

Dudley Metropolitan Borough Council

Select Committee on Lifelong Learning – 25 January 2005

Report of the Director of Education and Lifelong Learning

Sure Start Plan 2004-06

Purpose

1. To inform the Select Committee of the Sure Start Plan 2004-06.

Background

2. Sure Start is the Government's framework for bringing together early education, childcare, health and family support. It encompasses targeted services in disadvantaged areas and universal services for children aged 0 - 16, early education and out of school provision.
3. The overall aim of Sure Start is to help provide the best possible start in life for all children. It plays a key part in the Government's ambition to halve child poverty by 2010. It is also a significant contributor to the Government's aim of delivering opportunity and security for all. The programme supports aims to increase individual security and prosperity by enabling parents to work, as well as tackling educational and health inequalities by supporting children's healthy development and early education. Sure Start should play a central rôle in local preventative strategies and Community Plans.
4. The Sure Start Programme has two key elements:
 - Early education for all, and more and better childcare
This includes free part time early education for 3 and 4 year olds and the creation of new childcare places.
 - Local programmes making a difference
This includes Children's Centres where they are needed most and ongoing Sure Start local programmes.

A summary of the key objectives are to be found in Appendix 1.

Local Authority rôle

5. To provide leadership and join up agendas by bringing local partners together in order to move Sure Start delivery forward. Local Authorities must ensure that additional services are delivered as a result of Government funding. This includes vigorous management of funding, including the capital programme. Local Authorities should take account of the broad range of issues when planning for delivery, including health, education, social services, planning, neighbourhood renewal, employment and the local labour market.
6. Specific responsibilities include:
 - Strategic planning for delivery;
 - Consultation and partnership;
 - Supporting delivery;
 - Financial accountability;
 - Monitoring performance;
 - Promoting children's development.
7. Effective partnership working is essential to ensure that services meet needs. A wide range of partners, including Health Trusts, need to be involved in planning and delivery. The existing Early Years Development and Childcare Partnership (EYDCP) includes all the appropriate agencies and a review is currently underway to ensure membership, policies and structures meet the requirements of the Sure Start Plan. The EYDCP is a sub-group of the Children and Young People's Partnership. Local Authorities are required to nominate a Strategic Officer who can take a strategic overview of the programme and ensure the programme is intrinsic to overall planning across the Authority. For Dudley, the nominated strategic officer is the Director of Education and Lifelong Learning.

Targets

8. A performance management framework has been developed by the DfES Sure Start Unit (Appendix 2). This is underpinned by a self-review toolkit. Sure Start will be linked to the Comprehensive Performance Assessment (CPA) framework in future. Targets are listed within the plan and include health-related targets (Appendix 3).

9. The Sure Start Plan replaces the EYDCPlan for 2004-06. Local Authorities will be monitored on outcomes and plans do not need to be submitted to the Secretary of State, although they should be published.

Financial Implications

10. The Sure Start Grant 2004-2006 has ring-fenced and non-ring-fenced elements:

	Ring-Fenced	Non Ring-fenced
Revenue	£1,360,585	£2,439,966
Capital	£1,884,472	£178,138
Total	£3,245,057	£2,618,104

As a partner in the Sure Start Programme the Council is required to provide the following from its own resources:

- nursery education funding;
- funding for qualified teacher support for non-maintained early education settings;
- funding for Area SENCO support for non-maintained early education settings;
- a contribution towards the Children's Information Service; and
- other retained functions covered by the Children Act 1989 and the Daycare Standards Act 2000.

Law

11. The provisions relating to Sure Start are included in the Education Act 2002.

Recommendation

12. It is recommended that the Committee considers the Sure Start Plan for 2004/06 and comments as it sees fit.



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Supporting papers:

Sure Start Plan 2004 - 6

Sure Start Plan PSA Targets (Appendix 1)

Sure Start Self Review Framework for performance management (Appendix 2)

Sure Start Plan Summary of Objectives (Appendix 3)

Appendix 1 : Sure Start Plan Summary of Objectives

Key Objectives	Partners	Named Responsible Officer	Outcomes/outputs
<p>1. Ensure partnerships engaged in delivering the Sure Start Plan work closely with other strategic partnerships and CYPP to ensure consistency, sensible communication planning and effective use of resources to contribute to other plans as appropriate.</p> <p>2. To develop an integrated process of performance management which will join up planning and monitoring assistance in prioritising and decision making and support a multi-agency approach and consultation.</p> <p>3. To ensure the local authority has the capacity to establish, develop and effectively manage systems that will support the delivery of necessary plan in the Borough.</p>	<p>CYPP Council PCTs Hospital Trust Sure Start Partnership</p> <p>CYPP Council PCTs Hospital Trust Sure Start Partnership</p> <p>Council</p>	<p>Nominated Strategic Officer Sure Start</p>	<p>Effective performance meets Government criteria for success – Self Review Framework</p>

**Integrating Services:
1. Early Education/Developing Existing Services**

Key Objectives	Partners	Named Responsible Officer	Outcomes/outputs
1. To secure provision of early education in the area. To ensure that all eligible 3 and 4 year olds will be able to access a free part time early education place from April 2004.	Sure Start Partnership Schools	Assistant Director School Effectiveness	85% of 3 and 4 year olds are able to access an early education place
2. To support a strategy to develop integrated services in the Borough for children, young people and their families	CYPP Council PCTs Hospital Trust Sure Start Partnership	Assistant Director School Effectiveness (Head of Early Years & Childcare)	To support achievement of outcomes for children/families (PSA targets, Best Value Performance Indicators / Key Performance Indicators)

**Integrating Services:
2. Children's Centres**

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
<p>To develop 5 Children's Centres in the Borough, serving the most disadvantaged areas by 2006.</p>	<p>CYPP Council PCTs Hospital Trust Sure Start Partnership NCH CIS GPs YOT DREC Sure Start Partnership EAZ/ Excellence Cluster Jobcentre+ DCVS Learning & Skills Council /FE Colleges</p>	<p>Head of Early Years & Childcare</p>	<ul style="list-style-type: none"> ▪ 304 day care places ▪ 4551 children reached <p>PSA targets</p>

**Integrating Services:
3. Sure Start Local Programmes**

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
<p>To continue to support the development of the 3 Sure Start Local Programmes established in disadvantaged areas in Dudley to ensure that they promote the physical, intellectual and social development of babies and young children so that they can flourish at home and when they get to school.</p>	<p>NCH Sure Start local programmes Sure Start Partnership CYPP</p>	<p>Assistant Director Children & Families</p>	<ul style="list-style-type: none"> ▪ PSA targets for Sure Start Local Programmes

**Creating and Sustained Childcare
1. Retained Functions**

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
To establish an effective, co-ordinated and systematic approach to the recruitment, registration, support and training of providers	Sure Start Partnership OFSTED	Childcare and Quality Manager	Recruitment, registration, support and training processes are effective and meet the needs of providers and users. KPIs

Creating and Sustained Childcare
2. Out of school childcare and extended schools

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
<ul style="list-style-type: none"> ▪ To create 1526 new out of school childcare places by 2006 ▪ To promote the development of childcare within the extended schools programme, including ensuring effective support is offered to schools to support this. 	Sure Start Partnership Schools CYPP	Childcare and Quality Manager	KPIs re targets

Creating and Sustained Childcare
3. Childcare in FE/HE

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
To create xxx childcare places by 2006 to support access to FE/HE	LSC FE establishments HE establishments	Childcare and Quality Manager	Sufficient childcare is available to students accessing training at FE/HE establishments in the Borough

**Creating and Sustaining Childcare
4. Teenage Parents**

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
To support the local implementation of the Care to Learn Scheme for young parents aged 16-19 and from August 2004 under 16s	Teenage Pregnancy Strategy Partnership Sure Start Partnership Council Health Trusts Job Centre+ Schools/FE Institutions	Childcare & Quality Manager	Teenage parents are able to access funding to enable them to purchase childcare with registered childcare providers so that they can pursue learning or work opportunities.

**Creating and Sustaining Childcare:
5. Home Based Childcare**

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
<ol style="list-style-type: none"> 1. Ensure that childcare places with childminders add significantly to stock for every 10 places that open no more than 7 should close 2. To set up a minimum of 160 new childcare places with childminders 3. To develop a strategy to encourage the development of home childcarers in the Borough 	<p>Sure Start Partnership</p> <p>Childminder networks and childminders</p>	<p>Childcare and Quality Manager</p> <p>(Senior Development Officer Home Based Childcare)</p>	<p>Childcare places contribute to reducing childcare gap between disadvantaged areas and others</p> <p>Childcare places provide more choice for parents</p>

**Creating and Sustaining Childcare:
6. Sustainability and Business Support**

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
1. To support sustainability of group based childcare providers and childminders in disadvantaged areas and for the creation and ongoing support of childminder networks in all areas 2. To provide business support for childcare providers in order to help them become viable and sustainable businesses without long term dependence on public funding	Sure Start Partnership Regeneration Division DCVS Childcare Providers Business Link Marcomms	Childcare and Quality Manager (Business Support Officer Marketing Officer)	Childcare businesses are sustainable Parents have confidence in continuity of provision More parents are able to access work or training

**Creating and Sustaining Childcare:
7. Promoting Affordability/CIS**

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
<ol style="list-style-type: none"> 1. To encourage take up of the childcare element of Working Tax Credit (WTC) and other appropriate financial benefits by parents in the Borough 2. To increase awareness and take up among parents of CIS services 3. To improve quality and consistency of CIS services 4. To gain greater parental satisfaction with information provided by CIS's. 	<p>Inland Revenue Sure Start Partnership CIS Job Centre + CAB Schools Council Children's Fund</p>	<p>Childcare and Quality Manager (CIS Manager)</p>	<p>CIS exceeds minimum standards</p> <p>CIS is linked to Councils' CATs target to offer a seamless service</p> <p>CIS has increased levels of use and satisfaction from customers</p>

Ensuring Quality, Access and Inclusion (To Raise the Quality of services and Ensure Better Access and Inclusion for Children and their families to Early Years and Childcare Provision)
1. Supporting Children’s Learning and Development

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
<p>1. To raise the quality of learning and development opportunities from birth – five and give children the best possible start to their learning and development</p>	<p>Sure Start Partnership CYPF Council Health Trusts OFSTED EAZ</p>	<p>Assistant Director School Effectiveness (Quality & Training Manager / School Development Adviser Foundation Stage)</p>	<p>% Early Years and Childcare providers accredited to Investors in Children</p> <p>Non-maintained early education settings have access to QTS impact at a ratio of 1:10 (BVPI)</p> <p>95% at Foundation Stage settings inspected by Ofsted is rated good or better by 2006</p> <p>Improved consultation evidence with parents and carers enabling better planning</p> <p>PSA targets</p>

Ensuring Quality, Access and Inclusion
2. Children with SEN/Disabled Children

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
<p>1. To increase the number of children who have their needs identified in line with early years action and early years action plus of the SEN code of Practice and who have either a group or individual action plan</p> <p>2. To increase the number of inclusive childcare settings for 0-16 year olds in the Borough</p>	<p>CYPP Health Trusts Council Sure Start Partnership</p> <p>MENCAP Council Health Trusts Social Services Sure Start Partnership Orchard Partnership</p>	<p>Assistant Director Access and Inclusion</p> <p>(EYCT Inclusion Officer)</p>	<p>The number of children having their special needs identified and supported effectively increases</p> <p>The number of children with disabilities/SEN who are able to access childcare services increases</p>

Ensuring Quality, Access and Inclusion
3. Using Libraries

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
To increase use of libraries by families with young children	Sure Start Partnership PCTs Council	Assistant Head of Libraries	% of families with young children using libraries increases

Developing the Workforce
1. Recruitment and Retention

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
To support targets for expansion of the childcare sector by actively supporting recruitment and retention of staff in settings	Sure Start Partnership Job Centre + FE Colleges OFSTED Learning & Skills Council	Quality and Training Manager (Recruitment Co-ordinator) (Head of Education Personnel)	Sufficient high quality, appropriately qualified staff are available to work in childcare settings

Developing the Workforce
2. Workforce Training and Development

Key Objectives	Partners/Stakeholders	Named Responsible Officer	Outcomes/outputs
To ensure that sufficient high quality support is provided to underpin the growth and development of the childcare sector and to support good outcomes for young children in the Foundation Stage.	Training providers Council Sure Start Partnership	AD School Effectiveness (Quality and Training Manager)	Sufficient appropriate courses are available to meet the needs of the sector and Government targets Training strategy is integrated with Education Development Plan Appropriate QTS support is provided to non-maintained settings (BVPI)

Appendix 2

Performance Management : Self Review Framework issued by Sure Start Unit

Key Success Criteria

10 Key Success Criteria

Strategic planning for delivery

- 1 A clear vision exists for early years, education, childcare and family services. There is evidence that the vision was developed in consultation with key local partners (see annex A) who have clear ownership of the aims and outcomes and will continue to be involved in the development and delivery of services.
- 2 The local authority has reviewed or is reviewing its infrastructure to reflect the recommendations of emerging legislation; there is cohesive and transparent working across Sure Start policies and those for children and young people more generally (including the development of Identification, Referral and Tracking and the Local Preventative Strategy) and, where appropriate, the development of Children's Trusts

Consultation and partnership

- 3 Particular importance is attached to consultation with parents and families to ensure that child- and family-centred services are developed in response to an analysis of need.
- 4 Consultation is sensitive to the diverse needs of the community, e.g. ethnic minority groups, those with SEN/disability, and those in disadvantaged wards. There are demonstrable links between consultation responses and service delivery objectives.

Supporting delivery

- 5 The local authority plans appropriate actions, prioritises and resources them, and is clear about who is responsible for delivering them. Although it is for each local authority to determine its priorities, we expect references to:

- liaising and delivering relevant services with Primary Care and Acute Health Trusts expanding the workforce;
 - quality assurance through workforce training and development, the implementation of 'Birth to 3 Matters' and qualified teacher involvement;
 - involvement in, and learning from, Sure Start local programmes.
- 6 The local authority has systems to regularly monitor progress in meeting targets, including collecting and feeding back data to the Sure Start Unit, and has mechanisms to evaluate qualitative and quantitative outcomes.
- 7 The local authority has a responsible officer overseeing capital build projects for Sure Start. Capital build projects have a clear project plan and risk register, both of which are regularly reviewed and updated. The impact of any slippage has been identified and contingencies have been agreed and drawn up.
- 8 The local authority has met or is making significant progress towards key objectives and targets, including contributions towards national PSA and SDA targets. These include:
- targets agreed with the Sure Start Unit at individual local authority level on new childcare places, overall and in disadvantaged areas, and on developing Neighbourhood Nurseries and Children's Centres;
 - Sure Start targets applying to all local authorities (on quality of childcare provision and funded nursery education provision as assessed by OFSTED, etc); and,
 - any locally identified priorities.

Financial management

- 9 The budget flows from the Sure Start aims, targets and local milestones and is reviewed when these change.
- 10 Financial procedures are documented and regularly reviewed. Providers working under service level agreements have a financial management protocol in place which includes roles and responsibilities, dispute resolution, audit arrangements, disclosure of interests, etc.

Key Indicators : Criteria for Success

Standard 1.1 A clear vision exists for early years, education, childcare and family services. There is evidence that the vision has been developed in consultation with key local partners [see Annex A], who have clear ownership of the aims and outcomes and will continue to be involved in the development and delivery of services. (Key Success Criterion 1.)

- 1 A clear vision has been developed for early years, education and childcare in consultation with and agreed by local partners. The local authority can demonstrate the contribution made by all and the impact this has made.
- 2 Sure Start aims and objectives are sensitive to cultural, linguistic, religious and ethnic differences, taking account of issues of disability and special needs.
- 3 The vision represents and integrates the Local Authority's own priorities within children's service planning, health, social care and education.
- 4 There is evidence to show that Sure Start is championed by senior officers and supported by elected members within the Authority and has the full support of the Chief Executive.
- 5 There are regular events to help all partners understand the planning and delivery of Sure Start at the local level.

Standard 1.2 The Local Authority has reviewed or is reviewing its infrastructure to reflect the recommendations of emerging legislation; there is cohesive and transparent working across Sure Start policies and those for children and young people more generally (including the development of Identification, Referral and Tracking, and the Local Preventative Strategy) and, where appropriate, the development of Children's Trusts. (Key Success Criterion 2.)

- 6 The vision includes clear and demonstrable links to other planning structures within the Local Authority, including neighbourhood renewal, Local Preventative Strategy, Community Plan, and closely relates to the Local Strategic Partnership for Children and Young People. There is evidence to show that the Local Authority actively looks to identify and remove gaps in the planning system and continually looks for opportunities to integrate Sure Start as new policy develops.

- 7 Sure Start is an integral part of the Authority's Single Education Plan where this has been developed.
- 8 There is evidence to show that the local LSC has been actively involved in the plans to deliver training for the Sure Start workforce.

Standard 1.3 The Local Authority, its partners and contractors share common delivery arrangements about Sure Start.

- 9 The vision, aims and objectives are reflected in relevant contractual arrangements. Agencies working in partnership are signed up to the vision and delivery teams can articulate and understand it.
- 10 There is evidence to show that multi-agency planning groups refer regularly to the agreed vision, aims and objectives of Sure Start.
- 11 Sure Start targets are identified within the Local Authority's business and work plans.
- 12 The Local Authority actively encourages other agencies, e.g. Primary Care Trusts, voluntary agencies, Sure Start local programmes, to relate their own strategies to the Authority's. This has impacted the way in which agencies relate to their authority's own strategies to their vision.

Standard 1.4 The Local Authority has a willingness to adapt and change, developing clear plans and objectives relating to Sure Start.

- 13 The Local Authority has the capacity and the willingness to respond to feedback, and to adapt and change its policies, procedures, processes and practices as a consequence.
- 14 The Local Authority regularly reviews key initiatives with stakeholders, parents and children both formally and informally. The findings scope the future vision of the Local Authority.
- 15 The Local Authority continually reassesses its performance against its aims and objectives. Improvements are sustained and lessons are shared throughout the Local Authority. Evidence illustrates the wider impact of shared learning.

- 16 Future plans anticipate the needs and expectations of families, children and the local communities, and demonstrate a focus on improving outcomes for all children.

Standard 2.1 The Local Authority regularly consults and involves key stakeholders using a variety of mechanisms. [Where applicable, local authorities may wish to use evidence collected relating to JRS49 within OFSTED local education authority inspections.]

- 17 Regular consultation by the local authority involves:

- Elected members
- Members of the community and parents
- Sure Start local programmes, children's centres, early excellence centres, neighbourhood nurseries
- Primary Care Trusts/health authorities/Jobcentre Plus/Government departments
- Voluntary and community sector organisations
- Second tier local authorities (where applicable)
- Private sector providers
- Schools
- Regeneration agencies
- Local Learning and Skills Councils and colleges
- Children's Information Services
- Special needs groups

- 18 *Particular importance is attached to consultation with parents and families to ensure that child- and family-centred services are developed in response to an analysis of need (Key Success Criterion 3).*

- 19 Methods of consulting and communicating with parents and children are regularly reviewed, and the Local Authority and partners are open to looking at new ways of working with communities.

Standard 2.2 Consultation is sensitive to the needs of all stakeholders.

- 20 A range of consultation methods ensure that all partners are reached, i.e. through e-mail, websites, letter, informal discussion, meetings, surveys, opinion polls and tailored events.
- 21 *Consultation is sensitive to the diverse needs of the community, e.g. ethnic minority groups, those with SEN/disability, and those in disadvantaged wards. There are demonstrable links between the results of consultation and service delivery objectives (Key Success Criterion 4).*
- 22 The Local Authority ensures effective links between partner organisations.

Standard 2.3 Sure Start is well integrated into the regeneration agenda.

- 23 Sure Start is integrated within Neighbourhood Renewal Plans.
- 24 There is evidence of Sure Start in New Deal delivery plans (even where a New Deal area does not have a Sure Start local programme).
- 25 The needs of children and families are reflected in the Local Authority's Housing Strategy and/or related plans.

Standard 2.4 The Local Authority has identified hard to reach communities and is meeting the needs of under-represented people.

- 26 The Local Authority has identified under-represented groups (e.g. minority ethnic groups, disability groups, etc) in consultation with its partners.
- 27 The Local Authority has analysed demographic and service user data from Sure Start local programmes, children's centres, neighbourhood nurseries and early excellence centres, and from across the Authority and other agencies, in drawing up its action plans. It takes account of nationally available research evidence.

28 There is membership of appropriate agencies who are engaged with under-represented groups on joint planning committees or local implementation groups.

Standard 2.5 The Local Authority works in partnership with neighbouring local authorities.

29 Wherever possible, the Authority actively networks with other local authorities to share good practice, identify barriers to delivery and undertake joint problem-solving.

30 There is evidence of joint planning to meet the needs of transient populations.

Standard 3.1 The Local Authority has concise plans that demonstrate clear planning processes; operational structures ensure that it meets Sure Start aims and targets.

31 *The local authority plans appropriate actions, prioritises and resources them, and is clear about who is responsible for delivering them. Although it is for each local authority to determine its priorities, we expect references to:*

- *liaising and delivering relevant services with Primary Care and Acute Health Trusts*
- *expanding the workforce*
- *quality assurance through workforce training and development, the implementation of 'Birth to 3 Matters' and qualified teacher involvement*
- *involvement in, and learning from, Sure Start local programmes*
- *(Key Success Criterion 5)*

32 Plans are outcome focused and relate to national and local priorities.

33 Planning is shared across departments within the Authority.

34 Sure Start planning is cross-referenced with other significant local and regional plans. Where possible, the Local Authority is working toward synchronised timescales that complement the delivery of plans.

35 Structures in place mean that Sure Start local programmes (including those where the Authority is not the accountable body or lead agency) are included in the Authority's operational activities, particularly around planning and service delivery arrangements.

Standard 3.2 The Local Authority has a robust performance management framework in place.

36 The Local Authority has an integrated performance management framework that links Sure Start to related programmes.

37 The Local Authority has assessed possible risks, and these are an inherent part of the planning system.

38 The Local Authority understands what data it seeks to collect and has clear timetables and mechanisms in place to ensure timely collection and accuracy. Reporting requirements to the Sure Start Unit and other external agencies are fully discharged.

39 *The Local Authority has systems to regularly monitor progress in meeting targets, including collecting and feeding back data to Sure Start Unit, and has mechanisms to evaluate qualitative and quantitative outcomes (Key Success Criterion 6).*

40 Performance management requirements are included in service agreements/conditions of grant/contracts with internal or external partners.

41 The Local Authority is aware of benchmarking and comparative data and how this could enable them to assess their own performance against 'statistical neighbours', the region and national figures.

Standard 3.3 The Local Authority has a comprehensive Recruitment/Workforce Development Plan

42 The Local Authority analyses human resource requirements and uses this information to carefully plan ahead.

43 The Local Authority supports private and voluntary providers to achieve good recruitment, retention and training practices in order to promote a high quality workforce.

- 44 The Local Authority is actively involved in promoting recruitment directly to the public and through Job Centre Plus.
- 45 The Local Authority's plans to deliver training for the workforce cover maintained provision as well as private, voluntary and independent provision.

Standard 3.4 The Local Authority actively evaluates its own performance and delivery. Learning opportunities are regularly sought.

- 46 Self-evaluation involves staff and stakeholders to ensure that meaningful and accurate data is collected.
- 47 Evaluation processes are linked to Sure Start aims and targets.
- 48 Evaluation processes are informed by experienced advisors and can withstand external scrutiny. The Local Authority actively learns and makes changes as a result of evaluation.
- 49 Where an inspection has taken place, action plans are discussed across the Authority. Sure Start is an inherent part of any action-planning concerning children, families and communities.
- 50 The Local Authority is working towards including its achievements in Sure Start within its CPA portfolio.

Standard 3.5 The Authority has a capital building management strategy.

- 51 *The Local Authority has a responsible officer overseeing capital build projects for Sure Start. Capital build projects have a clear project plan and risk register, both of which are regularly reviewed and updated. The impact of any slippage has been identified and contingencies have been agreed and drawn up (Key Success Criterion 7).*
- 52 There is clarity in the ownership and use of assets.

- 53 There are demonstrable strong links with the appropriate Local Authority planning department(s).
- 54 All buildings meet the requirements of the Disability Discrimination Act and are developed with an awareness of cultural diversity.

Standard 3.6 The Local Authority has met, or is making, significant progress towards key objectives and targets, including contributions towards national PSA and SDA targets.

- 55 *The Local Authority has met, or is making, significant progress towards key objectives and targets, including contributions towards PSA and SDA targets: These include:*
- *targets agreed with the Sure Start Unit at individual local authority level on new childcare places, overall and in disadvantaged areas;*
 - *and on developing Neighbourhood Nurseries and Children's Centre Sure Start targets applying to all local authorities (on quality of childcare provision and funded nursery education provision as assessed by OFSTED, etc)*
 - *and on any locally identified priorities (Key Success Criterion 8).*

Standard 4.1 The Local Authority has a transparent financial framework that clearly allocates resources to support the targets and is open to third party scrutiny.

- 56 The Local Authority regularly monitors and reports on Sure Start expenditure on an accruals basis (cash or receipts and payments basis for ESF funding).
- 57 Financial procedures are documented and regularly reviewed.
- 58 Staff managing Sure Start funding have the appropriate training and expertise to manage finances effectively.
- 59 Deadlines on the submission of financial forms/claims are met and dates are built into service level agreements.

- 60 *The budget flows from the Sure Start aims, targets and local milestones and is updated when these change (Key Success Criterion 9).*
- 61 Reported expenditure includes only that which is eligible, relates to the period in question and matches that in the main accounts.
- 62 Expenditure reported in the audited final statement matches that reported by the Local Authority during the year.
- 63 The Local Authority maintains an appropriate asset register for capital items purchased with Sure Start funding.
- 64 Advice from internal and district audit is sought and, where applicable, implemented. Any recommendations from audit reports are promptly implemented.

Standard 4.2 Finance officers understand and actively seek the opportunity to use additional or joint funding to enhance the Sure Start targets without duplication or causing a disadvantage.

- 65 There is joint planning of resources for Sure Start, across the Authority and other agencies, such as the Primary Care Trust.
- 66 Information about relevant funding streams is disseminated widely in an accessible format, e.g. a website, newsletter.
- 67 The Local Authority uses available funding to support the integrated delivery of services.

Standard 4.3 The Local Authority ensures that all stakeholders are promptly given relevant financial information. Financial procedures are clearly documented and there is a clear and accessible framework.

- 68 *Financial procedures are documented and regularly reviewed. Providers working under service level agreements have a financial management protocol in place which includes roles and responsibilities, dispute resolution, audit arrangements, disclosure of interests, etc (Key Success Criterion 10).*
- 69 Stakeholders have access to and are given the opportunity to participate in the financial decision making process.

- 70 There is evidence that the Local Authority and local delivery programmes meet regarding to discuss financial issue.
- 71 The Local Authority has systems in place to ensure that expenditure by third parties is eligible. This may include independent certification arrangements or spot checks of their prime documents.

Appendix 3

Sure Start Service Delivery Agreement and Public Service Agreement Targets

Objective	Public Service Agreement Target for Fully Operational Programmes by March 2006	Service Delivery Agreement Targets by March 2006	Notes for Local Authorities
<p>Improving the availability, accessibility, affordability and quality of childcare</p>	<p>A 12% reduction in the proportion of young children living in households where no one is working. Target applies to all Children's Centres and Sure Start local programme areas. We expect all areas to achieve the targeted reduction.</p>	<ol style="list-style-type: none"> 1. To create 250,000 new childcare places for at least 450,000 children by 2006 (approximately 280,000 children net of turnover), in addition to the new places for 1.6m children to be created between 1997 and 2004. 2. To create 180,000 new childcare places in the 20% most disadvantaged wards (and smaller areas of disadvantage). 3. To create 95,000 new high quality out of school club childcare places for children of school age between 2004 and 2006. 4. To establish Children's Centres in areas of disadvantage, extending core Sure Start services to a further 300,000 children, so that by March 2006 at least 650,000 have access to Children's Centre services. 5. To increase the percentage of 	<p>Indicative targets will be set for each local authority.</p> <p>Indicative targets will be set for each local authority.</p> <p>Local authorities can set local targets if they wish.</p> <p>Indicative targets set for each local authority area.</p> <p>National target level will be set in</p>

		<p>childcare providers inspected by OFSTED rated as good or better by 2006.</p> <p>6. To at least double the number of users of Childcare Link and local Children's Information Services.</p>	<p>light of 2003 data. We do not expect to set individual local authority targets. Individual targets may be agreed for each local authority.</p>
Improving learning	<p>A (x) percent increase in the proportion of children having normal levels of communication, language and literacy at the end of the Foundation Stage. National target level will be set in the light of 2003 data – local authority targets are not expected.</p> <p>A (y) percent increase in the proportion of young children with satisfactory speech and language development at age two years. (This applies to Sure Start local programmes (SSLP) only.)</p>	<p>7. 95% of Foundation Stage provision inspected by OFSTED rated good or better by 2006.</p> <p>8. To increase the number of children who have their needs identified in line with early years action and early years action plus of the SEN Code of Practice and who have either a group or individual action plan in place.</p> <p>9. To increase the use of libraries by families with young children.</p>	<p>We expect all local authorities to seek to achieve this target level.</p> <p>National target level will be set in light of 2003 data – we do not expect to set individual local authority targets.</p> <p>National target level will be set in the light of 2003 data – we do not expect to set individual local authority targets.</p>
Improving social and emotional development	<p>A (x) percent increase in the proportion of babies and young children aged 0 – 5 with normal levels of personal, social and emotional development for their age. Target applies to Children's Centres and SSLP only.</p>	<p>10. All families with new born babies in Sure Start local programme and Children's Centre areas to be visited in the first two months of their babies' lives and given information about the services and support available to them.</p>	<p>We expect all Children's Centres and SSLP areas to seek to achieve this target.</p>
Improving children's health	<p>A 6% point reduction in the proportion of mothers who</p>	<p>11. Information and guidance on breastfeeding, nutrition,</p>	<p>We expect all Children's Centres and SSLP areas to seek to achieve</p>

	<p>continue to smoke during pregnancy. Target applies to all Children's Centres and SSLP areas. We expect all children's Centres and SSLPs to achieve this targeted reduction.</p>	<p>hygiene and safety available to all families with young children in Sure Start local programme and Children's Centre areas.</p> <p>12. Reduce by 10 % the number of children aged 0 – 4 living in Sure Start local programme areas admitted to hospital as an emergency with gastroenteritis, a lower respiratory infection or a severe injury.</p> <p>13. Antenatal advice and support available to all pregnant women and their families living in Sure Start local programme and Children's Centre areas.</p>	<p>this target.</p> <p>Target applies to all Children's Centres and SSLP areas. We do not expect to set individual targets.</p> <p>We expect all Children's Centres and SSLPs areas to seek to achieve this target.</p>
<p>Strengthening families and communities</p>	<p>A 12% reduction in the proportion of young children living in households where no one is working. Target applies to Children's Centres and SSLP areas. We expect all Children's Centres and SSLPs to achieve the targeted reduction.</p>	<p>14. An increase in the proportion of families with young children reporting personal evidence of an improvement in the quality of family support services.</p> <p>15. Local authorities, Sure Start local programmes and Children's Centres to have effective links with Jobcentre Plus, local training providers and further/higher education institutions.</p>	<p>This target will be measured nationally on a sample basis; Las need not set a local target unless they wish to do so</p> <p>Basis for target to be decided – we do not expect to set individual local authority, Children's Centre or SSLP area targets.</p>