start multi-agency integrated services should be encouraged and wherever possible incorporated in all services to young children throughout the borough. That community development and parent participation programmes in Sure Start Local Programmes should be widely disseminated across the Haringey Primary Care Trust and the London Borough of Haringey to inform policy and practice in these organisations

- 6.10. Maximising the use of preventative services for children close to where people live improves parental engagement with programmes. Delivering services in a truly multi disciplinary team, across agencies will be the result of creating a vision of what needs to be achieved and developing the mechanisms whereby that vision becomes a reality. There needs to be a concerted effort to develop partnerships that do not necessarily replicate Sure Start Local Programmes, but draw on the success of developing needs led services in the community through consultation with the beneficiaries of those services.

Future Development of Sure Start

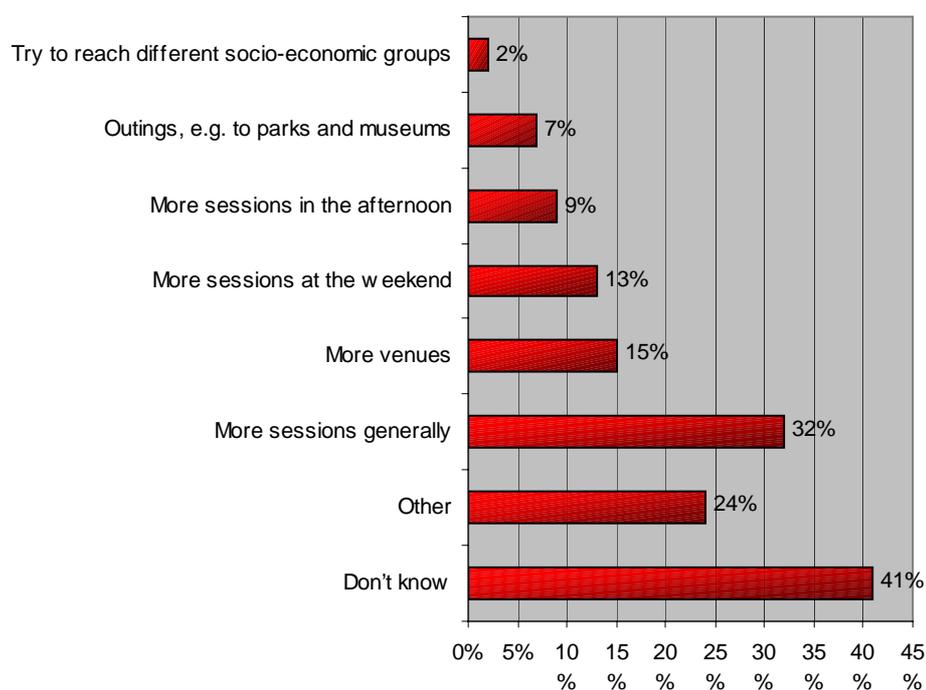
- 6.11. The development of Sure Start services in the future will have to take into consideration the requirements for integration of local programmes in the Children's Centres and development in line with feedback from the local evaluation. We believe that it is important that the best practice established in the experience of Sure Start Local Programmes is taken forward as part of the new arrangements for Children's Centres and also that this development can take account of the lessons to be learnt from any pitfall from the Sure Start experience.
- 6.12. The local West Green and Chestnuts user satisfaction survey also found that the main other kind of service non-users would like to have would be a crèche. 34% of respondents said that they would like some kind of crèche facilities either to enable them to work, learn English or have some time for themselves. The qualitative sessions indicated that existing crèches are often full.

Other kinds of help and support for families with small children respondents would like to see¹⁵



6.13 In order to identify ways of improving access the evaluation survey also sought to identify other possible geographical locations. Respondents were asked where they would ideally like to see Sure Start sessions to be located. Children's Centres promote the delivery of Sure Start services in a school setting and these survey results show that there would be support for this from local parents.

6.14 Respondents were asked for three things about Sure Start respondents would choose to change.



6.15 The evaluation revealed that most people who use Sure Start attend only one type of session and that awareness of other types of sessions is low.

Sure Start Children's Centres

6.16 Nationally, local authorities are leading on developing Children's Centres to provide the best possible start in life for young children (0-5) living in disadvantaged areas. Children's Centres will offer access to the following core services:

- Early education integrated with child care
- Family support and outreach to parents
- Child and family health services

6.17. In addition, Children's Centres will act as a service hub within the community for parents and providers of childcare services for children of all ages – offering a base for childminder networks and a link to other day care provision, out of school clubs and extended schools. Centres will also have links with local training and education providers, Jobcentre Plus and Children's Information Services, such as Children's Centres are part of the larger Sure Start programme.

6.18 By 2010 Haringey will need to provide integrated services for children from Children's Centres in the most disadvantaged parts of the borough – covering the whole of the East of Haringey. Haringey has been set the

following targets:

- reach 7,559 children by 2006 and 11,629 by 2010
- create 505 new childcare places by 2006

6.19 For the period 2004 - 2006 the additional external funding for Children's Centres is £3,407,321 in capital and £1,192,554 in revenue. It is not clear at this stage what the longer term funding will be. Haringey is in a strong starting position for developing Children's Centres. The expectation is that Children's Centres will build on services being developed in Haringey by:

- Six Sure Start Local Programmes
- Three planned Neighbourhood Nurseries
- Three Early Excellence Centres
- Four Under 5s Centres

6.20. Partnerships with other key agencies will be critical to the success of children's centres, particularly with Haringey Teaching Primary Care Trust and the North Middlesex Hospital, the Whittington Hospital NHS Trust and Great Ormond Street Hospital (for a range of child and family health services), Job Centre Plus and the local Children's Information Service. The Sure Start Unit also wishes local authorities to encourage development from other existing local provision in the maintained, voluntary and private sectors.

The Haringey Vision for Children's Centres

- 6.21. Haringey's vision for Children's Centres anticipates a single point of access for families and children. The centre will be available to all of those who live and work in the community it serves, alongside parents from other areas who could purchase childcare.
- 6.22. Each Children's Centre will provide services from one site or multi sites close to each other – within pram pushing distance of the families it serves. Each centre will also provide outreach and family support in the wider community, including a visit to all new mothers within 2 months of the birth.
- 6.23. Parents will be able to self refer for a broad spectrum of support as will health visitors and social workers and other professionals.
- 6.24. There will be a high quality environment for babies and children up to school age to receive full day, all year round care, integrated with early learning. The provision will be flexible to meet the needs of parents and children and will support the provision of other services within the centre. There will also be a range of multi purpose rooms to enable parent and child and childminder drop-ins, group activities, health and ante-natal care and classes, 'surgeries' for Jobcentre Plus/training providers, welfare rights, etc. and access to the centre's day care provision to support these activities.
- 6.25. The Sure Start Unit specifies that the ideal centre is a single building on or close to a primary school site, however a centre can comprise of 2 or 3

buildings on the same site or on neighbouring sites. Outreach services (e.g. health and family support etc) can be provided in satellite locations that are convenient for children and families. However, in all cases day care and learning must be integrated on one site.

- 6.26. Children's Centres will reach out to those families who may find it difficult to access statutory services. The best centres have shown how family support alongside day care and education can have a real impact in improving parenting skills, the employability of parents and the educational outcomes for children. Young parents, lone parents, minority ethnic families can be among those most in need but they can also find it difficult to access services. This sort of outreach work, along with local consultation with parents on what would be most useful, ensures a wide variety of users, many of whom will use the centres for different purposes over a number of months and years - often moving from informal to more structured services.
- 6.27. The multi-agency approach that has been developed through Sure Start and that will be integrated and expanded with the establishment of Children's Centres should work in tandem with the Council's family support and child protection strategies. As discussed earlier, improved information sharing and joint partnership working is helping to close gap between the mainstream agencies and families in the local community. In addition to our recommendation for developing mechanisms for shared information further we are also recommending that the developmental and preventative work be incorporated into the family support and child protection strategy.

Recommendation Ten

Family Support and Child Protection through Children's Centres

Description

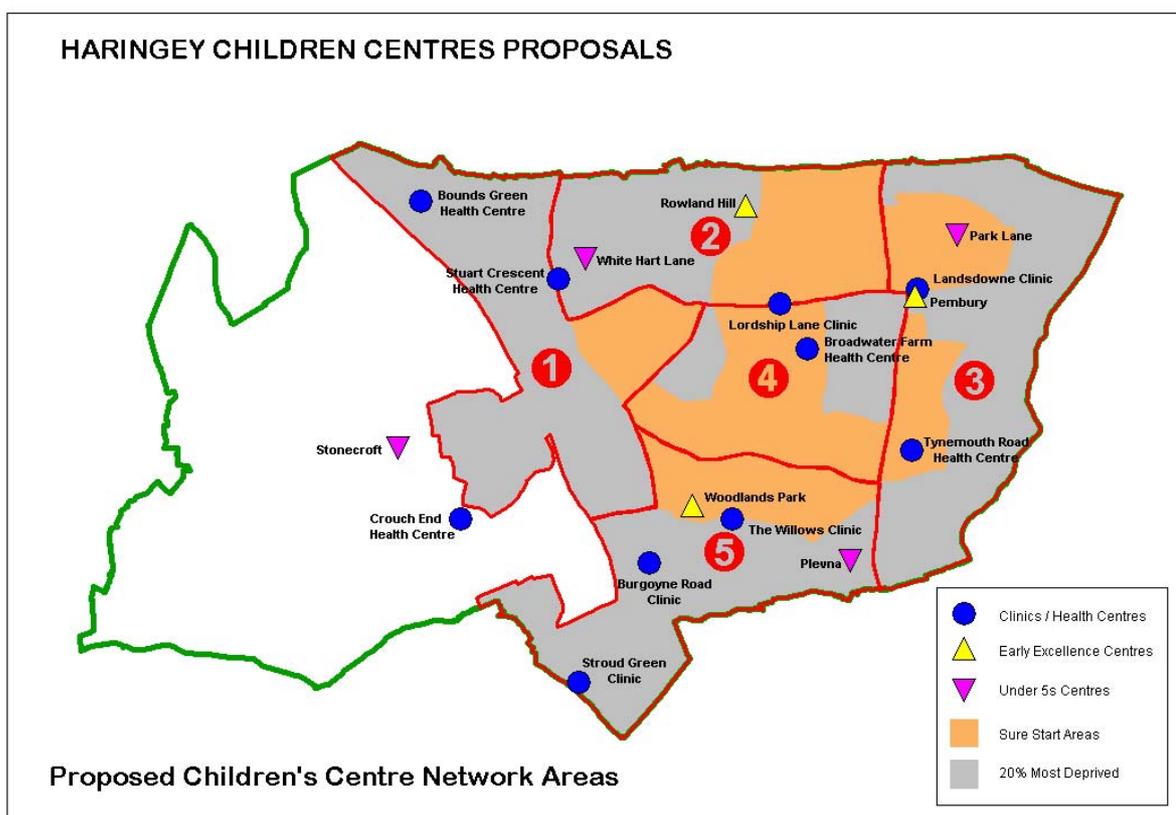
That Social Services ensure that they are focussing on Children's Centres delivery for developmental and preventative work and specifically that this is incorporated into the family support and child protection strategy.

- 6.28. We anticipate that this would help to make Children's Centres a key part of the Council's social services strategies for children and aid the interdepartmental approach being established. A Sure Start area could be used as a model for how to achieve this across agencies. Every worker, within health, education, social services or the voluntary sector who has contact with a family living within the catchment area of the children's centre will consider themselves to be part of the Children's Centre hub of local provision.
- 6.29. The Sure Start Unit asks for "integrated management" of the services over the next 2 years whether or not the range of professionals is all based in one place. This should ensure that staff have a good knowledge of the range of support available through the 'centre', there is up to date information for parents about how they can access other relevant services and staff should be pro-active in sign-posting or introducing parents and children to relevant

services. There should be common referral and assessment processes, so that parents do not have to give details of their requirements to different professionals. Those responsible for different elements of the service should meet regularly to plan and deliver services. Staff should take part in joint training events and there should be one overall manager.

- 6.30. In order to enhance child outcomes (especially for the most disadvantaged) EPPE evidence shows that a trained teacher should lead the pedagogy and develop the curriculum for all children cared for at the centre.
- 6.31. Children's Centres should, therefore, have in place strong support for the learning and teaching offered. This should be secured by the employment of qualified teachers so that all groups of children within the centre have their activities and experiences planned and substantially led by a teacher with relevant early years training or experience.

Children's Centres in Haringey



- 6.32. In October 2003, Haringey Local Authority submitted its initial proposals for five Children's Resource Networks which was informed by a large consultation event in September 03 attended by parents, professionals from different settings, e.g. in health and education, local authority Councillors

- 6.33. A multi agency steering group chaired by the Director of Education is overseeing the development of Children's Centres. In addition, local children's centres will be encouraged to build on existing parent participation and partnership working to ensure that our local children's centres translate the vision for children's centres into services that are responsive to local need.

Recommendation Eleven

Prioritise Planning a Smooth Transition to Children's Centres

Description

Efforts to maintain stability of programme management should remain a priority throughout the transition to Children's Centres in order to maximise the impact of additional funding and our ability and capacity to deliver the services routed through Sure Start Local Programmes.

- 6.34. In the short term the aim is to identify children's centres hubs in two phases:

Phase 1

The Local Authority is working with the following centres, parents and other partner agencies to develop implementation plans for the first phase of Children's Centres hubs, which will be submitted to the Sure Start Unit. These plans* will set out how the following seven "hubs" may provide the defined core offer for Children's Centres over the next few years:

- Rowland Hill EEC
- Pembury House EEC
- Woodlands Park EEC
- White Hart Lane Under 5s Centre
- Stonecroft Under 5s Centre / St Mary's Church of England Primary School*
- Plevna Under 5s Centre
- Park Lane Family Learning Centre

- 6.35. Outline plans will also be required for the following three Neighbourhood Nurseries, which will enable them to be Children Centre's "hubs":

- Broadwater Farm (operational Sept 2005)
- Noel Park Day Centre (dependent on outcome of consultation and planning – from late 2004)

**This is the current plan – final configurations are yet to be decided.*

- 6.36. The second phase concerns those areas not presently served by easily identifiable “hubs” of integrated education and day care. These are:
- Bowes Park
 - The Ladder
 - Stroud Green
 - South Tottenham
- 6.37. Discussions will start with primary schools and other potential providers to scope what might be possible in these areas. Children’s Centres are part of a bigger strategy for integrating children’s services set out in *Every Child Matters*.
- 6.38. The Review has found that there Children's Centres targets and services are largely the same as those in the Sure Start Local Programmes. We believe that it is important that the skills and services being developed by Sure Start Local Programmes underpin the Children's Centres development. Many of the "hubs" are childcare and education settings, the partnerships between Sure Start Local Programmes and these education providers will be crucial to the success of Children's Centres services. The real success of Children's Centres will however be the extent to which mainstream health, education, regeneration and social services are able to integrate the broad prevention and public health priorities into their own relevant strategies and services.

7. Conclusion

- 7.1. It is clear that Sure Start Local Programmes are operating in areas of greatest challenge and need within the borough. There are important lessons to be learnt from the way in which Sure Start Local Programmes deliver services that reflect local need and listen to the voice of parents. This way of working has benefits for both staff and service users, bringing a range of services close to where people live and in places where they can access them. The Children Centre strategy mirrors the process of developing a network of services enabling access to the core offer services within easy reach of home and work. The core offer of the children resource centres includes much of the type of work being undertaken by Sure Start Local Programmes. Close collaboration between the Haringey programmes and the children resource centre strategy will ensure that effective learning of what has worked in Sure Start is incorporated and where appropriate joint working should be encouraged and facilitated.
- 7.2. The overall aspiration for services for young children is to ensure that each has the opportunity to realise their potential. This means that work needs to be focussed upon engaging with the whole community. At the moment, Sure Start services are targeted at particular geographical areas with high relative deprivation. The Children's Centres agenda means that the benefits of services working very closely together as they do in Sure Start must be made available to many and programmes need to continue their efforts to maximise the number of people who are able to access services.
- 7.3. The role of parents and the Sure Start local partnership in the governance and management of Children's Centres needs to be clarified. Strategic planning, whilst the responsibility of the local authority, still has to maintain some local and community ownership. Sure Start Local Programmes have been exemplars of listening and acting upon parental aspirations. This has contributed to the success of programmes. Children Centres will need to draw on the Sure Start model of governance, consultation and inclusion. The Review has heard that parents who traditionally may not engage in mainstream services enthusiastically participate in many Sure Start Local Programme activities. Routes to provide parents with some ownership and parental participation within some of the decision-making mechanisms in the new agenda must be identified and maintained.
- 7.4. The Review also heard evidence of the way some Sure Start services have been reshaped. This has been the result of creative thinking and the willingness to be flexible in terms of resourcing. Innovative ways of delivering health related services for example are the result of close interagency working and some budget rationalisation. This is a very encouraging start to the process of mainstreaming and learning some of the important lessons that Sure Start Local Programmes have contributed.
- 7.5. The West Green and Chestnuts local evaluation revealed very high satisfaction levels, and shows that the programme meets a wide range of

needs and reaches a very diverse user group. It also found that the Sure Start staff are supportive, give good advice and help with problems. While some users have specific concerns and issues, most mainly value the social contact provided by the sessions and the opportunity for informal information and advice sharing amongst each other.

- 7.6. Overall the biggest challenges facing Sure Start in West Green & Chestnuts are to reach more people with information about the full range of its services, in an appropriate format and to overcome the barrier of nervousness about attending sessions initially amongst less confident mothers who have the greatest need of the programme. The main unmet need amongst users and non-users is for more frequent sessions and for opportunities to childcare or for more crèche facilities.

Benefits of Sure Start to People of Haringey

- 7.7. **One stop shop** – the biggest benefit of SSLPs is that they address families needs in the round and from one source families and young children can get services covering family support, health, education and regeneration.
- 7.8. **Through SSLP capital programmes** – there are now more than 100 additional child care places for children 7 months to 5 years (expected to rise to over 200 by September 05), funded solely by SSLPs or jointly with regeneration partners and the LEA
- 7.9. **Getting help earlier – prevention.** SSLPs are funded to provide prevention and early intervention services, which address the needs of families with children under 4 in the round. Through SSLPs adding value to existing services (which may be targeting those in need and less able to provide universal support) parents and children can get more locally accessible support and get it earlier. For example, through a speech and language service in nursery schools SSLPs have been able to show how they have a) enabled parents to better support their child's speech and language development and b) prevented some speech and language problems for the young children from getting worse and needing the support of mainstream services which have strict criteria and the level of need before services can be triggered.
- 7.10. **Parents have a say in decision making** – on the board but also as part of local parents forums and through extensive needs assessment
- 7.11. **Parents get opportunities to develop and deliver complementary services to the mainstream services with set up and evaluation support from the local programmes.** Examples include: L'Escuelita a Spanish speaking drop in, La Famille a French Speaking drop in and specific groups for Turkish/Kurdish families and Kosovan/Albanian families. The evaluation of these groups show the benefits include: they help families to move from feeling excluded and isolated to feeling included in the community of Haringey, better able to get access to existing services and able to support

each other on their children's development as well as bring to access specific support for their children and the whole family

- 7.12. **Targeted services** – tailored to the needs of particular communities. For example, for families living in temporary accommodation, e.g. CARIS provides outreach via a mobile Toy Bus for young children. The workers on the bus also offer advice and support on immigration, benefits and housing. Another example is targeted services for Teenage Parents to provide specific support on helping parents to identify peer support, parenting, child development and other priorities they identify. A third example is a range of initiatives for parents experiencing mental health problems – e.g. SSLPs are funding training for mainstream Health Visitors and Social Services staff to be able to offer “mellow parenting programmes” which targets parents with mental health problems. A fourth example, is more support for families with children with disabilities – e.g. through a joint service with the Children's Development Centre
- 7.13. **There is intensive outreach into people's homes** within 2 months of the birth of a new baby using an holistic family health needs assessment tool which makes it possible to look at the needs of the family in the round – ranging from unemployment, housing to child development. The families benefit in two ways a) they are made aware of the support that is available locally and b) there is targeted follow up either directly by the SSLP or through helping the family to link to other support
- 7.14. **Helping unemployed parents to access the range of training and employment initiatives.** Our families have told us they are sometimes not aware of what support is available, but when they do the information can be overwhelming – because there are so many different schemes run by different agencies. We are working with the providers of the many different schemes to a) simplify the information for parents making it more user friendly and b) enabling them to access the different schemes. The SSLPs also often provide crèche support to enable parents to attend training and job interviews. For example, West Green and Chestnuts funds daytime crèche provision at the West Green Learning Centre.

Acknowledgements

Many thanks to Cathie Shaw – Strategic Services Manager for Sure Start for her expert help, advice and support to the Review throughout.

Thanks to Michael Craft for his invaluable work in compiling and presenting evidence for Sure Start West Green and Chestnuts evaluation to the Review both formally and informally.

Thanks to all the parents who participated by giving evidence to the Review.

Thanks to all other witness to this Review, listed in Appednix Two who gave up their time to share their experience and expertise.

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Appendix One

Key Stakeholders

Organisations, groups and individuals that have an identified interest at stake in the area under review. This may include policy makers, managers, front line delivery, voluntary sector agencies, interest groups and service users, including minority and "hard to reach" groups.

National Govt (DfESS) Sure Start

The Executive Member for Lifelong Learning

The Executive Member for Social Services & Health

Chief Executives Service, London Borough of Haringey_

Chief Executive

Assistant Chief Executive (Strategy)

Health, Voluntary Sector and Safer Communities section

Social Services Department, The London Borough of Haringey

Dir. Social Services & Health

Assistant Director, Children's Services

Head of Social Inclusion Team access and pupil support

Education Department, The London Borough of Haringey

Director of Education

Head of Early Years

Haringey Teaching Primary Care Trust

Local Sure Start Programmes

Sure Start Strategic Manager

Sure Start Strategic Programme Managers

The Sure Start Partnership Board

Other London Local Authorities

Research Institutions

University of Surrey in Guildford (formally evaluating the effectiveness of Sure Start).

Local User Groups

*Local Sure Start Centres
Noel Park Sure Start,
West Green Sure Start
the Roundway (new programme)*

Voluntary Organisations

CARIS - (Christian voluntary organisation working with Sure Start)

Appendix Two

Oral Evidence – list of witnesses to the Review

Cllr Judy Bax - The Executive Member for Lifelong Learning 2003/4

Cllr Jean Brown (deputy) Executive Member for Lifelong Learning 2003/4

David Hennings, Assistant Chief Executive (Strategy), Chief Executives Service, London Borough of Haringey

Frank Booth_Health, Voluntary Sector and Safer Communities section, Chief Executives Service, London Borough of Haringey

David Derbyshire – Assistant Director, Children's Services, Social Services Department, The London Borough of Haringey

Jan Doust – Head of Social Inclusion Team access and pupil support, Social Services Department, The London Borough of Haringey

David Monger – Acting Head of Early Years, Education Department, The London Borough of Haringey

Cathie Shaw – Strategic Services Manager for Sure Start

Michael Craft – Sure Start Programme Manger West Green & Chestnuts

Jane Elias – Assistant Director of Operations, Haringey Teaching Primary Care Trust

Louise Harrington – National Evaluation of Sure Start (NESS)

Marian Thomson – Sure Start Strategic Manager, The London Borough of Tower Hamlets, along with various representatives of Sure Start Local Programmes: strategic managers, programme managers and health co-ordinators etc. examined.

Richard Parkes – Director of Early Years, London Borough of Hackney

Professor Pam Smith from the University of Surrey, University of Surrey Evaluation Team.

Professor Karen Bryan from the University of Surrey, University of Surrey Evaluation Team.

The Toy Library – The Book and Toy Bus, the Roundway (new programme)

Susan Jones, Director of CARIS (Christian voluntary organisation working with Sure Start)

Appendix Three

Scrutiny Review of Sure Start

QUESTIONNAIRE

Name: _____

Address: _____

Is this a Sure Start area? YES NO

We are asking mothers with young children and soon to be mothers about the local Sure Start services in Haringey. We want to know about your views and experiences as part of the evidence in our Scrutiny Review, please could you help us by providing answers to the questions set out below.

Are you happy for your comments to be included in our report? YES NO

Q1. Have you ever heard of Sure Start?

Q2. If yes, which activities have you heard about?

Q3. Where did you hear about Sure Start?

Q4. Have you seen the door to door flyer advertising Sure Start events and activities?

Q5. How would you like Sure Start activities advertised?

Q6. Do you use Sure Start?

Q7. What activities do you use?

Q8. Where are these activities based?

Q9. What do you think about the usefulness of the activities you have experienced? / What benefits have you got out of them?

Q10. What do you think of the location of the Sure Start activities you have heard about/use?

Appendix Four

Diversity Mapping Survey

- a) High Cross and Park Lane
- b) West Green and Chestnuts
- c) Noel Park



Members Services
Overview & Scrutiny
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Members

SCRUTINY REVIEW OF SURE START

March 2004

High Cross and Park Lane Local Programmes

Working with Diversity.

Haringey Council is undertaking a Scrutiny Review of Sure Start. We are keen to gain an insight into how *Sure Start* is operating in Haringey and what can be learnt. Please could you spend a short time telling us about the services available to the diverse communities that you serve, indicating services expressly for the more vulnerable and marginalized in your area, and the general services that are available to them as part of your programmes.

Please could you return this form in the envelope provided ASAP preferably within 14 days. If you have any queries please contact Michael Carr, on 020 8489 2933.

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
<p>Parents experiencing mental health problems</p>	<ul style="list-style-type: none"> • HX SSLP Community Midwife currently working with the WG&C Midwife and the NMUH Midwives in the Ante-Natal Clinic to pilot an antenatal questionnaire that will help to identify women in need of additional support <i>before</i> mental health deteriorates. • HX SSLP offers outreach and support on a 1:1 basis from a Community Midwife – this may be for example, where a woman is at risk of, or experiencing, post natal depression. • HX & PL SSLPs employ a Family Support Worker for children and families with disabilities who has an outreach, support and referral function that includes identifying and responding to the parents mental health needs. • A Professional Development Nurse (PDN) for Child and Family Health is employed jointly by the 6 SSLPs and the TPCT – part of her remit is to facilitate the development of ‘Mellow Parenting’ Groups that seek to enable parents, some of whom who may be experiencing mental health problems, to develop skills and gain confidence in parenting. • Sure Start HX & PL run a variety of Drop-In groups that are intended to provide a supportive environment for parents who are feeling lonely and isolated and are lacking social support networks 	<p>HX & PL SSLP offer a range of general services including:</p> <ul style="list-style-type: none"> • Community Outreach from Community Development Workers • Family support work • Midwifery support and advice • Speech and Language Therapy services • A wide range of Drop-Ins and Groups • A Saturday morning ‘Free Fun For Families’ Drop-In • A supported Community Chest Scheme • Summer and holiday schemes • Volunteering opportunities • Family Learning Groups <ul style="list-style-type: none"> • In addition all SSLP team members have a responsibility to provide support to parents with mental health problems to access Sure Start, and other, family services. • The SSLP team works in partnership with other services (both locally and external to Haringey) that provide mental health support to which we would refer. For example: <ul style="list-style-type: none"> ○ BEH MHT: the Community Mental Health Team (East); Antenna Outreach Service; the Adolescent Outreach Team. ○ HTPCT: CAMHS; Adult Psychological Services; the Sexual Health Centre Clinical Psychology service; ○ Social Services: N. Tott 	<p>N.B. The information below will apply to all groups listed on this form. Additional, more targeted mechanisms, for reaching and informing the vulnerable and marginalized are also included.</p> <p>Through a number of mechanisms such as: A free ‘0800’ telephone information service. Mailing lists collated from information collected for monitoring purposes (with parental permission). We have just ‘gone live’ with a new database (JNA ‘Connect’), which will improve our ability to profile and target information about services to those who are vulnerable and marginalized. Translating information into community languages. Community development and outreach work. A mobile Book and Toy Bus (with translated service information and registration forms). A second Toy Bus run by CARIS targeted at children and families in homeless and PSL accommodation. The work of the Partnership Boards and Parent’s Forums. Door-to-door newsletters. Working with partner organisations in the voluntary and community sector that promote our services. Via professionals in day-to-day contact with families such as Health Visitors and G.P.’s Some specific services have been advertised in newspapers produced for particular communities. More informally through events and activities. Word of mouth appears to be very effective. Parents and volunteers are very active in promoting our services and in accompanying and supporting parents and children to access them.</p>

	<ul style="list-style-type: none"> • SSHX & PL 	<ul style="list-style-type: none"> ○ District Offices. ○ Vol/Comm orgs:Haringey MIND; Haringey Women's Forum; (and previously MATRIX); the Medical Foundation for the Victims of Torture 	
Children in Care	<ul style="list-style-type: none"> • HX & PL SSLPs have not at present developed any targeted services for children in care. 	<ul style="list-style-type: none"> • Children and families can access any of the services operated by the two programmes as outlined above. 	<p>Main links and information shared with named nurse in HTPCT for Looked After Children; Team Leader @ Social Services N. Tott District Offices and Centre Manager @ Pulford Road Family Centre.</p> <p>Also more informally via parents who are foster carers locally.</p>
Ethnic Minorities: Please list those groups you are working with:	<p>HX & PL SSLP provide:</p> <ul style="list-style-type: none"> • L'Escuelita: Spanish speakers Drop-In Group (parent-led initiative) at High Cross United Reformed Church • Hayat Guzeldir: Turkish and Kurdish Family Drop-In Group at Welbourne Play Centre • Kosovan and Albanian Family Drop-In Group at Pembury EEC • La Famille: French speakers Drop-In Group at Kemble Community Hall • Ugandan Community Relief Organisation at the Selby Centre: funded through our Community Chest scheme • African Women's Welfare Group: venue for a 'Here We Grow' Family Learning Group. 	<ul style="list-style-type: none"> • As above. 	<p>As in the first box above.</p>

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Disabled parents	<ul style="list-style-type: none"> No specific service - we refer onto appropriate services within the TPCT, Mental Health Trust and LBH. 	<ul style="list-style-type: none"> When planning activities and drop-in services we seek to use buildings with a high standard of disabled access. New capital builds funded by SSLPs must comply with DDA requirements. 	
Disabled Children	<ul style="list-style-type: none"> PL & HX SSLP employs a Family Support Worker (FSW) for parents and children with disabilities. She delivers a range of services including 1:1 casework, and Drop-In services. New River Sports Centre Drop-In Group for parents with children with disabilities – open two days a week. Run in partnership with Kids City and co-led by a parent volunteer who has experience of caring for a child with multiple disabilities. 	<ul style="list-style-type: none"> We seek to make all of our services available to families with children with disabilities. Our FSW has developed a loan scheme for equipment in partnership with the Physiotherapy and Occupational Therapy staff at the Children’s Development Centre to help enable these families to access as many of our groups and activities as possible. All new capital projects are regulated through LBH to ensure they meet the DDA requirements. 	
Children with special needs	<ul style="list-style-type: none"> Family Support Worker for children with disabilities takes referrals from Health Visitors locally who may have identified a child/ren with special needs. She works closely with: Two Speech and Language Therapists who provide support and advice to both individual families and children. The SLTs also offer an education and training programme on speech and language development for nursery staff in local schools and have input into, and lead a range of groups and Drop-Ins. Through these activities they are available to discuss directly with staff and parents any concerns they may have. We also run a Tops Group for children with special needs at Park Lane Family learning Centre 2 mornings a week 	<ul style="list-style-type: none"> All services as outlined above. 	

<p>Travellers</p>	<ul style="list-style-type: none"> • There are no traveller's sites in the HX SSLP area and we do not provide specific services for this group. 		
<p>Parents for who speech and/or hearing is not their principle means of communication</p>	<ul style="list-style-type: none"> • We have not yet developed specific services for parents in this group. 	<ul style="list-style-type: none"> • Where it is possible we look to run activities and events in venues with hearing loops. • We have used staff qualified in sign language for a number of events and activities, for example for the launch of the HX Parents Forum. 	
<p>Visually impaired parents or children</p>	<ul style="list-style-type: none"> • We employ a FSW for children with disabilities who can offer support and advocacy for visually impaired children. • We have not yet developed specific services for visually impaired adults. 		

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Parents who suffer from long term limiting illness	<ul style="list-style-type: none"> • We would seek to respond to the needs of these parents on an individual basis as we become aware of them through the completion of a Family Health Needs Assessment. This is carried out for every family within 2 months of the birth of a baby. • We would refer onto specialist teams and services as appropriate within our partner organisations and in line with National Service Framework requirements. 	<ul style="list-style-type: none"> • All SSLP services as outlined in first box. 	
Parents who substance misuse	<ul style="list-style-type: none"> • No specific services developed as yet. 	<ul style="list-style-type: none"> • As outlined in first box, and where we are aware there is a parent/carer who is misusing substances we would refer on to appropriate services with consent. 	
People who cannot speak or understand English	<ul style="list-style-type: none"> • See services outlined under 'Ethnic Minorities' above. 	<ul style="list-style-type: none"> • As outlined in first box 	
People who cannot write or read English well	<ul style="list-style-type: none"> • The Family Health Needs Assessment asks about education, training and learning needs. We run Family Learning Groups in partnership with HALS with an ESOL component. We seek to enable parents and carers to access training with childcare locally. • We are currently planning to launch a Multicultural Support Group later this year aimed at refugees and asylum seekers newly arrived in the area, many of whom have literacy and language needs. Support and advocacy work with bilingual volunteers and a bilingual advocate should help to address the needs of this group. 		

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
<p>Prisoners families with young children</p>	<ul style="list-style-type: none"> We have not yet developed any specific services for this group. 	<ul style="list-style-type: none"> All SSLP services as outlined in the first box above. 	
<p>Gay and Lesbian parents</p>	<ul style="list-style-type: none"> A proposal for scoping the needs of this group of parents across the 6 SSLPs has been submitted to the SSLP Strategic Service Manager. 	<ul style="list-style-type: none"> All SSLP services as outlined in the first box above. 	<ul style="list-style-type: none"> Via the Pink Parents Network and local lesbian and gay parents known to the programmes.
<p>Please include any other vulnerable or marginalised groups that you are currently working with</p>	<p>Refugees and asylum seekers</p> <ul style="list-style-type: none"> HX and PL programmes commissioned a clinical psychologist from Mediciens Sans Frontier to carry out a piece of research exploring the needs of refugees and asylum seekers in the HX and PL areas. Fifty-two refugees and asylum seekers were consulted either through individual interviews or focus groups. A report with recommendations was produced entitled: <i>“Resilience: The experiences of refugee, asylum seeking and transient families in High Cross and Park Lane Sure Start areas: attending to mental well being.”</i> The recommendations influenced the development of many of the service developments outlined above. This report is enclosed as evidence of work in this area of vulnerability and 		

	<p>marginalisation.)</p> <p>Homeless families</p> <ul style="list-style-type: none"> • CARIS provides outreach via a mobile Toy Bus to children and families in temporary accommodation in the HX and PL SSLP areas. Workers also offer advice and support on immigration, benefits and housing for these families. <p>Teenage parents</p> <ul style="list-style-type: none"> • HX and PL SSLP employ a Teenage Parents Support Worker who works within HTPCT Teenage Pregnancy Team based in the local area. This is a new post recently appointed and will develop outreach, 1:1 and drop-in services for this group of parents. They will also facilitate and develop groups where a need has been identified. Supporting parents to access various services. • Develop joint programmes targeting teenage fathers with the young men's worker employed by the TCPT. 		
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SCRUTINY REVIEW OF SURE START

March 2004

West Green and Chestnuts

Working with Diversity.

Haringey Council is undertaking a Scrutiny Review of Sure Start. We are keen to gain an insight into how *Sure Start* is operating in Haringey and what can be learnt. Please could you spend a short time telling us about the services available to the diverse communities that you serve, indicating services expressly for the more vulnerable and marginalized in your area, and the general services that are available to them as part of your programmes.

Please could you return this form in the envelope provided ASAP preferably within 14 days. If you have any queries please contact Michael Carr, on 020 8489 2933.

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
<p align="center">Parents experiencing mental health problems</p>	<ul style="list-style-type: none"> • SSLP West Green & Chestnuts has developed a postnatal depression strategy. The Midwife and the Clinical Psychologists in the team are still working towards preventing postnatal depression, mainly offering family support and outreach. • The WG&C Midwife is currently working with the High Cross Midwife and the Midwives in the North Middlesex University hospital Antenatal clinic to pilot a questionnaire that aims to help identifying women in need of additional support before their mental health deteriorates. • WG&C is contributing to a multi agency project aimed at helping adults with Mental Health problems to go back into training and employment (Employment Link Project and EIMH – Employment Improves your Mental Health project) • SSLP WG&C offers individual family support and outreach work (home visiting & casework). Families are referred to WG&C Community Health Team by various agencies (e.g. Health Visitors, GPs, Housing Services, Asylum Services, Social Services). Each referral is assessed and allocated to relevant team members. Cases are regularly followed up and reviewed – more complex cases are registered in the FSP (Family Support Protocol) which is a system of identifying more complex 	<p>SSLP WG&C works in a preventive way focusing on the 4 P's:</p> <p>Parenting – attachment, family support, growth and development</p> <p>Prevention – primary, stop-it starting</p> <p>Partnership – agencies, parents, mainstreaming, sustainability</p> <p>Participation – community development, empowerment and growth of ideas.</p> <p>SSLP WG&C works together with the ACPC to safeguard each child.</p> <p>Within this framework SSLP WG&C offers the following services to the local families:</p> <ul style="list-style-type: none"> • Community Development and outreach from Community development Worker • Family support for the Community Health Team (the team includes Speech & Language Therapists – Clinical Psychologists – Dietician – Oral health educator – Midwife – Health visitor – HINTS worker – Sure Start Visitors who are highly experienced Nursery Nurse trained workers) • Community Chest Scheme which receives active support from the Community Development Worker • An extensive programme of Summer events organised jointly with local community groups • A daily Summer Holiday programme of play activities in two local parks organised jointly with Haringey Play Association. • Free Family Fun days • Here We Grow groups run in 	<p>N.B. All the channels of information listed below apply to each category on this table. More targeted information sharing processes are described when applicable. Our information sharing protocols fully comply with Data protection Regulations.</p> <p>Our main information channels are:</p> <ul style="list-style-type: none"> ➤ A free '0800' telephone information service. ➤ Mailing lists collated from information collected for monitoring purposes (with parental permission). ➤ New web based database (JNA 'Connect'), which will improve our ability to profile and target information about services to those who are vulnerable and marginalized. ➤ Assessment tools (Wilstaar, New Birth profile, FHNA) ➤ Recording materials: case records. ➤ Translating information into community languages. ➤ Community development and outreach work. ➤ A mobile Book and Toy Bus (with translated service information and registration forms). ➤ A second Toy Bus run by CARIS targeted at children and families in homeless and PSL accommodation. ➤ The work of the Partnership Boards and Parent's Forums. ➤ Quarterly newsletters distributed to families and professionals alike. ➤ Working with partner organisations in

	<p>needs and extra support for both family and workers concerned.</p> <ul style="list-style-type: none"> • The WG&C Child Clinical Psychologist runs a 10-week training course for professionals focused on identifying risk in the early relationship between parents/carers and infants. • SSLP WG&C runs a variety of drop-in and referral only groups aimed at providing a caring, supportive and safe environment for local parents that might be experiencing stress, anxiety and lacking support networks. The focus is on prevention. Referral only groups support a high proportion of parents with mental health problems (e.g. Monday group, respite, postnatal group). • PIRAT: Parent Infant Assessment Tool currently developed by the Anna Freud Centre. SSLP WG&C is helping this development focusing on the inter rata reliability checks. • Seven Sisters Counselling Project for families whose children attend Seven Sisters Nursery and Primary School. • Proposal for workshops on various aspects of parenting. 	<p>partnership with HALS. The SSLP WG&C works in partnership with local agencies in order to offer support to families that might be experiencing Mental Health problems:</p> <ul style="list-style-type: none"> • Voluntary: Space Pyramid Healthcare, MIND in Haringey, Anna Freud Centre • HTPCT: CAMS, Adult Psychological Services, Clinical Psychological Services, and Health Clinics. • NHS Trusts: Tavistock Clinic, North Mid., The Whittington Hospital • Social Services: District Offices and Family Support Teams 	<p>the voluntary and community sector that promote our services.</p> <ul style="list-style-type: none"> ➤ Via professionals in day-to-day contact with families such as Health Visitors and GPs ➤ Flyers and posters in local libraries, clinics, surgeries and other community venues ➤ Flyers circulated by parents already using the services. ➤ More informally through events and activities. ➤ Word of mouth. ➤ Home visits to families referred to the Community Health Team. ➤ Parents are very active in promoting our services and in accompanying and supporting parents and children to access them. ➤ Professional networking.
<p>Children in Care</p>	<ul style="list-style-type: none"> • No specific service for this group at present, but the SSLP WG&C takes referrals from the Leaving Care Team specifically for the Young Mums group. 	<ul style="list-style-type: none"> • Children and families can attend any of the groups and activities listed above 	<ul style="list-style-type: none"> ➤ Information shared with Team Leader in Social Services and Named Nurse for Looked After children. ➤ Home visits to families referred to the Community Health Team.

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
<p align="center">Ethnic Minorities: Please list those groups you are working with:</p>	<ul style="list-style-type: none"> • Regular translations in community languages • Interpreters in groups and at events. • Community Chest Scheme aimed to support smaller groups and build their capacity • Working with Link Workers in the community development and Family support & outreach (home visiting & casework) services. • Actively supporting local voluntary organisation working with minority ethnic groups (e.g. CARIS, Alhijra Somali Community Centre, COREC Congolese Refugee Group, Kurdish Community Centre) • Working specifically with the Mitalee Centre (Bangladeshi Women Forum). 	<ul style="list-style-type: none"> • Children and families can attend any of the groups and activities listed above 	
<p align="center">Disabled parents</p>	<ul style="list-style-type: none"> • No specific service • Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. 	<ul style="list-style-type: none"> • Use of venues with disable access • Ensure that capital buildings comply with DDA 	

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Disabled Children	<ul style="list-style-type: none"> • SSLP WG&C employs a HINTS Worker who is jointly part of the HINTS Team and SSLP Team. • The HINTS worker runs a weekly group for children with complex needs at St. Ann's Toy Library. • SSLP WG&C employs a joint post with CDC for a Child Clinical psychologist working with complex needs • Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. • The SSLP WG & C Midwife and the Child Clinical psychologist (Special needs) are working together to support antenatal families who have been diagnosed expecting a disabled child. 	<ul style="list-style-type: none"> • Part of the HINTS worker remit is to work to facilitate access and inclusion to allow families of children with a disability to participate and benefit from the services. Team members receive ongoing training. • Inclusion and access are carefully looked at by the Community Development Worker & the Project Co-ordinator when planning activities • SSLP WG&C recognises that these families need extra individual support – this is provided by the variety of professionals working in the team. 	
Children with special needs	<ul style="list-style-type: none"> • Rainbow group: support group for children with special needs and their parents/cares • TOPS group at Woodlands Park Nursery Centre. Referral only. • Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. • Speech & language Therapists – particularly assessment tools such as Wilstaar • Feeding group: pilot project focusing on emotional and health impact of feeding. • Listening Groups run by Speech & Language Therapists in local nurseries focusing on prevention. • Staff trained in Makaton & BSL 	<ul style="list-style-type: none"> • Equipping a sensory space at Woodlands Park Nursery Centre • Work with Woodlands Park Nursery Centre, particularly individual outreach work with families of SEN children attending the nurseries and the various drop in sessions. • SSLP WG& C is a major stakeholder in the Broadwater Farm Nursery project: this will offer 14 places for SEN children. • Ensure that other spaces used as crèches are equipped with sensory/special needs toys. 	

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Travellers	<ul style="list-style-type: none"> • The SSLP WG&C has not yet developed any specific services. However as part of the programmes hard to reach strategy more focus is given to travellers communities and contacts will be made with relevant officers in the Local Authority. • The Community Development Worker is currently researching this community via specialised literature and contacts with community leaders • Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. 	<ul style="list-style-type: none"> • Children and families can attend any of the groups and activities listed above 	
Parents for who speech and/or hearing is not their principle means of communication	<ul style="list-style-type: none"> • No specific service developed yet. • Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. • Speech & language Therapists – particularly assessment tools such as Wilstaar 	<ul style="list-style-type: none"> • Venues with hearing loops are preferred for running activities • Use of staff qualified in sign language when appropriate 	

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Parents who suffer from long term limiting illness	<ul style="list-style-type: none"> • We would seek to respond to the needs of these parents on an individual basis as we become aware of them through the completion of a Family Health Needs Assessment. This is carried out for every family within 2 months of the birth of a baby. • We would refer onto specialist teams and services as appropriate within our partner organisations and in line with National Service Framework requirements. • Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. • Clinical Psychologists Team working with the whole family. 	<ul style="list-style-type: none"> • Children and families can attend any of the groups and activities listed above. 	
Parents who substance misuse	<ul style="list-style-type: none"> • No specific services developed as yet. However the Team has made contact with COSMIC and is looking at developing the working relationship with this agency. • Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. 	<ul style="list-style-type: none"> • As outlined in first box, and where we are aware there is a parent/carer who is misusing substances we would refer on to appropriate services with consent. 	
People who cannot speak or understand English	<ul style="list-style-type: none"> • See services outlined under 'Ethnic Minorities' above. • ESOL classes with crèche at CARIS • Funding a Unit Manager and Childcare Worker at the West Green Learning Centre to support the Adult learning programme (including ESOL and Basic Skills). • Proposal to fund a Crèche Co-ordinator at Broadwater Farm Community Centre 	<ul style="list-style-type: none"> • Children and families can attend any of the groups and activities listed above 	<ul style="list-style-type: none"> ➤ Use of images to support any written communication/publicity

	<p>to provide ongoing crèche to the Adult Learning programme.</p> <ul style="list-style-type: none"> • Staff members took part in the Step into Learning Programme run by the Basic Skills Agency. • Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. 		
<p>People who cannot write or read English well</p>	<ul style="list-style-type: none"> • The Family Health Needs Assessment asks about education, training and learning needs. We seek to enable parents and carers to access training with childcare locally. • Funding a Unit Manager and Childcare Worker at the West Green Learning Centre to support the Adult learning programme (including ESOL and Basic Skills). • Proposal to fund a Crèche Co-ordinator at Broadwater Farm Community Centre to provide ongoing crèche to the Adult Learning programme. • Staff members took part in the Step into Learning Programme run by the Basic Skills Agency in order to offer enhance support to families who experience a lack of basic skills. • Family Learning in partnership with HALS (Here We Grow) 	<ul style="list-style-type: none"> • Children and families can attend any of the groups and activities listed above 	<ul style="list-style-type: none"> ➤ Use of images to support any written communication/publicity

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Prisoners families with young children	<ul style="list-style-type: none"> No specific services for this group. Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. 	<ul style="list-style-type: none"> Children and families can attend any of the groups and activities listed above. 	
Gay and Lesbian parents	<ul style="list-style-type: none"> A proposal for scoping the needs of this group of parents across the 6 SSLPs has been submitted to the SSLP Strategic Service Manager. Family support & outreach (home visiting & casework) service offers holistic support to the whole family and actively signposts and refers parents to appropriate agencies/services. 	<ul style="list-style-type: none"> Children and families can attend any of the groups and activities listed above 	
Please include any other vulnerable or marginalised groups that you are currently working with	<p>The SSLP WG & C family support and outreach (home visiting and casework) supports any of the groups listed below.</p> <p>Refugees and asylum seekers</p> <ul style="list-style-type: none"> CARIS provides ESOL classes and crèche for newly arrived Asylum Seekers and Refugees. This organisation also give advice on immigration issues and has received OISC kite mark. Training with Psychotherapist from the Tavistock Clinic focusing on Emotional needs of Asylum Seekers. <p>Homeless families</p> <ul style="list-style-type: none"> CARIS provides outreach via a mobile Toy Bus to children and families in temporary accommodation in the 	<ul style="list-style-type: none"> Children and families can attend any of the groups and activities listed above 	

	<p>WG&C area. Workers also offer advice and support on benefits and housing for these families (Community Legal Services approved)</p> <p>Teenage parents</p> <ul style="list-style-type: none"> • Teenage parents group (Young Mums) held on a weekly basis. Young mothers receive support from the SSLP workers and from other mothers within the group. • Family Support (Family support & outreach (home visiting & casework) and casework) offered to those families referred or self referred to SSLP. • The SSLP WG&C takes active part in local forums on various aspects of teenage pregnancy and parenthood. • PSSLP WG&C is active part of Teenage Pregnancy Strategy (4YP). <p>People affected by Domestic Violence</p> <ul style="list-style-type: none"> • Currently exploring possible way of working with a local Refuge. • Family Support and outreach (Family support & outreach (home visiting & casework) & casework) offered to families referred to the team. • The Team has received specific training on Domestic Violence run by the NAYA Project. 		
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Members Services
Overview & Scrutiny
Civic Centre
Wood Green N22 8LE

Members

SCRUTINY REVIEW OF SURE START

March 2004

Noel Park

Working with Diversity.

Haringey Council is undertaking a Scrutiny Review of Sure Start. We are keen to gain an insight into how *Sure Start* is operating in Haringey and what can be learnt. Please could you spend a short time telling us about the services available to the diverse communities that you serve, indicating services expressly for the more vulnerable and marginalized in your area, and the general services that are available to them as part of your programmes.

Please could you return this form in the envelope provided ASAP preferably within 14 days. If you have any queries please contact Michael Carr, on 020 8489 2933.

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
<p>Parents experiencing mental health problems</p>	<ul style="list-style-type: none"> • When in post later this summer NP SSLP Community Midwife will use the antenatal questionnaire currently being piloted by the HX and the WG&C Midwife and the NMUH Midwives that will help to identify women in need of additional support <i>before</i> mental health deteriorates • Sure Start targets include a focus on post natal depression. NP SSLP will offer outreach and support on a 1:1 basis from a Community Midwife – for early identification of risk or experience of pnd. • NP, HX & PL SSLPs employ a Family Support Worker for children and families with disabilities who has an outreach, support and referral function that includes identifying and responding to the parents mental health needs. • A Professional Development Nurse (PDN) for Child and Family Health is employed jointly by the 6 SSLPs and the TPCT – part of her remit is to facilitate the development of ‘Mellow Parenting’ Groups that seek to enable parents, some of whom who may be experiencing mental health problems, to develop skills and gain confidence in parenting. • Sure Start NP run a variety of Drop-In groups that are intended to provide a supportive environment for parents who are feeling lonely and isolated and are lacking social support networks 	<p>NP SSLP offers a range of general services including:</p> <ul style="list-style-type: none"> • Community Outreach from Community Development Workers • Family support work • Midwifery support and advice • Speech and Language Therapy services • A range of Drop-Ins and Groups • A Saturday morning fathers/male carers Drop-In • A supported Community Chest Scheme • Summer and holiday schemes • Volunteering opportunities • Family learning groups (with HALS) • Childcare and ESOL classes • Sponsored childcare places for ESOL users • Support for nursery services in local primary school • Outreach and advice through commissioned services to hard to reach/vulnerable groups eg transient families • In addition all SSLP team members have a responsibility to provide support to parents with mental health problems to access Sure Start, and other, family services. • The SSLP team works in partnership with other services (both locally and external to Haringey) that provide mental health support to which we would refer. For example: 	<p>N.B. The information below will apply to all groups listed on this form. Additional, more targeted mechanisms, for reaching and informing the vulnerable and marginalized are also included.</p> <p>Through a number of mechanisms such as: A free ‘0800’ telephone information service. Mailing lists collated from information collected for monitoring purposes (with parental permission). We have a new database (JNA ‘Connect’), system and it is improving our ability to profile and target information about services to those who are vulnerable and marginalized. Translating some information into community languages. Community development and outreach work. A mobile Book and Toy Bus (from Haringey Library Service) (with translated service information and Sure Start local programme registration forms acting as an outreach platform). A second Bus run by CARIS targeted at children and families in homeless and PSL accommodation. The work of the Partnership Boards and Parent’s Forums. Door-to-door newsletters. Working with partner organisations in the voluntary and community sector that promote our services. Via professionals in day-to-day contact with families such as Health Visitors and G.P.’s Some specific services have been advertised in newspapers produced for particular communities. More informally through events and activities. Word of mouth appears to be very effective. Parents and volunteers are very active in promoting</p>

		<ul style="list-style-type: none"> ○ BEH MHT: the Community Mental Health Team (East); Antenna Outreach Service; the Adolescent Outreach Team. ○ HTPCT: CAMHS; Adult Psychological Services; the Sexual Health Centre Clinical Psychology service; ○ Social Services: N. Tott District Offices. ○ Vol/Comm orgs: Haringey MIND; Haringey Women's Forum; (and previously MATRIX); the Medical Foundation for the Victims of Torture 	our services and in accompanying and supporting parents and children to access them.
Children in Care	<ul style="list-style-type: none"> • NP SSLPs has not developed any targeted services for children in care. 	<ul style="list-style-type: none"> • Children and families can access any of the services operated by the two programmes as outlined above. 	Main links and information shared with named nurse in HTPCT for Looked After Children; Team Leader @ Social Services N. Tott District Offices and Centre Manager @ Pulford Road Family Centre.

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
<p>Ethnic Minorities: Please list those groups you are working with:</p>	<p>NP SSLP provides: Work undertaken last year revealed that the Turkish and Kurdish communities were accessing (Sure Start) services the least of minority ethnic/cultural groups known to live in the area so this became the initial focus for the hard to reach strategy. Our hard to reach strategy should be reviewed later this year, in light of monitoring evidence and other feedback and consultation, and when the newly appointed permanent community development worker has established herself. We have also undertaken work in relation to supporting fathers and have a pilot drop in operating at the moment with plans to continue if it is successful. The board is concerned to provide appropriate services to young parents – teenage mothers in particular and some evaluation work has been commissioned from Surrey. Turkish and Kurdish families</p> <ul style="list-style-type: none"> • Noel Park Primary School: Community Development Consultant is working in partnership with the school's parents and staff to identify an effective role for Sure Start in supporting Turkish and Kurdish parents. Two sessions with Turkish and Kurdish parents have been held. • Parenting Skills Course: this was identified as a key area for Sure Start provision. A seven week course is in progress in Noel Park and is facilitated by a Turkish speaker. The Community Development Consultant will attend a number, and at one session, one the co-Chairs will present and discuss how 	<ul style="list-style-type: none"> • As above. • Also support to local school for multilingual library development 	<p>As in the first box above.</p>

	<p>parents can become involved in the programme.</p> <ul style="list-style-type: none"> • Interpreting provision: a Turkish parent is to provide interpreting for Turkish-speaking parents and children at the holiday arts and crafts sessions. It is planned to provide this language support at other activities. • Partnership working: Noel Park and West Green and Chestnuts Community Development Teams are exploring and identifying areas of joint work with Turkish and Kurdish parents, including a drop-in for families with an advice service and a community café. Local primary schools and the Kurdish Advice Centre are also part of this partnership working. • Noel Park Information Booklet: a booklet has been commissioned to provide information for Turkish and Kurdish parents. The development process of the booklet will involve local parents in identifying their information needs. <p>Community Chest – parent-led initiatives Funded groups: Noel Park will host three pilot projects developed by parents: French-speaking drop-in, Polish families outreach and drop-in and Migrants Families Support Group needs analysis.</p>		
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Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Disabled parents	<ul style="list-style-type: none"> No specific service - we would refer onto appropriate services within the TPCT, Mental Health Trust and LBH. 	<ul style="list-style-type: none"> When planning activities and drop-in services we seek to use buildings with a high standard of disabled access. New capital builds funded by SSLPs must comply with DDA requirements. 	
Disabled Children	<ul style="list-style-type: none"> NP, PL & HX SSLPs employ a Family Support Worker (FSW) for parents and children with disabilities. She delivers a range of services including 1:1 casework, and Drop-In services. New River Sports Centre Drop-In Group for parents with children with disabilities – open two days a week. Run in partnership with Kids City and co-led by a parent volunteer who has experience of caring for a child with multiple disabilities. 	<ul style="list-style-type: none"> We seek to make all of our services available to families with children with disabilities. Our FSW has developed a loan scheme for equipment in partnership with the Physiotherapy and Occupational Therapy staff at the Children’s Development Centre to help enable these families to access as many of our groups and activities as possible. All new capital projects are regulated through LBH to ensure they meet the DDA requirements. 	
Children with special needs	<ul style="list-style-type: none"> Family Support Worker for children with disabilities takes referrals from Health Visitors locally who may have identified a child/ren with special needs. She works closely with: A Speech and Language Therapist who provide support and advice to both individual families and children. The SLT is planning to offer services in local schools and have input into, and lead a range of groups and Drop-Ins. Through these activities they are available to discuss directly with staff and parents any concerns they may have. 	<ul style="list-style-type: none"> All services as outlined above. 	

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Travellers	<ul style="list-style-type: none"> We are not aware of any traveller's sites in the NP SSLP area and we do not provide specific services for this group. However, their needs have been raised by one of our service providers and we will discuss this further with them. 		
Parents for who speech and/or hearing is not their principle means of communication	<ul style="list-style-type: none"> We have not yet developed specific services for parents in this group. 	<ul style="list-style-type: none"> Where it is possible we look to run activities and events in venues with hearing loops. 	
Visually impaired parents or children	<ul style="list-style-type: none"> We employ a FSW for children with disabilities who can offer support and advocacy for visually impaired children. We have not yet developed specific services for visually impaired adults. 		

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Parents who suffer from long term limiting illness	<ul style="list-style-type: none"> We would seek to respond to the needs of these parents on an individual basis as we become aware of them through the completion of a Family Health Needs Assessment. This is carried out for every family within 2 months of the birth of a baby. We would refer onto specialist teams and services as appropriate within our partner organisations and in line with National Service Framework requirements. 	<ul style="list-style-type: none"> All SSLP services as outlined in first box. 	
Parents who substance misuse	<ul style="list-style-type: none"> No specific services developed as yet. 	<ul style="list-style-type: none"> As outlined in first box, and where we are aware there is a parent/carer who is misusing substances we would refer on to appropriate services with consent. 	
People who cannot speak or understand English	<ul style="list-style-type: none"> See services outlined under 'Ethnic Minorities' above. 	<ul style="list-style-type: none"> As outlined in first box 	
People who cannot write or read English well	<ul style="list-style-type: none"> The Family Health Needs Assessment asks about education, training and learning needs. We run Family Learning Groups in partnership with HALS with an ESOL component. We seek to enable parents and carers to access training with childcare locally. 		

Group	What specific services are available for this group?	What general services are available to this group?	How do you inform this group about your services?
Prisoners families with young children	<ul style="list-style-type: none"> We have not yet developed any specific services for this group. 	<ul style="list-style-type: none"> All SSLP services as outlined in the first box above. 	
Gay and Lesbian parents	<ul style="list-style-type: none"> A proposal for scoping the needs of this group of parents across the 6 SSLPs has been submitted to the SSLP Strategic Service Manager. 	<ul style="list-style-type: none"> All SSLP services as outlined in the first box above. 	<ul style="list-style-type: none"> Via the Pink Parents Network and local lesbian and gay parents known to the programmes.
Please include any other vulnerable or marginalised groups that you are currently working with	<p>Refugees and asylum seekers</p> <ul style="list-style-type: none"> NP SSLP will build on the report commissioned by HX and PL programmes commissioned entitled: <i>“Resilience: The experiences of refugee, asylum seeking and transient families in High Cross and Park Lane Sure Start areas: attending to mental well being.”</i> <p>Homeless families</p> <ul style="list-style-type: none"> CARIS provides outreach via a mobile Toy Bus to children and families in temporary accommodation in the NP SSLP area. Workers also offer advice and support on immigration, benefits and housing for these families. <p>Teenage parents</p> <ul style="list-style-type: none"> NP SSLP has commissioned work from 		

	<p>their evaluators on teenage parents needs in Noel Park. This research is being completed at present and will form the basis of a strategy for working jointly with key agencies locally to ensure added value from Sure Start input and resources.</p>		
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