



Home-Start West Dorset

Home–Start West Dorset

Registered Charity Number 1122122
Company Number 06127713

STRATEGIC PLAN 2014-2017

SUMMARY

**Paceycombe House (Suite B), Paceycombe House, Poundbury,
Dorchester, Dorset DT1 3WB**

CONTENTS

	page
1. Introduction	2
2. Background	
1. What is Home-Start?	6
2. Overview of HSWD	6
3. HSWD Vision, Values and Principles	11
4. HSWD Development Plan	12
Development Summary Plan	17
5. Appendix	
A. HSWD Statistical Information	11
B. Testimonials	12

1. INTRODUCTION

Welcome to Home Start West Dorset's 2014-2017 Strategic Plan. The purpose of the Plan is to guide our scheme's development and growth over the next three years. The Plan has been developed through wide consultation with scheme staff, users, volunteers and trustees. The scheme's key partners have also been drawn into the process through 'stakeholder' days, allowing us to mutually explore current and future issues and trends.

The foundations of any good organisation or scheme are the vision, values and principles upon which it is built and this was the starting point for the development of this strategy. Wide consultation within and beyond our scheme secured the mission statement, vision and values clearly set out in this document. Trustees and staff then developed the five key principles that would translate these values into actions, providing the framework for our action plan.

The three year action plan set out in this strategic document is designed to be dynamic and organic. It provides information on key actions the scheme will undertake and it will be used throughout the year to monitor progress in all of these actions. Year two and three actions and outcomes are currently less defined than year one, allowing scheme trustees and staff to react to progress in year one and to the changing national family care and support landscape.

The scheme trustees welcome feedback from you on the effectiveness of this document as we are a scheme that recognises that you can thrive and grow through listening to and responding to those that partner us, use us, work or volunteer within our scheme.

2. BACKGROUND

1. What is Home-Start?

HSWD is a local charity that gives friendship, advice and practical support to families who live in West Dorset, Weymouth and Portland. The scheme helps parents with a child under 5, discover, or rediscover, the joy of parenting, (2011 there were 7,692 under-fives in the area of Dorset covered by HSWD). This service is provided free of charge.

HSWD provides parent-on-parent support for families who may need help for all sorts of reasons. Parenting is challenging and as the main carers of children, parents have the biggest influence on the child's development. Through matching families with volunteers who are parents themselves, and have been provided with training and receive ongoing supervision, we can give meaningful support to other parents. Being a parent, wherever you live, whatever your circumstances, isn't always easy. Add in pressures such as illness, post-natal depression or financial worries, and without the support of family and friends, the stress can seem overwhelming.

Families are visited regularly in their own homes by our trained volunteers who know how hard it can sometimes be caring for young children. The scheme aims to help families gain confidence and independence, restoring the fun to family life and therefore enabling them to help their children to reach their full potential. It is also felt that families that have been supported by others in the community will become supportive of that community themselves.

Our volunteers undertake 40 hours of training giving them the skills and confidence to be able to listen to the needs of the family, signpost to the professional services within the community, provide emotional support and have an understanding of potential safeguarding issues. Our volunteers also have ongoing training, support and supervision to ensure they are giving the best support to the families. This ongoing support means our volunteers gain from the experience. This includes transferable skills that can be used in all aspects of their life and work within the community.

The volunteer provides 2 to 3 hours per week support to a family in their own home, at a time to suit the family. The support is tailored to meet the individual family's needs dependent on their situation. For example it may be to provide support accessing local services and groups, attending appointments or gaining confidence in coping with the challenges that family life can bring.

2. Overview of HSWD

HSWD currently employs 5 staff members, 3 Organisers, 2 working 20 hours a week and the Senior Organiser (SO) who works 37 hours a week supported by 2 Administrators working 37 hours between them. These staff members are employed and managed by the Trustee Board that currently has a membership of 8 (May 2014). The Trustee Board is made up of people from a variety of backgrounds bringing a range of skills and expertise. The Board is responsible for ensuring effective management including finances and funding, premises, human resources (HR) and employment. The SO is responsible for the effective delivery of the day-to-day work of the scheme and its home-visiting family support service. This includes the recruitment, training, supervision and ongoing support of the home-visiting volunteers. There are currently 49 (May 2014) trained home-visiting volunteers within the scheme.

The office is based in Poundbury, Dorchester which gives the scheme easy access to transport links to the outlying areas covered by the scheme. The area covered by the scheme is 30 x 40 miles and stretches from Portland Bill to North of Sherborne in one direction and from Lyme Regis to Tolpuddle in the other. The office accommodation provides the scheme with the space required to provide adequate training, supervision and meeting space for the volunteers, trustees and staff.

3. HSWD VISION, VALUES AND PRINCIPLES

1. Vision

We believe that parents play the key role in giving their children a happy and secure childhood. HSWD strives to ensure that every parent the scheme engages with has the support they need to give their children the best possible start in life.

Mission – HSWD will help parents discover or rediscover the joy of parenting

2. Values

HSWD's Values are statements of what we think are the right way to run the scheme.

They determine the way we must think and act. They describe the characteristics that we all strive to achieve and traits that we hope to encourage in all involved in the scheme.

Inclusive	We welcome input from all and value openness and are non-judgmental in our approach.
Respectful	We welcome and respect each other's views. We provide choice and flexibility in the way we work together with others.
Responsible	We are clear on our roles and take our responsibilities seriously making sure we question and challenge in order to make objective decisions.
Ambitious	We enjoy success and are enthusiastic in our pursuit of growth and the provision of an excellent service.
Independent	We are true to our vision and make decisions that are in the best interests of HSWD
Supportive	We believe in supporting and developing everyone involved in our charity.
Trustworthy	We are honest and can be trusted to meet our commitments ethically and responsibly.

The Home-Start West Dorset Trustees also agreed to adopt Home-Start UK's set of aims.

3. Principles

HSWD's principles are guidelines for how we put our values into practice in the way we design, deliver and evaluate the scheme. They provide the headings within which we will develop the scheme and set out key activity in the scheme's strategic planning.

- Principle 1 Early Intervention
- Principle 2 Quality
- Principle 3 Communication
- Principle 4 Diversity
- Principle 5 Sustainability

4. HSWD DEVELOPMENT PLAN

1. Early Intervention

This is the key principle that enables us to meet our vision and mission. This is met through the core HSWD strategy of placing trained and carefully matched volunteers with identified families that have at least one child under 5. The scheme encourages parents to be actively involved in their child's learning and development and in promoting and supporting the healthy lifestyle and future happiness of their children. HSWD will keep this core strategy under review, always willing to extend and develop it to meet the needs of all within our scheme community.

Development 1 Through effective recruitment, maintain a team of volunteers effectively trained to meet the complex demands of HSWD families.

Success Criteria: 2017

There is a healthy team of 90 volunteers who are parents themselves. Recruitment and retention processes are effective and ensure the team is able to meet the demands of the scheme. They are being provided with high quality training and supervision by HSWD staff supported by HSUK resources.

Development 2 Further develop HSWD understanding of all local and national support and other resources aimed at supporting local families and regularly update volunteers.

Success Criteria: 2017

Volunteers are well briefed on current public and voluntary sector resources and support and are able to signpost this perceptively to families.

Development 3 HSWD scheme Organisers maintain and further improve management of scheme to ensure the scheme is working at capacity with appropriate families across the wider HSWD region.

Success Criteria: 2017

90 – 100 families per year are benefiting through being visited regularly in their own homes by a member of the trained volunteer team. There is an equal spread of these families across the scheme's region.

Development 4 Through strategies provided by scheme Organisers and Volunteers, parents are supported in becoming actively involved in their child's learning and development.

Success Criteria: 2017

There is clear evidence that supported families are being better empowered to become more effective parents and community members.

Development 5 Regular review of HSWD Core Strategy.

Success Criteria: 2017

HSWD scheme is providing the most effective way of supporting parents to be actively and positively involved in supporting their children's physical, social and emotional growth.

2. Quality

To ensure HSWD has a continuous process of self-evaluation and review in all areas of our work to ensure the scheme is continuously improving, developing and offering the highest quality service to our families.

This includes the following:

- The use of robust and recognized national and internal QA systems to ensure we provide a good quality service to families, volunteers and referrers
- Engaging with the 'Workforce Development' agenda to ensure all staff are inducted and trained to the highest standard
- Ensure governance is sound, secure and able to meet the needs of all scheme stakeholders.

Development 1 HSWD management and QA systems aligned to prepare for HSUK QA (Due 2015).

Success Criteria: 2017

HSWD successful in achieving HSUK QA and further improving through implementation of effective post-QA action plan.

Development 2 HSWD Trustees will be actively involved in monitoring all areas of the scheme and fully understand the range of hard and softer impact information eg case studies provided by scheme staff. Trustees are confidently able to identify and articulate the health of the scheme in all areas and use this as an evidence base to support staff in improving.

Success Criteria: 2017

Trustees and staff have shared understanding of key impact information. Scheme continues to improve as evidenced by achieving HSUK QA, partner, volunteer and family satisfaction surveys and other key successful outcomes.

Development 3 Key outcome information will be effectively used to secure future funding from statutory services SLA's, and grants.

Success Criteria: 2017

Effective measures are in place to enable scheme leaders and managers to be able to monitor effectiveness of provision, and evidence positive impact on families.

Development 4 Recruit and develop Trustee Board members with appropriate and complementary skills to ensure scheme is well managed and monitored.

Success Criteria 2017

Key outcome to ensure a full complement of 12 Trustees who work well and provide a diverse and well-matched skill set to aid the effective governance of HSWD. Trustees will all be actively engaged in HSWD and HSUK training.

Development 5 Review and refresh existing training plan to ensure it provides best opportunities for workforce development for all scheme employees.

Success Criteria 2017

All scheme staff and Trustees are up-to-date with best 'Workforce Development' practice. A full menu of development opportunities including: training; qualifications; induction; work shadowing; supervision; appraisals; reading and mentoring' will be secured.

3. Communication

To ensure effective, high quality communication within and across the scheme.

This includes the following:

- Internal communication, ensuring that scheme staff have the best tools and systems in place to be able to carry out tasks effectively within the core scheme policies
- External two way communication with:
 - Volunteers
 - Families
 - Partners
 - Trustees
 - HSUK
 - Wider West-Dorset community
- Communication with media to promote the scheme
- Embracing emerging digital social networking opportunities such as Facebook, twitter, etc.

Development 1 High quality integrated internal computer systems in place to ensure scheme staff to effectively manage the scheme.

Success Criteria: 2017

Office and wider scheme effectively managed, evidenced through scheme outcomes, staff satisfaction surveys and trustee monitoring.

Development 2 Volunteers, families, partners and trustees to be better informed of HSWD activity through their dedicated website space, secure and appropriate social media and intelligently targeted text and email.

Success Criteria: 2017

Website regularly updated and effective as an interactive communication tool. HSWD, Volunteers and parents regularly using social media, text and email to share/communicate, with appropriate security in-place.

Development 3 HSWD Community Involvement Officer (CIO) to develop positive relationships with all key local media outlets including radio, newspaper, free press, digital and television.

Success Criteria: 2017

Improved understanding of the work of HSWD in improving family life across the wider West Dorset region. Increased referrals and more volunteers in-place.

Development 4 Widen the group of HSWD staff and trustees able to promote HSWD through presentations to community groups.

Success Criteria: 2017

Improved communication and engagement with West Dorset community leaders and groups.

Development 5 Strengthen the network of relevant partners.

Success Criteria: 2017

Networks actively supporting and promoting HSWD.

4. Diversity

To ensure that the scheme is accessible, open and available to all within the catchment area.

This includes the following:

- Open and fair recruitment of staff, trustees, volunteers that meets national and HSUK guidelines
- Local needs and rural and urban contexts are understood through intelligent use of internal, county and national data. HSWD aims to meet these needs through continually improving provision
- Scheme is equally developed across the entire catchment area.

Development 1 Ensure that all HSWD policies and procedures are aligned with national and local guidelines regarding diversity and equal access.
Success Criteria: 2017
HSWD policies and procedures meet or exceed national and local guidelines.

Development 2 Strengthen access to data sets and other relevant family information held at district, county and national level that identify where need is and what impact Home-Start activity has. Further improve protocols with formal partners to ensure all relevant family information is shared.
Success Criteria: 2017
HSWD has good access to DCC and other high quality data sets that provide information on the profile of all key communities and families within the HSWD scheme area. This data is used intelligently to target families, measure impact of HSWD activity and recruit volunteers with the skills required.

Development 3 Develop strategies to improve HSWD engagement in 'cold-spots' within the wider catchment area.
Success Criteria: 2017
All families in the HSWD catchment area have equal access to and engagement in the scheme.

Development 4 Staff, Trustees, volunteers - and families - feel valued and supported.
Success Criteria: 2017
*Recruitment and retention strong.
Surveys and other satisfaction indicators reflect positive view of scheme and all who engage with it.*

Development 5 Volunteers and families reflect the ethnic and economic nature of the urban and rural communities that our service covers.
Success Criteria: 2017
Improved engagement with the full range of families within the scheme.

5. Sustainability

To ensure that HSWD is here for parents and children now and in the future. This includes the following:

- Strengthening existing partnerships and seeking new partnerships
- Becoming 'commission ready'
- High quality marketing
- Strengthening fundraising to include innovative income recovery, community fundraising and ambitious bidding for grants
- Robust recruitment, training and development of volunteers, staff and trustees.

Development 1 Effective action plan in place that provides clear strategic and management planning for the next three years.

Success Criteria: 2017

All key DCC and local voluntary providers engage with HSWD. HSWD staff are trusted to provide high-quality support through their professional approach to the scheme's leadership and management. This engagement is sustained through the active promotion of the scheme, including the presentation of quality evidence that identifies the positive impact of the scheme on the wellbeing of West Dorset, Weymouth and Portland children.

Development 2 HSWD 'marketing' strategy further improved.

Success Criteria: 2017

All providers and the wider local and national community hold the scheme in high esteem. This has been achieved through effective marketing that highlights successes and strengths. The CIO co-ordinates this and ensures the scheme is promoted through the excellent relationships built with all key media outlets.

Development 3 Intelligent bid-writing further developed within HSWD.

Success Criteria: 2017

The scheme has been successful in bids to key national charitable trusts.

Development 4 Adequate/sufficient funding is in place in 2016.

Success Criteria: 2017

The scheme has been awarded its third Big Lottery grant or other funding to meet its objectives. This is achieved by demonstrating that the scheme remained ambitious and innovative, growing within existing boundaries rather than seeking to spread further geographically. The effective impact measures and self-evaluation approaches were also key to the success.

Development 5 An effective community fundraiser and team in-place. The community fundraiser to evaluate all key events to identify where a HSWD presence has maximum impact for minimum effort. Local HSWD staff/volunteers lead events within their area.

Success Criteria: 2017

Significant income (and scheme awareness) is being raised on an annual basis from engaging in key events in all of the main towns and villages within the scheme area.

Development 6 Meeting room is developed further to maximise letting income.

Success Criteria: 2017

Income is being regularly accrued from the letting of the meeting room.

HSWD DEVELOPMENT PLAN 2014-2017 – SUMMARY PLAN

KEY PRIORITIES

Principle	Success Criteria: 2017	Key Actions <i>(see Strategic Plan for details)</i>
<p>1. EARLY INTERVENTION Achieved through the core HSWD strategy of placing trained and carefully matched volunteers with identified families that have children 0-5.</p>	<p>There are a healthy team of 90 well-trained and supervised volunteers effectively and successfully supporting 90-100 families.</p>	<ul style="list-style-type: none"> • Additional organiser recruited 25 hours per week • 90% conversion rate of volunteers from prep course • Volunteers matched within 10 weeks • High quality training and supervision • Volunteers effectively briefed on available resources and support to signpost families • Feedback from all scheme users positive
<p>2. QUALITY Achieved by ensuring HSWD has a continuous process of high quality internal and external evaluation, to ensure the highest quality service to families.</p>	<p>HSUK QA achieved. Trustees and staff confident in evaluating quality of scheme through effective monitoring. Scheme thriving through successful bid applications and other funding. All staff, volunteers and Trustees well skilled through effective training, supervision and support.</p>	<ul style="list-style-type: none"> • Training budget identified to service scheme training needs • 2014-17 strategy engaged with and rigorously monitored by Trustee working parties • HSUK QA training undertaken, scheme management and trustee groups organised to facilitate evidence gathering • Home-Start Southwest conferences arranged
<p>3. COMMUNICATION Achieved by developing effective, high quality communication within and across the scheme. This to include internal communication to ensure effective scheme management, external two-way communication with: Volunteers, Families, Partners, Trustees, HSUK, wider West-Dorset community and wider media. Engage fully with digital social networking opportunities such as Facebook, twitter etc.</p>	<p>Integrated communication systems, including IT provide effective tools to manage scheme. Website and social media allow scheme members to communicate effectively with each other and wider community. Greater recognition and understanding of scheme across scheme area.</p>	<ul style="list-style-type: none"> • Current operating systems upgraded • Community Involvement Officer (CIO) appointed and engaged • Training and support in website and social media activity • Trustees and staff trained to present on HSWD to community groups • Links strengthened with Key partners (DCC, Health, Social Services)
<p>4. DIVERSITY Achieved by ensuring that the scheme is accessible, open and available to all within the catchment area. This will include the recruitment of scheme members and the engagement of the scheme to reflect the diverse social, economic, ethnic make-up of the urban and rural scheme community.</p>	<p>All scheme policies up-to-date reflecting national requirements. Quality data used smartly to identify families, measure scheme impact and recruit volunteers with backgrounds and skills required. Scheme trustees, employees, families and volunteers reflect diverse community. Scheme engagement equally spread across catchment area.</p>	<ul style="list-style-type: none"> • Policy review process secure (HR) • Investigate and improve information on scheme families and use this to map gaps in engagement • Create and regularly update visual map of scheme engagement in area
<p>5. SUSTAINABILITY Achieved by ensuring that HSWD is here for parents and children now and in the future through strengthening existing and seeking new partnerships, high quality marketing, strengthening fundraising and robust recruitment and development of all scheme volunteers, staff and trustees.</p>	<p>All partners trust quality of scheme activity and engage positively. Scheme attracts strong funding through successful bids. Community fundraising well led and coordinated and effective.</p>	<ul style="list-style-type: none"> • Appointment of community fundraiser • Grant/fundraising diary/template developed • Links with key partners further developed • Marketing strategy reviewed and enhanced • Meeting room marketed effectively

APPENDIX A – HSWD STATISTICAL INFORMATION

HSWD 3 Year Statistical Information

	2011/12	2012/13	2013 / 14
Number of families supported	51	63	69
Number of referrals managed during the year	42	76	128
Number of referrals unable to support due to capacity, inappropriate referral or declined by the family	8	22	45
Number of Families where Support has Ceased during the Year			
<i>Length of time support</i>			
Up to & including 6 months	3	4	17
Over 6 months but under 1 year	2	7	9
Between 1 – 2 years	4	19	2
Over 2 years	0	8	2
Referral Breakdown			
Health Visitors	21	44	54
Children Centres	6	16	32
Self	10	4	17
Social Care	1	16	9
Other	4	4	16
Statistical Information about Families Supported			
<i>Ages of main carer</i>			
Under 20 years	0	1	1
21-25 years	5	9	12
26-30 years	34	5	9
31-35 years		14	11
36 years plus	4	18	21
Unknown	8	16	15
<i>Ethnicity of main carer</i>			
Asian Pakistan	1		1
Bangladeshi			
Chinese			
Other			2
Black Caribbean			1
Africa			
Other			
Mixed			
White British	48	61	62
Irish	2	2	3
Other			
<i>Number of children</i>			
0-5 years of age	91	111	114
Over 5 years of age	35	43	65
Other related information			
Lone Parents	16	20	20
Main carer with mental illness/impairment including PND	17	22	37
Main carer with a disability or other health condition	3	19	25
Children with a disability	2	9	9
Children with other health conditions	-	7	8
Families with past or current issues of domestic violence	5	6	12
Number of children with a children in need or child protection plan	10	19	19

APPENDIX B – HSWD TESTIMONIALS

Referrers

I really value the scheme and feel it supports families in a way that is non threatening or intrusive - *Social Worker*

Both (parents) have expressed their gratitude for the support they have received from Home-Start. They state that they felt respected and valued as parents and having consistent and regular support allowed them to regain routines, structure and confidence in parenting their boys. A really positive experience, thank you – *Health Visitor*

Without visits from the volunteer the children would have been ward of court and maybe with foster homes if not for Home-Start.

The volunteer was an excellent choice for this family – *Health Visitor*

(Without visits) my view is that the home condition would have become a concern....

A good service – flexible to meet the family's needs, good communication and understanding of the concern – *Social Worker*

Volunteers

I enjoyed my relationship with Mum and both children. I enjoyed the feeling of being needed and valued. I liked being able to lend a hand and give advice where it was wanted – *HSWD Volunteer*

(I enjoyed) feeling appreciated – the family spoke of how much they valued the support.... It was a very long period of support and sometimes it felt as if we had stalled and I couldn't see any progress. At the end, looking back to the start, the changes were very clear to see. (Home-Start is an) excellent scheme because the agenda is set by the family's needs, which in this bureaucratic world where you can miss out on things because of not precisely fitting the criteria, is such a good thing. – *HSWD Volunteer*

The family were always polite and welcoming. The children were always happy to see me and gradually learnt that on the day I called they would be going to pre-school, which they loved and looked forward to going. I enjoyed the challenge of learning things about a culture I had no previous experience of. – *HSWD Volunteer*

The mother told me that she would have been very lonely if she had not had HSWD visits – *HSWD Volunteer*

Families

It's a brilliant scheme with friendly volunteers who become not just a help but a friend along the way – *HSWD Family*

(Without the visits) life would have been that much more challenging and the kids would have missed out on another piece of wonderful continuity and love – *HSWD Family*

(Without the visits) I would be more of a recluse trapped inside my home, having even less patience with my son – *HSWD Family*

(Without the visits) it would have taken a lot longer to regain control of the children and become confident parents again who are 'in charge' of the family and working together – *HSWD Family*

(What did you enjoy most about visits) the conversation with another adult, the sharing of their experience and (the volunteer's) support no matter how much I was struggling, thank you! – *HSWD Family*