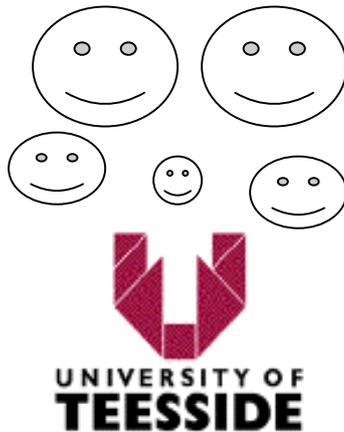


Learning from Sure Start Grangetown and South Bank

Evaluation Report 2004



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The Sure Start principles

Sure Start supports families from pregnancy right through until children are 14, including those with special educational needs and for those with disabilities up to age 16. The guiding principles, drawing on best practice in early education, childcare and Sure Start local programmes, are:

1 Working with parents and children

Every family should get access to a range of services that will deliver better outcomes for both children and parents, meeting their needs and stretching their aspirations.

2 Services for everyone

But not the same service for everyone. Families have distinctly different needs, both between different families, in different locations and across time in the same family. Services should recognise and respond to these varying needs.

3 Flexible at point of delivery

All services should be designed to encourage access. For example, opening hours, location, transport issues and care for other children in the family need to be considered. Where possible we must enable families to get the health and family support services they need through a single point of contact.

4 Starting very early

Services for young children and parents should start at the first antenatal visit. This means not only advice on health in pregnancy, but preparation for parenthood, decisions about returning to work (or indeed, starting to work) after the birth, advice on childcare options and on support services available.

5 Respectful and transparent

Services should be customer driven, whether or not the service is free.

6 Community driven and professionally coordinated

All professionals with an interest in children and families should be sharing expertise and listening to local people on service priorities. This should be done through consultation and by day to day listening to parents.

7 Outcome driven

All services for children and parents need to have as their core purpose better outcomes for children. The Government needs to acknowledge this by reducing bureaucracy and simplifying funding to ensure a joined up approach with partners

Source: www.surestart.gov.uk

Contents

1: Introduction	4
2: Evaluation Methodology and Summary of Findings	6
2.1 Parental involvement in the planning and delivery of services	7
2.2 Feedback from partner agencies in the local network	8
2.3 Network analysis	11
2.4 Summary	12
3: The Development of Sure Start Grangetown & South Bank	14
3.1 Context and focus: working at three levels	16
3.2 Sure Start Grangetown & South Bank: successes and challenges	17
4: Parental Involvement in the Planning and Delivery of Services	21
4.1 Method	21
4.2 Findings.....	21
4.3 Discussion of findings.....	26
5: Feedback from Local Partnership Agencies in Sure Start Grangetown & South Bank's Network	28
5.1 Method	29
5.2 Results	29
5.3 Management and partnership group attendance.....	39
5.3 Discussion	41
6: Network Analysis	43
6.1 Method	44
6.2 Results	45
References	50
Appendix 1	
Evaluation of Sure Start Conference 03.10.03 City Learning Centre, Eston..	51
Appendix 2	
Focus Group Questions for Parents.....	52
Appendix 3	
Interview Schedule: Local Partnership Agencies in Sure Start [name] Network	54
Appendix 4	
Questionnaire: Evaluation and Partnership.....	60
Appendix 5	
Diary Instructions and Pre-Printed Diary Page for Information Collection.....	64
Appendix 6	
Governance Constitution	65
Appendix 7	
Completed Dairy Sheets for all Sure Start Programmes in Redcar & Cleveland	70

1: Introduction

Since its introduction in 1999 as a cornerstone of New Labour's policy drive to tackle social exclusion, Sure Start is estimated to be currently spending over £500 million pounds per year in England (Glass 2003). Sure Start now has over 500 programmes in England in disadvantaged areas that serve over 300,000 children and their families (National Evaluation of Sure Start Research Team 2004). The elimination of child poverty by 2020 is a central target of New Labour and Sure Start is now being promoted as the main way of achieving this. The extra resources given to early years development through Sure Start has provided a valuable and new experience for many children and their families, and for professional stakeholders both within and outside Sure Start programmes. Without doubt, both users and partnership agencies welcome it as a valuable intervention. Further, there is now overwhelming and still accumulating evidence about the effectiveness of various health, education, welfare and other intervention programmes for disadvantaged young children and their families (NESS research team 2004). This has also been reflected locally. Hence this report tries to capture the added value that Sure Start Grangetown & South Bank has brought to babies, young children and their families, as well as to partnership agencies, in combating inequalities in health and welfare in the early years.

This report describes the local evaluation of partnership working and parental involvement in Sure Start Grangetown & South Bank (GSB). It builds upon an earlier progress report (Conway 2004). The evaluation is overseen by a steering group partnership between the Community Evaluation and Research Group (CERG), Social Futures Institute, School of Social Science and Law, University of Teesside, the four Sure Start programmes in the borough of Redcar and Cleveland (RCSS), together with parents and local partnership organisations. To date the steering group partnership (SGP) has met four times and there have also been numerous sub-group meetings between members of the SGP. The SGP has included the managers from each of the Sure Start programmes in Redcar and Cleveland, namely: Chris Bell (SS East Cleveland), Catherine Pickering (SS Grangetown and South Bank), Frances White (SS Redcar Coast & Dormanstown) and Vanessa Newlands (West Redcar), together with Julie Conner (Sure Start Strategic Manager, Early Years, Redcar Borough Council).

In common with other recent policy initiatives, RCSS incorporates both a national evaluation, led by the National Evaluation of Sure Start team (see NESS website, <http://www.ness.bbk.ac.uk>) and a local evaluation. GSB is actively engaged in a number of activities to develop partnerships between the programme and other agencies (voluntary and statutory), together with parents. Most especially, GSB places great importance upon parental involvement in programme governance and partnership. A description and evaluation of these programmes of work are reported upon here.

The evaluation began in April 2003 and is being conducted by a team from the Community Evaluation and Research Group (CERG), University of

Teesside. CERG is led by Professor Robin Bunton (Director) and Paul Crawshaw, Principal Lecturer (Deputy Director). Steve Conway (Research Manager), Louise Wattis (Researcher) and Charlene Thornberry (administrator) have undertaken the evaluative work reported here. There has also been some involvement from other researchers; namely, Sue Alderson and Dave Sillence who attended a locally organised conference and wrote and delivered evaluation training for RCSS staff and representatives from partner agencies. The conference was organised by RCSS to raise awareness of Sure Start and celebrate its achievements throughout the borough. It involved presentations from Naomi Eisenstadt (Director of the Sure Start Unit), staff, parents and local partners in the borough. The conference was very successful and evidence of this is detailed in the evaluation report produced by RCSS (see Appendix 1).

This report describes the methods and findings from the local evaluation of GSB and the local context in which it is working. Further evaluative work is due to be carried out by CERG until 2006. What follows is concerned with the current evaluative work. It also refers to the national context of Sure Start and the challenges faced in local evaluation. A description of the range of activities GSB has engaged in to develop, maintain and strengthen partnerships and to involve parents in the management and delivery of services is presented. It also describes and identifies a number of cross cutting issues from the work of the programme. The aim of the report is to provide insights that will guide the staff, parents and other GSB stakeholders (including its local policy management), in their engagement within this high priority policy context.

A large number of people (too numerous to mention) are due thanks for their help in commenting upon the planning and design of the evaluation both at the SGP and at various meetings and events. We are also grateful to the parents and partners of GSB for giving up some of their time from personal lives and busy working schedules to take part in interviews. Also, acknowledgements are due to Julie Conner (Sure Start Strategic Manager, RCBC) and Sarah Ellison (National Evaluation of Sure Start). At a time of considerable change and development, we are particularly grateful for the cooperation and support of Catherine Pickering, Programme Manager, GSB and to programme staff who, in very busy circumstances, have taken part in two evaluation training events provided by CERG and in briefing sessions on how to complete the network diaries. We are also grateful to staff for completing them.

Most especially, we owe a huge debt of gratitude to parents from the local area. They have shown considerable enthusiasm and support for Sure Start Grangetown & South Bank and have been very helpful to the evaluation. Their commitment and support is a tribute to GSB in building the foundations to empower local parents.

2: Evaluation Methodology and Summary of Findings

It was agreed that the evaluation should provide information that is comparable with the other Sure Start programmes in RCSS and, wherever possible, the same evaluation activities should be carried out in each programme. It was also agreed that the evaluation should reflect the priorities for local evaluation of Sure Start programmes set down by NESS (<http://www.ness.bbk.ac.uk>). Further, CERG and RCSS held a consultation meeting with Sarah Ellison from NESS in order to fine-tune the planning of the evaluation of GSB and the other Sure Start programmes in RCSS. In addition, members of staff from CERG and GSB have attended NESS workshops in local evaluation. The various activities and instruments devised for the evaluation reflect these priorities and experiences.

Following meetings between the evaluation team and all Sure Start programmes in RCSS, a proposed plan of evaluative work was reviewed and approved (Conway 2003). It was agreed the evaluation would focus on the following:

- partnership working
- parental involvement in the planning and delivery of services

In addition, it was agreed the focus of the study would be subject to annual review and could be changed if required. The current evaluation was originally agreed to run until June of 2004 by the SGP, with this as the deadline for the final report. It was later agreed to bring this deadline forward to fit in with the NESS deadlines for reporting on local evaluations with drafts of the final report going out to each manager in late April/early May. In addition, two training events in evaluation were conducted for GSB in order to develop skills amongst staff for the evaluation of services they delivered. The first training session in evaluation focussed upon the principles of evaluation and took place at the University. A second training event was requested and this focussed upon the use of questionnaires in evaluation and this took place at a venue in RCSS.

The current evaluation of GSB by CERG has involved the following activities:

- A network analysis of working relationships and contact with other agencies
- Semi-structured interviews with parents
- Semi-structured interviews with staff from the network agencies

- Attendance at partnership and management boards where further explanation of the evaluation was given to all participants and written proposals and evaluation instruments were disseminated
- Meetings and general liaison with programme staff and the collection of information related to process
- Introductory training in evaluation

In addition to the above, a baseline user satisfaction survey is currently being undertaken and this will be published in a separate report. The following sections describe the design and implementation of current evaluation methodologies and instruments. These are summarised below under their areas of focus. All of the methods and evaluation instruments were drafted by CERG, and in some cases they were modified by the SGP. All were then approved by the SGP. Due to pressures of time, none of the evaluation instruments were piloted in the field.

2.1 Parental involvement in the planning and delivery of services

Aims

1. Establish if parents felt their views were being listened to and acted upon
2. Describe the capacity building activities of GSB for the involvement of parents in programme governance
3. Describe parents views of these activities

Method

A focus group interview with five parents related to parental involvement in the planning and delivery of services. A crèche and refreshments were made available to parents taking part. All parents gave their consent to participate and were fully informed of the use that would be made of any information they disclosed to CERG. Parents who took part in the focus group interview had given their consent for this after a presentation to the parent network from a member of the evaluation team; this was carried out on a previous occasion. The same member of CERG who gave the presentation carried out the focus group interview. The interviews were transcribed in full verbatim and then analysed using thematic analysis. The names and identities of respondents remain strictly confidential to CERG.

Findings

1. The group felt parent views were being listened to and acted upon

2. According to the group, encouraging other parents to become involved in Sure Start is crucial to increasing parental involvement and capacity in the planning and delivery of services
3. The group felt their participation had helped to increase self-confidence and this was evidenced in their very strong sense of attachment to the service
4. The group identified a lack of confidence amongst other parents as the greatest barrier to increased involvement. To a much lesser degree, apathy was also mentioned

Key recommendations

1. Continue to collect a formal evaluative feedback on whether or not parents feel they are being listened to and their views are being acted upon
2. Particular emphasis could be given to encouraging parents to take up training which builds capacity in governance. Other programmes in RCSS have provided models of good practice in this area and could be consulted
3. Encouraging parental involvement in governance is a key activity of community development staff and this could be subject to evaluation. This could include a focus on the work of community development staff and capacity building activities in community development work offered to them in their staff development and training

Evaluation instruments

- focus group interview (see Appendix 2)

Recommendations for further evaluation of parental involvement

It was felt that further interviews with parents would have been useful. However, the agreed timetable of work and the time consuming nature of the interviewing process prevented this from taking place. The proposed plan of evaluation for next year can be modified to increase the numbers of interviews with parents. It is suggested that the best way to accommodate this modification is to obtain feedback from partner organisations by a postal questionnaire. This shift in evaluation activity to include more parental interviews would also mean that it would not be possible to carry out follow-up interviews with partner organisations.

2.2 Feedback from partner agencies in the local network

Aims

1. Describe levels of awareness of Sure Start amongst GSB partners

2. Confirm if the contact details from the diary sheets was correct and if the outcome of the contact was satisfactory
3. Provide information on the frequency and outcome of contacts between GSB and its network agencies
4. Obtain information on the nature of the partnership between GSB and network agencies
5. Obtain the views of partners on their satisfaction with the working relationship with GSB
6. In doing so, consult network agencies on what they think a good partnership consists of

Method

The completed diary sheets used in the network analysis were used to select a purposive quota sample of individuals from GSB's local partnership network. The respondents were purposively selected in terms of strategic characteristics (role and type of organisation). Due to a shortfall in the number of contacts in the network diary, another list of general contacts was supplied by the programme manager. Respondents ranged from front-line staff to senior management from local partnership agencies. They represented social services/neighbourhood services, health, education, employment services and the voluntary sector. They were selected in order to give both a bottom-up and management perspective. Fifteen people were interviewed. The interviews were concerned with:

- awareness of Sure Start
- confirmation of contact details and information on outcome
- views on general contact and relationship with GSB
- frequency of general contact
- the usefulness of GSB for the respondent's organisation
- any action necessary from GSB to improve the quality of the joint working
- anything respondents felt their organisation should consider implementing to improve the quality of joint working with GSB

In addition, GSB completed a questionnaire related to evaluation and partnership. This exercise was also carried out in the other Sure Start programmes in RCSS. Information obtained from this was followed up and explored in general liaison with the programme managers.

Evaluation instruments

- semi-structured interview survey of network agency contacts (see Appendix 3)
- self-completion questionnaire concerned with questions on partnership, completed by the manager in consultation with all staff and previous manager (see Appendix 4)

Findings

1. Generally, there are good levels of awareness of Sure Start amongst GSB partners
2. Those who could recall contact details confirmed it to be correct. All said the outcome of specific contact (when known) was satisfactory, or the outcome of general contact was satisfactory
3. Reasons given for satisfaction with contact were elaborated upon very extensively and mostly in general terms. This can be summarised as follows: accessible; helped network with other agencies/clients; raised awareness/informative; efficient communication; generally very satisfactory contact; GSB staff enthusiastic about joint working (contrary to agency staff); quick to respond/excellent service quality; and parents empowered.
4. Most were very positive about their own and/or their agencies relationship with GSB
5. Nine out of the fifteen respondents said they, or their agency were in frequent contact with GSB (at least twice a month). Another two did not know what the frequency of contact was. The remaining four were in contact with GSB once a month or less
6. Ten respondents could not suggest any action from GSB to improve joint working. They felt that GSB was doing everything it could to build an effective and efficient relationship with their agency and they could not suggest any course of action for GSB, other than to maintain its good practice
7. Three said GSB could take some action but they tended to remain very positive about GSB and Sure Start generally. In summary, suggestions for room for improvement referred to competition between service providers or a perceived lack of 'explanation' about decision-making
8. Nine respondents said that action was needed by their organisation to improve joint working and communications. Actions needed referred to agency needs to be more welcoming and confident; management need to communicate information received about SS to front-line staff; need to go to meetings/generally liaise more; need to visit services/see what SS does; need to communicate more on a strategic level, but

hampered by busy agendas; need to be more aware of services offered by SS; need to clarify to SS services offered by agency

9. Partnership working with both parents and professional agencies is a priority and core activity of GSB

Recommendations for further feedback from local partner agencies

1. It is recommended that information be collected from partnership agencies next year in order to chart progress on partnership working
2. Informal feedback suggest that it might be more useful to send a self-completion questionnaire out in advance to professional stakeholders in the partnership network. This would allow people completing the questionnaires more time to think about the answers they give
3. If a postal questionnaire is approved, it is suggested that follow-up semi-structured interviews are carried out using a quota sample. Only those giving their consent to this on returned questionnaires will be approached.

2.3 Network analysis

Aims

1. Give a qualitative and quantitative picture of the day-to-day networking activities of GSB with other agencies
2. Provide a comparison of network activities with the other Sure Start programmes in RCSS
3. Provide baseline information to inform future networking with outside agencies directly relevant to the completion of the role of Sure Start workers

Method

It was agreed that five front-line staff would keep a diary of their contacts over a five day period. CERG devised a diary sheet and written instructions. GSB nominated staff to complete the diary sheets and they were given training by CERG on how to complete the diaries. In addition, as described above, follow-up interviews were conducted with a sample of network agency contacts. It was agreed by RCSS that they would inform partners of both the network analysis and the follow-up interviews in advance at their partnership and management boards. Also, members of the evaluation team went along to the boards to explain what was taking place in the network analysis and in the interviews. Written proposals and the evaluation instruments that were

recommended for approval were given out at the boards for information. These methods and instruments had been approved in advance by the SGP. No critical comments on the methods or evaluation instruments were received at the boards from parents or partners.

Evaluation instruments

- Network diary (see Appendix 5)
- Semi-structured interview survey with network agency contacts (see Appendix 3)

Findings

1. Where known by the network representative (in the majority of cases), the outcome of the contact between GSB and the network agency was successful

Recommendations for further use of network analysis

1. It is recommended that network diary sheets are completed next year in order to chart progress and to allow comparison with the other Sure Start programmes in RCSS
2. The present diary sheets and written instructions appear to be satisfactory. Also, the lessons learned from carrying out the exercise in the current evaluation should ensure that, if time is permitting, staff will be able to repeat the exercise next year
3. In order to provide additional support, members of the evaluation team can be present when members of staff complete the diary sheets next year (if a network analysis is still required). It would be helpful if each of the Sure Start programmes in RCSS administer the diaries in different one week periods over a block of four weeks.
4. Gaps in terms of contact with relevant local agencies could be examined and further efforts made to liaise with these agencies

2.4 Summary

Information on parental involvement in governance, partnership working and local networking was collected in five main ways.

1. Diary sheets completed by GSB personnel on their contacts made over a five day period
2. Interviewing key personnel from agencies in the local network
3. GSB completed a questionnaire concerned with process, output and outcomes on cross cutting issues related to evaluation and partnership.

Responses to the questionnaire were followed-up and clarified by CERG and GSB in further discussions and meetings

4. Local reports and other documentary evidence were collected from the programme
5. Baseline information was collected on capacity building for parental involvement in governance; this was used as the focus for the interview with parents

Concluding remarks

As a Sure Start programme, GSB is a complex and comprehensive community initiative, often with permeable boundaries between itself and other organisations. Also, GSB is still in the early stages of its development. For these reasons, GSB is difficult to evaluate and the evaluation team have looked at a range of developments in evaluation methodology to take these factors into account. Therefore we have been compelled to draw upon work that goes beyond traditional approaches to evaluation. In saying this, it is important to note that the questions raised by the evaluation are similar to those of any other evaluation process. For example, as Weiss (1995) notes in a discussion of using good theory in the evaluation of comprehensive community initiatives for children and families, in common with any evaluation, questions need to be asked about how and why an initiative works. Drawing upon these ideas, three levels of activity can be described in the current evaluative work.

Three levels of evaluation

The provision of resources; essentially this became focussed on a description of what GSB was doing in terms of resources allocated for parental involvement in governance and partnership working

Indirect support; this became focussed upon building staff capacity in evaluation through the provision of training

Outcomes and outputs; this became focussed upon an analysis of activity and measures of the worth of this activity in terms of:

- views and experiences from parents and key players from organisations in GSB's network of relations
- baseline information on networking with local agencies in the completion of GSB's role in delivering Sure Start

3: The Development of Sure Start Grangetown & South Bank

There is a requirement (common to all evaluations) that programme aims, objectives, outputs and outcomes are identified and examined and this is reflected in the current evaluation. It is important to note that evidence of the achievement of targets is detailed in the quarterly reports issued by the programme to all of its main partner agencies. In addition, the recent risk assessment carried out by the Sure Start unit as part of its regular monitoring and national evaluation of local programmes clearly shows that WR is on course to achieving its long-term aim. All Sure Start programmes are required to undergo a formal risk assessment at the six, twelve and eighteen month stages of development. This process scrutinises programmes against a set of benchmarks related to quality and service provision. Following the assessments, programmes are categorised as low, medium or high risk. For information, it is important to note that at the recent eighteen month risk assessment, GSB achieved low risk status.

On the other hand, there is also a need to contextualise performance data by taking into account the local and national context in which GSB is operating and this is reflected in the current evaluation. Hence the purpose of this chapter is to help the reader gain an informed understanding of the change and movement that has taken place in the work of GSB towards the achievement of its targets. The focus of this chapter, therefore, is on the formative processes GSB is going through in relation to the three levels of evaluation mentioned earlier (see page 14 above).

As noted, GSB is a complicated and evolving comprehensive community initiative. This complexity and newness poses considerable problems for evaluation work. Further, the evaluation of public services has become a matter of heightened debate and disagreement as interest in the area has grown. There has also been increasing pressure from government to engage in evaluation. On the other hand, it is widely accepted in political and public policy debates that many community-based initiatives take time to work through to achieve their aims and objectives. At first, evaluation was used as a way to judge if a programme achieved its targets but it usually resulted in showing the programme's complexity. The complexity of local political, organisational and community dynamics is often overlooked. At first, they may be less noticeable or invisible. However, evaluation can make complex dynamics apparent and visible. This process is reflected in the current evaluative work.

Working with parents, parents to be, children and communities by bringing together early education, childcare, health and family support, GSB aims to make life better for families. Evidence of this on a strategic level is reflected in the governance constitution shared between all programmes in RCSS (see Appendix 6). The questions which is constantly being asked is how is the work being done and does it fit in with GSB's philosophy. In recognition of

this vision, the evaluation involved collecting evidence of the process used by GSB in its work. For GSB, working in partnership with parents and local agencies from the statutory, voluntary and private sectors is integral to the way the philosophy, aims and objectives of Sure Start are delivered. In particular, the philosophy of GSB is to be professionally led, but driven by the needs and expressed views of parents.

Sure Start is widely acknowledged as a pioneering approach in tackling child poverty. Sure Start Grangetown & South Bank, along with other programmes locally and nationally, has been compelled to negotiate sometimes-unchartered territory. Bearing this newness of GSB in mind and the uniqueness of Sure Start as an initiative, the following factors should be taken into account when considering its progress.

The area and child poverty – SS Grangetown & South Bank covers the areas of Grangetown, South Bank, Whale Hill, Lackenby and Lazenby. It includes the electoral wards of Grangetown, and South Bank and both of these wards are in the top rankings of the national index of material deprivation. There are very high levels of unemployment well above the national average. The delivery plan notes the following causes for concern in the area:

- Residents felt that housing was of a poor quality. Residents are also concerned about the vandalism of empty properties
- Negative equity is a general problem, with house prices being far below those in other areas of Teesside
- Pollution from industry is a major cause of concern
- Youth unemployment is seen by residents to contribute significantly to the problems of the area, particularly the increase in illegal drugs and drug-related crime
- Many residents are becoming resigned to the disadvantages suffered in the area, feeling that this cannot be changed
- There is a strong sense of community in Grangetown but a large fear of crime has deterred many people from participating in social and community activities
- South Bank is characterised by a 'strong resilient community spirit' but some residents feel anti-social behaviour by a minority is detrimental towards this
- Fear of violent crime is a major concern throughout the SS area, as is the use of illegal drugs
- There are high levels of teenage pregnancies
- Lackenby and Lazenby suffer from a lack of social services
- Low car ownership means that many people are reliant upon public transport.

Evaluation and partnership - complex local, organisational and community dynamics underpin the process of delivering targeted community-based initiatives such as Sure Start. In order to try and reveal some of this, a questionnaire on issues of process related to evaluation and partnership was

designed by the evaluation team in addition to the proposed plan of evaluation activities that had been agreed. It was felt that this would be helpful in revealing issues of process related to the dynamics mentioned above. Each programme manager in RCSS completed the questionnaire. The evaluation team then followed up the responses to the questionnaire with the programme managers. The discussion below is based upon responses from this exercise and other information collected in the evaluation.

3.1 Context and focus: working at three levels

The current evaluation has looked at the success of GSB in involving parents in governance. Further, in the context of its remit to work in partnership with other agencies, the evaluative work has sought to provide baseline information on the alliance building activities of the programme in the development of local partnership networks. In so doing, CERG maintained a focus on the importance of process as central to the evaluation of GSB. It was felt by the evaluation partnership that it is not simply the achievement of end products that is important (such as, aims, objectives and targets), but the means by which these are achieved.

Prior to the existence of GSB, there existed a core of organisations and a number of local 'activists' who had a huge impact on services for young children and their families in the GSB area and beyond. There are also a number of small community organisations working in the local area with a strong commitment towards empowerment and community development. The original partnership that undertook the preparatory work and put forward the delivery plan for GSB recognised the existing strengths in the locality. Hence it drew upon the commitment and experience of core organisations and local activists already working towards improving the health and well being of young children and their families.

In May 2001, a group of professionals met to discuss the need for a Sure Start programme in Grangetown & South Bank. The borough council acted as the lead agency for the evolving partnership and initial meetings were organised by Catherine Pickering (Sure Start Planning Officer) who is now the programme manager. This group soon grew and the key players involved in the preparatory work necessary for an application for Sure Start status were as follows: Catherine Hatch (Assistant Director of Education, Lifelong Learning, Redcar and Cleveland Borough Council) who line managed the Sure Start Planning Officer and gave high levels of support throughout the whole process; John Rylance (Sure Start Planning Advisor) who was provided as a consultant by the Sure Start Unit to support and guide the planning application; also, of course, the already mentioned Catherine Pickering, now the programme manager, who carried out all levels of consultation, developed links with the community, and carried out all budgetary and capital planning. Catherine Pickering was also responsible for recruiting a Sure Start team of staff and for commissioning services to ensure that SS GSB met local need. A number of other individuals representing education, social services, the NHS, local community groups and parents also played an important part in the

planning and application process. Unfortunately, because of the large numbers of people involved, they are too numerous to mention here. The application for a Sure Start programme was accepted, and Grangetown & South Bank was formally approved as part of the 4th wave of local SS programmes throughout England.

The first objective of original members of the partnership was to collect evidence of need and organisational commitment to gain funding. Organisational commitment was clearly evidenced in the original partnership where many representatives from public and voluntary agencies, and a small number of parents (on an unpaid basis), devoted a considerable amount of their time to the planning process. Consultation meetings took place with parents and local agency representatives and a good deal of useful baseline information was collected on the strengths and weaknesses of existing services and how they could be developed.

3.2 Sure Start Grangetown & South Bank: successes and challenges

As noted, there is a need to contextualise evaluative data in terms of the local context in which it is set. The complexities of local political, organisational and community dynamics are often overlooked. The purpose of what follows below is to make these dynamics visible. Based upon the responses to the questionnaire from the manager of GSB and information gained in general liaison, what follows is a description of key successes and challenges in terms of the process of GSB's development.

Consultation with professional stakeholders and parents was and remains extremely important to the Sure Start Partnership and a number of participatory consultation events took place to obtain information on existing services and to identify any gaps in service provision. Further, and as noted above, a baseline user satisfaction survey is currently being conducted by CERG and this will be reported on in a forthcoming report. At present a number of sectors are represented on the management board of the programme and these consist of:

- EYDCP
- Health
- Employment services
- LEA
- Local primary schools
- Social services/neighbourhood services
- Parents
- Voluntary sector
- Private sector nursery

In terms of organisations represented on the management group, there are four key players. A brief description of their input is relevant here.

Priory Day Nursery represented by Yvonne cook is informative and helpful in terms of current developments in childcare and local knowledge. As described on the questionnaire return:

The representative Yvonne Cook has a detailed and current knowledge of best practice in childcare combined with an excellent local knowledge.

Middlesbrough Primary Care Trust also has a very helpful input into the management of the programme through the representative Wendy Francis. As described on the questionnaire return:

The representative Wendy Francis gives the partnership an informed opinion on a very broad spectrum of public health issues. She provides the partnership with an excellent link to the Primary Care Trust and has been central to the current changes in the Health Visting Service which will enable the mainstreaming of Sure Start services.

South Bank Women's Centre is also identified as a key player on the management board. As described on the questionnaire return:

In the initial stages of the partnership, the Women's Centre gave the programme the opportunity to access many hard to reach families through its Asian and asylum seeking clients. The centre manager gave the Sure Start programme manager personal professional support in the further development of a community programme. Sure Start parents and staff have accessed a great deal of training through the Women's centre.

Local councillors are also identified as helpful key players on the management board in terms of raising awareness of local current political dynamics and agendas.

Working in partnership with parents to foster and build capacity is a special emphasis of all Sure Start programmes and this is reflected in the work of GSB and the current evaluation (also see chapter four). Whilst specific capacity building for parental involvement in governance is the focus of the evaluation, a number of activities have and are being undertaken which relate to parental involvement and general capacity building. For example, a good number of GSB parents gave presentations on their involvement in Sure Start to the locally organised conference by RCSS mentioned at the beginning of this report and this is clear evidence of the progress already being made. Without question, parental involvement in partnership is a central emphasis of the programme. In the words of a key stakeholder:

The concept of parents as partners is core to developing services which have higher levels of ownership by families and to delivering services which will actually make a difference to outcomes. The families have the best and most accurate awareness of what the current deficits are.

Speech and language, health visiting and midwifery services are considered as extremely important areas of partnership working by GSB. All of these services are changing the way they work to a locality-based model and this is being done in consultation with GSB. Speech and language is being developed in innovative ways. This involves the programme in employing Speech and Language Assistants who are being trained by the Middlesbrough Primary Care Trust. These developments have not taken place without some challenges. High caseloads for health visitors are frustrating - as are staff shortages. Midwifery and speech and language services have been beset by the same problems. Despite such challenges, amicable and consultative discussions have taken place between health services and the local Sure Start programmes on the allocation of these resources to a locality-based form of delivery.

Several other very positive examples of alliance building and partnership working have taken place with a range of agencies from the statutory and private sectors. These include the development of *Neighbourhood Nurseries* in partnership with EYDCP. Current plans are to build a neighbourhood nursery in South Bank with forty-six places available. This is due for completion in March 2005. One neighbourhood nursery is currently operating very successfully in Grangetown in the *Priory Day Nursery* – this has circa eighteen places.

On the other hand, the problem of unavailability because of busy diaries is a common concern in partnership working. Yet, for GSB, a number of groups have been identified as good at attending meetings. Following a slow start, parents have an excellent attendance record. A number of other groups are also identified as good at attending meetings, they comprise: health visitors, local schools, employment services, youth and community services, the local women's centre, a local day nursery. General Practitioners have also been invited to meetings. Unfortunately, however, they have not been able to attend. There are many other successful alliance building and partnership activities taking place too numerous to mention here, which are detailed in the reports of the programme manager. These reports are circulated to all members of the partnership.

Working towards sustainability is the ultimate objective of Sure Start Grangetown & South Bank. To this end and as evidenced in the current evaluation, the programme is engaged in numerous activities to provide services that are innovative and driven by the needs of parents. There is still some way to go as Sure Start is still in its infancy and this is acknowledged by GSB. For example, in response to the question which related to the sustainability of current alliances, these were rated as three, on a scale where one meant, 'very sustainable', and five meant, 'not sustainable'. For information, this question from the questionnaire administered to the manager of GSB and its response are reproduced below.

How sustainable do you feel the partnership networks would be without the funding and resources of your Sure Start programme?

Answer indicated in bold

Very Sustainable

Not sustainable

1

2

3

4

5

Why do you say this?

As the programme has developed, partners have experienced the advantages of networking and to a certain extent I believe this would continue were the Sure Start programme no longer in existence.

Further information about the alliance building activities of GSB with local agencies is given in chapters five and six. The following chapter describes activity and parental feedback in relation to the involvement of parents in the planning and delivery of services.

4: Parental Involvement in the Planning and Delivery of Services

4.1 Method

The data is qualitative and was obtained from a focus group interview with five parents. These parents had volunteered to take part in the evaluation after a presentation to the parent network from a member of the evaluation team. Needless to say the names and identities of parents who took part are strictly confidential. Some of these parents had been involved in the original consultation exercises to set up the programme and others had become involved more recently.

4.2 Findings

Added value

For this group of parents, the good things about GSB were numerous and wide-ranging. On a personal level, they welcomed how becoming involved in GSB had helped them to meet and make friends with many different kinds of people. This was valued very highly and some of the comments made by parents are given below to evidence this.

It's getting to meet people.

Getting to know them and make friends

GSB was said to provide parents with activities and services they valued highly. Thus it got them 'out of the house' because 'things' were being made available that they had been previously denied. GSB was something that was bringing added value to their lives. It was bringing 'opportunities'.

I think a lot of children with Sure Start have the experience of things that they might not experience, without Sure Start there. Perhaps parents wouldn't have the confidence to go to the water, swim or things like that on their own so... it gives children and parents opportunities they have not had.

You do things that you wouldn't normally have done.

Ways in through word of mouth

Word of mouth was the way in which most parents came to use Sure Start Grangetown & South Bank. All mentioned that, in one form or another, they had found out about the service from a professional, and quite often they mentioned they had found about it from their health visitor and they also mentioned leaflets.

I know the health visitor mentioned Sure Start to me and then I was given some leaflets.

Being informed by word of mouth from a friend was central in motivating parents to come along and participate.

It was through a friend... she was telling me that she was going along to meetings, what was going on, and if you were interested come along, so we did. We just got involved that way. That was the key thing for us.

Building capacity by developing confidence

Instead of mentioning a particular service or activity, a key thing identified by parents was how becoming involved in Sure Start had helped to develop more confidence. Perhaps the strongest evidence of this is revealed in the following quote.

I've got a lot more confidence now. I'm now chairperson of the parent network now. A lot of people say . . . they have more confidence now.

Another parent elaborated further on this issue.

Its just more confidence going out and meeting different people . . . normally you'd think, 'I'm not going there because I'll be on my own.' But you know you're going to go and there's going to be people there who you know.

Taking part in the interview for the evaluation was also given as evidence of having more confidence through participation.

If it hadn't been for Sure Start I wouldn't be sat here now talking into a microphone; I know that.

It was felt that staff helped a great deal. There was no pressure and staff were friendly and approachable.

A: They make it easier for you to do that's why. Nothing like pressure or anything, they just make it as easy as possible for you to go.

C: I've seen me go to playgroups without the kids and just sit in the playgroup on my own. Drop my son off at school and just sit in the playgroups.

A: Plus if you have any problems and you feel isolated, there's always someone that will come out and always someone there to talk to.

The following quote is extremely strong evidence of the confidence building activities of GSB. GSB brought confidence, opportunities and safety to this parent.

D: It's [GSB] giving opportunities which I feel I wouldn't have had the confidence to do. Like taking R [child] round a big fete; the Sure Start fete that they have every year. There's no way on this earth without sight that I would actually feel confident to let go of R. I'd need him on a wrist strap all day and that's just not fair . . . someone from Sure Start, one of the community information officers offered to go round with me. When we went to the butterfly centre, I went with someone and they were able to show R some of the things and show me where to go because I hadn't got a clue. So that's nice, I felt that I could still be involved but . . . they weren't overbearing; they weren't telling... They don't assume that I can't do it, they just say to me, 'What do you want me to do?' Most of them know me well enough now and they'll say, 'Do you fancy doing this that and the other?' And they know there's very few limitations I've got . . . they also understand where those limitations kind of meet. So yeah, it's a question of feeling safe when R is outside.

The above quotations are typical of how parents felt that GSB was helping them become more confident. Their views reflected their own experiences, but they also said that other parents they knew felt the same.

Building capacity through training

GSB places great emphasis upon the importance of encouraging parents to be more independent. To this end, GSB staff devote a considerable amount of informal and formal time. For example, a great deal of effort has been put in to encouraging parents to undertake training in childcare, parenting and management. Data reveal that parents are taking training in the first two areas and that they have appreciated this greatly. However, in the area of management or programme governance parents appear to be more hesitant. This indicates that there is still some way to go in relation to the development of the community GSB serves.

The parents mentioned a good deal of general capacity building training and activity. They cited a number of different activities they had been involved in and they also expressed great satisfaction with all of these. The capacity building activities mentioned by parents included the following areas:

- Family safety
- Story Sacks
- Swimming with children
- Breastfeeding
- Nutrition
- Helping in running a playgroup

There is, of course, a good number of other training and activities that have been provided and are ongoing, but the above are those that were mentioned by the parents. Parents who had been involved in the latter three areas were also engaging in the delivery of these services to other parents. One was particularly interested in using her knowledge of breastfeeding to help in capacity building in this area, and she was currently being mentored in this

area. For this parent, a key thing was that this process could help her find a job.

***I'm hoping to go for a job.** I've just done a breastfeeding peer support course and I'm actually meeting with C [GSB manager] on Wednesday to see if there's anything that I can actually contribute to Sure Start through the fact that I've actually done that. C's very serious about me becoming involved it's great. I just rang her up and said, 'I've done this breastfeeding peer support course, I don't want it to go to waste. Can I help? Yeah, yeah,' she said, 'I'll meet you.' So there was no question of, 'oh, you need to do this, that and the other' first. And I'm sure that between us we might be able to work out, the next stage that I'd need to do to do that; so that when I was ready to go into that kind of role, if that role came up, **C might well say, 'we're actually advertising for... get yourself applying for it.'** That's what I'm hoping might come out of it (author's emphasis in bold)*

Another parent was helping out with the *Scallywags Playgroup* and this was a great source of satisfaction. On the other hand, another parent was being encouraged to help with a playgroup but was unsure about it.

I'm like that. I could maybe chip in, but I wouldn't want anymore responsibility than that.

There is, then, a lot of evidence of the capacity building endeavours and activities of GSB. However, there is also some indication that there is still some way to go in encouraging all parents to be more independent and to become more involved in the planning and delivery of services. It was said that many parents were not interested in this and there was some hesitation expressed about this amongst the group themselves.

They are trying to encourage us to be more independent. They do that a lot.

Interviewer: Do you want that then? Would you like to go more on your own?

I don't know, maybe. I'm not sure.

Being involved and consulted: 'Even down to the colour scheme on the toilet doors...'

Without doubt, parents felt that GSB went to great lengths to respond to their views and needs. Two of the group were on the management board and they emphasised how all parents were able to 'have a say', and were 'consulted' and 'involved.'

Anyone who's in the meetings who's involved with Sure Start will have a say. We take very seriously the decisions... We get told, 'this is what we've been asked to do, what do you think about this?' So it's very much that we are consulted. You get quite involved.

Interviewer: So in that sense your views are listened to by other members of the management board?

Yes, definitely.

Yeah, so we do have a very large say over what happens.

Interviewer: So it's not just on the surface, 'oh yeah we'll give parents a say.'

Not at all, we are listened to, we are... they do take into consideration what we think.

It was felt that any concerns were acted upon and dealt with swiftly and with discretion. Parents also felt they were given ample opportunity and encouragement to take part in meetings where planning and management decisions were made. They also emphasised how they had a full part in the decision making process, 'Even down to the colour schemes on the toilet door.'

M: If there's going to be a meeting, generally they tell us about it as far in advance as they can to make sure that the numbers are as high as they can be. I can't think of an instance where there was a meeting and it was cancelled as well. I think C is one of these people, I can't imagine that she would actually meet without saying anything about it to any of us.

V: Every meeting there is she wants parents there. We've had our say on the new building, there's certain things in the building that we've wanted. We're asked about decoration, we're asked about colours, we're asked about everything. She won't make a decision until we are asked. So it's our choice really.

M: Even down to the colour scheme on the toilet doors, for heaven's sake.

Reasons why other parents were not as actively involved

The group were all highly positive about GSB and its benefits for the local community and they felt that more parents needed to be aware of this. They said they had engaged in numerous activities to try and encourage more parents to become involved. Some of these activities were informal and from their own initiative. Although some had taking part in standing on displays in local shops and public building to promote Sure Start. In addition, and as noted, some of the parents from GSB gave presentations at the conference which was aimed at promoting Sure Start throughout Redcar and Cleveland. The group identified a number of reasons why other parents were not as

involved in GSB as they were. These views came out spontaneously during the course of the interview and they are provided here for information. Two main factors were identified as barriers to others becoming involved.

- A lack of confidence
- Apathy

Generally, the group felt the biggest barrier to greater parental involvement was a lack of confidence. They felt many parents needed to make the initial step and then they would be much more confident about becoming involved in GSB. It was also felt the group could play a key role in promoting Sure Start to other parents through word of mouth and they were glad to make a contribution to this process.

Reflecting a problem of targeted or area-based initiatives that aim to involve communities from within fixed geographical locations, parents also said that there was an element of disquiet amongst some parents from Eston.

Parents from Eston are saying, 'oh, so we're not allowed in Sure Start are we not?' And it does create a bad feeling. I think that they assume that if you live in Eston that you've got money. And parents say we haven't got two pence to rub together. So they think it's not fair and so do I.

4.3 Discussion of findings

Above all, data reveal that parents feel a strong sense of attachment to GSB and that they are being encouraged to become more involved in the planning and delivery of services. The data also indicates that GSB serves as a means of empowerment and equality for parents in ways that are bringing added value to their lives. Thus particular emphasis was given to how services and activities provided were something that, in many instances, were previously unavailable or difficult to access. In general, parents valued GSB for a range of different reasons and one particular thing that was appreciated was the way their participation in Sure Start made it possible for them to make friends and meet people. They were also extremely positive about the benefits of GSB for their children. In general, parents were very satisfied with the accessibility, quality and range of services on offer. On a personal level, most spoke at length of how being involved in GSB had helped to build their confidence. In terms of how they found out about GSB and how they became involved, most said professionals told parents about it, and they had seen leaflets. However, the main factor which motivated parents to come along and join in was through word of mouth from friends, family or neighbours.

These parents had been involved with Sure Start for varying amounts of time, ranging from the initial consultation period to set up GSB, to the last six months or so. Two parents were actively involved in the management board and the group as a whole all used a good range of services. One parent was currently discussing with staff how she could become more involved in the

delivery of a breastfeeding group after she had just completed some classes in the area. Another parent was also taking a course in order to be able to help with a nutrition group, and another was currently working as a volunteer with a Sure Start playgroup. The group felt GSB was doing everything it could to involve parents in the planning and delivery of services and in encouraging them to use services. Also, it was felt parents were fully consulted about future developments and plans. However, there was an element of reticence amongst some of them about becoming more involved in the management of the programme.

In addition, and perhaps as an indication of the commitment of the group, they also expressed a sense of frustration at the difficulties of getting some parents to make more use of the service. It was felt that some parents might lack the confidence to make the initial step to come along to different activities and events. Also, some parents were attracted into GSB for free events and celebrations, such as day's out and religious festivals. However, many of these same parents did not turn up for anything else. The issue of people living outside the boundary of GSB was also mentioned as an area of disquiet for some parents. Overall, not one critical remark was directed towards the activities and services provided by GSB and they were extremely positive about the programme management.

5: Feedback from Local Partnership Agencies in Sure Start Grangetown & South Bank's Network

As a means of improving the effectiveness of services for children and their families – especially those who are disadvantaged – partnership working is a central priority of Sure Start. Evidence described in national Sure Start research, evaluation and guidelines shows that strong partnerships tend to result in effective programmes. It also shows that where the partnership is problematic, programmes tend to be less effective (Sixth Wave Guidelines 2002: 2.2; National Evaluation of Sure Start research team, Tunstill et al 2002).

It is well established in the policy literature that whilst there are a number of innovative ways of developing partnerships currently being implemented, which bring together service providers and users in innovative and collaborative ways, there are a number of barriers to effective partnerships between agencies (Hambleton et al 1996; Joseph Rowntree Foundation 2004). As Goodship and Hayden clarify, these include 'diverse organisational and professional cultures, vested interests, short-termism and the sheer complexity of resolving problems' (2003: 3).

Partnership working: reflections and guidelines from Sure Start

The barriers to effective partnership have been noted and acknowledged by NESS and the Sure Start Unit. For example, a NESS research team have noted how difficult and time-consuming 'joining up' with partners can be.

Working in multi-agency partnerships, developing collaborative relationships and joining up' with partners and other relevant groups is one of the most important, albeit challenging and time-consuming tasks, facing [Sure Start] programme managers. (Tunstill et al 2002: 4)

As noted above, the guidelines for Sure Start programmes stress the importance of partnership for an effective service. The guidelines stress the value of setting aside time to ensure a 'common vision, clear sense of identity and a shared understanding of the purpose for which the partnership has been formed' (Sixth Wave Guidelines: 2.2). In addition, the guidelines set out the following characteristics of partnership as basic principles for effective collaboration (Sixth Wave Guidelines: 3.10).

Co-operation – all partners are prepared to use their knowledge and expertise to work constructively to make the partnership work rather than put up barriers; they are clear about what is and what is not negotiable and agree on the process for resolving disputes

Listening to others – partners respect each others different experience and perspective and are prepared to change their own views and those of their organisations

Inclusiveness – no one partner dominates the membership or proceedings; there is a wide level of involvement and all, especially parents, are able to make their own voices heard

Accessibility – the language used is appropriate (it's not overly formal, has no jargon and takes account of English as a second language); meetings venues and times are arranged so that everyone who wants to is able to participate

Open communication – information is widely circulated to all partners and their views are actively sought; partners make sure they share information with others on the partnership

Transparent process – everyone is clear about who makes decisions and on what basis these are made

(Sixth Wave Guidelines: 3.10).

What follows in this chapter is an analysis of partnership working which is seen through the lens of the above ideas and guidelines.

5.1 Method

As noted above, a sample of network agency contacts from the network diaries were requested to take part in short interviews. These interviews were carried out to provide information to inform the development of partnership working and as another source of information to corroborate and converge with the network analysis aspect of the evaluation. A total of nine people were interviewed from the network diaries. The remaining network diary contacts were either unsuitable to be interviewed or could not be accessed. Therefore an additional list of contacts was supplied by the programme manager. From this list, six people were interviewed and these are described here as *general contacts* (GCs). In total, fifteen people were interviewed using a semi-structured questionnaire. The respondents came from a cross-section of positions in the statutory and voluntary sectors, ranging from project workers to senior management. In total, five different agencies were represented and their parent organisation consisted of:

- The NHS
- Local primary schools
- Social services/neighbourhood services
- Employment services
- Wise Group

The interviews took place between September and October 2003. The sample consisted of a quota sample to represent both a management and front-line worker perspective.

5.2 Results

For the purpose of clarity, findings from the interviews are presented mostly using the questions asked as headings. The responses that relate to the amount of contact between the agency and GSB are presented under the heading, *Contact with network organisations*. The last set of questions from the questionnaire which asked about contact details with other Sure Start programmes are given under the heading, *Contact details with other Sure Start programmes*. The number of respondents and the sector they represented are summarised in the table below.

Table 2: Sector represented and number of respondents

Sector	Number
NHS	6
Primary education	2
Social Services/Neighbourhood services	4
Employment services	2
Voluntary	1

sample size = 15

Can you please tell me what you think the main aim of Sure Start is?

Generally, a clear understanding of the aims of SS emerged. The comments made included understanding of the focus on support for 0-4 year olds and their parents in areas of high social deprivation. There was also detailed and elaborated understanding of the nature of the aims including reference to: capacity building, public health, diet, holistic approaches to childhood issues, child poverty, community involvement, parental awareness raising, provision of advice and support, regeneration and employment, networking and service provision.

Public health

Yes well obviously the whole patter is to improve the starting block, if you like, of these children 0 - 4. But it is around improving the general public health of

the population in those areas with regard to the impact it would have on young children.

Diet

Yeah it's to promote the well being of children and to get parents aware of dietary needs and to get everybody in the community involved.

Deprivation/advice & support

Support for young parents and young children – for people who are deprived.

Well my perception is that they provide services for families - 0 - 4 - in areas of high deprivation so that those families can actually realise their potential.

It's to engage with young families and support them in any way they can or to direct them to other agencies if that is more appropriate if there are other issues within these families

Support for young parents and young children – for people who are deprived.

Poverty

... to eradicate child poverty in terms of early development. Poverty not necessarily money. Poverty in terms of literacy, cultural background. Poverty in that respect. And also to help families. . . move out of it emotionally, educationally and socially.

Two respondents had 'no idea'

I haven't got a clue. I could probably phrase it in a more educational way if you want. I have an understanding of what I would want it to be as filling in the gaps between kids being born and coming into school. But in terms of what its actual role is and methodology of working, I think probably like a lot of teachers here, we sit around and we talk about it and we just don't have a clue about what its actual vision is, what it actually is trying to achieve.

Employment/regeneration

Interviewer: ...so how do you fit in with SS then - I am assuming it's in encouraging people back into the work side of...

*Yes, particularly lone parents, or young families even families with teenagers looking for work but we actually - number of areas where we meet - I chair a group called 'Grangetown Employment and Training' group where we bring together people like Job Connect, the Wise Group, *** Partnership, the university, training providers, local councilors, and we discuss employment issues - share information, and look for opportunities improve the services of all of these in supporting Grangetown & SB residents to work*

Parental awareness raising

... There is a lot of need for teaching parenting skills, and . . . There is a lot of language deprivation in terms of expressive language and understood language - I have forgotten what the term is

Networking and service provision

To ensure young children in our area a much better start in life. We have a lot of deprived areas in our borough and in these areas they don't get a good crack of the whip. I think we have always said that we want to give kids a good start. Sure Start has sort of moved up a notch. It's a networking thing. I think its not just Social Services who refer to Sure Start. It's everybody, Health Visitors, School nurseries, you know. It's one central point that people can go to that just wasn't there before. Sure Start have the funding and resources that we haven't seen before.

Is the contact information we have from Sure Start Grangetown & South Bank correct?

Was the outcome of your contact with Sure Start Grangetown & South Bank satisfactory?

As noted, nine respondents were involved in contact noted in the network diary and the remaining six were not. This latter group were in general contact with the programme (GCs). From the nine respondents from the network diary, four said the contact information was correct and the outcome of their contact was satisfactory. The remaining five could not recall the contact, or said the information provided from the diary sheet was insufficient for them to remember the contact. The respondents who could not recall contact details and the GCs said the outcome of their general contact with GSB was satisfactory. Reasons given for satisfaction with contact are summarised below:

- Accessible
- Helped to network with other agencies/clients
- Raised awareness of services/activities
- Efficient communication
- Generally, the contact with Sure Start GSB is very satisfactory
- GSB staff very enthusiastic about joint working with agency (contrary to agency staff)
- Very quick to respond and excellent quality service
- Observed empowerment of parents first hand

Did the contact between yourself and Sure Start Grangetown & South Bank involve any coordination with other agencies?

Eight respondents said their contact did involve coordination with other agencies. Three respondents described a considerable amount of inter-sectoral working. From those (three) who could remember specific details, the following agencies were named as being part of the contact:

- Local primary schools
- Social services
- Police
- Probation
- Education
- NHS

This proved to be a difficult question for respondents to answer and it is proposed that it is not included in any further similar evaluative work (if approved).

Generally speaking, would you say that Sure Start GSB is useful for your organisation?

Twelve respondents said that GSB was useful for their organisation (two did not know). Those answering the question tended to give very positive responses. Many simply reiterated what they said in relation to the outcome of their contact being successful (see above) and these points should also be considered. Sure Start appears to be a welcome addition from all related local agencies. Sure Start GSB is seen to be a useful for the respondent's organisation for a number of reasons. The answers are summarised below and typical quotes are given as evidence.

- Generally helpful and informative
- Led to employment of former client as SS worker
- Brings agencies together in joint working
- Team committed and enthusiastic
- Offer resources and expertise
- Firmly related to agenda concerned with health inequalities
- Complements work of agency
- Communicates health promotion message
- Taking over

Without a doubt. I have been in contact with them over this one case so far. They have been really helpful. They identified things to me they could do and I didn't know much about them. Overall, most of my caseloads are in the Dormanstown area

We put a former client [of the agency] in there [into GSB on placement as a member of staff] – she's now actually employed as a community development worker

[Because GSB] brings together all the statutory and voluntary groups working in that community - to maximise the support we can give the community rather than individual groups doing their own thing - bringing us all together, and . . . sharing information, offering of information to maximise the support we can give.

...the enthusiasm and commitment of the team comes across every time I meet with them . . . the people who are that organisation - certainly in SB GT are . . . enthusiastic and committed and that's what makes it

They offer us a lot of resources and expertise. They contacted me back straight away

They are working towards tackling health inequalities like ourselves. For example, the breast feeding, the growth in confidence and self-esteem, the parenting classes...

Yes, because it [GSB] targets early years and the more they can do with pre-school children, the better chance they have of accepting the curriculum fully once they get to school

I'm sure it will become so and we have made a start on getting things like the parent and toddler group going [but this] needs to be staffed every week by SS

It [GSB] is useful . . . but there are a few issues at the minute . . . SS have taken the lead in anything the PCT [name of type of front-line worker] do. It [GSB] actually has over shadowed or put a stop on because SS are doing it anyway. But then it's not always fed to us that we could maybe join in with what they are doing, or contribute to what they're doing. So we feel at the moment, our role is a little unsure.

Frequency of contact

At the end of the telephone interview process, the contacts with the organisations represented by each respondent could be listed. It was felt that it would be useful to provide information on frequent contact and infrequent contact. Infrequent contact is classified as once a month or less and frequent contact is classified as twice a month or more. The table below provides information on the amount of contact between each sector and GSB. The

figures in brackets after the name of each sector refers to the number of local agencies represented. The amount of contact is based upon judgements about average contact from each respondent. Two categories of contact were collected; what the respondent said about either their own individual contact or what they said about average contact figures for their agencies. The figures used in the table are the highest from these two categories of contact. It is not possible to give more detailed information about contact, as some of the respondents were unsure about this when asked more detailed questions.

Table 3: Contact with network sectors

sector	In contact twice a month or more	In contact once a month or less	Don't know
NHS (6)	2	2	2
Primary education (2)	2		
Social Services/Neighbourhood services (4)	2	2	
Employment services (2)	2		
Voluntary (1)	1		

Sample size = 15

As the above table shows, nine out of the fifteen agencies were in frequent contact with GSB. Further, the analysis of the interview transcripts at the end of the interview process revealed that most of those in frequent contact tended to place a strong emphasis upon community development and were either working or liaising with GSB in this regard. Four agencies were in less frequent contact. Two respondents did not know contact details.

Is there anything that Sure Start GSB could do to help make your contact with them more efficient?

Is there anything that your agency could do to help make your contact with them more efficient?

Respondents were asked if they felt there was anything that GSB could do to improve their working relationship. They were also asked if there was anything that their own organisation could do that would improve the relationship.

Table 4: Action needed from GSB to make contact more efficient

action needed	number
yes	3
no	10
don't know	2

sample size = 15

Two thirds of respondents appeared to be satisfied with the steps being taken by GSB to communicate with them. Ten out of the fifteen said that there was nothing that could be done in this respect. Respondents saying that no action was needed reiterated what they had said previously about what they saw as the positive attributes of GSB. Therefore these comments should be taken into account. Two respondents did not know and there were negative points made by two respondents relating to competition between service providers. It should be noted that those who made the negative comments were still very positive about Sure Start. The following quote is typical of the negative points about competition.

...sometimes the staff feel threatened. I don't mean that in any sort of detrimental way. I think if there is anything in terms of the partnership [with GSB and agency] whoever is leading that project could liase with the relevant [agency worker] and let them know what is going on and ask them, shall we work together on this project or is there anything they would like to work with SS on.

A third negative point was made about a perceived lack of explanation about how decisions were made.

I think it would be helpful again, and this has come out through [name of agency sector] and I just missed it, but it would be helpful to know perhaps how their decision making is driven. What the management structure is that's in place. So I would be very interested to know who is on the groups that decide. If I ask, like I did ask, I want some money for providing the Foundation Stage Play area, I would be very interested, to know who is actually making the decisions about that.

Table 5: Action needed from agency to improve the relationship

action needed	number
yes	9
no	3
don't know	3

sample size = 15

Nine respondents did say that their agencies needed to take some action, but most stressed this as being a minor point. In total, seven different points were made about actions needed from the agencies. The responses are summarised below.

- Agency needs to be more welcoming and confident
- Management need to communicate information received about SS to front-line staff
- Need to go to meetings/generally liaise more
- Need to visit services/see what SS does
- Need to communicate more on a strategic level, but hampered by busy agendas
- Need to be more aware of services offered by SS
- Need to clarify to SS services offered by agency

Is there anything else that you would like to say about your contact with Sure Start Grangetown & South Bank?

Towards the end of the interview, respondents were asked if there was anything else they would like to say about their contact with the programme. Further, all were probed more about their agency's general contact with GSB.

Most responses were very positive and they tended to reiterate what they had stressed most previously. Typical comments are summarised below

- Efficient communication (3)
- Impressed generally (6)
- GSB needs to promote itself more (1)
- More formal feedback on activities and progress needed (1)
- Users benefit a great deal (1)
- Need to continue building relationship (1)
- Agency staff feel SS is taking over and some staff (from agency) need to take more of an interest (1)

Respondents were generally very positive about the work and aims of Sure Start. By far the most common response was a general expression of satisfaction for SS GSB. Special mention was also given to the efficient communication of GSB. Negative points were made relating to competition between service providers, a need for more formal feedback, more promotion needed by GSB

Contact with other local Sure Start programmes

Respondents were also asked about their contact with other Sure Start programmes. Nine from the fifteen respondents said they had contact with other Sure Start programmes. A detailed breakdown of contact with other programmes is given below.

Table 6: Contact with other Sure Start programmes

Sure Start programmes respondent had contact with	Number of respondents
East Cleveland	3
Redcar Coast & Dormanstown	5
West Redcar	2
Programmes outside Redcar & Cleveland	5
Yes but could not remember name	1

Base = 9

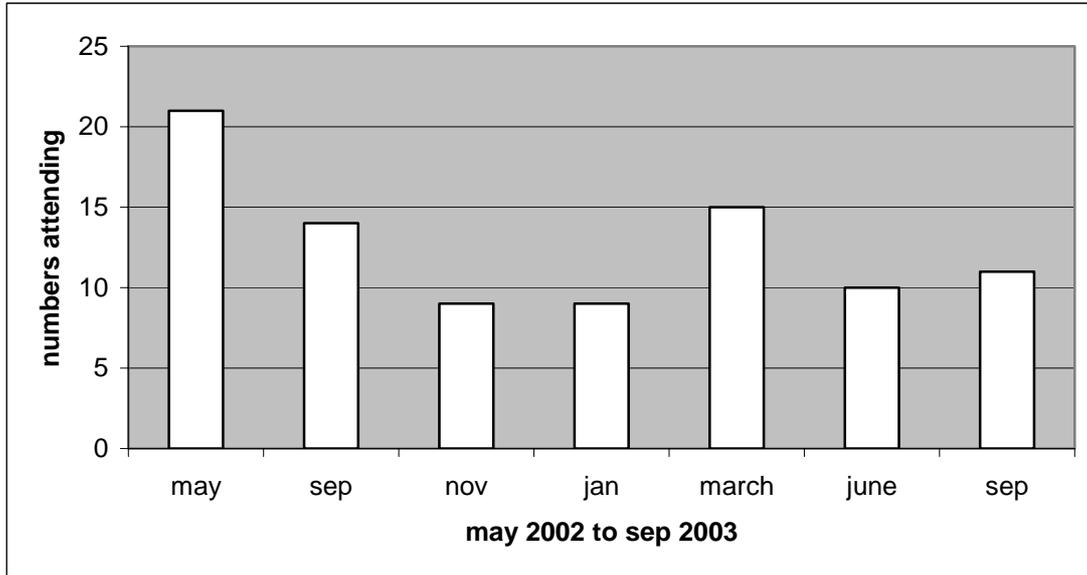
There is not a great deal of difference between figures in the above table and the numbers are small.

5.3 Management and partnership group attendance

A core of dedicated activists of parents and people from partner agencies have given up a considerable amount of their time from personal lives and busy working schedules to provide an input into the planning and organisation of GSB. For example, evidence of this is revealed in the membership and attendance of GSB management and partnership groups. In terms of the management of the programme, key players in this process (as noted previously) are from Middlesbrough PCT, Priory Day Nurseries, South Bank Women's Centre and parents themselves. This group of GSB champions have made a significant input into the evolution of GSB; they regularly attend meetings and activities organised to this end and they respond quickly to letters and other communications sent out to them.

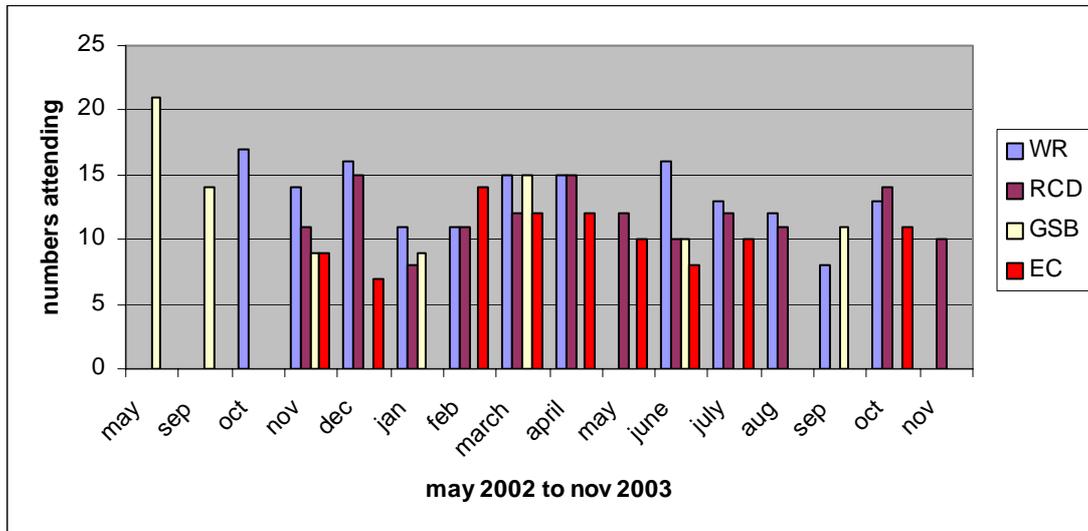
It was agreed that it would be useful to describe attendance at the management group meetings as another means of triangulating the data in the network analysis. It was thought that those in most regular attendance at Sure Start meetings were Health Visitors, schools, parents, employment services, neighbourhood services, the women's centre, priory day nursery and neighbourhood nurseries. Further, it was felt that depicting attendance would also provide comparative information for all Sure Start programmes in RCSS. In October 2003 each programme in RCSS agreed to supply minutes from management and partnership boards that covered the previous twelve months. The charts below are based upon the information supplied to the evaluation team. They describe two types of information. The first chart describes attendance at management groups for GSB. The second chart gives a comparative illustration of attendance at management group meetings for all programmes in RCSS.

Chart 1: Sure Start GSB management group attendance May 2002 to September 2003



The above chart shows that between the periods of May 2002 and September 2003 there are usually around ten to fifteen people in attendance at the meeting. The highest attendance was twenty one in May 2003. The lowest attendance was nine in November 2002 and January 2003.

Chart 2: Management group attendance May 2002 to November 2003 for all Sure Start programmes in RCSS



Notes

SS WR had two meetings in December, March and July and the average attendance figure for each of these months has been used in chart 2.
 SS EC had partnership meetings in October, 2002, January and September 2003. There were no management or partnership meetings in August to allow for summer holidays.
 The charts are based upon information supplied by each programme in RCSS.

Key

- ec = East Cleveland
- gsb = SS Grangetown & South Bank
- rcd = SS Redcar Coast & Dormanstown
- wr = SS West Redcar

The above chart provides a useful comparison of attendance patterns in each Sure Start programme within RCSS. As is quite a common challenge in joined-up working, the shortfall in attendance for some of the meetings is due to the problem of ‘busy diaries’ (Bauld and Judge 2002) or what one senior manager in the NHS described as ‘busy agendas.’ It should also be noted that the figures are not directly comparable in a statistical sense, since the programmes have not always had the same numbers of meetings within the periods.

5.3 Discussion

The guidelines for Sure Start programmes stress that developing a shared vision of partnership around the planning and delivery of the service, is something that will develop over time. As such, the vision of Sure Start programmes needs to be expressed regularly as programmes develop. One way of doing this is to carry out regular reviews.

This vision [of an effective partnership] should be rearticulated as the programme develops to make sure it is still relevant and that all partners

continue to be behind it. One way is to review it annually. (Sixth Wave Guidelines: 3.9)

This chapter has shown that GSB is, in the opinion of those interviewed, developing good links and alliances with local agencies. Most are satisfied with the activities of GSB in this regard and two thirds felt that no action was needed by GSB here. Three respondents said there was room for improvement and two did not know. In considering the points raised on this issue it is important to consider that most who made suggestions for improvement were very positive about GSB and Sure Start generally. Interestingly, nine people said action was needed from their agency to improve joint working.

SS Grangetown & South Bank appears to be making every effort to be cooperative, responsive, inclusive, accessible, open and transparent with agencies in their network. These actions accord very clearly with the guidelines for partnership working for Sure Start programmes referred to above. On the other hand, building alliances and partnership working is not without its challenges and the programme is taking appropriate action in this regard where it can. In relation to these findings and the suggestion for regular reviews of partnership in the guidelines given to Sure Start programmes quoted above, it is recommended that GSB continue to maintain good practice in this area and that formal reviews of partnership are carried out on a regular basis.

6: Network Analysis

Network analysis is a way of examining the contacts, ties and connections between agencies that seek alliances with each other. In common usage it examines the relationships being built between those who deliver a community-based service and other relevant outside agencies they come into contact with in the completion of their role. In doing so, network analysis takes on a social dimension and serves as a useful reference point for making and developing further alliances with outside agencies that seek similar ends. In the case of Sure Start GSB, these agencies will be primarily related to community development in terms of health and early years or community development generally. Further, network analysis can provide morale boosting information to community projects in their early stages of development and beyond on aspects of their work that are neglected by evaluation simply concerned with outputs and outcomes (Peers and Johnston 1994).

The rationale for carrying out social network analysis as part of the evaluation of GSB is based upon the well established idea that this form of evaluation is especially useful for initiatives that seek to 'join-up' with other agencies with similar ends. Normally the common ground is some form of community development and the need to establish links with outside agencies (Muncer et al 1999-2000). Community development is central to the objectives of Sure Start. For example, 'Objective 4' for all Sure Start programmes is '*strengthening families and communities*' and this is to be achieved '*by involving families in building the community's capacity to sustain the programme and thereby create pathways out of poverty*' (Annex A2, Sure Start Unit 2002, Sixth Wave Guidelines, London: DfES). On the other hand, community development takes time to kick in. Therefore establishing if the overall aims of interventions like Sure Start have been achieved is widely recognised as something that will take several years, if not decades to determine. With this in mind, the qualitative interviews with network contacts and other information provided in this report converge with the findings of the network analysis detailed in this chapter; this is to provide a systematic and bottom up perspective on the impact of Sure Start Grangetown & South Bank to inform its future development.

Measuring impact

There is common agreement that Sure Start is a long-term initiative that will take some time to achieve its central aim. For example, in discussing the long term impact of Sure Start, the Director of the Sure Start Unit acknowledges the problems of measuring this in the short term where she notes unequivocally that: '*It's long term effectiveness will not be known for many years*' (2002: 3). There is a growing amount of evidence that early years intervention make a difference. However, there are some weaknesses in the evidence for large scale interventions because it is generally agreed that they will need more time before they can be judged adequately (NESS research

team 2004: 2; Vimpani 2002). In the short term, therefore, it is difficult to provide evidence of the impact of an intervention like Sure Start that will usefully inform its further development using conventional means of evaluation.

Yet it is important to provide evidence of the effect of Sure Start for the benefit of those involved in its local implementation through the development of alliances and multi-agency working, including programme staff, community workers, health professionals and others from outside partner agencies. Social network analysis is a useful means of providing evidence of the effectiveness of these working relationships and alliance building activities, and how they can be developed. As a consequence, there has been a great increase in the use of social network analysis in recent years. Further, evidence of its use in a wide range of different subjects and settings indicate the flexibility of social network analysis as a tool to inform further development. A wide variety of topics including, social support, AIDS, abortions, coronary heart disease and many others, which all share a form of community development in their methods of working, have been the subject of social network analysis (Murcer et al 1999; Scott 1991).

6.1 Method

Normally, the first activity of network analysis is to establish the elements (groups, people or organisations/agencies) whose relationships are being studied. In this case, it was agreed the evaluation team would focus upon the organisations that GSB came into contact with over a five-day period. As noted, five key members of staff were nominated by GSB to complete diaries on their daily contacts over five day periods. The dairies were completed between the 10/7/03 and the 7/8/03. The information given below reproduces the information from the diary sheets recorded by the GSB workers. This has been arranged into chronological order. The first diary gives the date and time of contact, the name of the contact, the contact's organisation, the direction of the contact, i.e. if the contact was outgoing from the Sure Start worker or incoming, the contact's telephone number, the type of contact and reason for contact.¹ The second diary shows joint contacts made for GSB with SS Redcar Coast & Dormanstown and SS West Redcar. In addition to providing the same information as diary one, diary two gives the name of the SS worker making the call.

¹ Name of SS worker making the contact was not supplied for diary one.

6.2 Results

Diary 1: Contacts for SS Grangetown & South Bank from the 31st July to the 7th August 2003

Date	Time	Name of person	Organisation person from	Contacted them y/n	Contact number	Type of contact and reason for contact
31/07	9.00	Marie	Kall Kwik	N		Re: promotional items
31/7	9.00		Wise Group	N		Attendance sheet
31/7	9.00	George Punshan	South Bank Tomorrow			M
31/7	9.00	Sarah Pickard	Middlesbrough PCT	N	462763	Referral of family into programme
31/07	9.30	Pam Clark	SS Abingdon		241650	Re meeting
31/07	10.00	Mary	Home Start	No		End of training visit for M Knight and A Miller
31/07	11.00	Andy	A1 Taxi's	Y	461444	Book transport for parents / tel
31/07	11.30	Alan Brown	All Care Products	N	01325 480624	Dropped off order to us
31/7	1.05	National evaluation for SS	Data			
31/7	2.00	John Quinn	Development Redcar and Cleveland	N	01287 612586	Re planning permission
31/07	2.30	Sue Simpson	Sure Start Redcar Coast and Dormanstown	Y	296498	To arrange meeting
31/07	3.00	Sheila Gary	Social Services	Y	771100	Returned call regarding referral of family
31/07	3.00	Sheila Gary	Social Services, RCBC	Y	771570	Return call left message on answerphone
01/08	9.05	Karen Harrison	Human Resources Middlesbrough PCT	Y	288288	Tel call re recruitment
01/08	9.30	Eileen Herd	Social Services	Y	771100	Returned call - left message
01/08	10.0	Helen Silks	As above	Y	As above	Return call regarding a possible visit of their project *** to our programme and for us to visit them
01/08	9.45	Helen Silks	Education Services	N	466372	Call regarding SS visiting their project to discuss events and activities
01/08	10.30	Ian Chilvers	Tiger Play Uk	Y	01454 626407	Re soft play for events / activities
01/08	10.00	Caretaker	Albert Park	Y	Meeting 230919	Have gates opened for easy access to toilets
03/08	10.00	Jackie Goult	St John the Evangelist church	Y	286455	Handed form into office for booking church hall for toddler sessions
01/08	11.10		DFES Publications	N	084560555 60	Tel - to obtain info on guidance in S & L
01/08	1.30	Christine Fletcher	Social Services	N	M	Re allocation ?
01/08	1.45	Andrew Durbin	Lifetime Education	Y	017778690 44	Tel - to inform them of missing item we had purchased from them
04/08	9.00	SS Loftus	Linda White	Y	012877 644200	Tel call re Men Matter
04/08	1.25	Yvette	Sure Start [name]	Y	485538	Rang for information about equipment they have - to see where they bought it from
5/08	9.00	Julie Temke, Personal Advisor	Connexions	Y	490870	Returning call
05/08	9.00	Marie	Kall Kwik?	N		Re promotional items
05/08	10.00	Graham Hubbard	Job Connect	Y	394471	Hand over risk assessment forms for South Bank Carnival at meeting
07/08	10.30	Archie	Grangetown Youth Club		455435	Children's activities

Diary 2: Joint Contacts for Sure Start Grangetown & South Bank, SS Redcar Coast & Dormanstown & SS West Redcar from the 10th July to the 25th July 2003

10/07	Karen Casey	1.30	Carol Chappell	Speech and Language Hartlepool	Y	01429 267901	Passing on information about resources
11/07	Karen Casey	9.00	Ann Steed	Wise Group (Placement within Sure Start)	Y	453127	Meeting – discussion about upcoming events and planning at Sure Start
11/07	Karen Casey	11.45	Lyndsey Robinson	Sure Start, East Cleveland	Y	01287 203027	Meeting – planning nutrition assistant training
11/07	Karen Casey	11.45	Lyndsay Johnson	Sure Start, Thorntree and Brambles Farm and Sure Start Pallister Park	Y	232809/ 232261	Meeting – planning nutrition assistant training
21/07	Karen Casey		Margaret Crawley	Langbaurgh PCT	N	01287 284400	Questionnaire on community consultation
24/07	Karen Casey	1.00	Sarah Ainsley	WEA	Y		Fun with food course
25/07	Karen Casey	9.00	Lyndsey Robinson	Sure Start East Cleveland	Y	01287 203027	Planning Meeting
25/07	Karen Casey	9.00	Lyndsey Johnson	Sure Start Thorntree And Sure Start Pallister Park	Y	232809 232261	Planning Meeting
25/07	Karen Casey	3.00	Sue Perkins	Clinical Nutrition and Health Promotion	Y	01287 284074	Meeting – introduction of Sure Start and discussion re planning

The diaries were completed between the tenth of July and the seventh of August and a total of thirty-eight contacts took place. For information, the completed diaries from all SS programmes in RCSS are included in the appendix (see Appendix Seven). The contacts were made concerning the delivery, organisation and development of GSB. From all contact activity, twenty-three were outgoing contacts and eleven were incoming contacts. The last column reveals that remaining contacts appear to be meetings. Rounded to the nearest whole number, for every one incoming contact received by GSB, it made two outgoing contacts. In overall terms, this gives a contact ratio of 2:1 for GSB. The table below gives the contact direction ratio for all Sure Start programmes in RCSS.

Table 7: Contact direction ratio for Sure Start programmes in Redcar and Cleveland, including joint contacts

Programme	Ratio
EC	1:1
GSB	2:1
RCD	2:1
WR	4:1

Whilst the contact ratio appears to show that GSB is making twice the effort of those who are in contact with the programme the numbers of contacts are low and therefore not significant. Compared to the other programmes in RCSS, there is a shortfall in the number of contacts taking place. These findings are a snapshot and should not be regarded as definitive. The reasons given for contact include everyday, but nevertheless important activities. For example, a referral of a family from Middlesbrough PCT is detailed and contacts are made with a range of relevant agencies including social services, education,

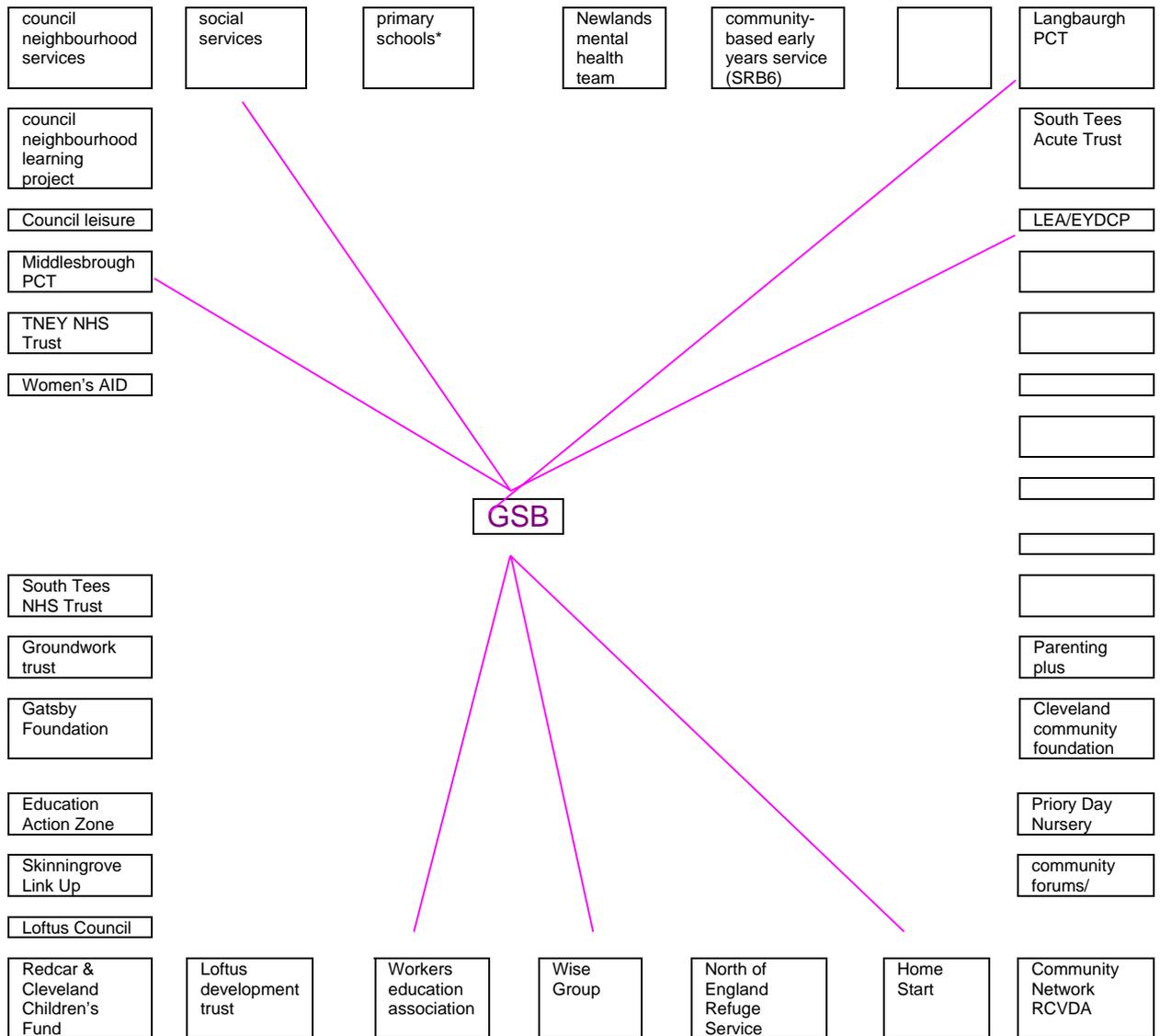
employment services, Grangetown Youth Club, Langbuargh PCT, the WEA. These are typical examples of seeking to work with partners at an everyday level to promote activities for local children and families.

In overall terms, GSB appears to be making contact with appropriate agencies in the locality. The type of contact shows that much of this is by telephone. Also, the interviews carried out with staff from agencies in a sample from the above network diary and from the list of general contacts supplied by the manager show, that from the sample of agencies represented, GSB is in frequent contact with approximately two thirds of them.

Network analysis of all contacts

As noted, social network analysis is concerned with contacts individuals make with outside agencies in the completion of their role. In the case of Sure Start Grangetown & South Bank, these agencies will be primarily concerned with community development in a general sense or in relation to health, education, equal opportunities, etc. In the completed diary sheets, several of the agencies included are not outside agencies or they are not directly relevant to the networking activities of GSB in the completion of its role. It was felt that it would be most useful to focus on the networking activities with local outside agencies relevant to the completion of the role of GSB workers in terms of community development. Hence the network figures below do not include contacts made with other Sure Start programmes and Sure Start Strategic Offices, parents, private sector suppliers, council suppliers of equipment and technical services, RCBC personnel services and outside agencies not directly relevant. The network figures given below are based upon the information given in the network diaries.

Figure 1: Network of contacts for Sure Start Grangetown & South Bank



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Appendix 1

Evaluation of Sure Start Conference 03.10.03 City Learning Centre, Eston



Presentation

23 judged presentations to be very informative

5 informative

No one thought the presentations were not very informative

Most interesting presentation

Grangetown and South Bank parents presentation was judged the most interesting, next was BLAST and then Domestic Violence. Many stated 'all' or 'too hard to choose'.

The Bollywood dancers were mentioned several times.

Organisation on the day

Comfort, parking and location was judged very good/good

Lunch good/adequate

Comments

'Excellent event-it's good to celebrate achievement'

'Too many presentations, a half day would have been better'

'How will Children's Centres evolve from Sure Start?'

'Time for questions

Lunch too long (several times)

Could mix presentations with workshops/activities next year.

Very enjoyable and informative

Would like to see midwifery/breast feeding/ante natal issues next year

Teenage parents

A great day!

I loved Bollywood

Like the evaluation sheet, simple to complete, a refreshing change!

Source: Sure Start Strategic Manager

Appendix 2

Focus Group Questions for Parents

Questionnaire Route for Parental Involvement Focus Group

Statement of Confidentiality

The information that you give us will be treated in the strictest confidence and anonymity is assured. All materials are (unless permission is obtained from you first, or is thought to constitute harm or risk to another person) for the sole use of Sure Start. Data will be stored in a secure location at all times.

Data Protection - The information you provide will be added to both the Sure Start and University of Teesside databases, and used for our purposes only. The University of Teesside is registered with the offices of the Information Commissioner as a provider of higher education. Under the terms of the Data Protection Act 1998, you have a right to object to the use of your data for any of the above purposes and to obtain information held about you. An application for such a request should be made in writing to the Data Protection Officer at the University.

Important that we get your views on Sure Start, Sure Start is for you.

1. Opening Questions

- Firstly I'd like you all to introduce yourselves.
- And before we start can we go round and can you tell me one good thing about Sure Start.

(stress confidentiality)

2. Introductory Questions

- How long have you been involved with Sure Start?

3. Transitional Questions

- Can you tell me how you got involved with Sure Start in the first place?

4. Key Questions – Training

- Have you been on any of the following training courses? Lets start with...

What was it about? How useful do you think it was? What did you get from it? Did you enjoy it? Do you feel it gave you the skills to help plan and manage programme activities and services?

[Repeat question for all courses]

- What other training have you done? How useful do you think any of that training was?
- Can you tell me about anything else that you're involved in with Sure Start? (activities, different groups, training etc.)

5. Key Questions – Level of Involvement

- Can you give me an example where you felt you were listened to and felt involved in the planning of Sure Start activities and services?
- Can you give me any examples where you feel you weren't listened to or your ideas and opinions weren't taken on board?
- Do you think Sure Start managers and workers are committed to parents being involved in the planning of Sure Start services and activities?

- What do you think Sure Start has done for you?
- Have any of you ended up being employed by Sure Start? Do you know any other parents who have?
- Have you done any training courses/workshops through Sure Start? If so which ones? What did you think of them? How useful did you think they were?
- Out of all Sure Start parents, you as a group probably have more involvement than most.
- What would you say is the general level of involvement in planning for other parents? Do you think this is enough involvement? How do you think parents could get the chance to have more of a say?

6. Ending Questions

- Of all the things discussed today what was the most important to you? Is there anything you feel we should have discussed that's important to the ways that parents are involved with Sure Start? Is there anything else you'd like to add about your involvement with Sure Start?

LW/PC DEC 2003

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Appendix 3

Interview Schedule: Local Partnership Agencies in Sure Start [name] Network

Interviewer Name: _____

SS [name] Schedule

Introduction

Hallo my name is _____ and I am from the Community Evaluation and Research Group at the University of Teesside. We have been commissioned by four Sure Start programmes in East Cleveland to carry out an independent evaluation of areas such as partnership networking and parental involvement. The four programmes we are evaluating are [name], Grangetown and South Bank, East Cleveland, and Redcar Coast and Dormanstown.

I am ringing to ask if you will take part in a confidential interview about partnership networking and this will take no longer than 20 minutes. The information you provide us with may be included in the evaluation report, but we will not use names to identify individuals or organisations.

As part of the evaluation of partnership networking, we have been given your name by Sure Start [name] as a recent contact. The contact took place between yourself and [name] and it **concerned**

Give details of contact from diary sheet

1 Consented

Yes

No

2 Other

The questions that follow are about your awareness of Sure Start generally and about your contact with the programme. Please note all names will remain confidential.

Name	
Position	
Organisation name	
Address including postcode	
Telephone	
Date	

3 Can you please tell me what you think the main aim of Sure Start is?

4 Is the contact information we have from [name] correct? If necessary, repeat contact information.

Yes

No

5 If no, can you please supply further details?

6. Was the outcome of your contact with [name] satisfactory?

Yes

No

7. Why do you say this?

8. Did the contact between yourself and Sure Start [name] involve any coordination with other agencies?

Yes

No

9. If yes, please say which other organisations were involved and in what ways.

10. Generally speaking, is Sure Start [name] useful for your organisation?

Yes

No

Don't know

11. Why do you say this?

12. Have you personally had any previous contact with [name]

Yes

No (if no go to question 15)

13. If yes, how many times on average do you personally contact [name] Sure Start?

Less than once a month

Once a month

Two/three times a month

Once a week or more

14. How many times on average does Sure Start [name] contact you personally?

Less than once a month

Once a month

Two/three times a month

Once a week or more

15. Generally speaking, how often would you say your organisation contacts Sure Start [name]? Or would your answer be the same as you have given for the number of times you personally contact Sure Start [name]? (see question 13)

Same as question 13

Don't know

OR:

Less than once a month

Once a month

Two/three times a month

Once a week or more

16. Generally speaking how often would you say Sure Start [name] contacts your organisation? Or would your answer be the same as you have given for your own individual contact?

Same as above

Don't know

OR:

Less than once a month

Once a month

Two/three times a month

Once a week or more

17. Is there anything that Sure Start [name] could do to help make your contact with them more efficient?

Yes

No

Don't Know

18. Why do you say this?

19. Is there anything that your organisation could do to help make your contact with Sure Start [name] more efficient?

Yes

No

Don't know

20. Why do you say this?

21. Is there anything else you would like to say about your contact with Sure Start [name]?

22. Have you had any contact with any other Sure Start programmes?

Yes

No

Don't know

23. Has this included Sure Start [name]?

Yes

No

Don't know

24. Sure Start [name]

Yes

No

Don't know

25. Sure Start [name]

Yes

No

Don't know

26. Other Sure Start programmes

Yes

No

Don't know

Thank you very much for your time. If you have any queries about the evaluation in future please do not hesitate to contact me.

SC/18/07/03

Appendix 4

Questionnaire: Evaluation and Partnership

Letter

Questionnaire

1. Who organised the partnership which made the successful application to set up a Sure Start programme and when did they first meet to discuss this?
2. Who were the members of this partnership? (Names, positions, organisation)
3. Who were the Key Players in this process, what were their roles and levels of involvement?
4. Please detail the consultation exercises and needs assessment work that was carried out for the delivery plan and within the first three months of operation?
5. How important do you feel the following issues were to the original partnership?

5.1 Prioritising evaluation as part of the delivery plan?

PLEASE CIRCLE

Very Important

Not important at all

1

2

3

4

5

Why do you say this?

5.2 Consultation with stakeholders (professionals and parents) on what the programme needed to respond to?

PLEASE CIRCLE

Very Important

Not important at all

1

2

3

4

5

Why do you say this?

Consultation with professionals and parents informed the Delivery Plan as directed in Sure Start guidance and overall ethos.

5.3 Analysis and collection of systematic evidence to establish the needs and levels of satisfaction from parents in your area related to services for children under 4?

PLEASE CIRCLE

Very Important

Not important at all

1

2

3

4

5

Why do you say this?

6. How important is partnership working to the philosophy of the programme?

PLEASE CIRCLE

Very Important

Not important at all

1

2

3

4

5

Why do you say this?

7. How important is evaluation to the philosophy of the programme?

PLEASE CIRCLE

Very Important

Not important at all

1

2

3

4

5

Why do you say this?

8. What is the philosophy of the programme?
9. Have you been given written guidelines from Sure Start on partnership working, or are they simply targets?
10. Who are the members of your partnership board (names, position, organisation) and what date did they become involved in it?
11. Who are the members of your management board (names, position, organisation) and what date did they become involved in it?
12. Name any organisations who are key players on the board and why do you say this?
13. Please describe any key successes in developing partnership networks with professional/voluntary organisations.
14. Have you encountered any key challenges in developing partnership networks with professional/ voluntary organisations?
15. What lessons have you learnt from any key challenges and how are you addressing them?

If possible, please give the date of when individuals and organisations became involved in these boards.

16. How sustainable do you feel the partnership networks would be without the funding and resources of your Sure Start programme?

PLEASE CIRCLE

Very Sustainable

Not sustainable

1

2

3

4

5

Why do you say this?

17. Is there anything else you think the evaluation should concentrate on in any future examination of partnership working? Please note that we are concentrating on parental involvement after Xmas.

18. Please indicate who you have consulted to answer the above questions.

All/most programme staff Yes No

A few programme staff Yes No

Parents Yes No

Management Board Yes No

Partnership Board Yes No

Others Yes No

Please (specify name, position, organisation).

Many thanks for taking the time to complete these questions. Please send your response via email or as a word copy on a floppy disc. As agreed, please return to Steve by the

SC October 2003

Appendix 5

Diary Instructions and Pre-Printed Diary Page for Information Collection

Diary Formats for Network Analysis

Introduction

This part of the evaluation is concerned with the quantity and quality of the relationships between your Sure Start programme and other agencies. Network analysis is a well established and ideal evaluation method for such purposes. In this case it is being used as an evaluation tool to reveal the nature and level of contact of Sure Start with other relevant agencies, and also the nature and level of contact of other relevant agencies with Sure Start!

Instructions For Use of Diary Sheets

As part of the evaluation of the success of your Sure Start programme, we are seeking to discover which particular organisations and individuals, those such as yourself (other coordinators and programme manager) have contact with as part of your daily work. Please note that this aspect of the evaluation does not include contact with parents and children. Please also note that it does not include contact with people who already work for your programme, such as a Midwife or a Nursery Nurse, or a Psychologist, but it can include contact with their line managers if they are not line managed within the programme. This is likely to include a wide range of agencies: voluntary organisations, social services, Connexions, housing departments, employment services, youth workers, general practitioners, domestic violence forums, drugs rehabilitation services, Healthy Living Centres and so on.

In order to achieve this, we are asking you to make a note of all contacts you have with other agencies and individuals for a five-day period. We need you to record the type of contact you make, such as by letter, telephone conversation or face-to-face meeting with representatives of other organisations. It would also be very helpful if you give us copies of the letters that you send or receive during the course of the week.

The aim of this evaluation is not to judge your working day or the way that you work but rather how, and indeed if, other organisations have made the effort to be involved in the work that you are doing. Below is an example of the sort of things that you may record during the course of your day and how they may be recorded (*example enclosed*). This is just an imaginary example and not an indication of how your own contacts with others may be in reality (*any mention of real people or places is accidental*).

Please return the diaries to me by the _____. We want to find out who Sure Start has contact with, in order to build up a picture and understanding of the relationships between the various organisations involved and Sure Start. All of this information will help us gain an understanding of the present and continued functioning of Sure Start and will be of interest and help to you in the future. It is a particularly useful evaluation tool, as it is possible to compare and contrast the information with other Sure Start programmes.

Thank you for all your time and effort, it is greatly appreciated. Please return the diary to me in the attached envelope via the post or by email.

ENCLOSED

1. EXAMPLE DIARY SHEET
2. PRE-PRINTED DIARY SHEET

SC/2/07/03

Appendix 6

Governance Constitution

Used to develop governance constitution for all SS programmes in RCSS

Source: Sure Start Strategic Manager

CONSTITUTION FOR THE GOVERNANCE OF REDCAR AND CLEVELAND SURE START LOCAL PROGRAMMES

FOREWORD

This Constitution has been drawn up by the Governance Sub-Group, which is made up of parents and staff representatives of all four Redcar and Cleveland Sure Start programmes.

DRAFT

CONSTITUTION FOR THE REDCAR AND CLEVELAND SURE START LOCAL PROGRAMMES GOVERNANCE

NAME

The name of the programme will be.....
The name of the main centre at....., will be the Sure Start Centre. All other venues with activities related predominately to Sure Start will be identified as Sure Start Centres.

AIMS

To work with parents and children to promote the physical, intellectual and social development of all pre-school children to ensure they are ready to thrive when they get to school. This will involve ensuring access for all.

OBJECTIVES

The Sure Start..... Partnership will work to support the activities and meet all targets set out in the delivery plan consistent with the national objectives of Sure Start local programme.

MEMBERSHIP OF PARTNERSHIP

Core of:

Sure Start Manager x 1
Education Representative
Social Services Department Rep x 1
Community Health Rep x 1
School Rep x 1
EYDCP Rep x 1
Voluntary Sector Rep x 1
Co-opted x 2
Parent / Carer Rep x 10

And additional members as agreed by the core group.

The role of the individual member is to promote the best interests of children and families in the area. The individual members should know how their service is contributing to local and national objectives for Sure Start. They will also represent their organisations and refer decisions back as appropriate. In the case of local parents at every Parent Network meeting parents on Management should feedback information. The Management Group will report back to the full partnership on a regular basis. Minutes will be available in the main office of the local programme.

Every individual member shall have one vote. Two thirds of the members need to form a quorum. Decisions must be made by no less than 50% of the Management Group; at least 4 of who are parents. The Programme Manager does not have a vote.

Each organisation may appoint one nominated deputy if the individual member is unable to attend any particular meeting of the Management Group.

The Chair of Partnership will be elected on an annual basis. The Chair of Management will be elected by other members of the Management Group, in the first instance and under exceptional circumstances from members of Partnership.

Parents whose children have reached 4 years of age will be encouraged to retain membership of both Management and Partnership.

TERMINATION OF MEMBERSHIP

Membership of the management group shall cease:

- If the member resigns in writing
- If the member leaves the organisation he/she represents.

If anyone fails to attend 3 consecutive meetings the local programme manager will write to ascertain if they wish to continue as part of Management

In order to ensure opportunities for new parents to become part of Management Group, election of places will take place on an annual basis. If anyone resigns, nominations will take place from Parent Network

MEETINGS OF THE SURE START MANAGEMENT GROUP

The Management Group shall meet at such intervals as the members may determine to transact such business as may be decided.

Management meetings should be held at least 6 times a year.

Extraordinary Meetings of the Management Group may be called by the chair in order to discuss urgent business after giving four working days notice to the members

MEETINGS OF THE FULL PARTNERSHIP

The frequency of Partnership is to be decided upon by the Management group but shall be convened at least twice a year.

ALTERATIONS TO THE CONSTITUTION

This constitution may be altered by a resolution passed by the Governance sub-group that must then be ratified by the Management group of the local Sure Start programme.

Governance

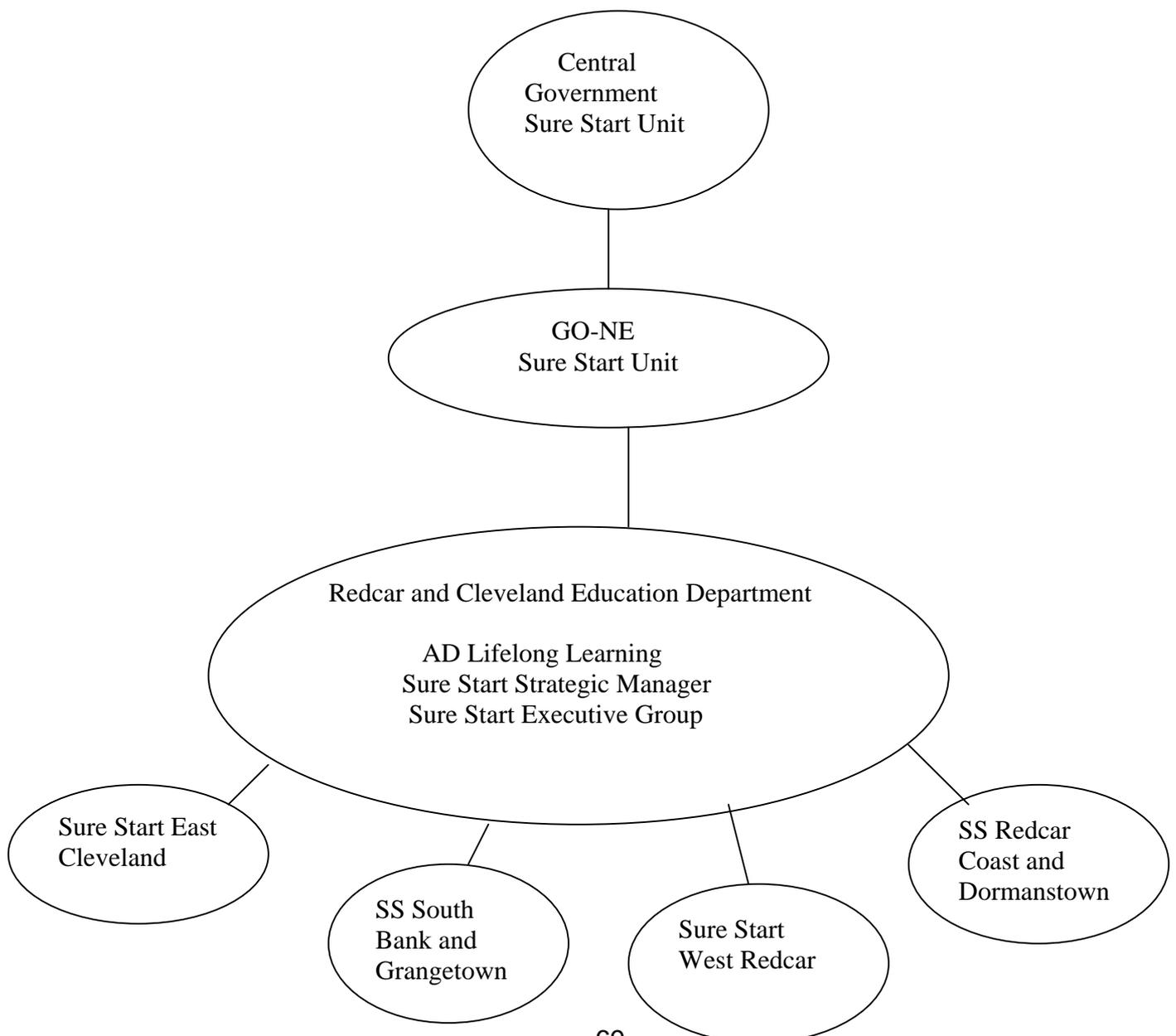
What is governance?

'The system through which an organisation sets and safeguards Principles and Values that are embodied in the aims and objectives of the organisation.'

Governance ensures accountability and responsibility for everything.

What does that mean for us?

How we fit within the national picture.



Appendix 7

Completed Dairy Sheets for all Sure Start Programmes in Redcar & Cleveland

EAST CLEVELAND:

Diary Contacts for East Cleveland from the 8th July to the 22th July

Date	Time	Name	Name of contact	Organisation person from	Contacted them y/n	Contact number	Type of contact and reason for contact
08/7	9.30	Linda White	A Buck	Loftus Development Trust	Y	01287 641342	Trainer for parents
08/7	9.30	Linda White	M Grey	Redcar & Cleveland Children's Fund	Y	01642 777890	Presentation for training
08/7	9.30	Linda White	Andrew Fenton	Redcar Coast and Dormanstown Sure Start	Y	01642 296498	Part of training
08/7	10.00	Linda White	Beth	Loftus Youth and Community Centre	Y	01287 640654	Regarding booking
08/7	10.30	Linda White	Alan	Spectacular Events			Complaint
08/7	11.00	Linda White	Alison Atkinson	Loftus Town council	Y	01287 641000	Community business
08/7	11.05	Linda White	Jan Croudance	[name] Sure Start	Y	01642 485538	Absence from training
08/7	12.00	Linda White	Pauline Preston	Admin, Skinningrove Link Up		01287 640882	Delivery of lunch for parents
08/7	1.00	Linda White	All at evaluation meeting				Evaluation
08/7	3.30	Linda White	Jill Thwaites	Play Development Redcar & Cleveland Borough Council	N	444311	Disc on play during school holidays – Left message
08/7	3.40	Linda White	Janet Rogers	Village Arts Loftus	N	01287 642002	Arrangements for Village Arts to visit toddler groups
08/7	4.00	Linda White	Pat Watson	Redcar & Cleveland Borough Council, Rural Development	N	07909 906269	Community issues
09/7	9.00	Linda White	Chris Beavers	EAZ (Education Action Zone)		01287 643366	Development of school Sure Start
09/7	9.00	Linda White	Gill Steele	Head teacher, Whitecliffe Primary School		01287 640414	Development of school Sure Start
09/7	9.00	Linda White	Mike Atkinson	Head teacher, St. Joseph's Primary School		01287 640613	Development of school Sure Start
09/7	9.00	Linda White	Chris Buckley	Head teacher, Harry Dack Primary School		01287 640416	Development of school Sure Start
09/7	9.00	Linda White	Sue Thompson	Head teacher, Hummersea Primary School		01287 641781	Development of school Sure Start
09/7	9.00	Linda White	Vicki Clarke	Gatsby Foundation		01642 771217	Development of school Sure Start
09/7	9.00	Linda White	Liz Pickard	EYDCP			Development of school Sure Start
09/7	9.00	Linda White	Tracey	Groundwork Trust		01642 615663	Working together
09/7	1.00	Linda White	Steve Milleve	Loftus Development Trust	Y	01287 641342	Discussion over office space -
09/7	2.10	Linda White	Alan	UK On line		01287 64342	Problem with computer -
09/7	2.30	Linda White	Alison Atkinson	Clerk to council	N	01287 641000	Community matter -
09/7	3.00	Linda White	Tracey and Liz	Ground-work Trust	N	615663	Allotment plans -
10/7	9.00	Linda White	Gill Steele	Head teacher Whitecliffe	Y	01287 640414	Wise Placement
10/7	9.30	Linda White	Kath Barber	Loftus Play Group	Y	01287 644200	Organisation of teaching books

10/7	9.30	Linda White	Julie Thorpe	Middlesbrough PCT	N	01642 304094	Tel to discuss family
10/7	10.00	Linda White	Pat Watson	Redcar and Cleveland Borough Council, Rural Development		07909 906269	Feasibility study on capital build in Liverton Mines - meeting
10/7	10.00	Linda White	David Garforth	Director EAZ (Education Action Zone)		01287 643366	Feasibility study on capital build in Liverton Mines - meeting
10/7	10.00	Linda White	Steve Milleve	Loftus Development Trust		01287 640582	Feasibility study on capital build in Liverton Mines - meeting
10/7	10.00	Linda White	Kim Scott	Village Computers		01287 643366	Feasibility study on capital build in Liverton Mines - meeting
10/7	10.00	Linda White	Amanda Buck	Loftus Development Trust		01287 640582	Feasibility study on capital build in Liverton Mines - meeting
10/7	10.00	Linda White	Christine Swales (Councillor)	Loftus Town Council		01287 641000	Feasibility study on capital build in Liverton Mines - meeting
10/7	12.00	Linda White	Beth Chris	Loftus Youth and Community Centre		01287 640654	Leaving party for playgroup - meeting
10/7	12.00	Linda White	Dave Evans	Loftus Youth and Community Centre		01287 640654	Leaving party for playgroup - meeting
10/7	12.00	Linda White	Lynne McHugh	EYDCP		01642 771237	Leaving party for playgroup - meeting
10/7	12.00	Linda White	Liz Pickard	EYDCP		771237	Leaving party for playgroup - meeting
0/7	12.00	Linda White	Kath	Playgroup		01287 644200	Leaving party for playgroup - meeting
10/7	12.00	Linda White	Carol	Playgroup		01287 644200	Leaving party for playgroup - meeting
10/7	12.00	Linda White	Marianne	Playgroup		01287 644200	Leaving party for playgroup - meeting
10/7	12.00	Linda White	Liz	Playgroup		01287 644200	Leaving party for playgroup - meeting
10/7	12.00	Linda White	Maureen	Playgroup		01287 644200	Leaving party for playgroup - meeting
10/7	12.00	Linda White	Julie Conner	Sure Start Strategic Manager		01642 444155	Leaving party for playgroup - meeting
10/7	2.00	Val Lambert	Angela Barras	Teesside Smoking Cessation	N	01642 223023	Telephone message left
10/7	4.00	Val Lambert	Claire Pearson	Langbaugh PCT	Y	01287 284416	Tel - to discuss training for infant feeding advisors
21/7	9.30	Linda White	Denise Rowse	Wise Group	Y	01642 487370	Work search for Wise placements
11/7	2.00	Val Lambert	Bernadette	Clerk, TNEY NHS Trust, Child Protection, West Lane	Y		Tel to arrange supervision
11/7	3.30	Val Lambert	John Mills	Social Worker, Middlesbrough Social Services	Y	01642 300870	Tel - to discuss family
11/7	3.30	Val Lambert	Julie Johnson	Social Worker, Langbaugh PCT	Y	01287650 430	Tel to discuss family - not available - message left
11/7	3.45	Val Lambert	Debbie Harrison	Social Worker, Redcar and Cleveland Social Services	Y	01642 771100	Tel to discuss family - not available - message left
14/7	9.30	Chris Bell	Carol Murrish	South Tees NHS Trust		01642 850850	Midwifery services meeting
14/7	9.30	Chris Bell	Graham Hadfield	Redcar & Cleveland Borough Council		01642 444577	Data sharing
14/7	2.00	Chris Bell		Tees Valley P Manager, Sure Start	Mtg		Networking other programmes
15/7	9.30	Chris Corden	Parent		N	07970 743724	Cancel appointment with Wendy
15/7	10.10	Chris Corden	Susanne Gawthorpe	Redcar & Cleveland Borough Council	N	01642 444225	Request finance information
15/7	10.15	Chris Bell	Sheryl O'Lone	South Tees NHS Trust		01642 850850	Face to face midwifery
15/7	10.30	Chris Bell	Ingrid Salomonson	Women's Aid	Y	01642 490677	Tel - domestic violence group
15/7	10.40	Chris Corden	Mrs O'Rourke	Redcar & Cleveland College	N	01642 473132	Request to see Playbus on Aqua day - passed to Cheryl
15/7	11.00	Chris Corden	Parent		N		Request to join childcare sessions
15/7	11.30	Val Lambert	Eileen Hutchinson	Langbaugh PCT	Y	01287 651268	Tel discussion re family
15/7	11.45	Val Lambert	Debbie Harrison	Social Services Dept RCBC	Y	771606	Tel - discuss family
15/7	11.45	Val Lambert	Marion Burke	Langbaugh PCT	N	01287 640385	Face to face regarding families

15/7	1.30	Val Lambert	Carol Pearson	Social Services Dept RCBC	Y	771100	Tel – child protection referral
15/7	2.10	Chris Corden	Joan Heggie	Teesside University	N	01642 384478	To book rooms for interviews
15/7	2.20	Chris Corden	Kerry Orton	Social Worker, Redcar and Cleveland Social Services	N	01642 771627	Re planning meeting - room booked
15/7	2.55	Chris Corden	Nicola Hall	IAG Network	N	01642 506666	App for work advice service
15/7	3.30	Val Lambert	Marion Burke	Langbaugh PCT	Y	01287 640385	Face to face regarding families
15/7		Chris Bell	Alistair Robertson	Psychological Services		01642 286644	Face to face
16/7	9.15	Chris Bell		TNEY	Y	01642 813144	Tel - information re referral to eye clinic
16/7	9.30	Chris Bell	Julie Hunter	H/R LEA	Y	01642 444350	Tel advice
16/7	11.00	Chris Corden	Catherine Burns	Freebrough College	N		Info on work experience pupil
16/7	11.30	Chris Corden	Hilary Taylor	Child and Family Development Team	N	01642 513550	Information for Carol Chivers
16/7	11.30	Val Lambert	Dr Dallawa	Woodside Surgery	Y	01287640 385	Tel – referral for child
16/7	13.00	Chris Bell	Alistair Williams	Village Arts Loftus		01287 642002	Face to face Skinningrove
16/7	13.30	Val Lambert	Dave Mason	Social Worker Redcar & Cleveland Social Services	Y	01642 771100	Tel - to discuss referral - not available - spoke to clerk
16/7	13.30	Chris Corden	Mike Atkinson	St. Joseph's Primary School	N	01287 640613	School participation in September
16/7	13.30	Chris Bell	Mike Atkinson	St. Joseph's Primary School	N	01287 640613	Info on new curriculum for Sept school term
16/7	14.45	Chris Bell	Dave Mason	Social Worker, Redcar & Cleveland Social Services	Y	01642 771100	Tel - to discuss referral - not available - spoke to clerk
16/7	15.00	Val Lambert	Jean Richardson	TENEY	Y	813144	Tel referral to eye clinic
16/7	15.30	Chris Corden	Denise Rowse	Wise Group	N	01642 487570	To meet Charlie Wisegroup work replacement
16/7	16.10	Chris Corden	Tracey Collins	Groundwork Trust	N	01642 815663	To discuss problems of project with Linda
16/7	16.15	Chris Bell	Jan	Village Arts Loftus	Y	01287 642002	Tel reference
16/7	16.45	Chris Bell	Mike Atkinson	St Joseph's Primary	Y	01287 640613	School participation in September
17/7	9.15	Val Lambert	School Heath	TNEY	Y	813144	Tel referral to eye clinic
17/7	9.30	Chris Bell	Paul Dicken	Social Worker Redcar & Cleveland Social Services	Y	01642 771100	Tel - discussion re family
17/7	9.30	Chris Bell	Michelle Goodwin, Student Midwife	South Tees Acute Trust	N	01687 810810	Arrange shadow
17/7	9.30	Chris Corden	Joan Heggie	University of Teesside	N	01642 384478	To meet parent at Sure Start Centre
17/7	9.50	Chris Corden	Nicola Hall	IAG Network	N	01642 506666	To make a proposal for work advice service
17/7	10.00	Chris Bell	Amanda Holmes	Parent East Cleveland			
17/7	10.00	Chris Bell	Daphne Wood	EYDCP		01642 444348	Meeting – Children's Centres Executive
17/7	10.00	Chris Bell	Julie Conner	Sure Start Strategic Manager		01642 444155	Meeting – Children's Centres Executive
17/7	10.00	Chris Bell	Barbara Shaw	Social Services		01642 711674	Meeting – Children's Centres Executive
17/7	10.00	Chris Bell	Frances White	Sure Start Redcar Coast and Dormanstown		01642 296498	Meeting – Children's Centres Executive
17/7	10.00	Chris Bell	Louise Wallis	Middlesbrough PCT		01642 352376	Meeting – Children's Centres Executive
17/7	10.00	Chris Bell	Helena Lowe	Langbaugh PCT		01287 284400	Meeting – Children's Centres Executive
17/7	10.30	Chris Corden	Jan	Sure Start [name]		01642 485538	Request info for Fun Day
17/7	13.00	Chris Corden	Alistair	Village Arts	Y	01287 642002	Re painting at Skinningrove
17/7	13.10	Chris Corden	Alistair	Village Arts	M	01287 642002	Came to office to bring pictures for children's room
17/7	15.15	Chris Corden	Julie Conner	Sure Start Strategic Manager	N	01642 444155	Annual report confirmation
17/7	15.20	Chris Corden	Barbara Baker	Echo Web	N	01287 643353	Speak to Chris re offices
17/7	16.00	Chris Bell	Barbara Baker	Echo Web	Y	01287 643353	Tel - social services places

17/7	16.00	Chris Corden	Cath Simpson	Sure Start Coast and Dormanstown	N	01642 296498	Message for Carol
17/7	16.15	Chris Corden	Pat Watson	Redcar and Cleveland Borough Council, Rural Development	N	07909 906269	Info on finding for community gardens
17/7	17.00	Chris Bell	Pete Widlinski	NERS (North of England Refugee Service)	Y	01642 217447	Tel - refugees
18/7	9.30	Chris Corden	Sheila O'Neill	Redcar & Cleveland Borough Council	N	01642 771178	Tel - to arrange finance meeting
18/7	12.00	Chris Bell	Amanda Buck	Loftus Development Trust	M	01287 642508	Face to face - children's room
18/7	12.30	Chris Corden	Helen Horn	Parent	N	01287 644354	Tel - childcare place in Sept
18/7	12.50	Chris Corden	Amanda Willis	Parent	N	01287 M	Enquire re crèche place for computer training
18/7	13.00	Chris Corden	Steve	IAG	M	07771778 753	In person - appointments to see clients for work advice
18/7	13.45	Chris Corden	Lyndsey	City Learning Centre	Y	01642 607231	Work placement query
18/7	14.00	Chris Corden	Val Harrison	Sure Start Middlesbrough	N	271920	To contact parent for logo design
18/7	14.30	Chris Corden	Bob Bacon	Parent	Y	01287 678865	Asked to send Val Harrison logo
18/7	14.40	Chris Corden	Carol Glasgow	Redcar & Cleveland College	N	473132	Request to put work placement in East Cleveland Sure Start
18/7	14.50	Chris Corden	Gail	City Learning Centre	N	01642 607231	Re work experience person
18/7	15.00	Chris Bell	Wise Group	Wise Group	Y	487570	Tel - re placements
18/7	M	Chris Bell	Judy Unsworth	St. Joseph's Primary	M	01287 640613	Visiting playroom for help and guidance
21/7	9.30	Chris Corden	Amanda Casson	Redcar and Cleveland Borough Council, Training Centre	Y	01642 444485	Work experience person notification
21/7	10.00	Chris Corden	Gail	City Learning Centre	N	01642 607231	Re work experience person start
21/7	10.30	Linda White	Tracey Penteth	Sure Start South Bank and Grangetown	M	01642 283535	Working on Men Matter project
21/7	10.30	Linda White	Sharon	Sure Start [name]	M	01642 485538	Working on Men Matter project
21/7	10.30	Linda White	Cath Simpson	Sure Start RCD	Y	296498	Working on Men Matter project
21/7	11.50	Chris Corden	Amanda Ingram	Redcar & Cleveland Borough Council	Y	01642 444155	Message for Julie Conner - documents required by SS
21/7	13.00	Linda White	Barbara Baker	Echo Web	M	01287 640654	Trustee's meeting
21/7	13.00	Linda White	Pauline Preston	Skinningrove Link Up	M	01287 642308	Trustee's meeting
21/7	13.00	Linda White	Pat Watson	Redcar and Cleveland Borough Council, Rural Development	M	0790 9906269	Trustee's meeting
21/7	13.00	Linda White	Di Harbron	Tees Valley Rural Development	M	01642 213852	Trustee's meeting
21/7	13.30	Chris Corden	Julie Hunt	Redcar and Cleveland Borough Council, Education Dept, H/R	N	01642 444350	Passed to Chris Bell
21/7	14.15	Chris Corden	Julie Conner	Sure Start Strategic Manager	N	01642 444155	Re - October conference resources
21/7	15.00	Linda White	Donna	Village Arts	M	01287 642002	Craft activity centre - meeting
21/7	15.00	Chris Corden	Sally	Sure Start Redcar Coast and Dormanstown	Y	296498	Evaluation form activity checklist
21/7	15.30	Linda White	College Reception	College Reception	Y		Discussion re office space
21/7	16.00	Linda White	Becky	Admin Loftus Development Trust	M	01287 643342	Problems with pigeon men on allotment
21/7	16.30	Chris Corden	Stuart	East Cleveland Youth Housing	M	01287 644044	In person re joinery work
22/7	10.00	Linda White	Paul	Chandos Coaches	M	01287 641383	Bus driver - meeting
22/7	10.30	Linda White		Bunnyland	M		Parent and child visit - meeting
22/7	11.30	Linda White	Mark Grey	Children's Fund	N	01642 777890	Tel - to arrange meeting for training
22/7	12.20	Linda White	Steve Milleve	Loftus Development Trust		01287 641342	Telephone discussion on vacant buildings
22/7	15.00	Linda White	Barbara Baker	Echo Web	N	01287 640654	Employment issue
22/7	16.30	Linda White	Pauline Preston	Skinningrove Link Up	Y	01287 642508	Organising meeting

East Cleveland letters, faxes and emails:

10/7		Linda White	Loftus Play	Loftus Playgroup	N		Minutes of meeting
11/7		Linda White	Bernadette	Clerk, TNEY Trust, Child Protection, West Lane	Y		Fax to forward info for conference report
12/7		Linda White	Nominet UK	M	N		Web site certificate
14/7		Linda White	Alison Nairn	Toy Library	N	01642 771133	items
15/7		Chris Corden	Carol Ainge	Kid Rapt	N		Email info on safety equipment
15/7		Chris Bell	Pete Widlinkski	NERS (North of England Refugee Service)	N	01642 217447	Letter
15/7		Chris Bell	Pete Widlinkski	NERS (North of England Refugee Service)	Y	01642 217447	Email
16/7		Chris Corden	Alison Nairn	Toy Library	N	01642 771133	Email – regarding items
16/7		Chris Corden	Lyndsey Robinson	Sure Start	Y/N	01287 203027	Emailed photos for annual report
16/7		Chris Corden	Mike Atkinson	St. Joseph's Primary School	N	01287 640613	Faxed curriculum to Chris Bell
17/7		Chris Corden	Elizabeth Reid	Daycare Trust	N	02078 403350	Email info on conferences
17/7		Chris Corden	Ann Holt	South Tees NHS Trust	N	01642 850850	Email request for breast pump
18/7		Linda White	Colin Moore	RCBC/Chief Exec	N	01642 444000	Invitation to meeting
18/7		Chris Corden	Secretary	Harry Dack Primary School	Y	01287 640416	Email - to ask permission to use photos for annual report
22/7		Linda White	Linda Bell	SRB - Priority	N		Agenda and minutes of meeting
22/7		Linda White	Daphne Wood	EYDCP	N	01642 771173	Minutes of meeting
22/7		Linda White	Michelle Smith	Cleveland Community Foundation	N		Agenda and minutes of meeting

GRANGETOWN & SOUTH BANK:

Diary Contacts for SS Grangetown & South Bank from the 31st July to the 7th August

Date	Time	Name of person	Organisation person from	Contacted them y/n	Contact number	Type of contact and reason for contact
31/07	9.00	Marie	Kall Kwik	N		Re: promotional items
31/7	9.00		Wise Group	N		Attendance sheet
31/7	9.00	George Punshan	South Bank Tomorrow			M
31/7	9.00	Sarah Pickard	Middlesbrough PCT	N	462763	Referral of family into programme
31/07	9.30	Pam Clark	SS Abingdon		241650	Re meeting
31/07	10.00	Mary	Home Start	No		End of training visit for M Knight and A Miller
31/07	11.00	Andy	A1 Taxi's	Y	461444	Book transport for parents / tel
31/07	11.30	Alan Brown	All Care Products	N	01325 480624	Dropped off order to us
31/7	1.05	National evaluation for SS	Data			
31/7	2.00	John Quinn	Development Redcar and Cleveland	N	01287 612586	Re planning permission
31/07	2.30	Sue Simpson	Sure Start Redcar Coast and Dormanstown	Y	296498	To arrange meeting
31/07	3.00	Sheila Gary	Social Services	Y	771100	Returned call regarding referral of family
31/07	3.00	Sheila Gary	Social Services, RCBC	Y	771570	Return call left message on answerphone
01/08	9.05	Karen Harrison	Human Resources Middlesbrough PCT	Y	288288	Tel call re recruitment
01/08	9.30	Eileen Herd	Social Services	Y	771100	Returned call - left message
01/08	10.0	Helen Silks	As above	Y	As above	Return call regarding a possible visit of their project *** to our programme and for us to visit them
01/08	9.45	Helen Silks	Education Services	N	466372	Call regarding SS visiting their project to discuss events and activities
01/08	10.30	Ian Chilvers	Tiger Play Uk	Y	01454 626407	Re soft play for events / activities
01/08	10.00	Caretaker	Albert Park	Y	Meeting 230919	Have gates opened for easy access to toilets
03/08	10.00	Jackie Goult	St John the Evangelist church	Y	286455	Handed form into office for booking church hall for toddler sessions
01/08	11.10		DFES Publications	N	084560555 60	Tel - to obtain info on guidance in S & L
01/08	1.30	Christine Fletcher	Social Services	N	M	Re allocation ?
01/08	1.45	Andrew Durbin	Lifetime Education	Y	017778690 44	Tel - to inform them of missing item we had purchased from them
04/08	9.00	SS Loftus	Linda White	Y	012877 644200	Tel call re Men Matter
04/08	1.25	Yvette	Sure Start [name]	Y	485538	Rang for information about equipment they have - to see where they bought it from
5/08	9.00	Julie Temke, Personal Advisor	Connexions	Y	490870	Returning call
05/08	9.00	Marie	Kall Kwik?	N		Re promotional items
05/08	10.00	Graham Hubbard	Job Connect	Y	394471	Hand over risk assessment forms for South Bank Carnival at meeting
07/08	10.30	Archie	Grangetown Youth Club	M	455435	Children's activities

REDCAR COAST & DORMANSTOWN:

Diary Contacts for Sure Start Redcar Coast & Dormanstown from the 14th July to the 1st September

Date	Name	Time	Name of contact	Organisation person from	Contacted them y/n	Contact number	Type of contact and reason for contact
14/7	F White	9.30	Graham Hadfield	RCBC	Y	4445777	Meeting data protection
14/7	F White	10-12.00	Ann Holt/Carol Murish	STAHT Maternity	Y	850550	Meeting – re midwifery
14/7	F White	1.00	Anne Docherty	Langbaugh PCT	N	01287 284016	Telephone – re interviews tomorrow
14/7	F White	2.00	Jean Robinson	GONE Sure Start regional team	Y	0191 2023736	Regional Managers meeting
14/07	A Fenton	3.00	Peter Todd	Councillor Dormanstown	Y	(01642) 484822/47 5135	Face to face updates on Sure Start developments
15/07	M Hughes	9.00	Vanessa Newlands	Sure Start West Redcar	Y	485538	Attended Vanessa's team meeting and gave an introduction of Home Start to her team
15/07	F White	9-11.00	Anne Docherty/ Dianne Cain	Langbaugh PCT	Y	01287 284016	Interviewing
15/07	L Boyd	9.10	Alison Nairn	Toy Library EYDCP Redcar	Y	07887970 336	Enquiry about opening times of toy library premises this week
15/07	A Fenton	9.15	Chris Jackson	Kirkleatham Hall School	y	483009	Face to face at swimming pool – discussing future swimming activities
15/07	C Simpson	9.30	Alan Hood	SSD	Y	(01642) 771500	Update on client
15/07	C Simpson	10.00	Donnette Tibbit	SSD	Y	(01642) 771500	Client update
15/07	C Simpson	10.05	Marie Tye	Sure Start West Redcar	Y	(01642) 4855535	Client update
15/07	M Hughes	10.30	Angela Milner	Community Information officer	Y	835054	Face to face informal end of course interview
15/07	M Hughes	10.35	Mandy Knight	Community Information officer	Y	835054	Face to face informal end of course interview
15/07	A Fenton	11.00	Catherine Sills	Adult Education	Y	(01642) 832291	Phone call to rearrange appointment
15/07	F White	11.30	Neville Reece	RCBC Valuation	N	01287 612480	Phone – lease agreement
15/07	F White	11.40	Councillor Cliff Houlding	Member of council	N	01642 489133	Phone – capital works
15/07	F White	11.45	John Quinn	RCBC/Jams	Y	01287 612586	Phone – capital works
15/07	F White	12.10	John Quinn	RCBC/Jams	N	01287 612586	Phone – capital works
15/07	M Hughes	1.00	Fran Sutherland	Psychological Service Redcar	Y	286644	Attended conference arranged by Fran
15/07	C Simpson	12.00	Debbie Garbutt	Women's Aid	Y	01642 490677	Group planning
15/07	A Fenton	2.00	Catherine Sills	Adult Ed, Community Outreach	y	832291	Face to face at St Peter's Church – approving venue for future adult education course (Community Group Skills)
15/07	L Boyd	4.30	Liz Pickard	Advisory teacher EYDCP Redcar	Y	444196	Spoke to in person regarding special needs and parent and partnership training for staff
16/07	F White	9.00	Ray Nugent	Brown Smith Baker	Y	01325 464195	Meeting – Dormanstown clinic refurbishment
16/07	M Hughes	9.45	Heather Collins	Health Visitor Redcar Health Centre	Y	478431	Phone call - left message on answer machine
16/07	C Simpson	9.30	Multidisciplinary CPC	Health Education Sure Start Police Legal Dept			CPC
16/07	F White	10.30	Brian Simpson	Jams	N		Called in office to intor himself as site manager on refurbishment
16/07	F White	11.00	Anne Docherty	LPCT	N	01287 284016	Telephone – appointment of health visitor
16/07	M Hughes	11.30	Mary Hurley	Health Visitor Redcar Health Centre	Y	478431	Discussed possible referral to homestart

16/07	M Hughes	11.30	Bronda	Parenting Plus	N		Left message with person asking Bronda to contact me re a referral posted to them
16/07	C Simpson	2.00	Training officer	SSD	Y	(01642) 771500	To discuss date for recording policy training
16/07	C Simpson	2.30	Barbara Baker	EchoWeb	y	01287 207390	Holiday placements for children
16/07	F White	2.30	Paul Hutchinson & Neville Reece	Jams	Y	01287 612480	Meeting – lease agreements
16/07	A Fenton	3.00	Nick Taylor	SMP	N	01784 489122	Phone call to request assistance with equipment removal from Zetland car park
16/07	C Simpson	3.00	Nicki Perkins	Clerk, Sure StartD	y	495210	Holiday placements for children
17/07	F White	9.00	Martin Desmond	DKS Architects	Y	01642 812020	Tel – arranging meeting
17/07	A Fenton	9.30	Ged Demoilly	Redcar and Cleveland Borough Council Countryside and Parks Department	Y	(01642) 444300	Phone call request to open gates in Zetland park to assist SMP employees
17/07	F White	10.00	Helena Lowe	LPCT	Y	01287 284400	Sure Start Executive Group Meeting – Children's Centres
17/07	F White	10.00	Louise Wallace	Miboro PCT	Y	01642 352370	Sure Start Executive Group Meeting – Children's Centres
17/07	F White	10.00	Barbara Shaw	SSD	Y	01642 441674	Sure Start Executive Group Meeting – Children's Centres
17/07	F White	10.00	Alistair Robertson	Psychological Services	Y	01642 286644	Sure Start Executive Group Meeting – Children's Centres
17/07	F White	10.00	Daphne Wood	EYDCP	Y	01642 771174	Sure Start Executive Group Meeting – Children's Centres
17/07	C Simpson	10.00	Helen	Sexual violence support	Y	(01642) 490677	Discuss client app
17/07	L Boyd	10.45	Lynn McHugh	EYDP Redcar	Y	771217	Lynne not in office today. Telephoned to discuss taster day for childminding course for parents
17/07	L Boyd	10.55		Life Centre, Newcastle		0191 2438223	Confirm trip arrangements
17/07	L Boyd	11.20	Debbie Barrett	West Redcar Sure Start	Y	485538	Spoke to Debbie re attendance at meeting this afternoon
17/07	L Boyd	12.00	Sam	West Redcar Sure Start	N	485538	Rang back in connection with picking myself up for meeting this afternoon
17/07	C Simpson	12.00	Wendy	Loftus Sure Start	Y	01287 644200	Discuss holiday provision
17/07	A Fenton	12.00	Terri Anderson	Early Years Development and Childcare Partnership	Y	INT NO (77) 1173	Meeting to discuss issues around developments within Sure Start and EYDCP
17/07	M Hughes	12.30	Heather Collins	Heath Visitor, Redcar Health Centre	Y	478431	Conversation regarding person referred to Home Start
17/07	L Boyd	12.50	Gena	Sure Start Middlesbrough		728045	Confirm attendance at ofsted meeting Vancouver House
17/07	F White	1.00	Richard Pratt	Jams	Y	01642 444210	Phone – new building development
17/07	C Simpson	1.00	Linda	Loftus Sure Start	Y	01287 644200	Discuss men matters group
17/07	M Hughes	1.30	Admin	Sure Start Abingdon	Y	241595	Requested mobil number for referral I needed to contact
17/07	C Simpson	1.30	Alison	Clerk to Loftus Council	Y		Letter written for funding for presentation evening for parents
17/07	F White	2.00	Louise Wattis	University of Teesside	N	01642 218121	Phone - evaluation
17/07	F White	2.20	Neville Reece	Jams	N	01287 612480	Phone – lease agreement
17/07	F White	2.30	Carole Murish	STAHT Midwifery	N	01642 850850	Phone – Health Care Assistant Interviews
17/07	M Hughes	2.30	Jo Crawford	Social Services	N	300870	Left message on answering machine
17/07	C Simpson	3.00	Mrs Butchart	Dormanstown Primary School	Y	01642 483696	Set up link work meeting
17/07	F White	3.20	Martin Desmond	DKS architects	Y	01642 812020	Phone – new buildings
17/07	F White	3.30	Trish Johnsen	Citizens Advice Bureau	N	01287 630640	Phone – CAB services
17/07	F White	3.45	Marie Gray	Children's Fund	Y	01642 777890	Phone – Children's Fund funding
17/07	F White	4.00	Bethan Parry	Childcare Partners	Y	07768 331759	Phone – NNI/Sure Start Partnership

17/07	F White	4.30	Marie Gray	Children's Fund	N	01642 777890	Phone – Children's Fund funding
17/07	F White	4.45	Ray Nugent	Brown Smith Baker	N	01325 464195	Phone – refurbishment of buiding
17/07	M Hughes			Parenting Plus	N		Left message on answering machine re a parent referral
18/07	F White	9.20	Rev John Weatham	St Peters Church	Y	01642 490700	Phone – license agreement for premises
18/07	C Simpson	9.30	Caroline Perry	Health			Childcare review
18/07	C Simpson	9.30	Denise Lorraine	Little legs day nursery			Childcare extended placement confirmation
18/07	F White	10.00	Catherine Pickering Debbie Richardson	SS GSB	Y	01642 835055	Interviewing
18/07	M Hughes	10.30	Herbert Dirahu	Refugee Family Support Worker	Y	485538	By telephone to arrange a meeting
18/07	M Hughes	11.15	Herbert Dirahu	Refugee family support worker	Y	485538	Face to face. Discussed ways of supporting a client who both of us have dealings with
18/07	L Boyd	12.30	Fecneys Coaches		Y	475306	Telephone re coaches and pick up points for trip 25 th July
18/07	L Boyd	1.00	Lynn McHugh	EYDCP	Y	771217	Left answer machine message re childminding
18/07	F White	2.50	Julie Conner	RCBC	Y	01642 444155	Phone – return call
18/07	F White	3.00	Vanessa newlands	SS WR	Y	01642 485538	Phone – various issues
18/07	M Hughes	03.00	Herbert Dirahu	Refugee family support worker	Y	485538	By telephone arranged a meeting for next week
18/07	M Hughes	03.30	Hilary Taylor	SRB	Y		Face to face. Discussed possible training session for volunteers
21/07	M Hughes	9.00	Branden	Parenting Plus	N	415702	Left message with person asking Branden to phone back
21/07	L Boyd	9.10	John Wheatman	St Peter's Church	N	01642 490700	John contacted myself to check usage of rooms we use within the Church
21/07	M Hughes	9.05	Jo Porritt	Social Services	N	300870	Left message on answering machinge
21/07	M Hughes	9.40	Lesley Duggan	Social Services	N	771609	Left message on answering maching
21/07	M Hughes	9.50	Jos Cowley	Redcar Women's Aid	N	490677	Person took message. Will ask Jos to contact me tomorrow
21/07	L Boyd	10.50	Sandi	Diggerland Durham	Y	08700 344437	Confirmed final nos for trip on Fri 25 th July
21/07	L Boyd	11.15	Sandi	Diggerland Durham	N	08700 344 377	Contacted us as a mistake had been made on their total
21/07	L Boyd	11.35	Feeney's Coaches		Y	475306	Re change to pick up and points and times for trip
21/07	L Boyd	11.40	Kevin Clarke	Ofsted registration and inspection	Y	0113 2158476	Re registration for creche at St Peters
21/07	M Hughes	1.15	Jo Porritt	Social Services	Y	300870	Discussed ways of supporting a family we are both involved with
21/07	M Hughes	2.00	Lesley Duggan	Social Services	Y	771609	Discussed family support we could offer to a family we have in common
21/07	M Hughes	2.30	Mandy Knight	Sure Start Grangetown (community info official)	Y	8350541	Arranged a meeting with them late next week
28/08		8.55	Tina Bowley	Parent	N	286667	Booking crèche places
28/08		9.15	Mr McCoud	Parent	N		Cancelled speech and language measure
28/08		9.30	Paula Hamilton	Sure StartPallister Park	Y	07900560 538	To inform her of cancelled appt
28/08		9.40	Claire Boyes	Sure Start Redcar	N		To inform me she would be late into work
28/08		9.44	Jeanne Kerr-Morgan	Parent	N	502404	To book crèche places
28/08		10.10	Julie Conner	Sure StartStrategic Manager	N		To discuss Sure Startconference
28/08		10.14	Alco	Alco	N		To renew sanitary contract
28/08		11.10	Tanya Peacock	Sure StartWest Redcar	Y	485538	Query regarding an invoice
28/08		12.10	Fran White	SS Redcar and Dtown	N		To say she would be back late
28/08		14.46	Carrie Couleman	Parent	N	474233	Booking a crèche place

28/08		15.17	Marje Hughes	Home Start	Y	501811	
28/08		16.00	Redcar Day Nursery	RDN	Y	487156	To book crèche places
29/08		9.00	Vanessa Newlands	Sure Start West Redcar	N	485538	To leave a message for speech therapy
29/08		9.15	Claire Griggs	Parent	N	492619	To book crèche places
29/08		9.40	MiSure Start Laing	Parent	N	476277	Booking a crèche place
29/08		9.45	Christine Williams	Sure Start Redcar and Dtown	N	477565	Rang to check her rota
29/08		9.50	John Hopkins	Trading Standards	N	771202	Rang to speak to Lorraine Boyd
29/08		9.55	Mr Rogan	Parent	N	488259	Booking a crèche place
29/08		10.05	Mrs Newsome	Parent	N	491805	Rang to enquire about sign language
29/08		10.15	Cllr Stanway	Redcar Cllr	N	M	Rang to speak with Oral Health promotion advisor
29/08		10.40	Kim Battison	Parent	N	518328	Rang in connection with speech and language measure
29/08		15.00	Colleen Dixon	Sure Start Regional Office	N	0191 202 3847	Rang for Fran
29/08		15.10	Rachel Kerr	Parent	N	489731	Re Child minder course
01/09		9.00	Mrs Donaghue	Parent	N	487809	Book a crèche place
01/09		9.20	Louise Stanway	Parent	N	758277	To re arrange a speech and language measure
01/09		9.40	Marie Tye	Sure Start West Redcar	N	485538	To speak to family
01/09		10.00	Tanya Peacock	Sure Start West Redcar	Y	485538	To confirm meeting
01/09		11.30	Claire Boyes	Sure Start West Redcar	Y	"	To inform her a parcel has arrived
01/09		12.20	Juliette Goddard	NCT	N	08704448 707	Courtesy call to see if we have received a document
01/09		1.00	Claire Griggs	Parent	N	492619	Cancellation of crèche place
01/09		1.10	Tina Bowley	Parent	N	286667	Confirmation of crèche places
01/09		2.00	Vanessa Rowlands	Sure Start West Redcar	Y	485538	To confirm a meeting
01/09		2.45	Tanya Peacock	Sure Start West Redcar	Y	485538	Codes required for invoices
01/09		4.45	Fran Sutherland	Psychological Service	Y	286688	Check availability for a meeting

WEST REDCAR:

Diary Contacts for West Redcar from the 9th July to the 25th July

Date	Name	Time	Name of contact	Organisation person from	Contact ed them Y/N	Contact number	Type of contact and reason for contact
09/07	Jan Croudace	9.10	Catherine Sills	Education Department, Neighbourhood Learning Project, Redcar Education, Development Centre, Corporation Road	N	832291	Compliment slip: Re: Parent Network and notification of Effective Communication Day 30/07/03
09/07	Jan Croudace	9.15	Catherine Sills	Education Dept, Neighbourhood Learning Project, Redcar Education Development Centre, Corporation Road	Y	832291	To discuss above but Catherine was not in - left message to ring me back/telephone
09/07	Jan Croudace	10.00	Denise Meek	Neighbourhood Services Dept, RCBC	Y	444000	Meeting To discuss developing constitution for Parent Network and access to Forums in [name].
09/07	Jan Croudace	11.35	Ron Short	Democratic Services Officer Chief Executives Department, RCBC	Y	444000/444224	Telephone Not in - to establish ward borderlines via map. Ron will ring back/
09/07	Jan Croudace	11.40	Ron Short	Democratic Services Officer Chief Executives Department RCBC	N	444000	Telephone Ron to send a map of ward borderlines.
09/07	Jan Croudace	12.10	Carl Wrightman	Tynechem Sundries Supplies	N	0191 2634773	Visit to discuss products available for Sure Start to buy for starter packs
09/07	Jan Croudace	12.45	Pat Rutherford	Chair, Kirkleatham Community Forum	Y	483896	To ask if I can attend forum's in future and have a regular agenda item for feedback
09/07	Jan Croudace	2.00	Mr Skene	Greengates Primary School	Y	485683	Letter sent to inform them of trips funded by Children's Fund.
09/07	Jan Croudace	2.00	Mrs Delzene	Lakes Primary School	Y	485894	Letter sent to inform them of trips funded by Children's Fund.
09/07	Jan Croudace	2.00	Mrs Linthwaite	Newcomen Primary School	Y	484318	Letter sent to inform them of trips funded by Children's Fund.
09/07	Jan Croudace	2.00	Mrs Shawcross	Riverdale Primary School	Y	471298	Letter sent to inform them of trips funded by Children's Fund.
09/07	Jan Croudace	2.00	Mr O Callaghan	St Albans Primary School	Y	486934	Letter sent to inform them of trips funded by Children's Fund.
09/07	Jan Croudace	3.45	Catherine Sills	Education Department Neighbourhood Learning Project	N	832291	Telephone To ask for info on Decision Making courses for Parents
09/07	Jan Croudace	4.15	Karen Groves	Community Network RCVDA, Craighton House, Redcar	Y	440571	Telephone To ask if we can send photo and info regarding birthday party publicity
09/07	Jan Croudace	4.30	Karen Groves	Community Network RCVDA, Craighton House, Redcar	Y	440571	Sent photograph on disk and article for newsletter
10/07		3.00	Barbara Lindthwaite	Newcomen Primary School	Y	484318	Telephone Enquiring about possibility of using school hall for activities during summer holidays
10/07		3.10	Gina Birchall	Strategic Officer, Middlesbrough Sure Start	N	728045	Email Invitation to Childcare Coordinators meeting to discuss Ofsted issues re registration
10/07	Jan Croudace	11.30	Paul Johnson	Redcar and Cleveland Borough Council, Fleet Management Dormanstown Depot	Y	444974	Telephone To arrange transport for Parent Network Trip
10/07	Jan Croudace	1.40	Reception	Lakes Primary School	Y		Visit to drop off letters re summer trips

10/07	Jan Croudace	1.40	Reception	Newcommen Primary School	Y		Visit to drop off letters re summer trips
10/07	Jan Croudace	1.40	Reception	St Albans RC Primary School	Y		Visit to drop off letters re summer trips
10/07	Jan Croudace	1.40	Reception	Riverdale Primary School	Y		Visit to drop off letters re summer trips
10/07	Jan Croudace	1.40	Reception	Greengates Primary School	Y		Visit to drop off letters re summer trips
11/07		11.15	Barbara Lindthwaite	Newcommen Primary School	N	484318	Telephone Unable to use hall on dates requested as caretaker is on holiday - alternative dates offered
11/07		1.20	Gina Birchall	Strategic Officer, Middlesbrough Sure Start	Y	728045	Telephone Confirming attendance at Childcare Co-ordinators meeting on 17/7 - re Ofsted issues
14/07		10.45	N/A	Social Services Department	Y	771500	Fax Child in need referral
15/07	Jan Croudace	11.45	Reception	City Learning Centre Normanby Road Eston	Y	467138	To deliver and erect boards before conference
15/07			Diane Cane	Health Visitor	Y	488128	Tel Re referral query for a Down's Syndrome baby
15/07		2.00	Nicky Perkins	Social Services	Y	495910	Tel re nursery place
15/07		3.45	Heather Day	Health Visitor	Y		Re home visit referral
16/07		10.30	Gina Burchall	Strategic Officer, Middlesbrough Sure Start	Y	728045	Telephone Issues to be raised at childcare coordinators meeting.
16/07		1.50	Lesley Dugan	Social Services	Y	771500	Family
16/07		4.05	Diane Cane	Health Visitor	N	488128	Referral
16/07		4.15	Ivy Butters	Social Worker	Y	775448	Referral
17/07		9.00	Ivy Butters	Social Worker	Y	775448	Referral
17/07		10.00	Denise Lorraines	Nursery Manager	N	290200	Family
17/07		10.15	Debbie Brown	Social Worker	Y	771500	Family
17/07		10.25	Denise Lorraines	Nursery Manager	Y	290200	Family
17/07		3.40	Ivy Butters	Social Worker	Y	775448	Home visit for family needing support
17/07	Jan Croudace	11.00	Sally Macmillan	NHS Direct	Y	01904 666048	Telephone To ask for some NHS Direct Literature
17/07	Jan Croudace	3.00	Catherine Sills	Redcar and Cleveland Borough, Council, Education Department, Neighbourhood Learning Project	N	832291	Telephone To discuss organisational decision making courses
21/07	Vanessa	9.30	Ray Hall	Newcommen Community Forum	Y	078815 34190	Membership of management Board
21/07	Vanessa	12.00	Hilary Taylor	SRB 6, Child and Family Development Team	N	513350	Resources for creche
21/07	Vanessa	2.00	Martin Fancourt	Coast and Country	Y		Re proposed lease of property for Sure Start
21/07	Vanessa	2.10	Neville Reese	Redcar Borough Council, Estates and Valuation	Y	01287 612480	Re market price for lease
21/07	Vanessa	2.20	Chris Daniel	Social Services	Y	495917	Family support costs
21/07	Vanessa	3.30	Diane Cain	Health Visitor, Primary Care Trust	Y	488128	Breast feeding peer support training
22/07	Vanessa	9.30	Chris Daniel	Social Services	Y	495917	Family support costs
22/07	Vanessa	10.00	M McCintosh R Pratt	Redcar and Cleveland Borough Council		444000	Meeting re Greengates Neighbourhood Nursery Project
22/07	Vanessa	10.00	Yvonne Cook Bob Cook	Priory Day Nursery		453779	Meeting re Greengates Neighbourhood Nursery Project
22/07	Vanessa	10.00	Henry Skene	Headteacher Greengates Primary School		485463	Meeting re Greengates Neighbourhood Nursery Project

23/07	Vanessa		Pete Davies	LEA			Meeting Child Protection Training
23/07	Vanessa		Pete Watson	Social Services			Meeting Child Protection Training
23/07	Vanessa		Angie	Southbank Sure Start	Y		Meeting Mentoring for members of [name] Sure Start Team
24/07	Vanessa	9.00	P Widlinski	North of England Refugee Service	Y	217447	Supervision and discussion on Development of Refugee aspect of Sure Start project
24/07	Vanessa	11.00	J Quinn	Architects, Redcar and Cleveland Borough Council	Y	01287 612586	Re Greengates Capital building project
24/07	Vanessa	1.30	D O Hara	Redcar and Cleveland Borough Council Personnel	Y	444234	Personnel issue Recruitment
24/07	Vanessa	2.00	N Russell	Redcar and Cleveland Borough Council Sports Dev	Y	Email	Re Active Health Motivator
24/07	Vanessa	3.00	J Conner C Moore	Redcar and Cleveland Borough Council, Sure Start Strategic Office	Y	444155	Meeting and tour of Lakes Primary Sure Start build
25/07	Vanessa	8.45	C Daniel	Social Services	Y	495917	Child Protection Issue
25/07	Vanessa	1.30	S Ainsley	Missing	Y		Meeting re nutrition project
25/07	Vanessa	3.00	Isabel Stefenvik	Home Start	Y	501811	Home Start service

**JOINT CONTACTS FOR SURE START GRANGETOWN & SOUTH BANK,
SS REDCAR COAST & DORMANSTOWN, & SS WEST REDCAR**

**Diary of joint contacts for SS GSB, SS RCD & SS WR from the 10th July
to the 25th July**

10/07	Karen Casey	1.30	Carol Chappell	Speech and Language Hartlepool	Y	01429 267901	Passing on information about resources
11/07	Karen Casey	9.00	Ann Steed	Wise Group (Placement within Sure Start)	Y	453127	Meeting – discussion about upcoming events and planning at Sure Start
11/07	Karen Casey	11.45	Lyndsey Robinson	Sure Start, East Cleveland	Y	01287 203027	Meeting – planning nutrition assistant training
11/07	Karen Casey	11.45	Lyndsay Johnson	Sure Start, Thorntree and Brambles Farm and Sure Start Pallister Park	Y	232809/ 232261	Meeting – planning nutrition assistant training
21/07	Karen Casey		Margaret Crawley	Langbaugh PCT	N	01287 284400	Questionnaire on community consultation
24/07	Karen Casey	1.00	Sarah Ainsley	WEA	Y		Fun with food course
25/07	Karen Casey	9.00	Lyndsey Robinson	Sure Start East Cleveland	Y	01287 203027	Planning Meeting
25/07	Karen Casey	9.00	Lyndsey Johnson	Sure Start Thorntree And Sure Start Pallister Park	Y	232809 232261	Planning Meeting
25/07	Karen Casey	3.00	Sue Perkins	Clinical Nutrition and Health Promotion	Y	01287 284074	Meeting – introduction of Sure Start and discussion re planning

JOINT CONTACTS FOR SURE START REDCAR COAST & DORMANSTOWN & SS WEST REDCAR

Diary of joint contacts for SS RCD & SS WR from the 9th July to the 24th July

09/07	Fran Sutherland	12.00	Pat – secretary for Lynne McVey	Rosewood Occupational Therapist	Y	352070	Leaving message for Lynne McVey
09/07	Fran Sutherland	1.00	Heather Collins	Health Visitor	N	516334	Suggesting referral/case discussion
09/07	Fran Sutherland	2.00	Colin Barker	Hartlepool Campus	N	285853	Booking attendance at conference
09/07	Fran Sutherland	4.00	Annette Heywood	Newlands	N	490881	Case discussion – closed case to Newlands but open to Sure Start
14/07	Fran Sutherland	11.30	Gillian Sedgwick	Sure Start Brambles Farm	N	232809	Booking attendance at conference
14/07	Fran Sutherland	12.00	Mrs Love	Coatham School	N	486291	Discussion about possible referral
16/07	Fran Sutherland	11.00	Dr Askenesay	West Lane Hospital	N	813144	Letter contact requesting a summary of my involvement in a case
16/07	Fran Sutherland	10.00	School Secretary	Zetland Primary	Y	484595	Discussion re child's attendance
23/07	Fran Sutherland	2.00		Anna Freud Centre	Y	02077942 313	Request for course information
23/07	Fran Sutherland	2.15		Young Minds	Y	02073368 445	Request for leaflets
23/07	Fran Sutherland	2.20	Maureen McEveray	Redcar Social Services	Y	771500	Discussion of case
23/07	Fran Sutherland	2.30	Pete Davies	Education – Child Protection Officer	Y	444102	Discussion of child protection case
23/07	Fran Sutherland	2.40	Clerk for Linda McCalmont	Redcar Social Services	Y	771500	Re: making an appointment
23/07	Fran Sutherland	3.30	Diane Caine	Health Visitor – the Lagan Surgery	N	488128	Passsing a referral to me for the baby study
23/07	Fran Sutherland	4.00	Linda McCalmont	Social Services	N	771500	Re: planning a meeting
24/07	Fran Sutherland	2.00		Waterstones	Y	242682	Ordering books
24/07	Fran Sutherland	3.30	Billy Sheld Sutherland	Middlesbrough Psychological Service	Y	201858	Re: discussion on therapy and articles for reference
24/07	Fran Sutherland	4.00	Karen Davies, Clerk for Kerry Orton	Social Services	Y	771500	Message for Kerry Orton

