Home-Start
Suffolk Coastal
Strategic and Business Plan
2013 – 2016
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1. Executive Summary

Home-Start Suffolk Coastal was established in 2000 to provide a service to families who may be in need of support at a critical period of their parenting. The Scheme does this by recruiting and training volunteers, who are usually parents themselves, to visit families with children under 5 years old to offer informal, friendly and confidential support. It is part of a national scheme Home-Start UK (HSUK), which provides guidance and a robust quality assurance scheme. Home-Start Suffolk Coastal is registered with the Charity Commission.

Home-Start operates across the full Suffolk Coastal District and liaises closely with the statutory services run by Suffolk County Council, including Child Protection and Children’s Centres. It maintains close relationships with the other two Home-Start Schemes in Suffolk – Mid-Suffolk and South-Suffolk - and expects to join with them in tendering for services Suffolk-wide in 2013-14 as part of the County Council’s move towards commissioning of services. In line with providing services county-wide especially to deprived areas, Home-Start Suffolk Coastal has begun a home visiting and family group pilot project in East Ipswich. In due course, depending on funding opportunities, the Scheme may expand into the deprived area of Lowestoft and other parts of Waveney District Council.

Home-Start believes that children need a happy and secure childhood and that parents play a key role in giving children a good start in life. The Scheme supported 93 families in 2012 and is planning for a 15% yearly increase of activity. Home visiting will remain the core service supported by family groups and innovation in providing services to ‘hard to reach’ families.

Home-Start relies strongly on its volunteers, who receive accredited training after a strict recruitment and selection process, which includes DBS (Disclosure and Barring Service) checks. All volunteers receive regular one-to-one support and supervision from the Coordinator. Staff receive regular supervision and are professionally developed through training offered by HSUK and other voluntary agencies such as SAVO (Suffolk Association of Voluntary Associations).

A Management Committee of ten Directors with backgrounds in health, education, finance, management and marketing provides assurance of proper governance of the Scheme. All service delivery, staff and financial activities are underpinned by Policies and the HSUK Quality Assurance system.

The Scheme enters 2013-14 with finances in good heart and controlled expansion plans which are aligned with the business environment.

In common with all charities it is reliant on receipt of income from statutory and or charitable sources to resources its plans for the future. Home-Start Suffolk Coastal aims to take its well-regarded services to as much of Suffolk Coastal District and its environs as possible, particularly with deprived families in mind. The degree to which it can do so, will depend on adequate funding from a range of sources, and effective management of staff and volunteers, for which the Scheme is well placed.
2. **Background**

**What is Home-Start Suffolk Coastal**

Home-Start Suffolk Coastal was established in 2000 to provide a service to families who may be in need of support at a critical period of their parenting. The Scheme does this by recruiting and training volunteers, who are usually parents themselves, to visit families with children under 5 years old to offer informal, friendly and confidential support.

To Home-Start every family is special and the Scheme responds to each family’s needs through a combination of home-visiting, group work and social events.

Home-Start is acknowledged widely by research (Frost & Stein et al 1996 and others) to be an underpinning support service, offering a low-key, regular (weekly) and highly accessible service to families who retain choice of involvement throughout their support. The modelling process of learning is evidenced at all levels and in all settings, with the volunteer parent offering a unique parent-to-parent role in supporting the individuals in each family.

Home-Start Suffolk Coastal forms part of the national structure of Home-Start UK, an organisation which provides training, guidance and support to local schemes to ensure consistent and quality support for parents and children across the UK. HSUK support is underpinned by a robust Quality Assurance System, which covers all areas of the Scheme.

**Legal Status**

Home-Start Suffolk Coastal is a company limited by guarantee, registered in England and Wales. Company No. 5169779, Registered Charity No. 1105001.

3. **Current Overview of Home-Start Suffolk Coastal**

During 2012 Home-Start Suffolk Coastal provided support services to 93 families as shown below:

<table>
<thead>
<tr>
<th></th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children under 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children over 5</td>
<td>96</td>
<td>118</td>
</tr>
<tr>
<td>Children with a disability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parents with mental health problems</td>
<td>19</td>
<td>13</td>
</tr>
<tr>
<td>Lone parent families</td>
<td>57</td>
<td>49</td>
</tr>
<tr>
<td>Families receiving Home Visiting only</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Families receiving Family Group support only</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Families receiving combined HV &amp; Grp support</td>
<td>21</td>
<td>16</td>
</tr>
<tr>
<td>Families accessing Maximising Income support</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Number of children subject in CAF/TAC</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Number of children subject to CIN plan</td>
<td>Not available</td>
<td>12</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>--------------</td>
<td>----</td>
</tr>
<tr>
<td>Number of children subject to CP plan</td>
<td>Not available</td>
<td>13</td>
</tr>
</tbody>
</table>

During the year the Scheme had a total of 67 volunteers, and trained 17 volunteers. This was an increase on 50 volunteers the previous year.

4. **The Local Context**

Home-Start Suffolk Coastal operates in the full administrative area of Suffolk Coastal District (see Appendix 1 for map).

It provides a service consistent with demographic needs, and in areas of rural deprivation as identified in the ‘Hidden Needs’ report.¹

Key findings in the report include:

- According to the latest data 78,000 people in Suffolk live in income poverty, including 19,000 children under 16 years
- Parts of Ipswich and Waveney are amongst the worst 10% deprivation in the UK, with 1 in 4 children living in poverty in some areas
- Outside the urban areas, many parts of rural Suffolk experience some of the worst access to key services in England with a range of implications for isolation and lack of access to development of children and parents.

The Scheme supports families living across the District, with a large proportion of families residing in the towns of Leiston, Saxmundham and Felixstowe, which have areas of deprivation.

The Index of Multiple Deprivation (IMD) for Suffolk 2010 shows parts of Ipswich and Lowestoft as being in the bottom 20% for deprivation (before the 2008-9 recession). As part of its plans county wide with the other Suffolk schemes Home-Start Suffolk Coastal is beginning to expand into Ipswich and has plans to expand into Lowestoft over a longer period. Expansion into Ipswich will begin in Gainsborough, with a high rate of income deprived households with children as noted in the One-Ipswich, Ipswich Ward Community Profile.

5. **External Influences**

The main external influences are national and local targets for Children and Young People’s services.

In terms of national targets Home-Start fits well within the ‘Every Child Matters’² agenda which brought together all children’s services and partner agencies within each local authority through Children’s Trusts.

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¹ Cambridge University and Suffolk Foundation, ‘Hidden Needs’, 2011
Suffolk County Council carries out a range of statutory duties in relation to the safety and welfare of children and young people. Through its Children and Young People’s Services Department of the Council is a key partner in the Suffolk Children’s Trust, which brings together a range of agencies including the Council providing services to children. The work of the Trust is underpinned by policy documents such as ‘Early Intervention and Prevention Strategy for Suffolk’, which is an important part of the context within which Home-Start Suffolk Coastal carries out its work. The work of the Trust will be reviewed as part of the development of a future Suffolk Joint Health & Wellbeing Strategy.

Home-Start Suffolk Coastal also liaises closely with the Children’s Centres set up as part of the Children’s Act.

The Scheme currently has a partnership agreement with Suffolk County Council as the basis of its grant. The Council has given notice that after 2013-14 it will tender formally for children’s services and that it has a preference for covering the whole of Suffolk, especially deprived areas such as Ipswich. Using volunteers and minimal numbers of paid staff means that Home-Start offers excellent value for money supporting hundreds of children and their parents in Suffolk Coastal.

The Scheme maintains close links with the other two Home-Start Schemes in Suffolk – South Suffolk and Mid-Suffolk. The Schemes have agreed to expand their operations to cover the whole of Suffolk as much as possible. It has been agreed that Suffolk Coastal will address Ipswich north and east, and share Waveney including Lowestoft with mid-Suffolk. They have also agreed to pursue joint initiatives such as tendering and to align their policies together as much as possible. They have a common contact point with Suffolk County Council.

6. Principles

Quality of service to clients
Supported staff and volunteers
Controlled expansion
Flexibility in line with charitable objects and funding opportunities
Flexible joint working with Home-Start and other partners
Due process through policies and quality assurance
Solvency and value for money
Sustainability

7. Aims and Objectives

Core Belief

Home-Start believes that children need a happy and secure childhood and that parents play a key role in giving children a good start in life and helping them to achieve their full potential.
Aims

Service Aims

1. To offer support, friendship and practical assistance by visiting families in their own homes, where the dignity of each individual can be respected and protected.

2. To develop a relationship with the family in which time can be shared and understanding can be developed. To encourage the parents strengths and emotional well-being for the ultimate benefit of their own children.

3. To encourage families to widen their network of relationships and to make effective use of support and services available within the community.

4. To ensure high levels of confidentiality from all staff and volunteers working with families.

5. To maintain the following benchmarks regarding Scheme activities:
   - Home Visiting 60%
   - Additional services e.g. Family Groups, Maximising Income 25%
   - Innovation or new activity 15%.

   This does not preclude innovation in all areas e.g. Home Visiting.

6. To recruit sufficient numbers of well-motivated volunteers to service the existing Scheme and areas of expansion.

7. To train volunteers to deliver services to a high standard. To continue to provide accredited initial training and regular refresher training. To train new and existing staff to deliver high quality training and support to volunteers and families. To ensure that staff are appropriately trained for new areas of work.

Strategic or Business Aims

8. To expand the reach of Home-Start Start Suffolk Coastal to include initially Ipswich and then Lowestoft.

9. To progress joint working with the other two Suffolk Schemes, to carry out joint initiatives and to align policies for future joint action e.g. tendering for services. To defer structural and organizational changes e.g. formal consortium for the period of this Strategy.

10. To work in partnership with other agencies providing children's services. To develop relationships with relevant agencies for joint working and response to tenders. To take into account future plans for Ipswich and Lowestoft. To continue to work as appropriate with Children's Centres.
11. To seek to continue statutory funding at similar levels as previously for financial and political geographic reasons. To work with the other two Suffolk Schemes as required for response to tenders for county wide services. To work with other partners as required for response to tenders eg for integrated services eg 0-19 services.

12. To pursue national and local tendering opportunities in line with the Scheme’s core beliefs and mission statement. To support HSUK in bidding for national tenders. To maintain and expand fundraising with local donors, organisations and charities.

13. To review the location of the office on an annual basis, so as to properly support the expanded operations. To consider flexible, cost effective options.

Objectives for Year One

Please note Objectives in bold are carried forward from year to year.

For 2013-14 Home-Start Suffolk Coastal will:

1. Support 115 families through home visiting (15% increase on 2012)

2. **Continue to offer Maximising Income to appropriate families through home visiting**

3. Support and maintain the Family Groups in Leiston, Felixstowe and Woodbridge. Open a new Family Group in Ipswich (Gainsborough).

4. **Use the Ipswich Family Group as a pilot for other activities in Ipswich and beyond.**

5. **Review staffing in the light of expansion and levels of funding. Provide training as necessary for new staff and new activities.**

6. **Recruit and train sufficient volunteers to support planned services.**

7. **Obtain additional Trustee/Directors to support expanded services, particularly in new geographical areas**

8. Progress joint working with the other Suffolk Schemes. Align policies according to an agreed programme. Respond collaboratively to appropriate tendering opportunities, including Suffolk County Council.

9. Develop relationships with private sector organisations providing children’s services (eg Ormiston) in line with the Scheme’s expansion plans. Consider joint tendering opportunities with new partners or within the HSUK umbrella. Consider taking part in tenders involving innovation or as a temporary consortium offering integrated services. Pursue Lottery funding, incorporating Ipswich pilot.
10. Develop in-house tendering and procurement skills. Identify potential support from external consultants.

11. Ensure financial resilience through careful budgeting and monitoring activities. Support fundraising and development of funding proposals.

12. Support marketing activities for fundraising and building of profile, especially in new areas.

13. Ensure good governance and Scheme sustainability through use of the QA system.

Objectives for Year Two

For 2014-15 Home-Start Suffolk Coastal will:

i. Support 132 families through home visiting. 40% of those within Ipswich.

ii. Support and maintain Family Groups in Leiston, Felixstowe, Woodbridge and Gainsborough. Open an additional Family Group in Ipswich.

iii. Progress joint working with the other Suffolk Schemes. Deliver and monitor performance of any jointly won tenders including Suffolk County Council.

iv. Build on relationships with private sector organisations providing children’s services. Develop further relationships especially with reference to Lowestoft. Consider joint tendering opportunities with new partners or within the HSUK umbrella. Consider taking part in tenders involving innovation or as a temporary consortium offering integrated services.

v. Carry out an Office Accommodation Review to support in particular expansion of services to Lowestoft. Consider satellite offices or shared use with Children’s Centres.

vi. Continue to address the Objectives marked in bold in Year One.

Objectives for Year Three

For 2015-16 Home-Start Suffolk Coastal will:

a. Support 159 families through home visiting. 40% of those within Ipswich and 10% of those within Lowestoft.

b. Support and maintain Family Groups in Leiston, Felixstowe, Woodbridge and two Ipswich groups. Open a Family Group in Lowestoft.
c. Obtain additional Trustee/Directors to support expanded services, ensure good coverage for Lowestoft.

d. Progress joint working with the other Suffolk Schemes. Deliver and monitor performance of any jointly won tenders including Suffolk County Council.

e. Build on relationships with private sector organisations providing children’s services. Develop further relationships especially with reference to Lowestoft. Consider joint tendering opportunities with new partners or within the HSUK umbrella. Consider taking part in tenders involving innovation or as a temporary consortium offering integrated services.

f. Establish staff and facilities in new office(s) to ensure proper support for families and volunteers in Lowestoft and Ipswich.

g. Continue to address the Objectives marked in bold in Year One.

An Operational Plan will be drawn up for each year. The 2013-14 Plan is attached as Appendix 2.

8. Service Delivery

Families may refer themselves or may be referred to Home-Start Suffolk Coastal by their health visitor, social worker, community psychiatric nurse or local Children’s Centre.

Once a referral has been received it will be assessed to ensure that:

- The family has chosen Home-Start Suffolk Coastal
- The referral falls within the remit of Home-Start Suffolk Coastal
- Home-Start Suffolk Coastal is likely to have the resources to support the family.

If the Scheme is unable to take on the family Referrers will be informed within 14 days.

Once a referral has been accepted the Coordinator will visit the family to clarify needs and the support Home-Start Suffolk Coastal can offer.

Supporting Families

**Home Visiting** After the initial visit the Coordinator will pay careful attention to matching volunteers’ skills and experience to the needs of the family. Once matched the Coordinator will accompany the volunteer on the first visit to introduce the volunteer to the family. Once the family and volunteer have confirmed that they are happy to work together the referrer is informed and the volunteer will start visiting. Regular reviews will be carried out thereafter supported by the Coordinator. Home-Start Suffolk Coastal’s aim is to encourage families towards independence so that the volunteer is no longer needed. This ending process is carefully managed in accordance with the needs of the family.
Home-Visiting will be supported by other projects appropriate to the family’s needs such as Maximising Income (about making sure that families receive their full entitlement from benefits to assist home budgeting) and a Cook Book loan scheme (to aid cooking of healthy nutritious meals).

**Group Work**  In addition to the ‘Core’ home visiting service, the Scheme will provide Family Group support. This is to enable parents to meet with other parents, to make friends and to support each other. At the Groups Home-Start will provide a Group Leader and volunteers, who will play with the children and lead the parents in parenting activities. Provision will also be made for parents only activities such as craft and cooking activities to develop parents’ confidence and social relationships, while volunteers look after the children. An assessment will be carried out for families as for home visiting.

**Confidentiality**

All personal information about parents and families is treated as confidential, to be discussed only as necessary with the Scheme staff in support of the volunteer and to assist the family. Any disclosure of the confidential information to any other person may only be undertaken with the express permission of the parents or where it is considered necessary for the welfare and protection of the child.

9. **Volunteer and Staffing Structure**

Please see Appendix 3 for an Organisation Chart.

**Volunteers**

Home-Start Volunteers are normally parents themselves, or have parenting experience. Volunteers offer regular support, friendship and practical help to families under stress in their own homes, helping to prevent family crisis and breakdown. Volunteers also support Family Groups.

Home-Start Suffolk Coastal has a strict recruitment and selection process. This includes DBS (Disclosure and Barring Service) checks, similar to the CRB (Criminal Records Bureau) scheme. Formal applications are supported by references, an interview and checks on eligibility to work in the UK. Once successfully recruited volunteers attend a 40 hours course of preparation before being matched with a family. The Scheme will continue its policy of accredited training.

All volunteers receive regular one-to-one support and supervision from the Coordinator. In addition volunteers get informal support from other volunteers through group support sessions, social events and 6 on-going training sessions per year.

**Staff**

Staff are recruited on a formal basis following HSUK guidance and local policies. All staff have job descriptions and person specifications, which are regularly reviewed. Staff are paid according to NJC scales, with the
possibility of an annual bonus. They are supported in joining a pension scheme.

Staff are recruited on the basis of the needs of the Scheme and opportunities arising from successful funding proposals. Only two staff are full-time.

Staff receive regular supervision and annual appraisals.

Induction and refresher training are received regularly eg on Safeguarding. Staff skills are regularly developed according to the needs of the Scheme to address for example new levels of need or to deliver accredited training.

**Directors/Management Committee**

The Scheme currently has 10 Directors who carry out the following roles as well as being Board members: Chairperson, Vice-Chairperson, Treasurer, Company Secretary, Volunteer Director.

There are 5 sub-committees chaired by Directors covering Finance, Personnel, Quality Assurance, Fundraising and Health & Safety.

Directors provide the following skills to the Scheme:

<table>
<thead>
<tr>
<th>Strategic management</th>
<th>Public Relations</th>
</tr>
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<tbody>
<tr>
<td>Human Resources</td>
<td>Marketing</td>
</tr>
<tr>
<td>Accountancy</td>
<td>Fundraising</td>
</tr>
<tr>
<td>Management/Leadership</td>
<td>Quality Assurance</td>
</tr>
<tr>
<td>Governance</td>
<td>Monitoring and Evaluation</td>
</tr>
</tbody>
</table>

Directors receive regular training, particularly Safeguarding and other training depending on their role and interests. Training may be provided by HSUK or local agencies such as SAVO.

**10. Quality Assurance**

All service delivery, staff and financial activities are underpinned by Policies and the HSUK Quality Assurance system. The QA system is based on annual self-assessment and is backed up with three yearly reviews carried out by Home-Start UK. As result of self-assessment the Scheme develops improvement action plans and these action plans inform the strategic planning process.

The last Review was carried out in 2009 and the report highlighted that the Scheme was operating within current requirements. The next Review will take place in May 2013.

Please see Appendix 2 for a list of the 12 Quality Standards.

**11. Marketing**

The Scheme will continue to attend meetings and training events run by the Children and Young People’s Directorate of Suffolk County Council. The Scheme will maintain a twin track approach whereby the Home-Start Suffolk
Coastal Scheme will remain differentiated as a separate Scheme but will work together with the other two Suffolk Home-Start Schemes or other partners as circumstances allow. The Scheme will continue to market itself to Children’s Centres, the Children’s Trust, which are linked to Suffolk County Council.

The Scheme will develop its marketing towards potential private sector partners eg through the Suffolk Congress,

The Scheme will maintain and develop it marketing strategy towards Referrers, with a special emphasis on those in new areas. The prime focus will be on health visitors but it will also include social workers, children’s teams and others.

The Scheme will continue to attend conferences and networking events and will work closely with all family support organisations within the District.

The Scheme will continue to work closely with Parish and Town Councils, and will include Ipswich Borough Council and Waveney District Council (for Lowestoft) to make them aware of the service and as potential funders.

The Scheme will maintain its profile with Home-Start UK through its responsiveness to national initiatives and through the presence of the Scheme Manager on the HSUK Council.

12. Finance

Last year Home-Start Suffolk Coastal had a total income of £198,126 of this £106,198 came from the Lottery and £64,000 from Local Children’s Services. A further £11,420 was gained from major trusts and the remainder of funding was made up through a combination of fundraising, donations and legacies.

Below is a summary of the projected financial situation of Home-Start Suffolk Coastal over the next three years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Expenditure £</th>
<th>Projected Income £</th>
<th>Projected surplus/deficit £</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 2013/14</td>
<td>214,000</td>
<td>231,000</td>
<td>17,000</td>
</tr>
<tr>
<td>2, 2014/15</td>
<td>237,000</td>
<td>260,011</td>
<td>-23,011</td>
</tr>
<tr>
<td>3, 2015/16</td>
<td>271,000</td>
<td>297,000</td>
<td>-26,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funds Secured</th>
<th>Year 1, 2013-14</th>
<th>Year 2, 2014-15</th>
<th>Year 3, 2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCC</td>
<td>63,332</td>
<td>59,500</td>
<td></td>
</tr>
<tr>
<td>Lottery</td>
<td>130,152</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>8,000</td>
<td>20,000</td>
<td></td>
</tr>
</tbody>
</table>
13. **Fundraising Strategy**

The Scheme is secure in most of its funding for 2013-14 as it has a year of Lottery funding to run and it has been informed of the continuity of the Suffolk County Council partnership agreement funding for 2013-14. Thereafter the current Lottery funding ends and Suffolk County Council will enter a tendering regime.

The Fundraising Strategy includes the following elements:

**Statutory Funding** – the Scheme will continue to seek statutory funding from Suffolk County Council. This work will be carried out in conjunction with the other two Suffolk Schemes as part of SCC’s desire for coverage county-wide. The Scheme will strengthen its competitiveness through training and consultancy so as to participate in the planned tendering exercises being run by SCC for the forthcoming year. The Scheme is also developing its work in Ipswich as part of SCC’s wish to address deprived areas, as are the other two Schemes.

**Large Grant Giving Organisations** – the Scheme will seek Lottery funding for the period after April 2014, when the current grant expires. This application will be on the basis of project continuation, and is supported by the Lottery Monitoring Manager.

**Innovation Funding** – the Scheme will apply for innovation funding from statutory and non-statutory organisations, for projects which are relevant to the Scheme’s overall strategic direction.

**Local Funding Relationships** – the Scheme will continue to nurture local funding relationships eg Suffolk Coastal District Council and smaller statutory bodies eg parish councils and non-statutory funders such as the Suffolk Foundation. New relationships will be developed in line with plans for expansion.

**Maintenance of Profile** – the Scheme will maintain its profile by talks and presentations to develop awareness of Home-Start eg Inner Wheel in the hope of donations and recruitment of volunteers and supporters.

**Friends** – the Scheme maintain the Friends' Register for information and support.

**Fundraising Committee** – the Scheme will focus on effective targeting for best use of staff and Director resources.

Take account of the differences between Woodbridge and Ipswich. For Woodbridge aim to be the chosen charity at a number of local events eg Community Quiz, Rotary to maintain the Scheme’s profile in Woodbridge. For Ipswich use the Borough Council system of area sub-committees and work-streams such as Additional Support for Families.

Carry out a small number of Home-start events for awareness raising, donations and potential volunteer support. Address local groups eg golf clubs.

The Scheme will recruit an additional Director with responsibilities limited to fundraising. It will increase the skills of the Fundraising Committee with
training and will change the Committee’s Terms of Reference to include volunteers as members.

Without additional funds the Scheme would draw back to focus solely on home visiting in its current area, with family groups as it could afford to resource them.

The Board of Directors has assessed the risk of a loss or reduction in key funding and has drawn up a risk management plan to address this, which includes 6 months contingency funds, which are adequate to wind up the Scheme.

14. **Monitoring and Review**

The Board will monitor and review the Strategic Plan on a yearly basis, in conjunction with the Scheme’s budget setting timetable and fundraising strategy. Review and amendment of the Plan will take into account any implications from the QA assessment and any changes in the business environment, at local or national level. The aim will be to ensure that the Plan stays relevant, focused and owned by all those involved in meeting its objectives throughout the plan’s 3 years implementation period.

15. **Conclusions**

The Scheme enters 2013-14 with finances in good heart and controlled expansion plans which are aligned with the business environment.

In common with all charities it is reliant on receipt of income from statutory and or charitable sources to resources its plans for the future. Home-Start Suffolk Coastal aims to take its well-regarded services to as much of Suffolk Coastal District and its environs as possible, particularly with deprived families in mind. The degree to which it can do so, will depend on adequate funding from a range of sources, and effective management of staff and volunteers, for which the Scheme is well placed.
Appendices

1. Map – showing Suffolk Coastal District and potential expansion areas
INTEGRATED SERVICES & SOCIAL CARE ORGANISED ACROSS 7 LOCALITIES.

Please see locality key at the bottom right of the page.
Organisational Chart

Chairperson

- Board of Directors
  - Vice Chairperson
  - Treasurer/Company secretary

- Personnel Sub committee
  - Scheme Manager 37hrs pw

- Fundraising Sub Committee

- Quality Assurance Sub Committee

- Family group co-ordinator 20hrs pw
  - Family group support worker 4hrs pw

- Family group volunteers x 6, approx 24hrs pw

- Lead Administra-tor 24 hrs pw

- Administrator 18hrs pw

- Data Entry/Administrator 18hrs pw

- Benefits/Grants checking volunteers x 6, approx 1.5hrs pw

- Home-visiting volunteers x 60, approx 350hrs pw

- Handyman x 1, approx 1.5hrs pw

- Lead Co-ordinator 36hrs pw
  - Co-ordinator 30hrs pw
  - Co-ordinator 24hrs pw
4. HSSC Operational Plan 2013-14, Year One
5. HOME-START QUALITY AREAS & STANDARDS

GOVERNANCE
1. Governance - Home-Start governs itself effectively and responsibly ensuring that its legal and financial obligations are met. Roles and responsibilities are clearly defined and trustees have the necessary qualities, skills and knowledge to fulfil the mission and objectives of the charity.

2. Strategic Planning - Home-Start maintains and improves the quality of its services to families by using the Home-Start quality assurance system. Plans are based on the needs of the communities they serve and on the Home-Start approach and ethos. Clear priorities and targets are set, reviewed and regularly updated.

MANAGEMENT AND ADMINISTRATION
3. Managing Staff - Home-Start recruits and supports the right staff to achieve its mission. There are adequate numbers of staff to carry out the work undertaken. Staff have the appropriate skills, know who they are accountable to and understand their role. All legal, equality and diversity requirements are met.

4. Managing Volunteers - Home-Start works with its volunteers for the benefit of families and the volunteers themselves. Suitable volunteers are recruited, selected, trained and appropriately matched according to their skills and experience. Volunteers understand their roles and responsibilities, are valued, supervised regularly and supported.

5. Managing Money and Resources - Home-Start manages its money and resources effectively. Budgets are carefully monitored and risks assessed. Trustees ensure reliable financial controls are in place and are compliant with regulatory and legal requirements. Adequate funds are secured to ensure financial viability.

6. Health and Safety - Home-Start makes health and safety a high priority by assessing risk and taking steps to maintain necessary safety measures. Staff and volunteers understand and follow safety policy and guidelines. Premises, facilities and equipment are safe and fit for purpose.

7. Monitoring and Evaluation - Home-Start records and analyses data accurately to assess the impact and outcomes of its work. Collecting the views of families, volunteers and other agencies is integral to the work. Monitoring and evaluation informs decision making and is used to shape and promote the services.

PRACTICE
8. Promoting Children’s Welfare - The welfare and rights of children are central to all Home-Start support to families. The scheme deal with safeguarding/child protection issues effectively, backed by robust policy and procedures. All activities with children are carried out safely, managing risk appropriately.
9. Confidentiality and Information Sharing - Home-Start demonstrates that confidentiality, dignity and respect are fundamental principles. Relationships with families are built within clear confidentiality and information sharing guidelines. The scheme stores and manages information effectively complying with relevant legislation.

10. Supporting Families - Home-Start offers volunteer support to families within their own home. The service is focused on identified needs and is well managed and regularly reviewed. Support outside the home is established where there is an identified need and it complements the core work of Home-Start.

11. Working in Partnership - Home-Start engages with the wider Home-Start network and with local agencies and professionals in order to ensure best practice in family support.

12. Additional Services - Home-Start ensures that any additional service maintains the Home-Start ethos and is focused on the provision of high quality support to families.

These standards are further broken down into Criteria and Indicators, with individual evidencing requirements. Further information is available from the Scheme.