



Sure Start

Melton Borough Council

Specification and Guidance for tender – Improving Children

Leicestershire Sure Start Programme

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Key dates and information

- **Deadline for applications:** 12:00 noon on the 27th January 2012
- **Short listing Decisions announced:** 30th January 2012
- **Contracts to be negotiated and issued:** February 2012
- **Delivery to commence:** On or shortly after 1st April 2012
- **Delivery completed by:** 31st March 2013

Got questions or concerns?

If you have any questions or concerns, please email rbrowne@melton.gov.uk or telephone 01664 502404. If not, then we look forward to receiving your application!

Good luck!

Funding available to improve outcomes for children and families in the Borough of Melton through a high quality home volunteering support service.

Our ambition is to provide appropriate and timely support to parents and families with emotional health needs; particularly those suffering from post natal depression and stress. We envisage this being achieved by offering vulnerable families a home volunteer who provides a tailor-made, short-medium term, befriending service that helps prevent situations worsening and encourages planned improvements in family relationships and health. See appendix one for more information about the service we are hoping to procure.

Background and context

The Melton Borough Locality Partnership Group has decided to review all services delivered as part of the Sure Start Programme. The Sure Start Programme aims to improve the lives of young children and their parents in the Borough of Melton by delivering services in and around eight Children's Centres. There are three main reasons for this significant review of services at this time.

These reasons are as follows:

1. To ensure the programme is making the best use of the resources available and that the programme is having the greatest possible level of impact. This means identifying and responding to local need in order to deliver targeted services to vulnerable families. (The term 'vulnerable families' refers to those from target groups or those most in need of intervention and/or support. See appendix four.) The need to do this has been reinforced by recent Ofsted inspections in other parts of Leicestershire.
2. The core team have recently received data that has enabled them to better understand local vulnerabilities and, as a result, identify a range of priorities for the coming year(s).
3. The programme's budget will be reducing by about 20% for the duration of the forthcoming financial year. As a result, no contract renewals are being offered to existing commissioned services.

Sure Start funding can support those working with children aged 0-5 years and their parents. All delivery must be complete by 31.03.2013.

All of our work contributes to improving one or more of the following five outcomes:

- Be healthy
- Staying safe
- Enjoying and achieving
- Economic and social well-being
- Making a positive contribution

Priority areas and funding available. This document relates to the **Children Learning Tender**. However, in November 2011 the LPG identified a further 14 priority areas for 2012/13. These are summarised overleaf. Funding for organisations wishing to deliver these wider areas was advertised in early October with a deadline of 27th January 2012. If you would like a copy of the application form and guidance notes relating to these wider areas of funding please email rbrowne@melton.gov.uk. Thank you.

Some of our other priorities for 2012-13.

Most relevant outcome	Funding available to support the following work areas	Indicative budget
Be Healthy	Physical Activity and nutrition support	£16,500
	Breastfeeding support	£1000
	Smoking cessation	£1000
	Mental Health Services (include counselling)	£5000
	Information Sharing (Health)	£12,000
Staying Safe	Supporting those experiencing domestic abuse and children who have witnessed domestic abuse.	£40,000
	Improving Home Safety and accident prevention	£3000
Enjoying and achieving	Improving children's achievement – Communication, language and literacy development for children aged 0-5 years	£30,000
	Family Learning, play and social development	£40,000
	Improving the overall achievement of 0-5 year olds speech and language	£25,000
	Improving overall achievement with 0-5 year olds from diverse backgrounds	£4,500
Making a positive contribution	Involving parents and supporting volunteers – including parental engagement in decision making.	£1000
Economic and social well-being	Engaging parents in learning and supporting them into employment	£35,000

Deadline

The deadline for all applications is midday on the 16th January 2012. All activity must be completed by 31.03.13, with final evaluation taking place in April 2013.

Note to all applicants

The first Children's Centre in Melton Borough opened in 2008; since then a further seven have opened. The day to day workings of each Centre are led by a named Family Outreach Worker (FOW) who offers 1:1, outreach and support to families across the District.

Currently approximately 14 other organisations run groups, offer health checks and/or 1:1 support across all four Centres. The Children's Centre Co-ordinator manages all the services that are delivered in each Children's Centre and other services throughout the programme.

For all areas of delivery, we welcome applications from appropriately qualified and experienced individuals, organisations and/or consortiums.

Early intervention, 1:1, outreach and partnership working.

A wide range of services are offered to families in the Borough of Melton, each designed to meet a differing level of support and/or need. The following table illustrates the Sure Start Programme's (SSP) three levels of support and how the core team work alongside commissioned services to deliver these to vulnerable families. The Sure Start Programme in Melton Borough does not offer universal or specialist services as a standard offer; although many of our partners do and as such these form an important element of our programme and are sometimes supported by our Family Outreach Workers.

Melton Borough's four Children's Centres

Melton Borough's Children's Centres are located in the following areas:

- The Cove, Sysonby Street, Melton Mowbray
- The Edge, Dalby Road, Melton Mowbray
- Fairmead, Drummond Walk, Melton Mowbray
- Belvoir, Belvoir High School, Bottesford

Applicants can apply to deliver in as many or as few Centres as they feel is appropriate to their service/activity. However, the rationale for choosing Centres should be based on the data presented in the detailed description of the need for each service (see appendix one). Should our assessment of need change over the term of delivery you will be expected to adapt your delivery accordingly.

Where possible, services are offered in the area(s) where the highest level of need is known to be; thus ensuring services are accessible to those families most in need of support. Melton operate a 'locality programme' which means if parents from Bottesford need a service that is only offered in Melton Mowbray we will transport them and their children from their home to the service/activity.

Typically a Children's Centre has one large family room, one large hall and two small 'interview' or consultation rooms. Some have outdoor space. All activities and services must be risk assessed and will be subject to unannounced observations.

Services are sometimes offered in outreach venues (libraries, church halls, community rooms etc). Applicants can stipulate a preferred venue should a Children's Centre not be appropriate for delivery. However, applicants must clearly state any projected costs associated with additional room hire; either as an additional cost to the core budget or within the overall quoted price. These additional costs will be considered as part of the value for money criteria (see above) and in line with the overall budget.

The programme for 2012/13 is yet to be drafted. All successful applicants will need to work with the Children's Centre Co-ordinator between January and March 2012 to ensure the 2012/13 Programme can accommodate your needs and those of all other partners.

A copy of the 2011/12 programme for September to December can be requested from hchevins@melton.gov.uk to provide an insight into how the service is being delivered this year.

Important note: Not all services need to run every week and in every Centre. Currently, some elements of our programme are only delivered once a term whilst others only happen in school holidays. Our priority is to ensure the areas of work described in appendix one are delivered to a high standard and the quantity of delivery is proportionate to need and available resources.

Budgets and caveats

As with many other services and sectors the future funding situation for Children's Centres in the Borough of Melton is somewhat unknown. At this stage we are working to the budgets published in this document, however it is possible that these forecasts will change between now and the end of March 2012. Should there be a change to the anticipated budget allocation, Melton Borough Council will let you know and consult with successful applicants as to varying the scale or nature of the provision; including possible termination.

The overall ambition, purpose and objectives of Melton Children's Centre programme.

Overall, we aim to support vulnerable families with children aged 0-5 years to develop the skills, confidence, knowledge and experience they need to improve and progress their personal, social and economic outcomes.

We are committed to the following in order to achieve the above:

- Identifying, understanding and responding to the particular and personal needs of families with children aged 0-5 years in the Borough of Melton.
- Involving and engaging parents and children in the design, delivery and evaluation of our programme in order to achieve the above most effectively.
- Enabling vulnerable families to access a wide range of 1:1, outreach and group services appropriate to their needs; with a particular focus on early intervention and supporting transition into and out of statutory, specialist and universal services (as appropriate).
- Narrowing the gap between those with the most and those with the least and those who achieve the most and those who achieve the least.

Improving outcomes: supporting children and families to be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic and social well being is central to our programme. We have a broad ambition related to each of the above outcomes.

These are as follows:

Be Healthy - To ensure children are physically, emotionally and mentally healthy and families have healthy lifestyles.

Staying Safe - To ensure children and parents are safe and protected; their welfare concerns identified and appropriate steps taken to address them.

Enjoying and Achieving - To ensure all users enjoy and achieve educationally and in their personal and social development.

Economic and Social Well Being - To support vulnerable children and parents to develop the skills, confidence, knowledge and experience they need to progress their personal, social and economic achievement.

Making a positive Contribution - To enable parents and children to become fully involved in all levels of design, delivery and evaluation across the Children's Centre programme in Melton, by informing, consulting and involving them at all stages. To ensure all users are supported to develop positive relationships with other members of their own family but also other users, professionals and members of the wider community.

The services we are commissioning for 2012/13 will need to make demonstrable progress towards one or more of the above outcomes and support the programme as a whole to deliver its objectives and achieve its ambition. All providers will be expected to do this by building on what's already available, what's been delivered before and what other organisations do with and offer to the families of Melton. All commissioned services will be expected to work in partnership with the core team and other agencies, as appropriate. The information on page 12 and the appendices build on this point and should be taken into consideration when completing your budget and application form.

Criteria

The following criteria (linked to the questions contained in the application form) will be used to assess all applications. Both those involved in the short listing and those involved in the final panel assessment will use the following criteria to score each application. Scores will be averaged across all involved in marking and strengths and weaknesses identified through discussion. Applicants should also read the guidance notes on pages 9 to 11 which summarise how we expect the answers to be compiled.

Area	Detail	Max Score
Overview	This section will not be scored. Instead it will be used to categorise and sort applications on receipt.	N/A
1.Previous experience	We are looking to appoint an organisation with experience of working with vulnerable families with children aged 0-5yrs.	/4
2.Activities	You will be scored on how appropriate/relevant we think the services/activities you describe are, how effective they will be at meeting our objectives and how they compliment the wider programme.	/8
3.Organisation	Scores will be allocated based on our perception of your ability to deliver the activities; organise yourselves effectively and meet deadlines/targets.	/2
4.Minimum and maximum numbers 4b.Yearly totals	These numbers will be considered alongside your budget and activities to make a judgement about appropriateness and value for money. More people does not necessarily mean a higher score; particularly for more specialist services.	/4
5.Objectives/performance indicators and 5b.Outcomes/outputs	Scores will be allocated based on how well defined and measurable the outcomes and outputs listed are. Where particular objectives/performance indicators have been selected you will be scored on the extent to which we believe your activities will contribute to a positive impact on these indicators and whether they will be achieved.	/8
6.Measuring Impact	You will be scored on how convinced we are that you will be able to capture and report on what has changed for children, families and the community as a result of your delivery.	/8
7.Children and parents are involved	Listening to and responding to parents/children is a key element of our programme. Points will be given to those who demonstrate a meaningful/empowering approach.	/6
8. Equality and Diversity	You will be scored on how well you describe your ability to ensure equality and respond to diversity of the Borough of Melton.	/4
9.Partners	You will be awarded marks for your choice of partners (for joint delivery) and reasons for involving them in your application. Where you are applying to work alone you will be scored on having strong rationale for this decision. All applicants will be expected to work with other partners involved in the Sure Start Programme and the core team.	/4
10.Experience of the/a similar location	You will be scored on your demonstrable understanding/experience of working in and being able to respond to the demands/demographics of the Borough of Melton.	/4
11.Environmental impact	Scores will be awarded to applicants who demonstrate consideration of green issues and an ability to reduce or offset any negative impact that their work may have on the environment.	/2
12.Budget	Points will be allocated according to perceived value for money and appropriateness of budget breakdown. Applicants who invest more in delivery and less in management/overheads will score more points. Realistic budgets will score more points than those we consider to be unrealistic. Match funding will be considered but is not essential.	/6
13.Impact of loss of match funding	This section will not be scored. Any information contained in this section will not be taken into account when scoring your budget.	N/A
14.Sustainability	Higher marks will be given to applicants who can evidence: <ul style="list-style-type: none"> - A strong commitment to building on what has gone before, - That their work will result in improved long term support for families in the Borough of Melton(Through professional 	/6

	<p>development/capacity building of core staff and partners/supporting transition into statutory/universal provision.)</p> <ul style="list-style-type: none"> - An ability to focus on developing a sustainable programme, and - That their programme will support participants to progress 	
15. Formal qualifications	Scores will be awarded to those with formal qualifications appropriate to working with children, families and/or vulnerable members of the community. Please note the essential requirements in some areas – if you do not meet these your application may not be shortlisted. The essential requirements must be held by those who will be directly delivering services.	/4
16. Final Statement:	This will be used to help differentiate between any applicants scoring the same marks against the above criteria	N/A – tie break /5
	Total possible score:	/70 + tie break

In some instances (where the contract value is higher and/or it is not possible to determine a successful applicant by the above criteria alone) organisations may be invited to come and present to a final selection panel and/or be asked to arrange for some members of the Melton Borough Locality decision making panel to visit an existing programme of work. Where this is required organisations will be given due notice and guidance.

Application form guidance notes

<p>A. Overview of your proposed service and key outcomes.</p>	<ul style="list-style-type: none"> - In no more than 75 words please provide an overview of your proposed activities, target audience and key intended outcome(s). This section will not be scored.
<p>1. What previous experience do you have of delivering this type of work? (Max 250 words)</p>	<ul style="list-style-type: none"> - Briefly describe any similar pieces of work delivered by you/your organisation/partnership. - Please evidence your experience of measuring the impact of your work/lessons learnt from similar programmes.
<p>2. What activities will you offer in order to ensure delivery of our aims and objectives for this area of work? (Max 500 words)</p>	<ul style="list-style-type: none"> - Describe here what you/your organisation will actually do if your application is successful. Include information about the content of activities, number of sessions in a course etc. See page 12. - This is your opportunity to be creative and sell your organisation's approach. - Be as specific as you can be to paint a picture about what we would be buying.
<p>3. How will you organise the activities you offer? For instance, days, times, venues, recruitment, risk assessments, admin, management etc. (Max 350 words)</p>	<ul style="list-style-type: none"> • This is your opportunity to tell us about the practical stuff: how many sessions, how many staff, how long is each session? • Our 8 Sure Start Centres are typically open Monday – Friday 8am – 6pm. • Are there days/times you cannot do? How many Centres can you deliver in within the budget provided? • Would you offer services from our Centre(s) or another community venue(s)? If the latter how would you identify this/these? • Do you need to recruit staff for this work? • When will you be able to start delivery?
<p>4a and 4b. What's the minimum and maximum number of people who could be involved in a session? (Complete the most relevant boxes.)</p>	<ul style="list-style-type: none"> • Tell us here the minimum number it is feasible for your programme to run with. • Also tell us the maximum number. • Only complete the boxes relevant to your activity/service.
<p>5a and 5b. Which of the following performance indicators will your programme of work contribute to? What outcomes and outputs (other than participant numbers)</p>	<ul style="list-style-type: none"> • The performance indicators and outcomes/outputs listed in appendix two are based on the Ofsted inspection/evaluation guidance for Children's Centres. Copies of this document can be downloaded from http://tinyurl.com/437f3sr • Please use appendix two to determine which indicators to include in your application. • Where you believe your programme will lead to other outcomes, outputs and/or priorities for Melton please state them clearly in the space provided. Remember to be as specific as possible.
<p>6. How will you measure the impact you are having/ have had?</p>	<ul style="list-style-type: none"> • Describe the monitoring and evaluation processes and materials you would use. • When would you complete them and how often?
<p>7. How will you ensure that children and parents are involved in the design, delivery and evaluation of your</p>	<ul style="list-style-type: none"> • Describe the practical ways in which you will ensure children and parents are listened and responded to in your activities. • What will you do to ensure they influence the content and are able to make decisions/choices throughout the programme?

activities?	
8. How will you ensure equality and diversity are promoted through and central to your programme? (Max 75 words)	<ul style="list-style-type: none"> • The Children's Centre programme works with some of the most vulnerable families in the County. The Borough of Melton is a varied area in every way. Not least rurally, socially and economically. How will you balance equality of opportunity against ensuring those who need your services most are supported to access them? • How will you recognise/celebrate diversity?
9. Will any other partners be involved in your programme? If so, who and what role will they play? (Max 100 words).	<ul style="list-style-type: none"> • Please list any relevant partners and the role they will play. • If you are intending to work alone please summarise your reasons for this decision. • All applicants will be expected to work collaboratively with other partners involved in the Sure Start Programme in the Borough of Melton. See the 'Calculating your budget and designing your activities' section below.
10. What experience (if any) do you have of working in Melton Borough or other similar localities?	<ul style="list-style-type: none"> • Please briefly mention any work you've done in the District recently. If you've not worked in Melton Borough before please describe any experience you have of working in similarly diverse areas.
11. How will you plan for and organise your delivery to reduce and mitigate any negative impact on the environment ?	<ul style="list-style-type: none"> • Melton is committed to ensuring businesses and residents are motivated and inspired to operate in a 'greener', more environmentally friendly way. • All applicants are asked to describe how they will contribute to this priority through delivery this piece of work.
12. How have you calculated your budget ?	<ul style="list-style-type: none"> • Please include all revenue costs including management costs.
13. What is the status of your match funding and, were it to be withdrawn/unavailable, what impact would this have on the programme?	<ul style="list-style-type: none"> • Please tell us whether the match funding you mention is confirmed, unconfirmed, in-kind or other. • Please tell us the source of the match funding. • Please tell us when you are due to know whether or not you have been successful in your application for this funding (where applicable). • If you are unable to secure this level of match funding, what impact would this have on the programme?
14. How will you ensure the impact of your programme is sustained beyond the term of this funding?	<ul style="list-style-type: none"> • Tell us how you will approach understanding and building on what has been delivered before. • How will you prepare for the future (when funding is likely to reduce). • How will you support families to progress into other universal/statutory/specialist services (as appropriate) after they have worked with you? • How will you build capacity in others to increase the impact of your work and continue it beyond the term of your contract?
15. What formal qualifications do you/your staff have to work with young children/vulnerable parents? (Max 75 words)	<ul style="list-style-type: none"> • Please list any relevant formal qualifications you have (childcare/adult learning/etc). • Please list date of achievement (if known) and/or grade achieved (if known). • Please note, some areas have specialist/essential requirements. • These (or equivalent) qualifications must be held by all those who will be working directly with children/parents/families to deliver these services.
16. Final statement: Is there anything else you feel we should know before assessing your application?	<ul style="list-style-type: none"> • This is your chance to tell us about the things we haven't asked about that you wish we had...go on, sell your organisation to us!

Guideline terms of the contracts appropriate to this work

The following is a non-exhaustive guide to Melton Borough Council's ("MBC") expectations of bidders and a summary of the terms and conditions, both of which successful bidders can expect to form part of their agreement with MBC. Please be advised that these have been prepared as a guide only and are strictly subject to contract and may be changed at any time. MBC will take reasonable steps to notify bidders of any changes to this document.

Calculating your budget and designing your activities

When calculating your budget and designing your activities please take the following expectations into account as these (or similar requirements) will be discussed with all successful applicants and built into any agreed delivery plan. All successful applicants will be required to:

- Focus delivery on targeted and vulnerable groups (see appendix four).
- Comply with LCC and MBC requirements in terms of safeguarding and safe recruitment practices.
- Demonstrate a willingness and ability to work flexibly in order to respond to local need.
- Create, complete and follow up referrals into other relevant services.
- Accept and action referrals into your service as received from other providers.
- Inform, consult and involve parents/carers and children (where appropriate) in service design, delivery and evaluation.
- Contribute to regular team meetings (Up to a maximum of 2 hours per month).
- Complete quarterly reports; including statistical information, progress against agreed milestones and any resulting outputs and outcomes.
- Submit a range of case studies over the course of the year (minimum of 8 per year)
- Complete regular risk assessments of your activities and practice.
- Comply with the branding, marketing and communication guidelines (including use of logos and circulation of promotional materials).
- Comply with and contribute to quality assurance mechanisms and processes, both internal (Eg. Observations) and external (Eg. Ofsted).

Draft details relevant to the contracts for this work

Ensuring the safety and well-being of those who live in the Borough of Melton is our priority, this is balanced with protecting the reputation and financial stability of MBC. Therefore, contracts will be drafted to include the following terms:

- Agreements will be for an initial period covering the 2012-2013 funding year. NWLDC shall have an option to renew the agreement (at its discretion) for a further period up to a maximum financial value in line with any relevant European or local threshold.
- Payment of relevant funding will be staged throughout the 2012-2013 funding year and will be conditional on successful bidders meeting the standards we expect of them in delivering the services and complying with reporting and other relevant obligations.
- Successful bidders must maintain appropriate Insurances including Public Liability (as a minimum) to an adequate value.
- The provision of the services is dependent on central, regional and local budget allocations. Where changes are made to the budget allocation, Melton Borough Council will let you know and consult with you as to varying the scale or nature of the provision. However, the agreement will include termination provisions if this is not possible.
- Successful bidders will be required to register under the Data Protection Act.
- The agreement will also cover:
 1. Variations to the terms of agreement
 2. Dispute Resolution procedures
 3. The use of intellectual property
 4. Force Majeure events
 5. Confidentiality

6. Freedom of Information Act
7. Record Keeping
8. Bribery and Corruption
9. Standard 'boilerplate' clauses (e.g. in relation to service of notices).

References

In addition, to the above at least one professional/organisational reference will be followed through prior to any contracts being agreed. If you would like to see a copy of the full draft contract please request it from rbrowne@melton.gov.uk

Are you a voluntary sector applicant in need of support?

Voluntary Action Leicestershire offers free, confidential and impartial advice to voluntary and community groups completing tenders or funding applications. They are able to review draft tender submissions, offer advice on structuring your bid and advise and facilitate a consortium approach. To access this service call their Helpline 0116 2575050 or email helpline@valonline.org.uk

Summary of the appendices

1. The home volunteering support service specification in detail

- This appendix describes:
 - what we know,
 - what the data is telling us,
 - what we do now,
 - what we want to achieve in the future, and
 - how it all interrelates - by reference only.

2. Our ambitions, objectives and Key Performance Indicators and how they interrelate in full - **NB** please use this appendix for section five of your application.

- Describing:
 - Melton's ambition relating to each of the five outcomes (as summarised on page 6).
 - Our thirty-five interrelated objectives. All partners and service providers are expected to contribute to at least one of these areas.
 - The Key Performance Indicators for the programme.

3. Children's achievement and an overview of the data for the Borough of Melton. – Dash Boards Supplied for each reach area.

4. An overview of our target groups.

- Containing:
 - A list summarising some of the needs and issues commonly affecting parents and families involved in the Children's Centre programme.

Key dates and information

- **Deadline for applications:** 12:00 noon on the 27th January 2012
- **Short listing/Decisions announced:** 30th January 2012
- **Contracts to be negotiated and issued:** February 2012.
- **Delivery to commence:** On or shortly after 1st April 2012
- **Delivery completed by:** 31st March 2013

Got questions or concerns?

If you have any questions or concerns, please email rbrowne@melton.gov.uk or telephone 01664 502404. If not, then we look forward to receiving your application!

Good luck!

Appendix 1 : Improving children's achievement

a. for the very young.

b. for those approaching school age.

- **The data** - We know that, on completion of the Foundation Stage, children from particular areas of the Borough of Melton typically under achieve against the Personal Social and Emotional Development strands of the Early Years Foundation Stage Profile. It is an area of concern for the more deprived areas of the Borough, but the following list shows (in brackets) the particular needs of children from particular areas of the locality:
- **The current position** - We currently provide a stay and play service with staff providing 1:1 support in the home and at children's centres. Various sessions take place at all the existing Children's Centres across the Borough and are fully targeted at those who are more in need of intervention and support. All sessions are planned and support is given to parents to help them better interact with their children. Work is also carried out with children to ensure they enjoy and achieve and learn through play with their parents.
- **Our ambition** - To increase the personal, social and emotional skills and development of children aged 0-5 years and children on entry to school. To increase children's achievement against the PSED elements of the Early Years Foundation Stage Profile at the end of the Foundation Stage (Reception year in school); supporting them to be at the appropriate developmental level. Through this work and a partnership approach, support children and families to experience less negative and disruptive behaviour and improved relationships with each other and other children. We want to offer services in our Centres/the community but also support families to develop the confidence and ability to develop a positive learning and development environment at home.

Workers should also visit those hard to engage families in the home and the organisation delivering the service should clearly state how this can fit in with the rest of the service they propose to deliver.

Those staff that are employed to deliver this service must have experience of home visiting and experience of working with vulnerable and targeted families.

- **Some contributing objectives, linked to the five outcomes for children and families**
- **Primary** - To increase the percentage of children achieving 78 points at the end of the Foundation Stage in school.
- **The budget** - Up to £40,000 to support the very young and those approaching school age. Applicants will need to state whether they are proposing to work with either or both age groups. The advertised budget is the total available for both age groups. We welcome applications from a range of organisations/individuals, including those who only feel able to deliver some aspects of the above but are prepared to work in partnership with others. The budget also includes resources that may be needed.

Appendix two - Our ambitions, Key Performance Indicators and objectives and how they interrelate in full.

The following tables outline our main ambitions, priorities and objectives for the Children's Centre programme in the Borough of Melton and summarises how they interrelate. The Key Performance Indicators (KPI), as identified by Ofsted, is also detailed within the tables.

In section five of the application form, all applicants should identify **at least one outcome** and **at least one contributing objective** (there is no maximum) against which we will be able to **measure** performance and progress. Either list the objective/KPI in full or use the reference(s) given below. Please remember to include details of the most relevant linked objectives (see the following tables) that you feel your programme will also contribute towards. Where your area of interest links to 'all' other objectives or a considerable number (for instance those included in the Making a positive contribution and Enjoying and achieving tables) simply include the linked objectives you consider to be **most relevant** to your approach.

At this stage you do not need to identify the baseline figure(s) but you **must** summarise how much of an impact you anticipate your programme will have in this particular area and/or the percentage of participants you anticipate being able to improve outcomes for. For instance you might say '70% of participants will achieve an ASDAN qualification on completion of the course' or 'at least 65% of parents involved in the workshops will report that they are now more confident and 70% feel more able to control their child's behaviour'. Where the objective you identify includes a KPI we will also use data collated by the local authority to measure the impact of your programme. If successful, the information you provide in section five will form the starting point of our discussion relating to a detailed delivery plan and performance management targets. These discussions will commence in January 2012.

Remember, section six of your application form needs to detail **how** you will measure whether or not you have achieved the outcomes/outputs you are defining in section five.

More information on how Ofsted measure performance in Children's Centres can be found in the document: "Children's centres evaluation schedule and grade descriptors" available from <http://tinyurl.com/437f3sr>

Outcome	Our broad ambition	Reference	Some smaller contributing objectives	Links
Be Healthy	To ensure children, including those from vulnerable groups, are physically, mentally and emotionally healthy and families have healthy lifestyles.	BH1	To engage families in a range of physical activity and nutrition programmes that lead to healthier lifestyles. Including a reduction in the number of children in reception of who are obese (KPI) .	EA5, EA7, EWB1, EWB6, BH10
		BH2	To decrease the number of mothers smoking on or after delivery.	BH10
		BH3	To provide young parents in NWL with a co-ordinated, appropriate and empowering support service that places focus on learning, emotional and personal development of them and their family.	EWB4 & all others.
		BH4	To improve the emotional health of families with children under 5, including supporting parents to have an improved understanding of the emotional needs of children and themselves.	BH7, BH8, BH10, EWB6, SS1, SS2, EA1, EA3.
		BH5	To increase the number of mothers breastfeeding beyond 6-8 weeks after giving birth. (KPI)	BH10
		BH6	To work with disabled children and families to better understand how we can use our resources to meet their needs.	BH10
		BH7	To work with CAMHS and other mental health service providers to ensure our programme contributes to their early intervention priorities and supports individuals to progress back into mainstream services.	BH7, BH8, BH10, EWB6, SS1, SS2, EA1, EA3.
		BH8	To provide appropriate and timely support to those parents and families suffering from post natal depression	BH7, BH10, EWB6, SS1, SS2, EA1, EA3.
		BH9	To provide parents with access to high quality sexual health and contraception information, advice, guidance and resources.	BH10
		BH10	To identify families most in need of additional intervention and support, including supporting transition into motherhood and enabling parents to engage in a range of high quality universal activities and services across the locality. May also include baby weigh in, 2yr parties, partner work with school nurses, ante/post natal care, GPs, midwives etc. NB This is not an exhaustive list.	All

Outcome	Our broad ambition	Reference	Some smaller contributing objectives	Links
Staying Safe	To ensure children and parents are safe and protected, their welfare concerns are identified and appropriate steps taken to address them.	SS1	To support those who have been, or are currently, victims of domestic abuse; with a view to enabling them to develop the strength, confidence and skills needed to cope and move on.	BH4, BH7, BH8, BH10, EWB6, SS1, SS2, EA1, EA3
		SS2	To increase the resilience, confidence, achievements, aspirations and esteem of children who have witnessed incidents of domestic abuse.	BH4, BH7, BH8, BH10, EWB6, SS1, SS2, EA1, EA3
		SS3	To support families with children under 5yrs where one or more child is, or is at risk of becoming, on a child protection plan/CAF/TAF	BH10
		SS4	To provide a safe environment that is free from bullying and discrimination	BH10
		SS5	To increase the number of parents and children who are able to identify and mitigate against risks (such as fire safety, accident prevention etc) in their own home and as part of their daily routine. Including a reduction in the rate of emergency hospital admissions caused by unintentional and deliberate injuries to children and young people (KPI).	EA5, EWB1, EWB6
		SS6	To improve parenting skills and the relationship between parents and children.	EA5, EWB1, EWB6 and all
		SS7	To offer a service and series of processes that integrate and support the CAF, TAF and Social Care teams, as appropriate.	BH10

Outcome	Our broad ambition	Reference	Some smaller contributing objectives	Links
Enjoying and achieving	To ensure all users enjoy and achieve educationally and in their personal and social development.	EA1	To increase the achievement of children in personal, social, emotional development and narrow the achievement gap; as measured on completion of reception year in school against the EYFS profile (appendix three) (KPI) .	BH4, BH7, BH8, BH10, EWB6, SS1, SS2, EA2-7
		EA2	To increase the achievement of children in communication, language and literacy and narrow the achievement gap; as demonstrated on entry to school when measured against the EYFS profile on completion of reception year (appendix three) (KPI).	BH4, BH7, BH8, BH10, EWB6, SS1, SS2, EA1,3,4,5,6,7
		EA3	To increase the overall achievement and development of children's skills, knowledge and experience of the world.	BH4, BH7, BH8, BH10, EWB6, SS1, SS2, EA1 & 2, EA4 -7
		EA4	To prepare children and parents for the transition into school and universal services, including ensuring families are ready for school.	BH4, BH7, BH8, BH10, EWB6, SS1, SS2, EA1-3, EA5 -7
		EA5	To provide high quality play and social development opportunities for target groups, vulnerable children and families; supporting them to engage in universal services. Including working families and the engagement of fathers.	BH4, BH7, BH8, BH10, EWB6, SS1, SS2, EA1-4, EA6, EA7
		EA6	To support vulnerable adults to prepare for, and manage, becoming a family; leading to improved behaviour and development. (For instance: toileting, speech development, and dealing with change.)	BH4, BH7, BH8, BH10, EWB6, SS1, SS2, EA1-5, EA7
		EA7	To increase the number of adults engaging in and benefiting from learning (formal and informal) and development opportunities; with a view to increasing the number of adults progressing through a range of learning opportunities; into employment.	BH4, BH7, BH8, BH10, EWB6, SS1, SS2, EA1-6

Outcome	Our broad ambition	Reference	Some smaller contributing objectives	Links
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Making a positive contribution	In Melton, broadly speaking, the purpose of the Sure Start programme is to support vulnerable children and parents to develop the skills, confidence, knowledge and experience they need to progress their personal, social and economic achievement. It is our belief that in most instances, supporting parents to develop in these areas will enable them and their family to become more stable economically and improve their well-being. Success will be measured against a wide range of indicators; each one personal to the individual involved accessing the programme at any one time.	PC1	To provide the support needed to involve a diverse range of parents and children in the design, delivery and evaluation of services on a Centre and locality level. To achieve this through a range of skills development activities, information sharing, consultation and involvement events alongside day to day engagement processes such as suggestion boxes and meaningful evaluation.	All
		PC2	Support for parents to become involved in volunteering opportunities as part of the Sure Start programme across the locality.	All
		PC3	To increase the number of parents who are perceived to 'take responsibility for their children' across NWL.	All
		PC4	To ensure our Centres are places that encourage positive behaviours, communication and opportunities for involvement and influence and are increasingly seen as welcoming spaces at the heart of the community.	All
		PC5	To support parents and members of the community to volunteer with and support the work of the Sure Start programme across NWL and other community development activities.	All

Outcome	Our broad ambition	Reference	Some smaller contributing objectives	Links
	Our ambition is twofold: firstly, we	EWB1	Ensure more parents are supported to access and benefit from adult learning	BH4, BH7,

Economic and social well being	are committed to enabling parents and children to become fully involved in all levels of design, delivery and evaluation across the programme in Melton. We envisage this happening in three ways - inform, consult, involve. Staff working in individual Centres are working towards achieving these three levels of engagement, as are the locality team. Commissioned partners are also expected to contribute extensively to this area of work - regardless of the services being provided. Our second ambition is equally important; we strive to ensure all users are supported to develop positive relationships with other members of their own family but also other users, professionals and members of the wider community.		courses (formal and informal) and employment. Contributing to a reduction in the number of 0-4 year olds living in households dependent on workless benefits (KPI).	BH8, BH10, EWB2, EWB6, SS1, SS2, EA1-7
		EWB2	Support more children from low income families to access formal childcare. An increase in the percentage of eligible families benefiting from the childcare element of Working Tax Credit (KPI).	EA1-7
		EWB3	Support parents of children under 5 to deal with and reduce their anxieties connected with debt, housing and benefit issues.	BH4, BH7, BH8, BH10, EWB1, EWB2, EWB6, SS1, SS2, EA6&7
		EWB4	To provide young parents in Melton with a co-ordinated, appropriate and empowering support service that places focus on learning and personal development of them and their family.	BH3 and all others
		EWB5	To offer a range of activities that encourage children to become active, inquisitive and independent learners.	EA1-7
		EWB6	To ensure families in rural areas are supported and enabled to engage in a range of appropriate services and activities.	BH4, BH7, BH8, BH10, SS1, SS2, EA1-7

Appendix 4 Overview of Target Groups

Identified need	Includes issues such as:
Pre-birth preparation/support.	<ul style="list-style-type: none"> • Ante natal teaching for targeted groups or more vulnerable expectant parents.
Support to breast feed.	<ul style="list-style-type: none"> • Signposting to peer support or bf cafes.
Staying safe – keeping the under 5's safe.	<ul style="list-style-type: none"> • Concerns re quality of parenting, • Safety of home environment, • Escalation into Safeguarding.
Parental mental health difficulties.	<ul style="list-style-type: none"> • Emotional anxiety and/or low mood, • Impact of bereavement on parenting capacity
Infant mental health/early attachment issues.	<ul style="list-style-type: none"> • Quality of parent /child relationships, • Capacity for reciprocity
Gaps in parenting knowledge and skills	<ul style="list-style-type: none"> • Setting boundaries and limits, • Establishing routines, • Strategies in behaviour management, • Normalising children's behaviour, • Coping with multiple births etc.
Vulnerable adults in parenting role	<p>This encompasses many in our original list of 'target groups' but pre safeguarding levels, including:</p> <ul style="list-style-type: none"> • Women fleeing domestic violence (living in refuge or in community), • One parent in prison, • Parent with learning difficulties, • Recent care leaver, • Parents who are migrants, • Parents with drug/alcohol issues.
Child health & family lifestyle	<ul style="list-style-type: none"> • Diet & nutrition, • Activity and exercise, • Physical development/co-ordination, • Smoking cessation.
Isolated and lacking in confidence with limited support networks, needs to access appropriate services including child care	<ul style="list-style-type: none"> • Rural isolation, • Lone parents (male and female), • Young parents, • Newly arrived in locality or country, • Lack of community, • Access to child care.
At risk of poor educational achievement (children)	<ul style="list-style-type: none"> • Early language development, • Communication difficulties, • Play and stimulation, • Personal, social and emotional development, • Skills/knowledge, • Preparing for school transition.
Child/family poverty	<ul style="list-style-type: none"> • Worklessness, • Debt, • Skills for life (literacy and numeracy), • Lack of qualifications, • Parental access to adult learning opportunities.
Housing Needs	<ul style="list-style-type: none"> • Risk of eviction, • Homelessness and/or temporary housing.