

# Evaluation Report

The first three years of

**Knowle West**

**SureStart**

January 2001  
to  
December 2003

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# Introduction

This is an evaluation of Knowle West Sure Start, which is based in Bristol and has been operating since January 2001. Sure Start programmes are required to produce an in-depth evaluation report after their first three years. The report brings together all of the key evaluation material generated by the programme over the past three years. It also draws upon the experiences of both members and staff. This is used to give a clear picture of the programme's main successes and failures to date. It will also offer a platform upon which to review current development and plan ahead.

The 3 years covered by this report includes the whole development of the programme, plotting its rapid growth from the approval of the Delivery Plan and the employment of the Programme manager (January 2001), to the level of services achieved by the organisation by the end of 2003.

The report is divided into 3 sections. The first describes how the Programme has evolved over the first three years of its existence and looks at membership and service usage. The second section analyses the different project areas that the Programme works in and focuses on some of the key activities. The final section looks at crosscutting issues that affect the whole Programme and its future development. A brief summary of the main findings and recommendations for the future can be found in the conclusions.

# Section 1

## 1 Programme development

### 1.1 Background to the review

From its very conception, Knowle West Sure Start (KWSS) had a very broad range of services planned. The Delivery Plan attempted to incorporate as many of the suggestions from the community as possible in meeting Sure Start targets. This has resulted in over 60 individual projects being undertaken (listed in Appendix 1).

The review was initially carried out by SOLAR (Social and Organisational Learning as Action Research). They are part of the University of the West of England and based their report on information supplied from both KWSS records and staff and independent sources. The review team was Danny Burns, Matthieu Daum, and Dianne Walsh. Upon completion the draft was sent to KWSS to be completed by Lil Bowers (Programme Manager), Mandy Coates (Training Officer) and Dean Mountain (Finance Manager), taking into account views and opinions from the rest of the staff team.

### 1.2 KWSS Evaluation strategy

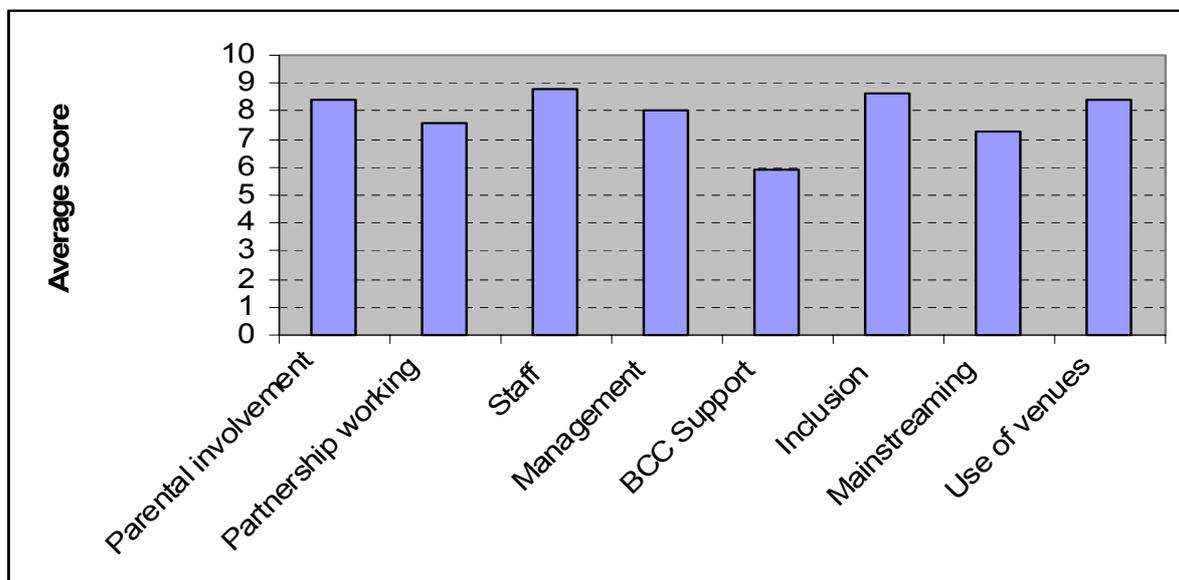
The KWSS approach to Evaluation to date has been mixed. Although regular reviews of individual activities take place they have not previously been brought together in the form of one cohesive report. Prior to the start of this evaluation process, SOLAR and the KWSS management team drew up a comprehensive list of all the sources of information available, on which this report would be based. This included the following information:

- ▣ KWSS Service Reviews – these are completed at the end of each term for each activity/group by its co-ordinator, based on opinions from parents and relevant staff
- ▣ Session review sheets – staff self evaluation forms.
- ▣ Monitoring data from the Sure Start database relating to members details and attendance levels
- ▣ Parents opinions – through interviews, minutes, evaluation sheets and anecdotal evidence
- ▣ Interviews with KWSS staff and Partnership Board members
- ▣ Minutes of Partnership board, Advisory Groups and Chatabout meetings – all made up of a combination of parents and staff
- ▣ Service Level Agreements and their six-monthly and annual reviews
- ▣ Telephone interviews with ten partner agencies that have Service Level Agreements with Sure Start

- ▣ Action Research groups – free-ranging groups designed to take a reflective approach to specific problems in the community and develop innovative solutions
- ▣ Partnership exercise carried out on an Away day
- ▣ Various other Sure Start documents including the Delivery Plan, Sure Start guidance and AGM Reports

See Appendix 2 for the full list.

In addition to this two specific pieces of work were carried out to help support the writing of this report. The first was a questionnaire given to parents, professionals and staff at the KWSS 2003 AGM. It asked respondents to score the Programme's success in a number of areas and make any comments that they felt relevant. Various comments from the exercise can be found through-out the report. Below is a graph to show the average score of the respondents (out of 10) in the various subject areas.



Full details of the comments made can be found in Appendix 3.

Finally, in September 2003, the KWSS Management Team analysed how much time and resources were allocated to each project in terms of addressing the Sure Start National objectives (the NESS-recommended Value for Money exercise). Please note that the 5 'new' objectives were used in this exercise as they were in use at the time. Most of the information in this report, however, refers to the 4 original objectives.

The exercise showed that the largest majority of time and resources was spent on addressing Objective 3, Social and Emotional Support. This was perhaps predictable given the specific needs of some of the families in Knowle, identified later in this report. Second in respect of resources came projects concerned with the education objective, again appropriate in an area of such educational disadvantage. The full results of this exercise can be found in Appendix 4.

### 1.3 Background to the community

Knowle West is on the southern side of the city – a large red brick, pre-war estate with a post-war addition on the Western fringe. The KWSS catchment area is predominantly made up of residents within the Filwood Ward. It does, however, also include a small proportion of residents from the Knowle Ward. Figures taken from the 2001 census show that the total population of the KWSS catchment area is 12,002. According to the latest information received from NESS (the National Evaluation of Sure Start) 959 of these are aged 0 – 3 years, the target group for Sure Start. This represents just under 8% of the local population.

Statistical data indicates that Knowle West is one of the most deprived areas in Bristol. According to the DETR Index of Multiple Deprivation (IMD) 2000 the Filwood Ward is ranked as the 7<sup>th</sup> worst ward for educational deprivation in the country, and is the worst in Bristol overall. The Filwood and Knowle Wards are ranked as the 2<sup>nd</sup> and 4<sup>th</sup> most deprived wards overall within Bristol. Filwood has an IMD score of 62.50 and Knowle 46.45. Filwood also has the highest density of single parents in the city at 8.7% and a child poverty index score of 62.17 (2<sup>nd</sup> worst in Bristol). Knowle has an IMD score of 47.23 for child poverty and is ranked as the 8<sup>th</sup> worst in the city.

In January 2002 the KWSS Partnership Board commissioned a MORI survey of the area. 219 families with at least one child under 4 were surveyed. The survey revealed the following:

- 99% were white British
- 34% were less than 25 years old
- 43% were lone parents
- 71% had one child under 4, 26% had two, and 3% had three
- 44% have been living here for 6 years or less
- 73% rent their homes from the council
- 35% were dissatisfied with accommodation in the area
- 51% think the area is a poor place to bring up children
- 76% of the children surveyed have contact with other children their age
- 10% of parents never read to their children, 58% never take them to the library
- 57% smoke, including 52% in the first 3 months of their pregnancy
- Mothers who smoke when pregnant, and those in social accommodation, are less likely to breastfeed.
- Parents under 25, and those in social rented accommodation, were less likely to play and read with their children.

Further data taken from the 2001 Census with-in the KWSS area shows that:

There are 1,155 children aged 0 – 4 years in the area. This makes up 9.6% of the local population compared with 6.2% overall in Bristol and 5.9% nationally, so is well above the average. There are 858 households with dependent children aged 0-4. This is 18.5% of the population compared to 11.3% in Bristol and 11.4% nationally.

Lone parents with dependant children make up 15.3% of the local population compared to 7.4% in Bristol overall and 6.5% nationally.

A high proportion of residents live in rented council houses - 43% compared with 17% in Bristol and 13.2% nationally.

There are 440 black and ethnic minority residents - 3.7% of the population compared with 8.2% for Bristol and 9.1 nationally.

52% of the population aged between 16 and 74 have no qualifications. This is compared to 26.1% in Bristol and 29.1% nationally.

33.4% of residents provide more than 50 hours of unpaid care per week compared to 22.2% in Bristol and 20.9% nationally.

There are a number of things that are frequently said about the Knowle/Filwood community which, from compiling this evaluation, appear to have some bearing in reality. It is said that people in Knowle West don't go to groups. People point out the deep networks of families and friends, which are now built on generations, and they talk about distinct communities on the estate, which derive from the original locations in Bristol that people were re-housed from. These factors have a significant influence on the programme. Group activities tend to be the focus of programmes like Sure Start so a big challenge for the programme has been to build up new networks where there is no tradition of going to groups. Where family networks are particularly strong, people are often afraid to talk because of fears that information might get back. People outside of these networks can often feel even more excluded. The different communities are also important because it is no good having services located in just one part of the area, if it means that people from the other areas don't go.

## **1.4 Brief history of the Programme**

During the early part of 2000, a group of local parents got together with professionals, already working in the area, to work on a plan to access new funding made available under its Sure Start scheme. Through their own knowledge and a series of interviews and consultations with other local people, they drew up a Delivery Plan upon which their application would be based. Originally, the programme was due to start in the summer of 2000. However, by September 2000 the KWSS Partnership Board (initially made up of local parents and professionals) was still waiting for a response from the Central Sure

Start Unit on its Delivery Plan. This resulted in a six-month delay before funding was finally confirmed at the end of the year.

To support their application Bristol City Council volunteered to act as the accountable body. This was for a mixture of reasons. Firstly, a prime concern for the area was the educational deprivation cited above. There had also been an increase in the level of commitment to Early Years Education within local government. Both of these factors made it a logical step for the new programme to work with the LEA. Another consideration was the recent closure of the local secondary school. KWSS would represent an opportunity for BCC to maintain an educational presence in the area. Finally, the council offered support to the programme with-out deducting any management fees or charges.

## **1.5 Identifying the community's needs**

The needs of the community to be served by KWSS were originally identified in the Delivery Plan. This was submitted during the original application for funding and was drawn up by members of the local community. They arranged a series of meetings and interviews with parents during March 2000. This comprised of 167 short questionnaires and 99 long questionnaires. Importantly this survey was completed by local parent volunteers who were trained to complete the task.

Once the programme was up and running it was decided to conduct a survey to take another look at what people felt to be the important issues in the area and how these could be addressed. This survey was completed by MORI throughout January 2002. Both sets of information have been used to develop the programme.

The consultation processes identified that:

- ▣ People usually found out about 'things' (i.e. courses/events in the area) firstly by word of mouth, then posters followed closely by local shops/nurseries/schools.
- ▣ Given the choice, 48% said that would choose to look after their own child rather than find paid work, although 30% would not if a crèche was provided by the employer. When asked "What sort of childcare would you prefer?" a significant majority said "family and friends".

| Type of Childcare | Prefer to Use | Currently Use | Would use |
|-------------------|---------------|---------------|-----------|
| Childminder       | 18            | 13            | 22        |
| Nursery           | 67            | 52            | 52        |
| Crèche            | 8             | 5             | 15        |
| Family/ Friends   | 85            | 55            | 42        |
| Other/ none       | 2             | 4             | 1         |

- ▣ Asked “What new services would your family like in the area?” the highest response was play areas, followed by childcare when shopping, drop-in centres, training and learning opportunities, advice and family swimming. When asked if there was any location that they wouldn't use by far the largest number said the local parks.
- ▣ Asked “What are the main changes that you want to see?” the answers were, in order of preference: 63% - reduced crime, 61% -more opportunities for their children to play outside safely, 42% - the need for parks and play areas and 38% said there was a need for a better environment. Although 30% wanted better housing only 15% thought that this would improve the lives of their children and 19% wanted the opportunity to have more breaks from their children.

There are 2 strong themes that emerge from this data.

Firstly, there is concern about parks and play areas in the area and the local environment. These issues came out as being more important to local residents than childcare. To address this concern KWSS invested capital funding in 2 local parks. An Action Research group was also set up to look at how these problems could be solved in the long-term.

Secondly, a strong message emerges that families in the area are heavily reliant on self-help and close family and friendship networks. The danger is that those who are outside of these networks (mainly from the 44% of people who have moved to the area in the last six years) may be even more isolated than they might be in other areas. This makes isolation a particularly important problem. KWSS attempted to address this problem by developing their capital strategy and service planning to offer a range of provision/services in various venues across the estate, to make them “local” to as many people as possible, offering support to people just beginning to attend new groups or activities and making Isolation the focus of another of the Action Research groups.

## 1.6 Location

At the outset of the programme a temporary office base was identified within the grounds of an old council-owned school (at the Education Park). The school had recently closed and the site was well-known to local residents. It was felt that this would be

suitable for the first couple of years of the programme. It did, however, require gradual refurbishment and this was only completed by the end of the summer 2001.

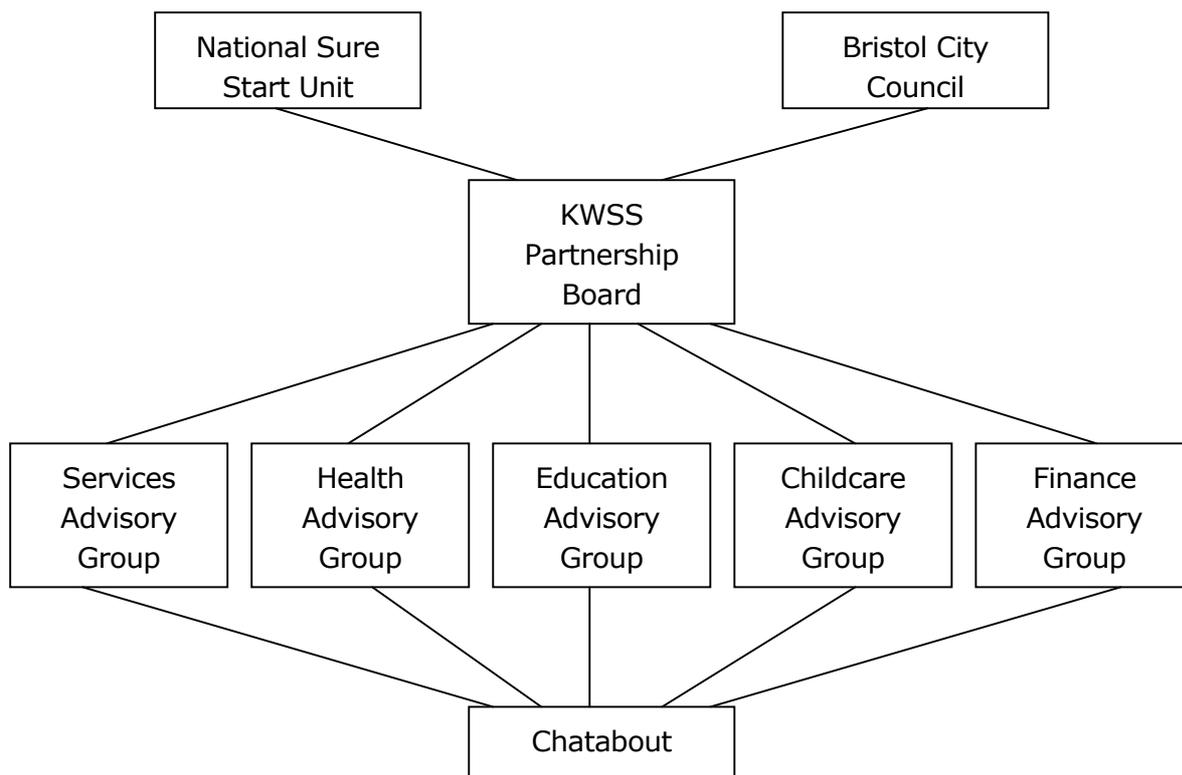
There has been considerable consultation and debate on whether the Park is the most appropriate long-term location. Most of the arguments centred on its position towards the edge of the catchment area and the fact that the building would not be community owned. The original plan was to use the more central premises left by Knowle Day Nursery once they had moved to their new Early Years Centre. It emerged however that people thought that this site would be difficult to find and could possibly become quite isolating.

Over time other locations have been considered, but in May 2003 it was decided to remain at the Park and expand the existing offices. This was partly down to the growing success of the Park, which by now was also the base for Community Education in the area and had attracted several local organisations. It was also thought that parents had become used to its location. Finally, staying in the Park, although further development would be needed, would allow KWSS to use more of its capital funding to create and improve other local facilities.

## **1.7 Staffing and management structure**

In January 2001 the Programme Manager was appointed and the Programme was launched. Throughout 2001 great effort was put into recruiting the core staff team, which grew gradually through-out the year. In March an initial staffing structure was agreed upon. The new structure was partly based on the experiences of the neighbouring Hartcliffe, Highridge and Withywood Sure Start, a Trailblazer programme. In particular this highlighted the importance of a strong management team to share the enormous workload.

Organisation of the management of the programme was reviewed in January 2002, based on the experiences of the previous year. One of the problems was that people were unsure who was overseeing certain projects and there seemed to be a lack of consistency in decision making. For clarity it was decided that all projects and activities would be divided into 5 different areas, each overseen by an Advisory group. This management structure is still in place and is as follows:



A member of the KWSS Management Team sits on, and facilitates, each of these Advisory Groups. It is in these groups that much of the detailed project planning takes place. Minutes go to the Partnership Board to ensure they have an overview of what goes on across the programme. If necessary they will agree (or disagree) major decisions arising from these groups, such as allocation of funding, etc.

## 1.8 Activities and projects

In the early days of the Programme, staff tried to raise awareness of the programme using a combination of quick, high-profile projects and long-term planning and solutions. Early events included an Easter Egg Hunt, a Teddy Bear's Picnic, entering a float in the Knowle West Carnival and trips to the Sea Life centre at Weston Super Mare and to Alphabet Zoo, Bedminster. To attempt to create deeper bonds with the community staff produced a newsletter, which was delivered to every household in Knowle West, and hired Bristol Playbus to run 3 sessions a week across the estate. These activities resulted in 87 children becoming KWSS members and helped to spread the word that KWSS was around and what they were here for.

In addition to these activities and projects, KWSS initiated 4 capital building projects in its first year of existence. Two local parks were improved and landscaped to satisfy local concerns and provide an immediate impact in the area. Work was also undertaken to convert the old caretaker's bungalow on the Education Park site into a crèche/play area

and a grant was given to another local crèche towards their refurbishment. Work was also completed in the KWSS offices to make them more child-friendly and accessible to parents.

An early assessment by the Programme Manager of progress at the August 2001 AGM stated:

“It is great to at last have the money and support of local partners to expand and improve services for children, without the restrictions of traditional ways of working. However, it takes time to get to know the area and the community, its services and professionals. Developing high standard projects from scratch, with just a few key staff members has meant that we have had to put some other projects on hold in order to move forward the schemes mentioned above.”

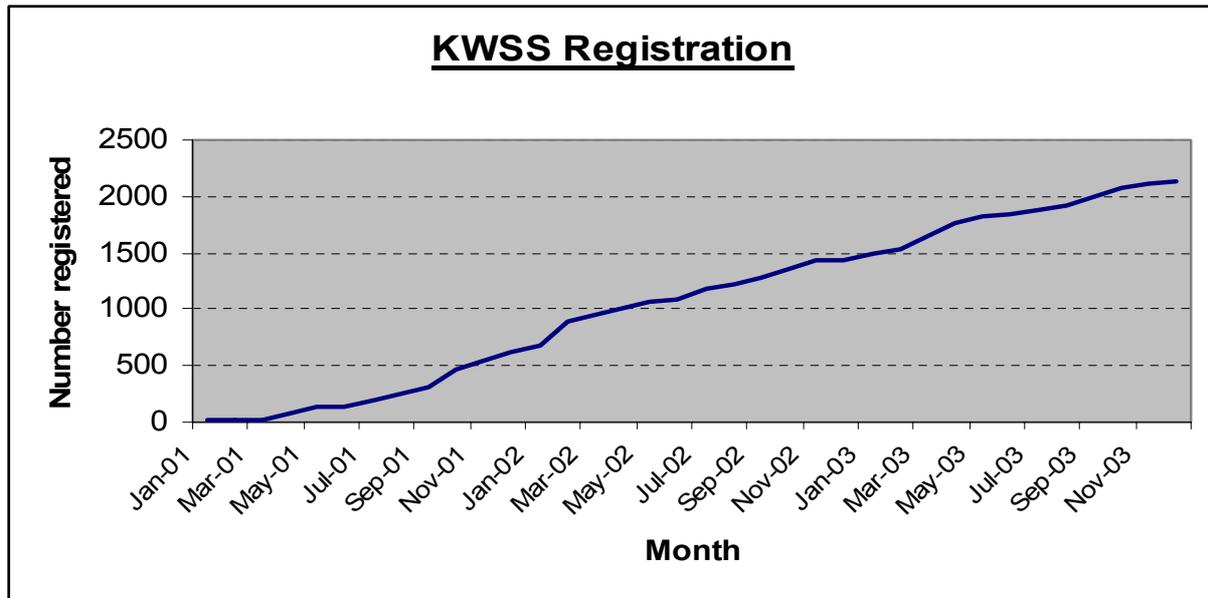
The Programme uses a child development metaphor to describe its progress. Over 2001 and the early part of 2002 it has moved from infant/baby to toddler, and then to child. By September 2002, the project was felt to be ‘up and walking’.

Over time, as the staff team has increased and the Programme becomes more aware of the local community needs and issues, more activities and groups have been developed. The evolution of these over the last 2 years is interesting to highlight. For the period 2001-2002, a third of KWSS income was spent on funding local projects through grants and Service Level Agreements. By 2002-03, when a full staff team was employed, this had gone down to 25%. This allowed staff to tailor activities specifically to meet KWSS members’ needs rather than just finding the local “best fit”. The work achieved year on year is highlighted below:

| September 2001   | Sept 2002  | September 2003  |
|--|--|---|
| <ul style="list-style-type: none"> <li>▪ 5 core staff</li> <li>▪ 148 members</li> <li>▪ Offices</li> <li>▪ Groups/events per month</li> <li>▪ £322,000 revenue spent (00-01 financial year)</li> <li>▪ Old Steering Group</li> <li>▪ No Advisory Groups</li> </ul> | <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪ (01-02 financial year)</li> <li>▪</li> <li>▪</li> </ul> | <ul style="list-style-type: none"> <li>▪ 21 core staff</li> <li>▪ 1,805 members</li> <li>▪ Addition of Early Years Centre</li> <li>▪ 62 groups/events per month</li> <li>▪ £776,048 spent (02-03 financial year)</li> <li>▪ Partnership Board</li> <li>▪ 5 Advisory Groups</li> </ul> |

## 1.9 Membership

Membership of KWSS has increased steadily since the programme was launched in January 2001. The graph below shows how the number of people registered has increased from the start of the programme to date (please note that these figures include members who have moved away or are over 4).



The number of registered members as at the end of 2003 was 2,016. This figure represents 17% of the total population with-in the KWSS area, although it should be noted that this includes fathers and other carers who do not necessarily use our services on a regular basis, or at all. The number of children aged between 0 and 3 years old who were KWSS members was 717 at the end of December 2003. This is just under 75% of the total 0 – 3 year olds in the KWSS catchment area.

KWSS have tried a variety of ways of registering new members. By far the most successful method has been through the Health Visitors with which KWSS has a Service Level Agreement. They visit all new born babies in the area within three weeks of their birth. During these visits they give information about KWSS services and, if necessary, complete a membership form. These are also carried by all KWSS staff to be completed as needed, and sent to any organisation that the programme works in partnership with.

In terms of numbers registered the strategy appears to be quite successful. However, there has been difficulties in signing up "hard to reach" families. These are parents who do not seek out support or activities themselves, or find it difficult interacting with people they don't know. To try and address this, the Services Advisory Group hold regular discussions on proactive and innovative ways of reaching these families, called Assertive Outreach Principles. Several different strategies have been tried. Successful strategies have included sending staff to talk to non-KWSS members in nurseries and encouraging parents to talk to their friends about the activities they enjoy. Some have been less successful. For example, Welcome Parties were piloted through 2003, where non-

members would be invited to informally meet staff, with a buffet provided. Unfortunately attendance was disappointing. Different approaches were tried, including getting regular parents to attend to welcome the new families and offering lifts to the venue. A total of 4 parties took place, but only four new families came overall, before it was decided that this was not a good use of time and resources.

As part of the NESS evaluation process, in September 2002, five parents who did not use KWSS regularly were interviewed on their reasons for not attending services. The main reasons were that they were working and using childcare outside the area, or that they considered KWSS to only be for families in need of support.

In an attempt to challenge this perception, the Programme's latest attempt to reach more families has been to produce a short video showing many of the activities on offer. This will be used by Parent Link Workers and other home visitors to develop discussion around what they might expect at different groups and to select what ever best suit their families needs at that time.

KWSS have also made the decision to continue to work with 4 year olds until entry to school, allow access to all its activities and groups free of charge. They also introduced an Associate Membership scheme for families with a close connection to the area (i.e. children looked after by grandparents in the area or families recently re-housed outside the area). Neither of these client groups is recognised in the data produced as they are not recognised by the Sure Start Unit.

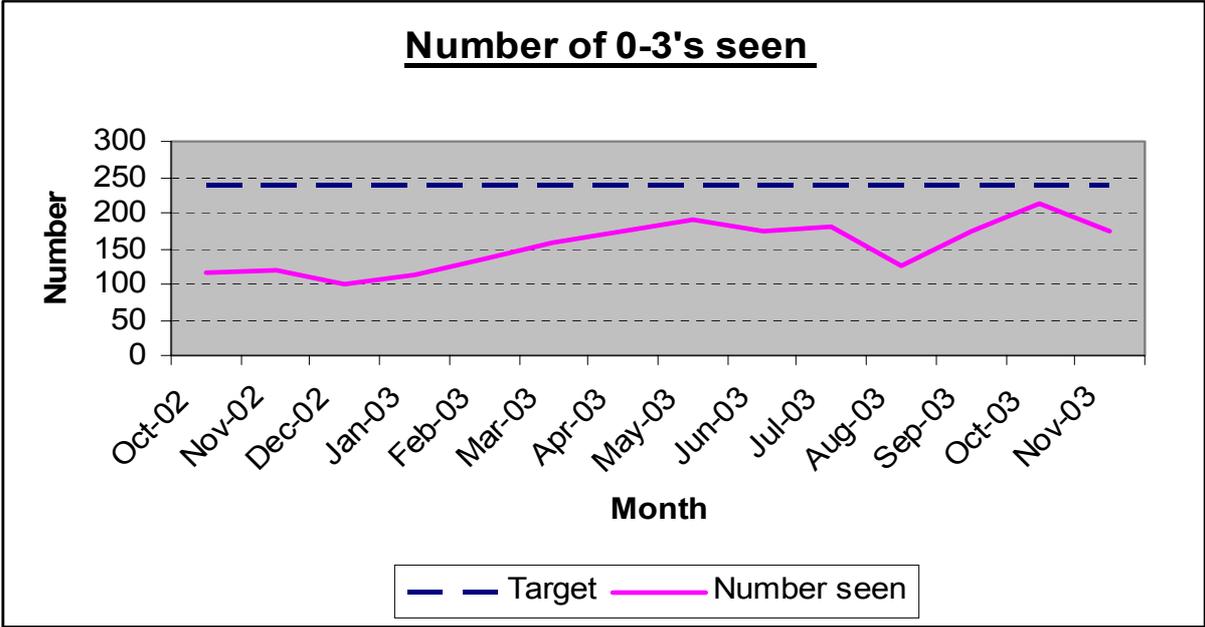
## **1.10 Service usage**

KWSS, in line with all Sure Start programmes, has to submit monthly data to the National Unit. This relates to the number of members attending each group and their frequency. It is important to note that, unfortunately, the collection of this data has been an ongoing problem for KWSS. Over the first 18 months of the Programme there was no consistent approach to making sure that all the relevant returns were received and entered correctly. This was due to a variety of reasons; there was initial confusion about what exactly needed to be collected, no procedure was put in place to gather the data, problems with setting-up and understanding the database and different members of staff being responsible for collecting and inputting the data each month. Because of this most of the statistical information relating to this period is unreliable and has not been used in this report. Statistical analysis in this report begins in October 2002.

It was strongly recommended that KWSS initiated an overhaul of its data monitoring procedure. This began in early 2003, and since then the data has become more accurate and reliable. There is now a dedicated member of staff responsible for collecting and inputting all the data, greater understanding of the database and the information required (from both staff and partners) and more accurate collection procedures. It should be remembered though that this process is still developing.

It is also worth noting that the Programme has found it very hard to collect some of the personal information relating to members. For example, information is required relating to whether the person smokes or is in employment. Many people are reluctant to give this information in the first place and, more importantly; it is very difficult to keep this up-to-date.

One of the key figures used by the Sure Start National Unit from the monthly monitoring return is the number of different 0 – 3 years old that KWSS has contacted during the month. The target used as a guideline to aim for by the National Unit is 25% of the 0 – 3 population in the area, which for KWSS is 240 children.



The number of 0 – 3 year olds seen has been steadily growing, peaking in October 2003 with 212. This is a combination of the increasing membership of the programme, the number of projects and activities available and the improving data collection procedures.

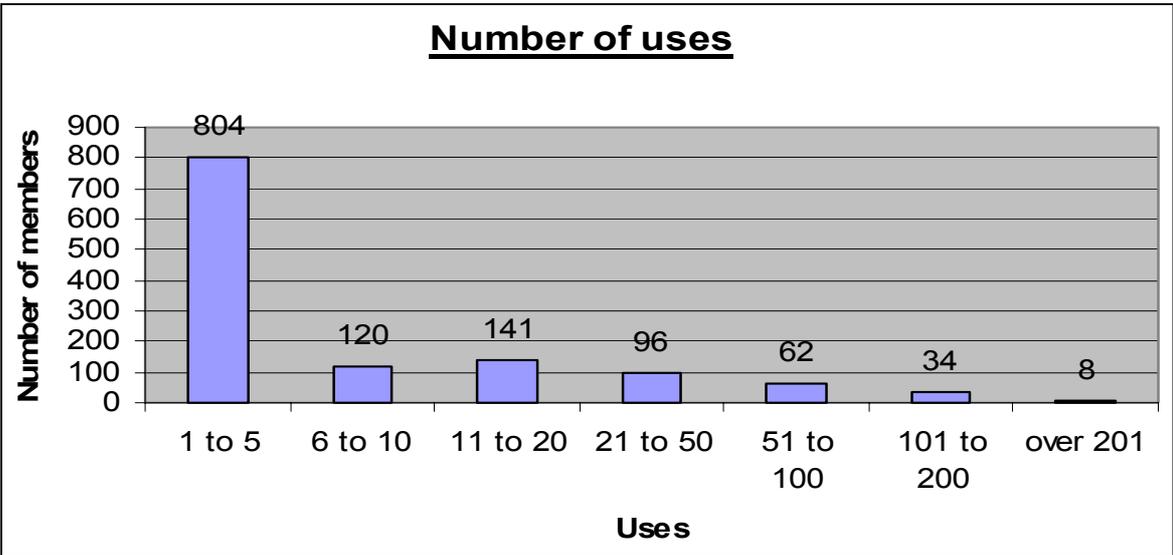
During 2004 KWSS should begin receiving attendance data from the new Early Years Centre and Neighbourhood Nursery, both of which have received funding. It is hoped that these returns, plus further tightening of the collection procedures, will mean the target figure is comfortably exceeded during the year.

A more detailed breakdown of the attendance information can be found below:

| Month  | Number of different 0-3s seen | Number of different parents seen | Number of different families seen |
|--------|-------------------------------|----------------------------------|-----------------------------------|
| Oct-02 | 116                           | 31                               | 104                               |
| Nov-02 | 118                           | 68                               | 115                               |
| Dec-02 | 99                            | 61                               | 111                               |
| Jan-03 | 113                           | 76                               | 118                               |
| Feb-03 | 135                           | 94                               | 173                               |
| Mar-03 | 159                           | 103                              | 181                               |
| Apr-03 | 174                           | 119                              | 175                               |
| May-03 | 189                           | 140                              | 213                               |
| Jun-03 | 174                           | 118                              | 196                               |
| Jul-03 | 182                           | 136                              | 205                               |
| Aug-03 | 125                           | 117                              | 153                               |
| Sep-03 | 174                           | 111                              | 185                               |
| Oct-03 | 212                           | 143                              | 225                               |
| Nov-03 | 173                           | 143                              | 198                               |

### 1.11 Usage trends

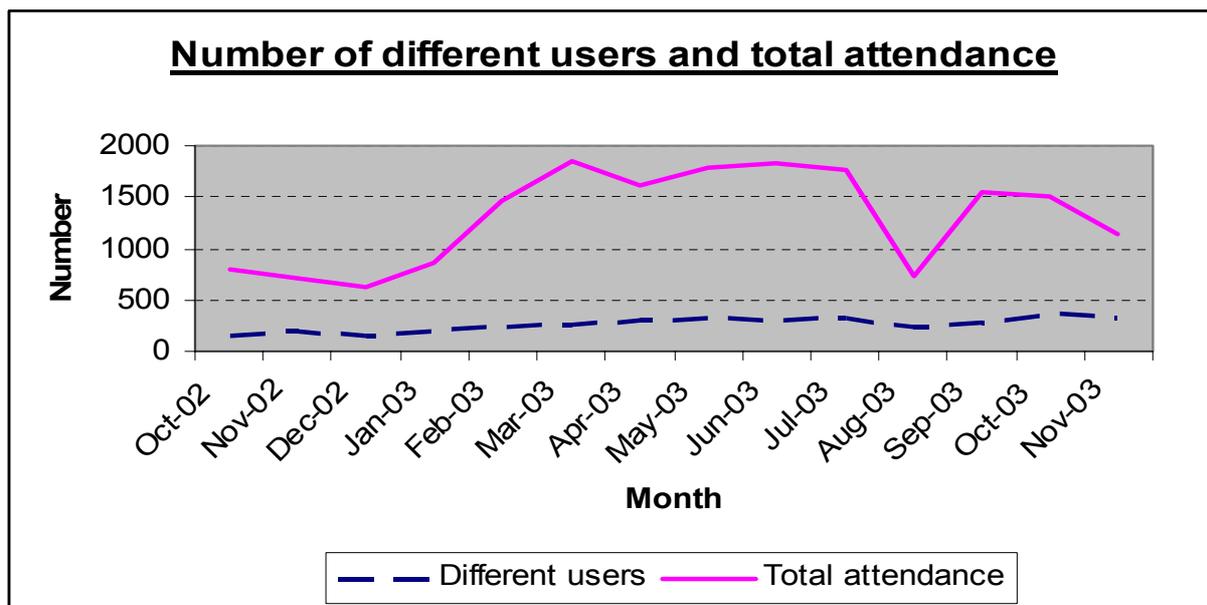
Of the 717 children aged 3 or under who are KWSS members, 603 (84%) had actually used one or more KWSS services after registering. Overall (i.e. for parents, carers and children combined) this figure was 63% (1,265 out of 2,016). It was felt that these figures were quite high considering the isolation problems that exist in the area and how difficult it is for some people to attend activities or groups where they will not know anyone else. However, looking at the attendance information in a little more detail revealed a more concerning trend.



Of those KWSS members who are “active” (i.e. have used a service) the vast majority (804) has attended between 1 and 5 activities. The remainder (461 or just over 36%) have used services more than five times. We have assumed that once someone has used KWSS services more than 5 times, they are aware of what is available and can be considered regular users.

It is the number of members in the ‘1-5’ category that causes some concern. This is likely to comprise people who have had a KWSS backed health visit, contact with a Parent Link Worker and/or attended an activity. Every family receives a monthly newsletter which contains information about KWSS activities and other local services. It is therefore assumed that parents have information about what services are available, but chose not to use them. This may confirm local opinion that residents are reluctant to attend group activities. KWSS are looking at ways of addressing this issue, which are dealt with elsewhere in this report.

The distribution of uses suggest that there are a small number of members who use services on a regular basis and account for a very high percentage of the overall service usage. This can be seen in the chart below:



The total attendance figure represents the total number of uses of KWSS projects each month (users may attend projects more than once a month). The different users figure is made up of the number of individual children and parents seen each month.

The fact that the total attendance figure has remained high whilst the number of different users remained reasonably constant suggests that a limited number of families are using KWSS services a number of times per month. This is further demonstrated if we look at a breakdown of the number of different users for each project for a single month (October 2003).

| Activity                     | Attendees  |
|------------------------------|------------|
| Advisory groups              | 3          |
| Aqua-natal                   | 2          |
| Bumps and babies*            | 4          |
| Chatabout                    | 12         |
| Childcare Development worker | 7          |
| Chill Out                    | 28         |
| Dance Voice                  | 11         |
| Events                       | 13         |
| Family Learning              | 39         |
| FAN Club                     | 20         |
| Gym Tots                     | 36         |
| Health Visitors              | 86         |
| Healthy Living Centre Crèche | 22         |
| Homestart                    | 6          |
| Individual contacts          | 5          |
| KEEP Playing                 | 22         |
| KEEP                         | 84         |
| KW Playcentre Playgroup      | 24         |
| KWADS                        | 1          |
| Midwifery                    | 9          |
| PAL House Crèche             | 3          |
| Parent Link Scheme           | 29         |
| Partnership Board            | 4          |
| PL Welcome Visit             | 14         |
| SPAN                         | 22         |
| Speech Therapy               | 6          |
| Swim Tots                    | 2          |
| Park Crèche                  | 46         |
| <b>Total</b>                 | <b>661</b> |

\*Numbers for Bumps and babes only show ante-natal support only as all others have been counted in the KEEP figures.

Further analysis of this data showed that the top 3% of users account for 37% of all attendances at all groups.

The combination of all the data above suggests the following points about KWSS:

- Local families are generally happy to become members of the programme
- The majority of members are reluctant to begin going to activities or groups
- Once members have gone to activities/groups a few times they become more enthusiastic and will attend different projects a number of times a month

## Section 2

### 2 KWSS Services

Sure Start local programmes work towards national and local aims, objectives and targets (see Appendix 5 for the complete list). Every KWSS project works towards at least one of the five national objectives. These are:

1. Improving the availability, accessibility, affordability and quality of childcare
2. Improving learning
3. Improving social and emotional development
4. Improving children's health
5. Strengthening families and communities

For simplicity sake, the KWSS projects have been divided up into four areas that correspond roughly to these five objectives. Progress is discussed on a monthly basis in an Advisory Group, each of which is facilitated by an appropriate member of the KWSS Management Team. The areas are: social/emotional development (Services Advisory Group - SAG), children's health (Health Advisory Group - HAG), learning (Education and Learning Advisory Group - ELAG) and childcare and strengthening communities (Childcare and Access to Employment Advisory Group -ChAEAG).

It is worth noting at this point that the amount of project work being undertaken is remarkably ambitious, given the relatively small number of core staff and the short duration of the programme. As KWSS is developing such a vast array of projects, this section discusses in detail a handful of projects from each area that highlight some of the successes and challenges KWSS has experienced over the last few years.

#### 2.1 Services Advisory Group (SAG): Social and Emotional Support

SAG oversees many different projects that have been developed to broadly address the social and emotional development of children and parents. These include: the Chill Out Group, Dads Activities, Summer Activities, Grandparents Activities, Parenting Groups, Events, Media Project, KEEP Playing, Gym Tots, Dance/Voice, Children's Mental Health, Stepping Stones (for families and children with special needs), Bookstart, KWADS (Knowle West Against Drugs), Home Conditions Project, Domestic Violence Project, Storytelling Project and Teenage Parents (see Appendix 1 for more details of these

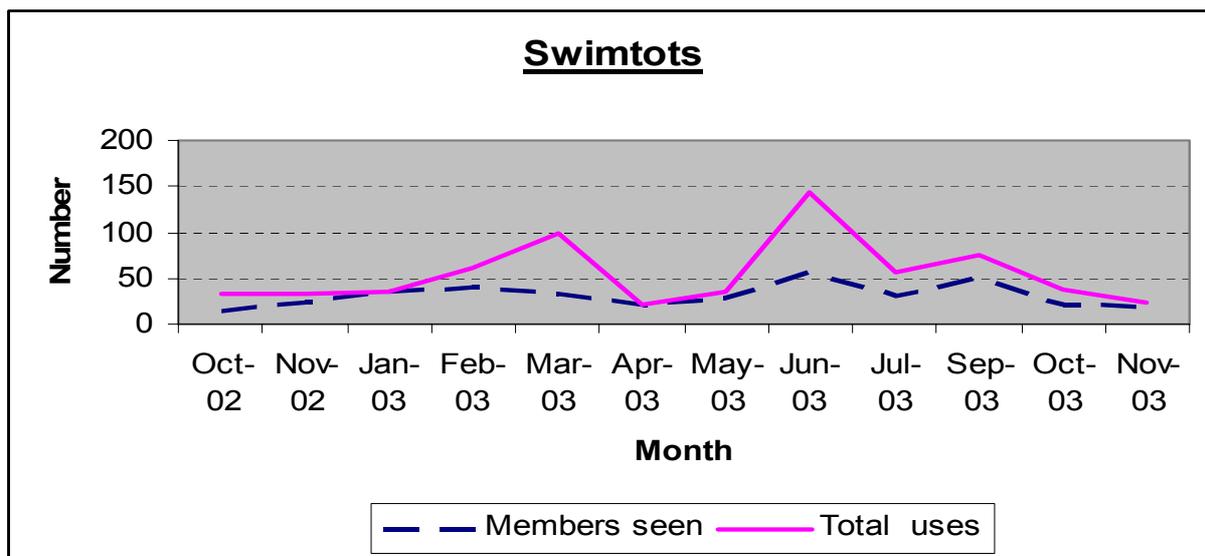
projects). The following services: Swimtots, the Parent Link Scheme and Homestart, have been selected as examples of projects to evaluate in detail.

### 2.1.1 Swim Tots

The aim of Swimtots is to:

1. Provide opportunities for parents/carers to enjoy the water with their children in a safe and supported environment, and therefore work towards improving health and self-confidence
2. Provide opportunities to have fun and learn together in a group situation in the water
3. Enable the practice of skills which may help towards children learning to swim independently

#### Usage



**\*There were no Swimtots sessions held in December 2002 or August 2003, due to term times**

Attendance for Swimtots has remained reasonably consistent over the past 14 months, peaking towards the summer. Initially running once a week, it has since expanded to two sessions per week during term time, attracting a wide range of families, including a grandparent, a working mother, a working father who has changed his work pattern to attend and some parents who don't attend other services. The Group Leader maintains that all the children have improved in their confidence and have all received certificates to recognise this.

A registered swimming coach has provided extra help with group sessions and individual guidance for the children. Parents have helped each other out at the sessions, which has been particularly helpful for the parents with 2 children. There is clear evidence of parents and children enjoying the sessions, and of them spending quality time together. Two members of staff and two parents trained on the pool helper course, with a view to using parents as volunteers. The objectives have all been met, with the added bonus of observable improvements in the attachment and bonding between parents and children as a result of enjoying an activity together.

The story below is a good example of the role that Swimtots plays in engaging people in the activities of KWSS, into wider social networks, and into opening out other opportunities:

"I am a parent with two children. There is an age difference of about 10 years. When my second child was born, I was very isolated. I stayed in the house and felt very down. I went to a local parent and toddler group. Some staff from Sure Start came and provided a story telling event. My child and I really enjoyed this. We then attended a Sure Start "Come and Play" session. We especially liked meeting people and I made good friends with at least 3 other families. This friendship encouraged us all to attend Swimtots, Gym Tots and the KEEP session together. I think these groups have encouraged my son to play with others and to learn to share. He has gone to the nursery happily and is a confident little boy. My own confidence has increased. I have trained as a Gym Tots assistant. My mother has been involved in Sure Start as a grandparent and I am now part of a Sure Start Advisory Group in making decisions for families in the area."

### **Swimtots results**

Swimtots is a modest but successful project within KWSS. It continues to support a varied group of up to 30 parents and children over 2 sessions, most of whom are not attending other KWSS services. The group has helped promote self-confidence amongst the children and provided a valuable opportunity for families to spend time together.

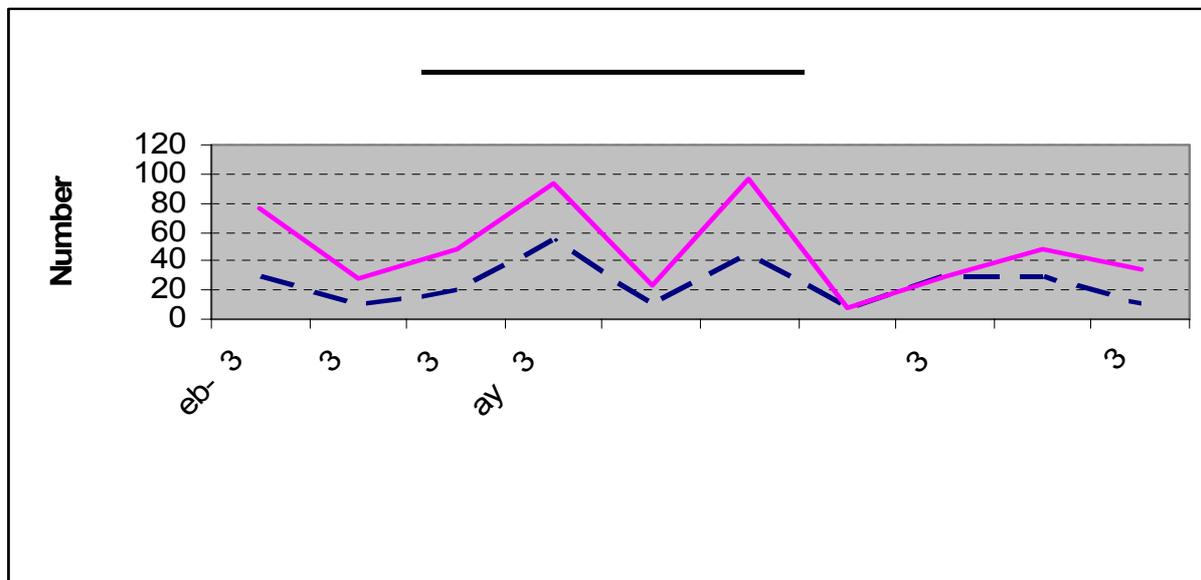
#### **2.1.2 Parent Link Scheme**

The aim of the Parent Link Worker Scheme is to:

1. Promote KWSS by reaching out to new families on the estate, and letting them know what services are available.
2. Publicise KWSS by taking part in community events.
3. Linking parents to KWSS activities and other sources of support in the area, by sharing information and helping them get to groups and to participate in other aspects of KWSS.

4. Provide focussed support to parents, for any issue which is impacting on their own or their families well being, by offering a home visiting support service.

### Usage



The Parent Link Workers (PLWs) have helped families on such matters as: finding out what nurseries and other support are around for young children, housing issues, domestic violence, difficulties managing children, and problems with neighbours. If needed, the worker attends groups with them and helps arrange appointments with the Housing Department, doctors, etc. All cases are set up with a working agreement that is reviewed after 8 sessions. New objectives will be set if necessary, or the case closed at that point. Referrals usually come from the health visitor, and typically include families who are in some way feeling isolated: recently moved to the area, not many friends with children, experiencing post natal depression, etc. Some families are difficult to reach and workers often turn up several times to someone's address, to find no one home. But the KWSS Parent Link Workers also report that people are leaving the scheme early having achieved what they wanted from it. Once the parents feel ready of come off the scheme they are asked to complete an evaluation form, but so far only 3 forms have been sent back.

This service is available to anyone whose child is a full member of KWSS. There are 2 full time and 3 part time PLWs.

## Parent Link Scheme results

| <b>Period</b>                       | <b>Total of families on scheme</b> | <b>Brought to groups</b> | <b>Receiving individual visits</b> |
|-------------------------------------|------------------------------------|--------------------------|------------------------------------|
| <b>Feb 2001<br/>to<br/>Oct 2003</b> | <b>87</b>                          | <b>53</b>                | <b>34</b>                          |

Attendance at KWSS activities constitutes an outcome in itself, as it raises opportunities for social interaction and support for parent and child. Anecdotal evidence also makes clear that the Parent Link Scheme helps parents deal with very practical issues such as benefits and debts advice. There are examples of vulnerable children remaining cared for by their families, supported by the Parent Link Scheme. This shows how KWSS has worked in partnership with Social Services and other child and family support agencies to support families.

General feedback from parents (for example through the Chatabout groups) places the Parent Link Scheme in the top 6 most valued activities, but not enough recorded data is available to support and explain this. A more in-depth evaluation is needed to work out what the main beneficial outcomes have been felt to be by both the users and the staff of the service, to unpick what the main trends are, and also what the main areas remain in terms of improvement. Return of evaluation forms has been poor, so other ways of gathering views need to be tried out. The story below illustrates the nature of some of the PLWs work:

This account involves a father of three, although at the time KWSS knew him he was a father of two. He was a househusband who also worked part-time in a hardware store. When KWSS got involved with him he was quite vulnerable as he found it quite difficult attending groups on his own with the children. He suffered from isolation so was interested in meeting up with other fathers in the same boat as him. He was unhappy in his job so we worked out what he would like to do instead. We sat down and talked through what skills he had and helped him produce his curriculum vitae so enable him to try and find alternative employment. In the end he decided to undertake training to enable him to do what he wanted to do. So together we approached Community Education to sort out what qualifications he would need and also what training he

He is now qualified to teach adults and also he is obtaining work from tutoring courses for Community Education. This has totally changed his life as he can now choose when he wants to work. He is now a regular member of KWSS, attending groups with confidence, and also promoting KWSS with other fathers.

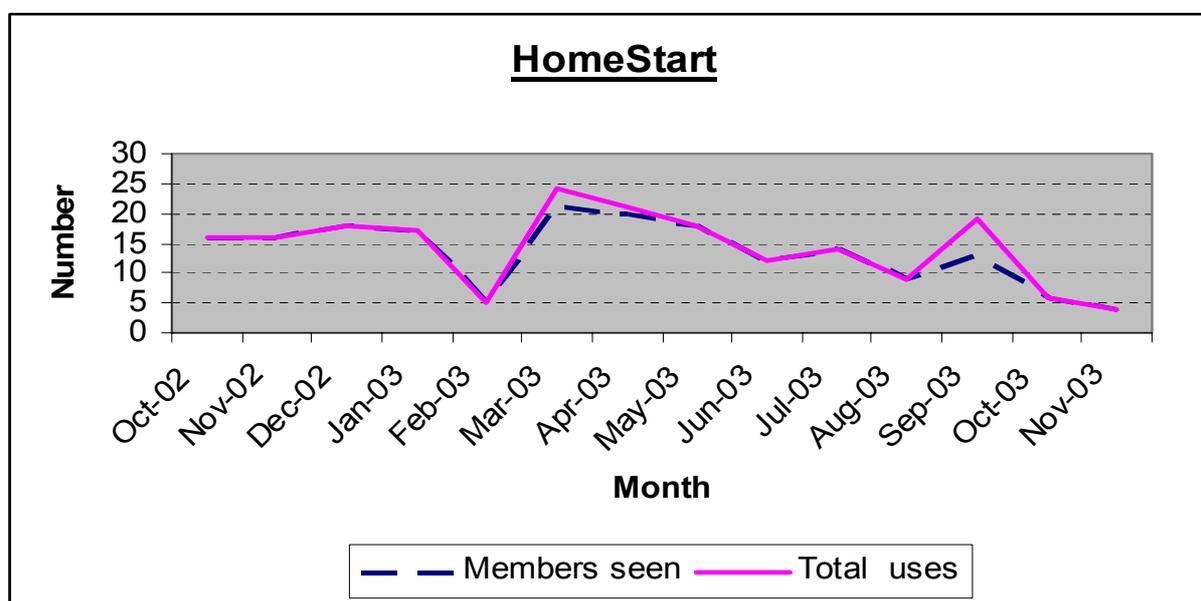
It would be helpful to find out what specific difference the Parent Link Scheme has made to families' lives, and what parents identify as the key successful element of the scheme. This would be difficult, however, considering that confidentiality is such a paramount concern with parents in such a small community.

### 2.1.3 Homestart

The aim of Homestart is to:

1. To provide a home visiting service to meet the needs of isolated parents and their children.
2. Signpost parents to other relevant services.
3. Develop network of support across the estate.

#### Usage



Homestart have recruited, trained and supported a number of volunteers to support parents in their own homes. As many as 20 families at a time have been supported in this way (15 visits per month on average). Support involves a weekly visit and telephone contact. Families are reviewed after 6 weeks, 3 months and then as necessary. All parents are encouraged to engage in relevant support services in the area, including KWSS activities. All cases are evaluated in terms of the projects' aims and objectives.

One parent described her experience with Homestart:

"I heard about Homestart through my Health Visitor. My Homestart volunteer encouraged me to go out even though I was at an all time low. There was no pressure at all though – she was very relaxed. She listened to my problems and never judged me, just offered advice. If I had somewhere to go she would come out with me, and if I had things to sort out she would help. It was just nice to have someone to talk to. I

have really benefited from Homestart. Before I was introduced to the scheme I was isolated and had nobody to talk to. It was just great having the support.”

### **Homestart results**

In the autumn of 2002 an evaluation of Homestart was carried out by KWSS. The evaluation concluded that Homestart was meeting all its targets. Questionnaires were issued to families who use the service and they generated very positive feedback. One of the main comments back from parents using Homestart was that they liked the fact that the volunteers come from outside of the area. In a neighbourhood where there are such close networks this is important. Another parent commented that she preferred her support to be voluntary, because it meant that her volunteer was giving time because she wanted to – not because she was being paid. This is in contrast to the support provided by the KWSS Parent Link Scheme, but enhances the provision for parents overall in the area.

When reviewing the budget for 2004/5, Homestart’s expertise in supporting volunteers was acknowledged by first offering them the opportunity to co-ordinate all volunteering across the programme, in preference to directly employing a KWSS Volunteer Co-ordinator. As this idea would be a move away from the home visiting model that Homestart normally delivers, this may not be possible. A decision, therefore, has yet to be made on how volunteers should be supported by the Programme.

## **2.2 Education and Learning Advisory Group (ELAG): Improving Learning**

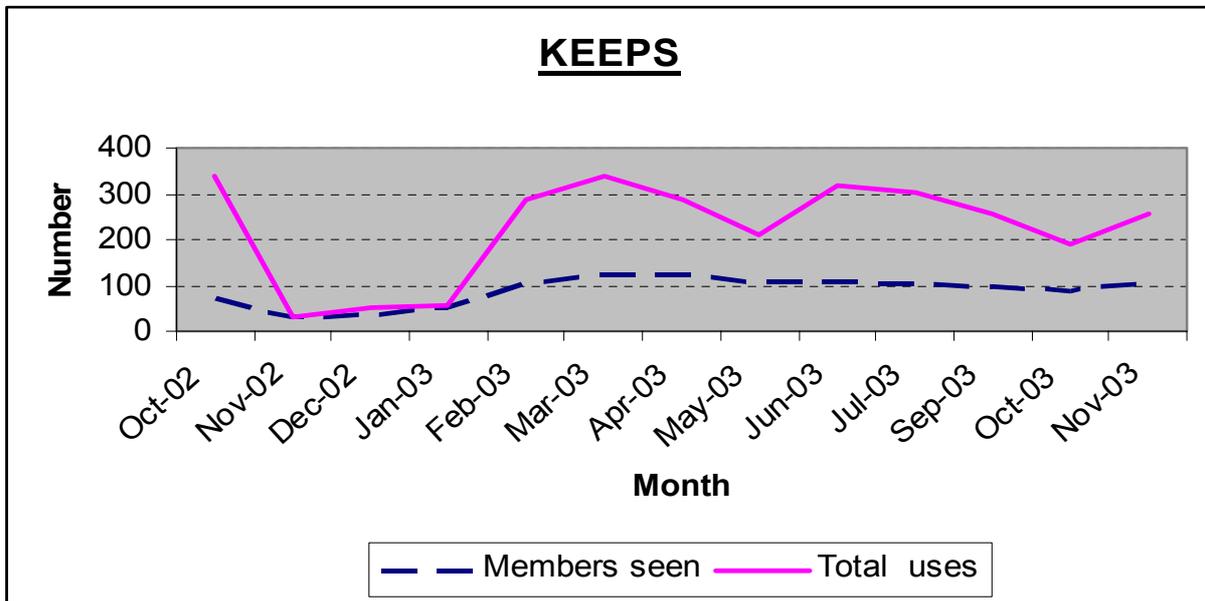
ELAG oversees projects that have been developed to broadly address the education and learning of children and parents. These include: the KWSS Speech and Language Therapist, the Filwood Library Project, the KWSS Library, the KWSS Family Learning Tutor Organizer, the Single Parent Action Network Outreach Worker, and Volunteering (see Appendix 1 for more details of these projects). The following services, KEEP and Training, have been selected as examples of important projects to evaluate in detail.

### **2.2.1 The KEEP Project**

This project aims to:

1. Improve language and communication skills.
2. Develop literacy and numeracy skills.
3. Develop self-esteem.
4. Encourage bonding and attachment between children and their parents.
5. Recognise that parents are the best educators of children and give them the skills to help their children’s development

## Usage



KEEP stands for Knowle Early Education Partnership. It has been adapted from the PEEP model in Oxford, which has been proved through an extensive longitudinal research by Oxford University to help children succeed at school. Originally, KWSS, along with Birkenhead Sure Start, were chosen to be PEEP replication models, with the aim of exactly recreating the Oxford model, and therefore its success. In September 2001, KWSS agreed a contract and bought into considerable PEEP development support, including training and project management advice. Both organisations, however, changed through time. With a change of management, PEEP became more limited in its capacity to deliver support, and, as the needs of KWSS also changed and the KEEP project grew of its own accord, the contract was not renewed the following year.

KEEP actually started in Knowle West in spring 2002, with three pilot KEEP groups, led by the KWSS Activity Workers, and assisted by the KWSS Parent Link Workers. The groups aimed to be an hour long, and offer a highly structured session involving singing, storytelling, book borrowing, parent talk time and play activities. At that time attendance comprised 12 babies and 15 older children. The programme developed steadily, and by the autumn of 2003 (i.e. in 18 months) it had 9 groups: 2 each for Babies, 1s & 2 year olds, and 3 for 3 year olds, the latter based in the local nursery schools. The total numbers of children on the register are 100-120, with weekly attendance averaging 60-75. KEEP has tried various methods to recruit members, including telephone recruitment, informal KEEP playing sessions tied in with the beginning of term, direct leafleting and word of mouth from KWSS staff and partnership colleagues.

The KWSS Activity Workers, all qualified nursery nurses, have been trained by PEEP to work as KEEP Group Leaders. Group Leaders have had to be responsive within group sessions, as some powerful issues about people's childhoods have come up. Some

parents asked that the groups go on longer, and it was felt that there were many positive benefits in allowing space to consolidate friendships and supporting parents as necessary, apart from the structured learning. KWSS has responded to this by extending group times and including a social time for chatting.

The KEEP programme also offers Level 1 OCN qualifications for parents, supported by the KWSS Family Learning Tutor Organiser. KEEP is also developing partnerships with local schools, health visitors and with the local library (where some of the groups are run). The project is also delivering Group Leader and Assistant training to both professionals and parents in Knowle West (to help expand the groups and move closer towards sustainability). KWSS are clear that they want KEEP to become a universal service in the area, as it is in Oxford. KEEP is now the largest Early PEEP-type project outside Oxford. Apart from the obvious impact of the staff themselves, the success of KEEP can be attributed to the fact that the project is central to the KWSS programme of activities.

The following is an extracts from a KEEP Observation made by Sally Jaeckle, who is an Advisory teacher for Early Years in Bristol:

"There is a very positive, relaxed and calm feel to this group. Babies and toddlers are happily playing while parents chat with the practitioners. When the health visitor started a game the Activity Worker joined the group circle and her body language was open and positive. She clearly has established strong and trusting relationships with these parents. The whole session was well managed, responding to the different needs of the parents and balancing the roles of the other professionals – an excellent example of multi-disciplinary work in practice. The Activity Worker led the action rhymes and singing and all the parents joined in enthusiastically. The value of sharing books with children was identified and the activity worker drew the parents attention to the key experiences listed in their packs. All staff were very clear about their roles during activity time, interacting sensitively with children and the parents. One parent was helping their child make a page for the feely book, another was chatting to the midwife while another was working with a trainer on an ONC qualification".

### **KEEP results**

Although there has been no formal measuring of outcomes, staff have been recording comments and observations from two main sources:

1. The effect of KEEP is largely anecdotal, but nevertheless compelling. Staff have observed quality parent-child relationships develop and evidence of friendships between parents that are carried over outside of the group. Crèche, nursery and school staff have all noted the impact of KEEP on children. The following quote is from the Deputy Headteacher at the Knowle Early Years Centre, which have recently experienced their first intake of KEEP children:

“You can recognise the KEEP children instantly. As soon as they came through the door, they showed greater confidence, and were willing to talk to anyone. They are more articulate, with better language skills, and are better able to contribute fully in the classroom. They show longer attention spans and greater listening skills, and were more able to form positive relationships with their peers and with staff”.

2. Parents have given feedback at the end of every term. They have said that KEEP gives them a chance to ‘get out of the house’, ‘to borrow books’, ‘to have a gossip’, and for their kids ‘to socialise’ and to ‘sing songs’.

Given the breadth of this project, and the success in its development, our recommendation is that a more in-depth evaluation be carried out, in partnership with parents, crèches, nurseries and schools (i.e. longitudinal project?) to evaluate the systemic impact of KEEP locally. Such an evaluation would need to think laterally about the range of outcomes to monitor.

Here is a story from a parent who has been involved with the KEEP programme:

“I feel more confident as a parent since joining the KEEP group in the respect that being able to talk to other parents about situations I've had with my children without feeling as if you are the only parent going through the same thing. I believe I feel more confident in doing different things with my children without feeling silly doing it, such as singing with them. I feel more confident as an individual by speaking out a little more than I used to, with how my day has gone for example, without feeling as if I'm a failure in some way which I used to a lot before I went, especially with certain situations. I'm also more confident as an individual because I'm proud of being able to do things like the KEEP training on my own, which is something I wouldn't have done before”.

Finally, the success of the KEEP programme can be measured in the way that so many different organisations have been inspired to model the success of KWSS. With many professionals from Bristol and beyond applying to observe the groups and attend KWSS training, KEEP is starting to be recognised nationally and locally as an area of excellence in early education. Organisations interested in adopting PEEP-type learning include: Southmead Early Years Centre, Kingsweston Sure Start, Hartcliffe, Highridge and Witherwood Sure Start, Hillfields Community Partnership and Barton Hill Settlement.

### **2.2.2 Training**

The training programme at KWSS can be characterised by the following:

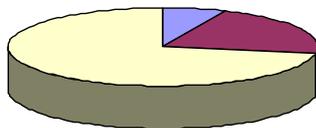
1. Training has been awarded high status within the organisation. The early appointment of Training and Development Officer in April 2001 ensured that training was coordinated and developed from the beginning. The post subsequently became part of the KWSS management team, working alongside

other managers in the development of policy and strategy. The training budget has been negotiated annually by the Training Officer and has been generous, allowing an ambitious programme to take place which had been responsive to the needs of the organisation and other individuals.

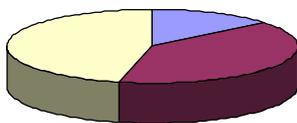
2. Training has been designed in partnership with other organisations working within Knowle West, aiming to raise knowledge and skill levels for all. Training ideas are proposed at ELAG or at full team meetings or elsewhere; and free monthly in house training events are organised. The attendees are always a mixture of KWSS staff, professionals and parents working as volunteers in the area. Professionals working outside the area are charged a reasonable fee. Feedback has been usually good to excellent.
  
3. Every opportunity has been taken to enable parents to train and eventually take ownership of activities, aiming towards the long term sustainability of the programme. See below for further analysis.

**Training results**

The Pie charts opposite show the overall make-up of the in-house training arranged year-by-year.

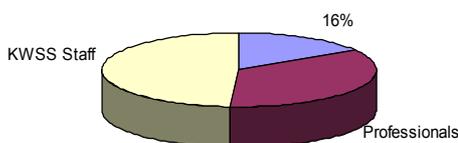


The most significant figure here is the number of Parents that are attending. During 2001 there were 14 courses organised. Of the total number of people attending just 7% were parents. That figure had risen to 14% by the end of 2002 and by the end of 2003 this had further increased to 16%.



Since 2001 parents have successfully completed training to allow them to become Gym Tots assistants, KEEP assistants, Breastfeeding-mother Supporters and Swimtots assistants. They have since become actively involved in the running of these groups.

**2003 Training (22 Courses)**



Over the next couple of years KWSS is aiming to offer further training to enable parents to become Gym Tots and KEEP Group Leaders. Parents have been signposted and supported to undertake crèche training and have been subsequently offered employment as crèche workers for KWSS.

In addition to in-house training sessions other short 'taster' courses have been offered to parents, in subjects like Storytelling, First Aid and Cooking. These have been organised by the KWSS Family Learning Tutor Organiser as a way of providing parents with the first steps back into training and employment.

## **2.3 Health Advisory Group (HAG): Improving Health**

HAG oversees projects that have been developed to address the health of children and parents. These include: the KWSS Midwife, the KWSS Scanner, the Smoking Cessation Service, the Weight Management Group and the Aquanatal Group (see Appendix 1 for more details of these projects). The following services, Health Visitors, Coping with Kids, Breastfeeding Support and Bumps and Babies, have been selected as examples of important projects to evaluate in detail.

### **2.3.1 Health Visiting**

The Health Visiting Project aims to:

1. Provide a fully inclusive range of clinical support and advice to any parents-to-be and existing families.
2. To offer an enhanced health visiting service, including ante and post-natal visits over the first tow and a half years following birth.
3. To raise awareness and offer advice on breastfeeding.

There are two Health Clinics in Knowle West; the William Budd and Knowle Health Clinic. When the decision to fund Health Visiting in the area was made KWSS decided to negotiate a Service Level Agreement (SLA) with the William Budd centre. This was because the majority of families within the KWSS catchment area used this centre.

The SLA was to fund an enhanced service from Health Visitors. This included up to 5 extra visits up to the age of three on top of their statutory remit. The aim of this is to provide parents with extra support on issues including parenting, isolation and post natal depression, to promote child health with regard to feeding, behaviour, sleep and toileting. They would also support families with things like disabilities, drug/alcohol use and child protection issues.

### **Health Visitor results**

KWSS have found the Health Visitors to be the most effective way of contacting local parents, as they visit all newly born babies in the area. As such they have been in contact with more KWSS members than any other activity. This has been invaluable in

terms of raising awareness of the programme in the area, as well as providing signposting to KWSS parents to other local organisations. They have also been heavily involved in working in partnership with KWSS staff to create and develop a number of successful new groups.

KWSS used its parents' consultation structure, the Chatabout group, to give Health Visitors and parents opportunities to discuss how the service is working, and how to improve it. The William Budd Health visiting team share a corporate caseload. Some parents would have liked a named Health Visitor with whom to establish a longer relationship. This approach, however, has enabled the Health Visiting team to cope with a heavy caseload despite staff and funding shortages. It also allows the team to work to their individual strengths. On the whole these kinds of dialogue have created greater trust between parents and Health Visitors and helped the service to develop in a mutually beneficial way.

In line with the Primary Care Trust Review of Health Visiting Services, KWSS will be working with Health Visitors to constantly review the service being offered.

### **2.3.2 Coping with Kids**

This group was set up by KWSS and developed in partnership with the Health Visitors. Its aim was to:

1. Help parents/carers to learn strategies to take control of their own and their children's lives.
2. Reach out to parents who are not attending other KWSS activities.
3. Working in partnership with the Health Visitors to address the needs of families where there are children in need.
4. Reduce the numbers of children on the child protection register, by offering support to parents who are becoming stressed and at risk of managing their children's behaviour in inappropriate ways.
5. Develop informal support networks among parents on the estate.

The project was run as a 6-week course, jointly led by Health Visitors, the KWSS Community Social Worker and members of the KWSS staff team. In the spring of 2003, 10 families signed up, of which 6 attended regularly. By the summer of 2003 a further 10 families had signed up to a second group, 4 of whom attended regularly. The first group had a lot of fun and gelled really well, enabling them to gain in confidence and self-esteem. Staff observed positive changes in the way parents were able to manage their children's behaviour. This first group was made up of committed parents; none of them were referred by Social Services or Health Visitor. The second group was slightly more difficult, although again this generated some very positive outcomes for the small number of participants that attended.

### Coping with Kids results

Of the objectives identified above, objective one was met by sharing behaviour management strategies with parents and teaching assertive discipline techniques. In addition extra information was given about high sugar diets and food containing additives which helped one parent to manage her child's behaviour difficulties much more effectively. The positive benefits of the approach have been observed after the course, with parents managing their children's behaviour calmly and effectively in subsequent activities.

Objective two was not met, as the group tended to attract only existing members. The group leaders were disappointed not to receive any referrals from Social Services at all. To address the problem of low numbers attending sessions, there are now plans to offer the programme to groups within the existing membership. In addition, staff have been looking at the needs of the most vulnerable parents, and have been considering putting on a more therapeutic group for parents who have very difficult relationships and/ or attachment difficulties with their young children.

Plans are already underway to run a group on the 'Mellow Parenting' model which aims to address not only parents strategies for managing children's behaviour but also gives them some insight into their own experience of parenting, and how this is impacting on them now. The Community Social Worker has been trained in this approach and is planning to run a group with an Educational Psychologist over the next few months, based at the Early Years Centre. She is already attending the EYC on a regular basis, to build up trust with the parents, and to become a familiar face prior to engaging with parents about the group.

### **2.3.3 Breastfeeding support**

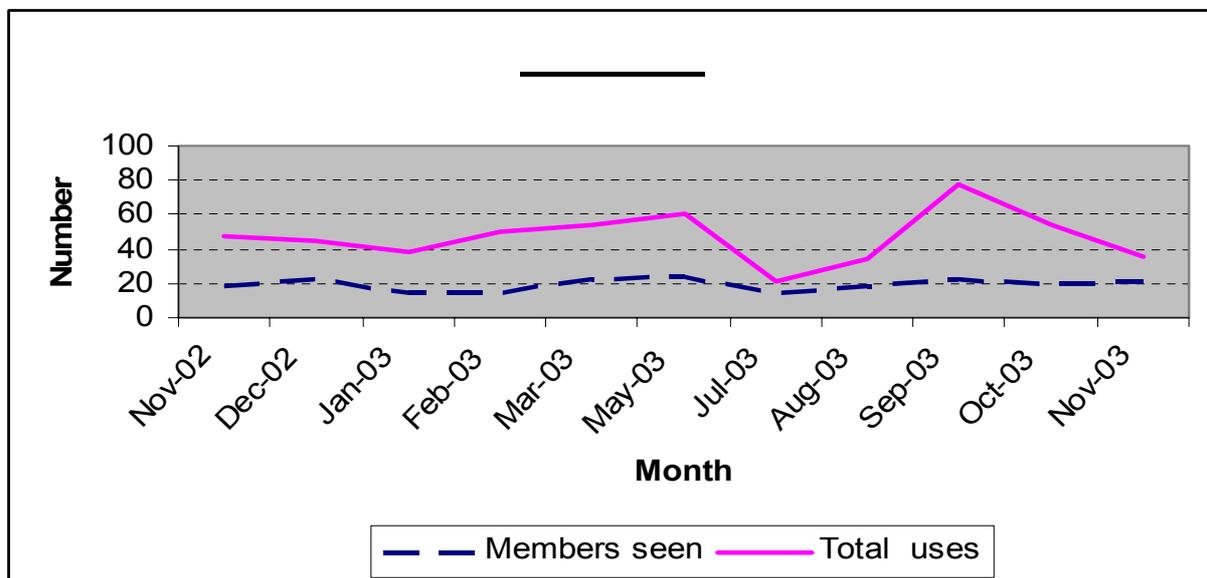
The KWSS breastfeeding strategy is split into two strands; the UNICEF breastfeeding initiative and the FAN club.

The Health Visiting service has developed the UNICEF baby-friendly initiative (sponsored by KWSS). The Project provides a framework for the implementation of best practise by the NHS. The aim is to help parents to make an informed choice about breastfeeding and support them in their feeding method. Research has shown that this initiative is effective, particularly in conjunction with a 'community development' approach to improve breastfeeding rates, which the Health Visiting team have worked hard to implement.

KWSS also developed its own project to address this key area of its work. This is the FAN (Flourish And Nourish) Club. The FAN Club was set up as the primary group-based response to the national and local targets of increasing the number of mothers whom breastfeed at 8 weeks. It identified the following objectives:

1. To offer support and information in a breastfeeding friendly environment.
2. To promote training.
3. To offer peer support from experienced and trained local Breastfeeding-mother Supporter.
4. To motivate and encourage pregnant women to think about breastfeeding as a realistic option.
5. To uphold the principle of confidentiality.
6. To welcome all breastfeeding women, past and present.
7. To support women who are finding breastfeeding particularly difficult.
8. To continue to support women who have chosen to stop breastfeeding by offering continued support within the Bumps and Babes group.

### Usage



**\* Monitoring information is not available for April and June 2003**

The FAN Club started early 2002, with 5 mothers attending. For the first 9 months, the average number of mothers using the group was 8, and attendance figures suggest that they were using the group twice a month. Since November 2002, the number of mothers has increased, to an average of 20; attendance has also increased steadily (except for July and August), which suggests that mothers are attending more regularly too (an average of three times a month).

The group is very much 'mum led'. Since it started, 9 mothers have successfully trained as Mother Supporters, and they are the ones introducing the group, its objectives and how things work to the new members. They have also expressed a clear desire to set up their own group, independent of KWSS, and have been successful in applying for funding from Bristol City Council's Sustainable Neighbourhood Fund (£4,600) to help them do that.

Staff have undertaken an evaluation of the FAN Club with the parents. The main feedback shows that they have welcomed the break from routine, the opportunity to chat about difficulties, and the presence of the Mothers Supporters. Some mothers have been clear that they would not have been able to continue breastfeeding without the support of the group. The parents agreed that a great project was the design and printing of the postcard featuring the breastfed children, which is now given to all new mothers to promote the service.

The aim is now to set up the additional group, run and funded independently of KWSS. This shows great enthusiasm and appreciation of the aims of the project from the mothers involved. At the moment, the Mother Supporters are intending to split equally between the two groups. The staff will continue to offer consultation and support to the newly established group, and sort out logistical things such as venues and crèches. The Mother Supporters are planning to go into the pre and post natal Bumps and Babes groups to promote breastfeeding. It has been also suggested that Mother Supporters should wear their badges each week. Promotion of breastfeeding is therefore seen with a much wider remit than 1:1 advice from Midwives, Health Visitors or the FAN club itself.

Here is the story of one parent's experience of involvement in the FAN Club:

"As a mum, I've had had experience of breastfeeding two of my children, one without the support of the FAN club and one with. It did help me to support myself and give me confidence, as I am so shy I would never face up to people, but I was able to breastfeed on the bus and in other public places. I always talk about breast feeding. I am so proud just because they see me breastfeeding and they look fascinated, especially to see a boy of nearly two years old still feeding. Without the support I got from the FAN Club, I would always make my baby wait and cry until we got home to feed him in private, which I now know is not right. Now I also know so much more about all the benefits of breastfeeding which before I didn't and that has helped me and made me feel really proud and to able to support other people".

### **Breastfeeding results**

Local statistics relating to breastfeeding have been hard to come by. There is, however, some evidence to suggest that the UNICEF and FAN Club initiatives are having some effect. In the period September 2002 until March 2003 the number of mothers breastfeeding at birth stood at 31%. For the period April 2003 until December 2003 this had risen to 33%. The latest breastfeeding rates for the 6 – 8 week period are not yet available. However, figures show that between April 2000 and March 2001 the rate was 15%; for the following 12 months that had risen to 20%.

A report on the UNICEF Baby Friendly Initiative in the William Budd Health Centre and the Walk-in Centre in November 2003 identified many areas of progress. They found that the Breastfeeding Policy has been passed and made widely available around the area and that most Midwives and Health Visitors had now been trained in the management of

breastfeeding. In May 2003 an audit was carried out of pregnant women's knowledge of the benefits of breastfeeding. Of the 16 people randomly sampled 81% stated that they had "discussed breastfeeding with a Midwife or Health Visitor and were able to give at least two benefits of breast feeding". The survey did find, however, that few women were able to discuss the management of breastfeeding, which is an area now needs to be addressed.

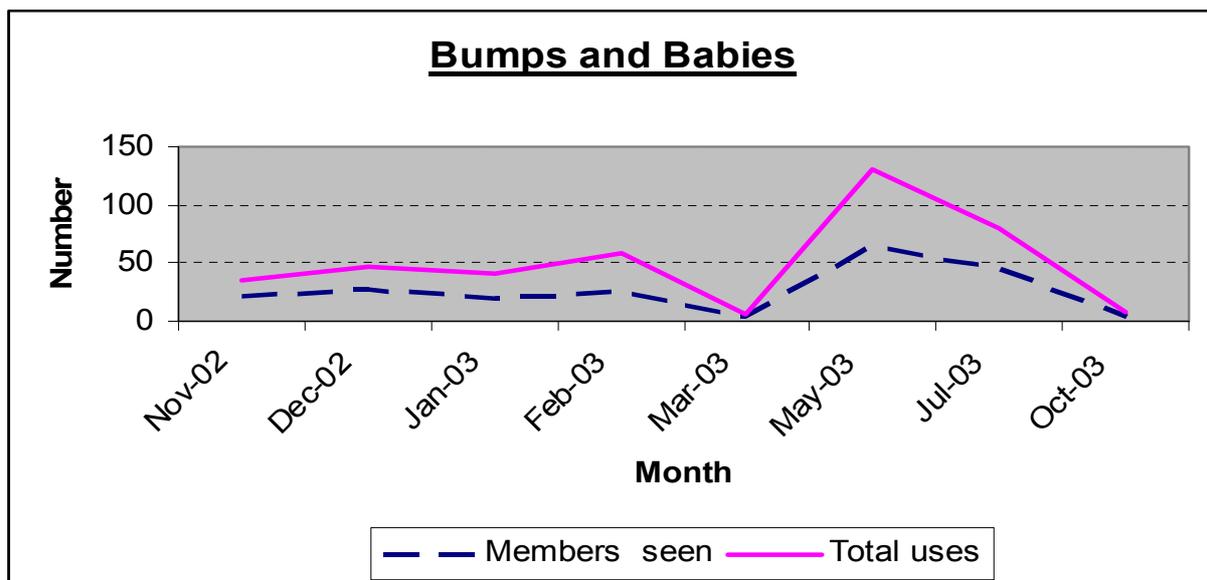
Attendance, and awareness, of the FAN Club has risen, doubling in the last 18 months. Other outcomes have been a visible empowerment of many of the members of the FAN club, evidenced by their volunteering to be on the KWSS Partnership Board.

### 2.3.4 Bumps and Babies

The aims of this group are:

1. Provide support for expectant parents.
2. Provide support for parents just following the birth of their child.
3. Provide easy access to the Midwifery advice.
4. Provide access to other specialist advice such as physio, baby massage, Health Visitors, etc.
5. Develop informal networks and an opportunity for friendship networks to flourish.

#### Usage



**\* Unfortunately only limited monitoring data is available for this activity**

This has been one of the most successful groups run by KWSS. It has generated an increase in attendance, has managed to involve fathers and successfully created a

second weekly group. The number of people using this service averaged 10 during the first year; by September 2002 this sharply increased to an average of 25 monthly users, matched by an increase in attendance. After a curious drop in attendance in March 2003 there was a sharp increase in families using the service, coinciding with the setting up of the second weekly group. May 2003 shows the biggest attendees figure – 64.

It seems that the change in format played a key role in generating more attendance: by September 2002, the group has started connecting with Baby KEEP; after a general time for socialising and accessing advice and support, the group splits into 2, with one member of staff taking the parents and babies to do KEEP, and the Midwife staying with the pregnant mothers (and their partners, if any) to provide ante natal advice. The KWSS Midwife has developed a structured rolling programme, including information about the birth, pain relief, visits to the labour suite etc.

At first very few fathers were involved, but by the beginning of 2003, some fathers started attending regularly; by then, the sessions were very successful, attracting up to 40 people in the room sometimes!

Feedback received from parents highlights the following factors contributing to the success of the group: the social aspect of the group (important in building in the opportunity to develop informal networks), a lack of 'cliquey-ness', and the increase in their confidence as parents as a result of coming to the group.

The group has been a real success, having been nominated for a 'Sure Start Partners in Excellence Award', based on the numbers (up to 25 families a week), the way it developed as a partnership between different parts of KWSS, and all the positive outcomes it generated ie child development (links with KEEP), parent advice and support, bonding and attachment. One of the male workers is intending to build on the engagement of fathers, by running a 'preparing for fatherhood' group for expectant fathers, with Sue Cripps, the KWSS Midwife.

### Bumps and Babies results

- 114 individuals have attended the group; out of these, 47 were parents/carers.
- 88 attended for 1-3 months; 16 for 4-6 months and 10 for 7 months or more
- 9 parents have successfully completed KEEP Assistant training
- Strengthening of friendship network
- Strengthening of parenting skills and confidence
- Management of transitions: from pregnant to having a baby, and from post-natal group to baby KEEP, and on to KEEP for ones and twos through to nursery
- Enhanced bonding and attachment
- Enhanced cognitive and emotional development

In Knowle, 114 individuals have used the service overall, and sometimes more than 40 people gather within a group, including mums, dads, babies and staff.

## **2.4 Childcare and Access to Employment Advisory Group (ChAEAG): Childcare and Strengthening Families and Communities**

Historically, the Knowle West area has been very much depleted in terms of childminders, playgroups, drop-ins, and other kinds of childcare provision. As a result, KWSS has concentrated on reversing that trend, by working on the development of some major new initiatives. These have included: developing and extending the Knowle West Playcentre playgroups, the employment of the Knowle West Development Trust Childcare Development Worker, the building of the Early Years Centre, the refurbishment of the Play and Learn House at the Park, the refurbishment of the Health Association Crèche at the Filwood Community Centre, the management of the crèche services at the Park, Healthy Living Centre and for KWSS, and the support of playgroups and parent toddler groups (see Appendix 1 for more details of these projects). The following projects have been selected as notable examples of childcare projects that require further evaluation.

### **2.4.1 Neighbourhood Nursery**

The Neighbourhood Nursery Initiative (NNI) within KWSS is in its second year. ChAEAG members volunteered to add strength to a subgroup to oversee this piece of work. The membership was widened to include members from the Education Park Committee (the venue where the Nursery is being built) to increase the number of parents shaping the project. The group is now fully constituted and it is hoped will eventually manage the Neighbourhood Nursery, ensuring it remains a community owned facility. The pace quickened in the second half of the year and funding has now been secured to pay for refurbishment and running costs for its first three years. The contractors are on site and the Nursery will be open for business in February 2004, offering places at a subsidised rate, in the first instance for children living in Knowle West.

The facility will comprise 36 places which will be broken down into groups which address the needs of specific ages, so there will be a room especially for babies from birth upwards followed by a room for under twos and a room for over twos. There will also be a 24-places crèche for childcare for less than four hours in any one day. Staff will be employed to deliver a range of care tailored to the child's age and parents will be able to choose for any amount of care ranging from a full time place 5 days a week to a part time place for perhaps one afternoon. The Nursery will also be able to offer Foundation stage places for three and four year olds.

There has been on-going consultation with parents about NNI, through Chatabout for example. Parents are very positive. This is key initiative in the government's plans for Children's Centres in the future.

## **2.4.2 Childminding**

When KWSS began, there was only three registered childminders in the area, who were kept very busy by the demand. Other sources of childminding have been used though, including a larger pool of childminders in neighbouring areas. However, there is still a heavy reliance on informal childminding from grandparents, friends, etc. Because the Programme decided to prioritise the Neighbourhood Nursery little work has been initiated on developing capacity in terms of registered childminders. The Programme has recently connected with the local childminding group whom meet in the local Early Years Centre, and offered them a room where they can meet weekly. However from January 2004 a new task group on childminding is being set up and an annual budget of £12,000 has been identified to build the capacity of registered childminders locally. Recent Neighbourhood Renewal (NR) meetings highlighted childminding to be a high priority in the area, so KWSS and NR will look at this issue together. Some learning from the Hartcliffe, Highridge and Withywood Sure Start may be helpful as they have successfully increased the number of childminders from 3 to 27.

## **2.4.3 Other Childcare Initiatives**

Since it started 2 ½ years ago, KWSS has done a lot of groundwork and capacity building work in this area; consequently, 32 hours/week of crèche are provided by trained local parents, 12 local parents have recently received childcare qualifications and, as indicated above, 36 F/T and 24 P/T nursery places will be available locally from February 2004. ChAEAG was set up as a multi-agency advisory group bringing together local parents and professionals interested in childcare and access to employment.

In addition, a Childcare Development Worker for Knowle West Development Trust was awarded some KWSS funding, and has successfully funded and supported several parents in completing childcare training. The courses include the Crèche Workers Course and a Level 3 in Early Years and Childcare, all of which have enabled parents interested in working with children under the age of four to hold qualifications for employment in the sector. The qualifications have also ensured that delivery of crèche to support KWSS. There is now a bank of crèche staff that reliably delivers an average of 32 hours of crèche a week.

### **Childcare results**

The work that KWSS has carried out in terms of offering more childcare opportunities has meant a reversing of a historical trend; Knowle West can no longer be seen as being completely depleted of childcare resources. There has been an increase in some of the vital conditions necessary for parents (especially mothers) to access employment. Developments in multi-agency work on the issue have proven to be difficult, but recently different key players have agreed to work with KWSS and the future looks hopeful.

KWSS should look to increasing the numbers of childminders in the area as a top priority.

## **2.5 Working with difficult issues**

KWSS has encountered several challenging target areas within its work. These include involving fathers and reducing smoking. It has tried to look at new and innovative ways of tackling issues, including Action Research. This section examines these topics in detail.

### **2.5.1 Father's Work**

Work with this group has proved to be a challenging part of the programme. It is regarded as important by KWSS because of evidence showing that there are an increasing number of fathers taking responsibility for childcare, and the importance of positive male role models in children's lives.

Unfortunately, there is a general reluctance of fathers in the area to get involved in KWSS. To try and improve this, a KWSS Father's Activity Worker was employed in November 2002. The Programme currently employs four male members of staff, three of whom are delivering services. This team are busy making contact with fathers (including 10 home visits) and arranging events. A father's skittles night was arranged and was a great success, with 10 fathers attending, including 3 from the neighbouring Hartcliffe, Withywood and Highridge Sure Start. Fathers enjoyed the opportunity to meet informally and to have the chance to talk about their experiences of parenting young children. Two football matches attracted a good showing of the fathers (despite the rain!!). One of the fathers subsequently edited a video of the match that his partner had been involved in filming, which demonstrated a real investment in the project. Links have also been made with KWADS to provide information on drug issues, and with Horfield prison in Bristol to promote support available to young fathers released from custody.

An antenatal dad's group ('Ready, Steady Dad') attempted to involve expectant Dads in 2002, but with little success - no-one attended. Discussions are ongoing around the possibility of running another group in 2004. There has been a small increase in fathers coming to activities, including the Bumps and Babies group which has attracted 2 fathers. The Me and My Dad group was set up after the Fathers Activity Worker came back inspired from a Fathers Direct training programme. So far, 4 different dads have attended (but still only 3 at any one session - often less). There is an intention to introduce more structure to the sessions, with quizzes and discussions around fatherhood; and a DIY course as requested by the dads. Excitingly, a previous member of the Father's Group is going to facilitate this training, and it is hoped that the membership of the group will expand after this course.

Feedback suggests the groups and events work well once fathers actually attend. Fathers have welcomed the opportunity of being able to discuss issues relevant to them e.g. one father has been able to get very specific advice in relation to custody of his daughter. Despite this, getting fathers involved in significant numbers is a real problem and remains an important consideration for the Programme over the next couple of years. Further evaluation is needed to establish the needs of local fathers and how these can be addressed.

## 2.5.2 Smoking

This is a particular problem in the KWSS area. The nearby Imperial Tobacco Factory was the major employer in the area until it closed. Its presence had led to a strong tradition and culture where smoking is the norm. The availability and affordability of cigarettes in the area has led to a rate of 57% of people smoking even today. Up to 52% of women continue to smoke during pregnancy.

To try and improve these figures KWSS linked with other agencies in the area (there was already 1-to-1 and group support available) and have developed the following strategies:

- The KWSS Midwife provides 1-to-1 support to stop counselling.
- PLWs, Health Visitors and other professionals received brief intervention training.
- An information flyer of services/agencies available in the area providing information, support and advice for those trying to quit was produced and distributed.
- 'Sick of smoking' sessions were arranged for KWSS parents considering giving up, designed to prepare smokers to join the local 'Support to Stop group'.
- Promotion of the Clean Air campaign – aimed at minimising the harm of smoking on children.

Take up of these services has been very low indeed. The KWSS Midwife reports:

"It's very hard to engage pregnant women in giving up smoking. Many of them have no desire to stop, and even those who express an interest frequently do not take up the support offered."

The following example illustrates the problems encountered. In 2003, the KWSS Midwife received 16 referrals for pregnant women who wanted to stop smoking. She then contacted each woman by phone or letter. The Midwife made 14 successful home visits (on the other 2 visits no access was granted). As a result of the visits 3 people set quit dates, the remaining 13 did not agree to quit. All 3 women who set quit dates failed to stop smoking on the date agreed.

Over the whole course of the programme, the few successes total:

- 4 people have stopped with support

- 1 woman stopped without support
- 1 woman quit after the birth of her baby.

Unfortunately this trend looks set to continue, with the 2 referrals in 2004 resulting in 1 no access visit and 1 failure to stop.

### 2.5.3 Action Research

KWSS is part of the Bristol Children's Initiatives Evaluation Programme. This is an Action Research project that attempts to find new and innovative of tackling difficult issues affecting the area. Carried out by SOLAR at the University of the West of England, the aim of the Action Research approach was as follows:

- To enable useful feedback in real time.
- To generate action around difficult priority issues.
- To learn through action.
- To link evaluation, policy and practise development in to a seamless process

The focus of the Action Research project was on analysing whether the services available are the right ones to support local need and, if not, what can be done to change this. The research was split into four different, reasonably well attended groups. Each group would look at an area which had been identified as being a particular concern for the KWSS community. These groups were:

#### 1. Isolation

As a result of this work the group has thought about how it might develop a strategy to reach isolated families. Ideas have included work in unconventional settings, including social clubs and bingo halls etc.

#### 2. Use of Parks

This group looked at the impact of the local environment on the quality of family life in the area, specifically parks. The group has cleaned up some of the parks and now developed into the creation of a new 'Neighbourhood Environment' group.

#### 3. Feed the family

This group has looked at healthy eating in the area. They have decided to produce a local recipe book written by a group of parents.

#### 4. Affordable Childcare

The group has collected of a bank of stories of childcare experiences and scenarios and plan to use this in the planning and monitoring of future services in the area.

In November 2003 participants in the various Action Research groups were given an evaluation questionnaire, of which there were 19 responses. These were very polarised, with 10 rating the groups as successful in their achievements and 8 saying that they thought they were unsuccessful. This is perhaps predicable for an innovative methodology in its first year of operation. Facilitation is an essential part of an effective action research process, and this also received a very mixed response, with 10 rating it good, 1 excellent and 8 rating it poor.

Following this evaluation, and due to budget constraints, it has recently been decided to end these Action Research strands by then end of the financial year. It is hoped that some of the groups will continue under their own steam, which was the intention at the outset of the project.

## Section 3

### 3 Cross cutting themes

Cross cutting issues are those that touch across the whole of the KWSS Programme. They cannot be directly attributed to one target or outcome, but are critical to the Programme's success.

#### 3.1 Staffing

Information gathered at the 2003 AGM, as well as anecdotal evidence, seems to indicate that one of the strengths of the programme lies in the appointment and development of a strong staff team. Turnover is reasonably low and members of staff are knowledgeable and enthusiastic about the various projects:

"Staff are approachable, put on good activities and have lots of knowledge and experience."

"Everyone is very enthusiastic and dedicated and seems to enjoy themselves."

*- Quotes from AGM questionnaire – Sept 2003*

The full KWSS staff structure can be found in Appendix 6.

Although the structure may at first appear hierarchical this has not been the experience of staff within the team. It ensures that enough staff are employed to give adequate time and expertise to developing good support and infrastructure for the programme, as well as strategic management. The number of staff represents the emphasis that KWSS places on creating and running their own projects.

The effectiveness of staff employed could be attributed to many things and the following factors should be noted:

- KWSS uses recruitment procedures which are exceptionally exhaustive. Most jobs within the organisation require candidates to participate in one day/half day assessment centres. During this they will take part in activities including a group exercise, one or two presentations, an individual exercise and an individual interview. KWSS also uses large interview panels (usually 5 or 6) made up of a combination of local parents, professionals working in partnership with the Programme, relevant BCC staff and KWSS managers/practitioners.

"I liked the group task, it gave me chance to show my teamwork skills which you wouldn't get to do in most interviews"

*- Quote from Assessment Centre questionnaire – Jan 2004*

- All staff receive a two-week induction period, monthly supervision sessions with their line manager and annual appraisals.
- All staff have access to numerous training opportunities.
- All staff are encouraged to support each other by taking part in regular full team meetings, staff teambuilding days and social events.
- All staff are supported by BCC employment policies and procedures, and have a say in developing KWSS policies pertinent to the organisation.

### **3.2 Management and leadership**

It is SOLAR's impression that KWSS is a well-managed programme. It did, however, suffer disruption during the period of maternity leave by the Programme Manager (September 01 to February 02). Since then a strong and cohesive management team has been developed. The Programme Manager has a democratic and inclusive management style, and appears to have the strong support of the team. This has led to shared ownership among the multidisciplinary management team. The team consists of the following members:

*Programme Manager – a Nursery Nurse with post qualifying and management qualifications and 9 years experience of managing and developing a Community Day Nursery in the voluntary sector.*

*Deputy Programme Manager – a Social Worker with several years experience of working as a practitioner and manager in Local Authority Social Services teams and the NSPCC.*

*Training and Development Officer – a qualified teacher who's also worked with youth in the voluntary sector.*

*Childcare Development Officer – has been involved in both hands-on early years work and its development. Accumulated 10 years experience working with children and parents realising their childcare needs.*

*Finance and Resources Manager – a marketing graduate with four years experience of working in LEA finance departments.*

This mix of backgrounds allows the team to tackle problem solving jointly but also utilise their individual strengths. This approach has allowed KWSS to completely re-develop the financial procedures and service level agreements over the last year. As mentioned earlier in the report, there is ongoing work relating to the monitoring and data systems, all areas where the Programme Manager has no particular expertise.

“Having twins in the first year of the Programme has meant that I have had to try and achieve some balance between my work and home life in a very demanding role. Thanks to the City Council’s Worklife Balance policy, I now work a condensed 4 day week (of 37 hours) so I can spend time with my sons. I also feel very fortunate to have a skilled supporting staff team around me, with whom I can share responsibility and delegate.” - *Programme Manager’s quote, January 2004*

### **3.3 The Accountable body**

Bristol City Council is the Accountable body for KWSS. They provide support in a number of areas, including:

- Line management of the Programme Manager
- Management of all payroll issues (including allowing staff to join their Pension scheme)
- Personnel support, including the use of their policies and procedures.
- Finance guidance
- Basic IT support
- Legal support when necessary
- Management of Capital projects

All this support is provided at no cost to the programme. As with any partnership from time to time it has been difficult to accommodate both the Partnership Board and City Council’s requirements and priorities, but overall there remains a healthy and successful working relationship.

### **3.4 Participation**

The way that the KWSS has gone about parent participation is impressive - even by wider standards of community participation.

From the earliest stages of the programme's development, parents have been at the centre. They provided the original impetus to get the funding for the programme in the area. The consultation report (mentioned in Section 1) was compiled by six parent researchers, who were all involved in the writing of the Delivery Plan.

As the programme has developed, the Management Team has worked hard to involve as many parent as possible in its decision-making. The current Partnership Board has 10 parents involved, out of a total of 20 places. Parental representation on the Board has been at around the 50% level since the Programme began. The AGM on the 30<sup>th</sup> September 2003 (where the Partnership Board is elected) was attended by over 30 parents and carers. In addition to this a number of the KWSS staff were also local parents who first got involved in the programme through parenting activities.

Perhaps most impressively, the Chatabout Group has attracted large numbers of parents. The Group was set up early on in the programme, as a way of hearing parents' views and directly involving them in shaping the projects that are developed. The meetings are an informal gathering of parents (along with a buffet and crèche) who discuss different KWSS projects and any other matters the parents would like to bring up on a monthly basis. Decisions and ideas from the group are fed back to the relevant Advisory group or to the Partnership Board.

By late 2002, the Chatabout Group was a well established part of KWSS monthly forums. Since then parents have been participating more and more as their confidence increases, including deciding on the agenda themselves. Generally about a dozen parents attend each month - although from time to time this number reaches two dozen! The group was recently attended by the local MP, Dawn Primarolo, who consulted parents on their views for a hospital in South Bristol. It has also been attended by the Regional Development Officer for Sure Start, Cathy Benjamin, to lead a discussion on the new Green Paper - 'Every Child Matters'.

Some parents still find the Chatabout rather intimidating, possibly because the group contains some strong personalities. It is not felt to be a suitable first activity for new parents. Parents are still reluctant to take a turn at chairing the meeting, as this for some is an unfamiliar skill.

Overall, Chatabout is an impressive consultative structure, where parents with clear and strong opinions are making themselves heard. Furthermore, it appears that the ideas and views expressed are acted upon. Examples include:

- Home visits from the KWSS Speech and Language Therapist
- The development and naming of the KEEP project
- The KWSS file-o-fax, which is an information guide for what is happening in the area. The idea has proved very popular with both members and professionals in the area over the past two years
- A KWSS calendar
- The production of a short KWSS introductory video

The success of the group was noted by various people that we interviewed.

"Parents are really listened to, and so what is decided in the Chatabout group is passed on to the [Partnership] Board. So these parents do seem to be effective"

- Liz Cooke, Homestart

Another important aspect of participation has been individual capacity building for local people. More parents have become involved in training and doing OCN qualifications, and the first steps have been taken in involving parents in volunteering for our projects. New job descriptions are being developed for Assistant Activity Workers, to enable local parents to be employed as Gym Tots, Swimtots and KEEP assistants.

Groups such as the FAN Club have led to a visible empowerment of many of the members of the group, evidenced by some of the members volunteering to be on the Partnership Board. They have also taken over the presentation of information and advice at the sessions – a very empowering experience. Mothers have also started to make plans to set themselves up as a group independent from KWSS. Here is one story from a FAN Club member:

“My main concern about moving to a new area four years ago when I was pregnant was that my child would miss out on being brought up in a friendly community based area. I needn't have worried though as Knowle West is a community I am happy to raise my child in. I enjoy being Vice Chair of the Knowle West Sure Start Partnership Board and actively involved in decision making of various Sure Start issues. My involvement with Sure Start has encouraged me to undertake voluntary training (FAN club).”

It is SOLAR's view that KWSS participation strategy has been very successful. This can be attributed to a number of factors. Firstly, there has been a focus on building trust. This has been re-enforced by the informality of the process. Rather than trying too quickly to draw parents into formal roles KWSS has drawn them into conversation. In addition there has been a focus on developing community networks. This ethos is reflected in some of the Programme's most successful activities, such as the Bumps and Babies group. In these projects the social aspect of the group was consistently identified as being very important, and has given parents the opportunity to develop informal networks. Finally, the Programme recognised that an important element in the sustainability of formal participation is building confidence through self help. It has endeavoured to educate parents to give them the opportunity to develop their skills, and the projects, further in the future.

### **3.5 Partnership working and mainstreaming**

Many KWSS services have been delivered in partnership with other agencies. Where possible they have tried to use local initiatives and venues. There are many examples of this, including Stepping Stones with the Early Years Centre, Bumps and Babies with the Health Visitors; KEEP in Filwood Library and at Connaught School, the Dance Voice project and the summer events programme in partnership with the Knowle West Development Trust.

In addition the Programme has utilised several existing organisations to deliver services outside their expertise. Examples include the Knowle West Against Drugs (KWADS) project, a video produced by the Knowle West Media Project and the Single Parents Action Network (SPAN). Working in this way has provided opportunities for KWSS to reach some of the more vulnerable families in the area.

Some interesting issues were raised in SOLAR's interviews with agencies that have worked in partnership with KWSS. A view from Homestart highlights some of the difficulties with partnership working:

"There are different expectations between Homestart and Sure Start, for example with regard to confidentiality. Sure Start needed to know lots of details about our clients but we can't do that – so we had a lot of negotiation. We got there in the end ... Sure Start are accountable so have to meet their targets, but we do work based on confidentiality and building up rapport with parents. At first clients were suspicious of Sure Start thinking that they are Social Services.....we're not seen as statutory and that's why we're successful."

Overall the views on partnership by agencies working in partnership with KWSS range from fairly neutral:

"It is interesting to meet up with others working in the area." – *Jan Hartnell Filwood Library*

To very positive:

"For us, working with 0-5s at Sure Start is brilliant." - *Carolyn Hassan, Knowle West Media Project*

"Positive experiences on whole. Service Level Agreements are well thought-out and seem to work well in responding to needs of community. My Service Level Agreement with UBHT works well... General sense of feeling of working together but this has taken time – with ups and downs and much learning on the way – but there is a willingness now to work together." - *Sue Cripps, Midwife UBHT*

"Information sharing: cooperation when asked for it. They are always welcoming and invite us to meetings." - *Pat Foster, Community Education*

### 3.6 Childcare strategy group

A recent development in partnership working has been the formation of a Knowle West Childcare Strategy group. As an area with many funding streams and services already in place, there was a real fear that future services in the area could duplicate existing provision or miss opportunities to develop together. To try and limit this, since September 2003, key agencies (including Social Services, Knowle West Development Trust, Neighbourhood Renewal, the Healthy Living and Early Years Centres and the Early Years and Childcare Partnership) have been meeting regularly to start this process.

"It's important to join things up to enable us to support families, and to make sure local peoples' views are represented." - *Heather Barham, Community Development*

"We do need a Childcare Strategy to help us look at children's needs in a more holistic way and how to plan appropriate children services." - *Mark Baker, Healthy Living Centre*

As well as the obvious long-term benefits this piece of work is important in the development of several local projects. This includes the Hengrove Extended School (a project that is attempting to incorporate the school more deeply in its community through additional services), the Children's Centre plans for the area and the mainstreaming strategy of Sure Start. This group will be vital in the 'joining-up' of local services to provide a more integrated provision to deliver the new green paper recommendations at a local level.

It is also important to note that various members of KWSS staff contribute to the development and management of lots of local services and initiatives. This is achieved through sitting on boards at local Nurseries, the Education Park, and Healthy Living Centre, involvement in Neighbourhood Renewal, the Lifelong Learning Network, and several other Early Years related forums.

## Conclusion

It is clear from this report that KWSS has made significant progress towards achieving its objectives over the past 3 years. Many projects have been developed and the Programme has worked in partnership with both local parents and other organisations to do this. The evaluation, however, as also highlighted several areas where the Programme needs to improve over the next 12 months and more.

There are many examples of good practise thrown up by this report. One of the most impressive features of the Programme is the level of parental involvement and their control over the projects undertaken. Systems are in place to monitor parent views and opinions, and the structure of the Programme allows parents to have a direct impact on service provision.

Many of the projects, including KEEP, Bumps and Babies, the FAN Club, Swimtots (to name just a few highlighted in this report) are held in very high regard by the parents who participate, as are the staff who deliver them. The building of a new Neighbourhood Nursery in the area is an exciting and ambitious project that should have a real and lasting affect on parents in the area. Training, of staff and parents, has also been very successful and has been fully supported by the Programme. Several parents have passed courses run by KWSS that have enabled them to find employment or improve their parenting skills, again a very positive outcome, and important for the regeneration of the area as a whole. The scope of the Programme has been ambitious and it is important that KWSS sustains these high standards in the future.

The real challenge, however, is to reach more people. This evaluation has shown that KWSS is still finding it difficult to attract some of the more 'hard to reach' members of the community. Although it is clear that many different methods have been tried there has been limited success. There are two particular areas that stand out here, father's work and smoking. This is something that KWSS will have to try and improve on, perhaps through a more co-ordinated approach or by looking at how this problem is tackled by other Sure Starts. Another problem linked to this, is the number of members who join but do not become regular users of services. The Programme should try and discover the reasons for this. For instance, are the activities attractive to these groups?

Does KWSS need to use other venues? Do the groups appear intimidating to some people? Does KWSS need to review its marketing strategy?

Likewise, an important gap in the KWSS project plan has been the lack of emphasis on increasing the number of childminders. It is hoped that this will be a focus during the next year of the Programme, now the Neighbourhood Nursery has become established.

Another weakness has been the data collection systems. Although steps have been taken over the past few months this has, at the moment, still failed to produce a consistently accurate monitoring procedure. There is a further problem in that historical data is inaccurate and almost impossible to correct retrospectively. Although this will make it difficult to evaluate the success of activities based on historical attendance data the impact should be reduced through adopting effective methods at this stage.

This report has helped highlight the importance of a co-ordinated approach to evaluation. Prior to this many different streams were in place. Although these proved to be very effective in terms of developing activities and gathering opinions, there was no cohesive plan which looked at how KWSS was performing as a whole and where any gaps or weaknesses in provision occur. To try and address this, the Programme will re-launch the Finance Advisory Group. The new group will oversee the evaluation and monitoring strategy and report back to the Partnership Board and at Full Team Meetings. There will also be an annual evaluation report, briefly analysing the overall programme and focussing on one specific activity. It is hoped that this approach will help the programme to continue to develop effective services for families in Knowle West.

## References

Cooper, A. (2000) Sure Start Parent Consultation Report  
Knowle West Community Profile (2002)  
Knowle West Sure Start (2001) Census Information Sheet.  
Mori survey  
AGM evaluation questionnaire, Sept 2003

# Appendices

## Appendix 1: KWSS Projects

**The following projects have been developed through the Services Advisory Group (SAG)**

### 1. HOMESTART

KWSS has a Service Level Agreement with Bristol Homestart to pay for a Coordinator to recruit and train Homestart volunteers to work with families in Knowle West, providing support and help in the home. They currently work with an average of 12 families at any one time. This contract is currently being reviewed for 2004/5.

### 2. CHILL OUT GROUP

This group is facilitated by a KWSS Activity Worker. It is a weekly drop in session on Thursday mornings at the PAL House (the Park) for parents. Crèche workers help look after children while parents can talk about health, benefits and other subjects, and enjoy breakfast together.

### 3. DAD'S ACTIVITIES

KWSS Father's Activities include a group for fathers and their children at the PAL House on Friday mornings, to support fathers and to encourage them to get involved in their children's development. The KWSS Men's Activities Worker runs this group, and he also organises one-off events to generate interest amongst local fathers, including football matches and skittles nights.

### 4. SUMMER ACTIVITIES

During the Chill Out sessions in 2002, parents came up with ideas for trips and activities over the summer period. KWSS supported them in working out prices and availability, and planning. Over 50 families, including a number of grandparents, took part in summer activities in 2002, which included visits to local adventure parks and picnics at the PAL House. Similar trips were organized for the summer of 2003 with 77 different families attended 4 different coach trips and/or 2 picnics.

### 5. GRANDPARENT'S ACTIVITIES

KWSS ran a fun event for National Grandparent's day in partnership with the Teenage and Young Mum's Group last year to consult grandparents and ask them whether they want extra services to meet their needs. The day was a success and we plan to make it an annual event.

### 6. PARENTING GROUPS

KWSS members of staff were trained in 'Coping with Kids' parenting skills course in 2002. The Community Social Worker then developed the programme for parents, in partnership with Health Visitors. Following 'Mellow Parenting' training, our Community Social Worker is planning to work alongside an Educational Psychologist later this term to deliver this course.

### 7. PARENT LINK SCHEME

We now have 5 Parent Link Workers to visit parents in the home, welcome them to KWSS and encourage them to come to our activities. Parents can also sign up to the KWSS Parent Link Scheme to also provide intensive one to one help for parents who really need extra support.

#### 8. EVENTS

KWSS has money set aside for various events to raise our profile in the community and to reach out to new families. Events have included the PAL House launch, KWSS involvement in the Knowle West Christmas Carol Concert, African Drummers at the AGM, the Knowle West Carnival in July, yearly involvement in the under 5s festival, and running workshops at the Art of Well Being Festival at the Healthy Living Centre.

#### 9. MEDIA PROJECT

KWSS groups are working with the Knowle West Media Project to help parents develop skills in using multi-media in fun and creative way. The FAN Club produced a postcard with positive images of breastfeeding mothers to invite new members to the group and parents helped to design the fence panels at the PAL House garden. A KWSS calendar was produced in time for Christmas, and parents have been involved in producing a KWSS video for publicity purposes.

#### 10. KEEP PLAYING

These are informal drop-in play sessions that are intended to promote KEEP groups by giving parents plenty of opportunity to play and interact with their children. It is hoped that parents will go on to commit to a termly KEEP group. KEEP Playing events celebrate multi-cultural themes and provide opportunities for parents and children to enjoy messy play, arts and crafts and generally have fun. These groups are facilitated by KWSS Activity Workers.

#### 11. GYMTOTS

These are regular groups organized by Activity Workers, held in term time for families to encourage the physical development and healthy lifestyles of young children through structured activities with professional coaches. One session at the Mede has now been extended due to popularity and other sessions are run in partnership with the Nursery Classes at Connaught School and Novers Lane Infants. Accredited training has taken place with parents and professionals to become Gymtots Assistants in order to further expand the number of groups and to make the service sustainable for the future.

#### 12. DANCE/VOICE

These are dance and movement sessions for parents and children with trained therapists. They are great fun and encourage parent/child bonding. Sessions have taken place at local nursery schools, and are currently at the Early Years Centre and possibly at Connaught Nursery in September 2003. A KWSS Activity Worker has been trained by Dance/Voice in summer 2003, to assist and eventually facilitate KWSS dance therapy groups.

#### 13. CHILDREN'S MENTAL HEALTH

The KWSS Community Social Worker has worked with a psychotherapist to run workshops on sleeping problems, feeding difficulties and other behavioral problems for parents in Knowle West. In addition the Deputy Programme Manager has been proactive in the development of an Infant Mental Health Practitioner Project with CAMMS.

#### 14. SWIMTOTS

KWSS is offering 2 sessions that provide opportunities to have fun in the water and develop confidence and new skills for parents and children in Florence Brown Swimming Pool. A KWSS Activity worker works alongside a qualified Amateur Swimming Association Instructor and two parents have recently been trained to be pool helpers.

#### 15. STEPPING STONES

This group, led by KWSS Activity worker in partnership with the Early Years Centre Inclusion Worker and offers extra support for parents and children with disabilities and additional needs.

#### 16. BOOKSTART

KWSS funds free books for parents and children, at age 6-9 months, and 2 years. Health Visitors distribute books at the child's developmental checks, and therefore encourage the use of books and libraries for the very young.

#### 17. WELCOME PARTIES

KWSS tried to hold a monthly welcome party for new members, hosted by more experienced parents with KWSS help. This project was headed by our Community Social Worker, to encourage parents to join groups and reduce possible isolation. However due to low attendance this project has stopped.

#### 18. KWADS

KWSS is currently funding an outreach worker and drugs counsellor from Knowle West Against Drugs to support parents concerned about and affected by substance misuse. We are hoping this project is going to expand over the next 2 years, to attract additional funding to become a project to support families with drug using relatives.

#### 19. HOME CONDITIONS PROJECT

KWSS is planning to fund a project which will provide special help to children who are experiencing neglect because of their poor home environments. Cleaning agencies will be paid to work on homes to ensure they are clean and safe for young children. Follow up to ensure that parents are supported in maintaining acceptable standards will then be provided by a number of different agencies: KWSS Parent Link Workers, Health Visitors, Social Services and Knowle West Development Trust Family Support Workers - working together to provide this support. This project aims to reduce the number of children on the Child Protection Register.

#### 20. STORYTELLING PROJECT

KWSS is working in partnership with Filwood Library, putting on regular events in the library and other community venues, using professional storytellers or KWSS Activity Workers and giving free books to families. This aims to help promote the use of libraries and improve literacy skills for the future.

#### 21. TEENAGE PARENT PROJECT/FAMILY SUPPORT

KWSS funded the existing group based within the Knowle West Development Trust from March 01 to September 03 to develop their existing Mum's Groups and to focus on providing more services

for younger parents throughout the estate. Their services have included an informal training programme, individual support and signposting, and new shop front accommodation on Filwood Broadway.

#### 22. TEENAGE PARENT GUIDE

Having recognized the range of services available for teenage and young parents in the area, KWSS are working closely with the Bristol teenage parent strategy to produce a publication for teenagers and those working with teenagers to ensure teenage parents get the information they need.

#### 23. WEEKEND EVENTS

Due to popular demand, KWSS are ensuring that working parents and parents who only have the care of their children at weekends do not miss out! KWSS Activity Workers put on activities usually on the first Saturday of the month.

#### 24. COUNSELLING

KWSS supported a counselling services at the new Health Park in Knowle West by funding couple counselling offered by Relate, especially for families with children under 4. Unfortunately the service was not well taken up and no families with under 4's accessed it so the funding had to cease.

#### 25. FOREST SCHOOL

This is a new project being developed by a KWSS Activity Worker in partnership with Ilminster and Novers Lane Nursery Schools. It aims to introduce children to playing and learning outdoors.

### **The following projects have been developed through the Health Advisory Group (HAG)**

#### 26. HEALTH VISITORS

The Health Visiting Service at William Budd has been funded to increase staff hours to enable the Health Visitors to provide more services for KWSS families. This includes extra visits, participating in the Bookstart scheme, monitoring for post-natal depression and providing extra support if necessary, as well as supporting the KWSS midwife on breastfeeding. KWSS also helped to fund the UNICEF Baby friendly initiative, ensuring that William Budd Health Centre and the Knowle Walk-in Centre offer comprehensive support for breastfeeding, with staff at all levels from Receptionist to Practice Manager receiving training.

#### 27. MIDWIFE

The KWSS Midwife has been employed since July 2001. Her work includes: recruiting KWSS members, developing new groups, offering information and advice on stopping smoking, breastfeeding and other KWSS Services, and working in partnership with organizations like the Meriton Education Centre for Young Mums.

#### 28. BUMPS AND BABIES

KWSS Midwife and a KWSS Activity Worker hold weekly groups at the Healthy Living Centre for pregnant women and those who have just recently had their babies for exercise, advice and

mutual support. During this time, parents with babies can take part in a Baby KEEP group to learn how to support their babies' development. Due to success this group has expanded to run a second session every Monday at the Early Year Centre. This group has now established links with a nutritionist who is providing a weaning course this term, where parents cook weaning food for their child.

#### 29. F.A.N CLUB - Flourish and Nourish (Breastfeeding Group)

The KWSS Midwife runs a breast feeding support group every Wednesday, at the Healthy Living Centre. Several mums and a KWSS Activity Worker are now qualified as Mother Supporters, and the Activity Worker has undertaken further training to qualify as Knowle West's first Breastfeeding Counsellor. The Mother Supporters now take responsibility for delivering new information to new mothers and running the group. Due to the success of this group, the parents have found funding and are planning to expand to run a second group.

#### 30. SURE START SCANNER

Based at the William Budd Health Centre, the KWSS scanner is a consultant linked advisory and intervention service used by midwives for low risk women who may have found it difficult to get to St Michael's Hospital in Central Bristol for monitoring.

#### 31. SMOKING CESSATION SERVICE

The KWSS Midwife has been trained in smoking cessation for pregnant women by Health Promotion and since December 2001 has offered one-to-one flexible support to stop. In September 2003, KWSS organized a group for people thinking about giving up smoking in partnership with KWADS.

#### 32. WEIGHT MANAGEMENT GROUP

KWSS part fund a 25 week Weight Management Group with crèche at the Healthy Living Centre on Tuesdays to encourage healthy diets in Knowle West for parents. 5 parents successfully loss weight and KWSS plans to continue to provide crèches for future weight management groups developed in partnership with the healthy living centre and the City of Bristol Collage.

#### 33. AQUANATAL

The KWSS Midwife and a KWSS Activity Worker are running sessions at Filwood Pool on Thursday mornings for pregnant Mums, to promote physical and mental health in pregnancy, and help prevent post-natal depression. The sessions are popular, and are attracting lots of participants from all over Bristol, as they are not currently available elsewhere. However, often only 3 KWSS members attend. This term we plan to combine with the 'Baby Swim' session at the pool to see if this is more convenient before deciding to continue with this service.

#### 34. PLAYBUS

This project provided an excellent way to deliver services before our KWSS team came into post, it involved offering free play sessions for under 4s in three different venues in the area. This service was phased out as numbers dropped and as KWSS was able to offer its own play sessions.

#### 35. HOME SAFETY PROJECT

KWSS paid for the provision and fitting of smoke alarms, fireguards and safety gates (the last for under 2's only) for parents – approx 300 households in total. KWSS also organized health and safety training to take place for small groups of parents (including some from the Teenage Parent and Young Mum's Project) at the Create Centre. This service was phased out by KWSS due to the high costs of fitting the equipment. The KWSS Health Visitors, however, are applying for funding to establish a similar scheme.

**The following projects have been developed through the Education and Learning Advisory Group (ELAG)**

**36. SPEECH AND LANGUAGE THERAPIST**

KWSS employed its own Speech and Language Therapist to work two days a week in various community venues in Knowle West in October 2002, and expanded her workload to 3 days a week in November 03. She is visiting KWSS groups to provide informal advice, and working in the home with individuals who may need special support with children's speech and language development. She also is responsible for collecting data for the National Sure Start Speech and Language Measure.

**37. FILWOOD LIBRARY PROJECT**

KWSS has funded Filwood Library to create an area of the library which means that it is more welcoming for parents with very young children - extra books and child friendly furniture and notices. This project was given a Grand Opening, performed by the mayor in February 2003. It is hoped that more families with young families will join as a result of this initiative. In April 2004, the library will be able to offer regular storytelling sessions with free books, funded by KWSS. KWSS membership forms are now passed to the library so that all KWSS members are given automatic library membership at the same time. It is hoped that all these measures may create increased library usage by families in the area.

**38. KWSS LIBRARY**

Community Education donated KWSS over £2,500 worth of books and toys in 2001. KWSS is currently ordering and cataloguing thousands of pounds worth of more books for young children for distribution through KWSS. The KWSS Library is for use by families, crèches and partnership organizations and will be a resource hopefully for the whole community.

**39. KEEP (Knowle Early Education Partnership)**

KEEP is an ambitious learning project for 0-4s, involving singing, story telling, play activities and parent discussion. It is designed to improve the speech and language skills, literacy, numeracy and self-esteem of children, by offering practical training for parents, based on the understanding that they are the first, and most important, educators of their children. Every parent of an under 4 is being contacted and, if possible, visited in the home to encourage them to attend one hour termly group sessions in a local venues and schools. KEEP is delivered by KWSS Activity Workers (Group Leaders) and Parent Link Workers plus some crèche workers (Assistants), and KEEP community practitioners (currently nursery staff at Connaught Primary School Nursery Class and hopefully in September by the Knowle Early Years Centre staff). There are currently 9 successful KEEP groups up and running for 0-3s in various schools and venues all over the estate. New KEEP Group Leaders were trained in March 2003 - it is hoped that this will take place to expand the KEEP

groups across Knowle so that every parent and child will be eventually offered a KEEP place and scheme can be truly universal. KEEP is hoping to secure funding to employ a KEEP Foundation worker to coordinate and support more KEEP working in nursery classes throughout Knowle West.

#### 40. FAMILY LEARNING

KWSS is funding the employment of a part-time Tutor Organizer line managed by Family Learning to provide informal and accredited courses for parents. The Tutor Organizer started work based in the KWSS offices in July 2002. Her courses have included: Cook and Eat, Storyteller, Self-defence, Weaning, Home Safety, Make a Book and ongoing support for parents to receive their Open College Network qualifications through their participation in the KEEP project – all activities which should increase parent's confidence and possibly lead to employment.

#### 41. SINGLE PARENT ACTION NETWORK (SPAN)

KWSS funded SPAN from April 2002 to March 2004 to carry out an outreach project from its base in Easton, Bristol to support the creation of new SPAN groups in Knowle West and to offer a range of events, regular activities and training courses to increase confidence and support networks available to parents in the area. The Knowle outreach worker started working in October 2002, based at the KWSS offices, and has succeeded in setting up two self help groups, in the PAL House and the Mede. She also organized courses for single parents at their request. All activities have a crèche, and tea/ breakfast, or refreshments provided. The groups will continue to run and be parent led in the long term, with crèche and venue support from KWSS and be able to apply to SPAN directly for funding.

#### 42. TRAINING

KWSS have provided the funding for staff and members of the Partnership to attend conferences all over the country and receive training in Recruitment, Teambuilding, Child Protection, Equal Opportunities, Domestic Violence, Policies, Computer Skills, Staff Supervision, Partnership Working, Project Planning, Health and Safety, First Aid and Paediatric First Aid, Story telling, Basic Counselling Skills, Post-natal Depression, Inclusion, the Bristol Standard, Anger Management, Passive Smoking, Drugs Misuse, Basic Mental Health Awareness, Conquering Stress, Gymtots, Crèche Training, Breastfeeding Awareness, Coping with Kids, Makaton, Chaining Meetings, IT – and much, much more is planned. KWSS aims to organise at least one free in-house training day a month for all interested professionals and parents who are active volunteers in Knowle West.

#### 43. VOLUNTEER NETWORK

As KWSS has encouraged parents and volunteers to get involved in the Partnership Board and the Advisory Groups, and offered some support, but much more recruitment, training and supervision needs to be done to reach out to all local volunteers to get them involved in all of KWSS activities. KWSS partnership board is currently reviewing how to best employ a Volunteer Coordinator to focus on this area of work.

#### 44. BWERANI

This mobile resource library started visiting Knowle West from April 2001 to March 2003. KWSS paid for this voluntary organisation to offer a mobile toy library specialising in inclusive multi-cultural play equipment and books for under 5s for a small rental charge. This resource was available to parents, childminders and settings throughout the estate.

**The following projects have been developed through the Childcare and Access to Employment Advisory Group (ChAEAG)**

**45. KNOWLE WEST PLAYCENTRE**

This project funded the local Playcentre to expand its playgroup sessions from 3 to 5 a week and to develop a new playgroup at the Mede Community Centre. It is therefore providing more sessional childcare for parents in Knowle West at a very low cost. Both playgroups are now running at full capacity.

**46. NEIGHBOURHOOD NURSERY.**

KWSS has worked in partnership with local parents and the Park, to develop a 36 place Neighborhood Nursery and 24 place crèche at the Park. KWSS will manage this provision in the first instance. The Nursery is due to open on 1 March 2004.

**47. CHILDMINDING NETWORK**

KWSS hopes to recruit and support the training of more Childminders in Knowle West to increase childcare provision for our members. A task group is now developing a vision of how a coordinator will be employed to oversee this piece of work.

**48. KNOWLE WEST DEVELOPMENT WORKER**

KWSS is partly funding a development worker based at Filwood Broadway from April 03 to April 04 to coordinate KEYS (Knowle Early Years) - a network of all the different childcare workers in the KWSS area. KEYS meets up regularly, to ensure childcare workers support each other, help provide cover and discuss ideas, good practice and any changes in the law. The worker also signposts parents to childcare training and works in partnership with the KWSS Childcare Development Worker, to develop childcare initiatives in Knowle West.

**49. HEALTH ASSOCIATION CRÈCHE**

KWSS has contributed towards a Positive Play session held at this popular community crèche at Filwood Community Centre.

**50. BENEFITS ADVISOR**

KWSS funded South Bristol Advice Service to offer sessions attached to KWSS groups offering advice on benefits and debt from April 03 to April 04.

**51. PARK CRÈCHE**

KWSS currently has an interim agreement with the Park to coordinate day to day running of the Park crèche, mainly to support courses run by Community Education for 20 hours a week. This crèche has its own Park Management Group to oversee the service.

**52. KWSS CRÈCHE**

KWSS currently organizes quality crèches in a variety of venues to support KWSS activities and management meetings. As a result of organizing a successful crèche course, it currently has a large number of crèche workers available to work. KWSS crèche workers receive regular training and support.

#### 53. HEALTHY LIVING CENTRE CRÈCHE

KWSS is currently coordinating the crèche provision at the Healthy Living Centre which allows parents to access the many groups and facilities on offer to the community.

#### 54. PLAYGROUP SUPPORT

KWSS made funding available to support local playgroups. So far 6 Playgroups /toddler groups have successfully secured small grants of up to £500 each.

### **The following projects have been developed through the Finance and Quality Marketing Advisory Group (FQMAG)**

#### 55. KWSS WELCOME PACK

All new members of Sure Start receive a lunchbox containing bowl, spoon, toothbrush, flannel and song tape together with a KWSS Filofax which has lots of information on services in the local and diary pages. The Filofax has information on services and events in Knowle West, detailed map of area, info on KWSS, diary and names and addresses pages. Updated pages will be sent out every year.

#### 56. DATABASE AND MEMBERSHIP CARD SCHEME

All new members are issued with a membership card and are recorded whenever we are in contact with them (either individually, in groups), and this information is used to compile a monthly report which is sent directly to our funding body, the Sure Start Unit in London to evaluate our progress.

#### 57. ACTION RESEARCH GROUPS

The 4 Bristol Sure Starts and the Children's Fund were all contributing funding for this project delivered by SOLAR. An Action Researcher facilitated groups of KWSS staff, parents and professionals to gather data and discuss practically difficult issues within our area relating to our core targets. This innovative monitoring and evaluation strategy provided in-depth information on the nature of the key challenges facing Knowle West. Four groups ran throughout 2003 on the subjects of Isolation, Healthy Diets, Parks and Affordable Childcare.

#### 58. MARKETING

KWSS constantly reviews its marketing strategy to ensure the all parents are informed about our activities. It regularly contributes to the local free Knowle Newsletter that is delivered to all homes in Knowle West, and ensures that members and professionals working in the area are mailed out the KWSS 'What's On' Guide on a monthly basis. KWSS also employed a cartoonist to provide us with lots of unique images of families and services to add to our clip art, including a map of the area, for use in all our marketing materials, like the information pack, leaflets and posters.

#### 59. NEWSLETTER

KWSS mails out a 'What's On' guide to every family, currently each month, to provide updated information about KWSS and other local services.

#### 60. MORI SURVEY

MORI carried out an in-depth survey of local parents to establish current needs and service use of local parents. This was used as baseline information to measure our progress.

### **Capital Projects (in order of start date)**

#### 61. FILWOOD PARK, Filwood Broadway, October 2000

This was the very first visible evidence of KWSS on the estate. It is a small park for under 5's, providing outside play opportunities. Maintenance, cleanliness and safety remain unresolved issues at this site – it has been discussed with concern at many Chatabout Groups and the Parks action research group.

#### 62. KWSS OFFICES AT THE PARK, Daventry Road, January 2001 - present

KWSS first established temporary offices at the Park, refurbished from the old classrooms at Merrywood School. These include: 4 offices, toilets, meeting rooms, a staff room, a counselling room and storage spaces. In May 2003, the decision was made to remain at the Park and to develop the existing accommodation to become the permanent Sure Start Centre. This will involve the refurbishment of two additional rooms to create a reception area, an activity/training room and an additional office.

#### 63. KNOWLE WEST HEALTH ASSOCIATION CRÈCHE, Filwood Community Centre, Filwood Broadway, April 2001.

KWSS has paid for 50% of the refurbishment of the Health Association Crèche at Filwood Community Centre. It became the first and registered crèche in Knowle West, and can be used by individuals and community groups at reduced rates.

#### 64. NOVERS PARK, Novers Park Drive, September 2001.

This is a medium sized park for children of all ages, developed by residents in the Novers area of Knowle. KWSS has made a contribution towards play equipment.

#### 65. THE PAL HOUSE, The Park, Daventry Road, November 2001.

This former caretaker's bungalow has been transformed to become a child friendly, popular KWSS venue with a great garden. Completed in February 2002, the building is now being used for KWSS activities and crèches daily. It has been found to be too small for some very successful groups!

#### 66. EARLY YEARS CENTRE, Novers Hill Nursery School, Leinster Avenue, June 2003.

At a total cost £964,145.00 with a KWSS contribution of £348,000.00, KWSS was able to extend and refurbish an existing nursery school and combine it with day nursery to provide 36 day-care places, 55 nursery school places and new crèche and family support activities. A KWSS room now provides many activities in partnership with the EYC.

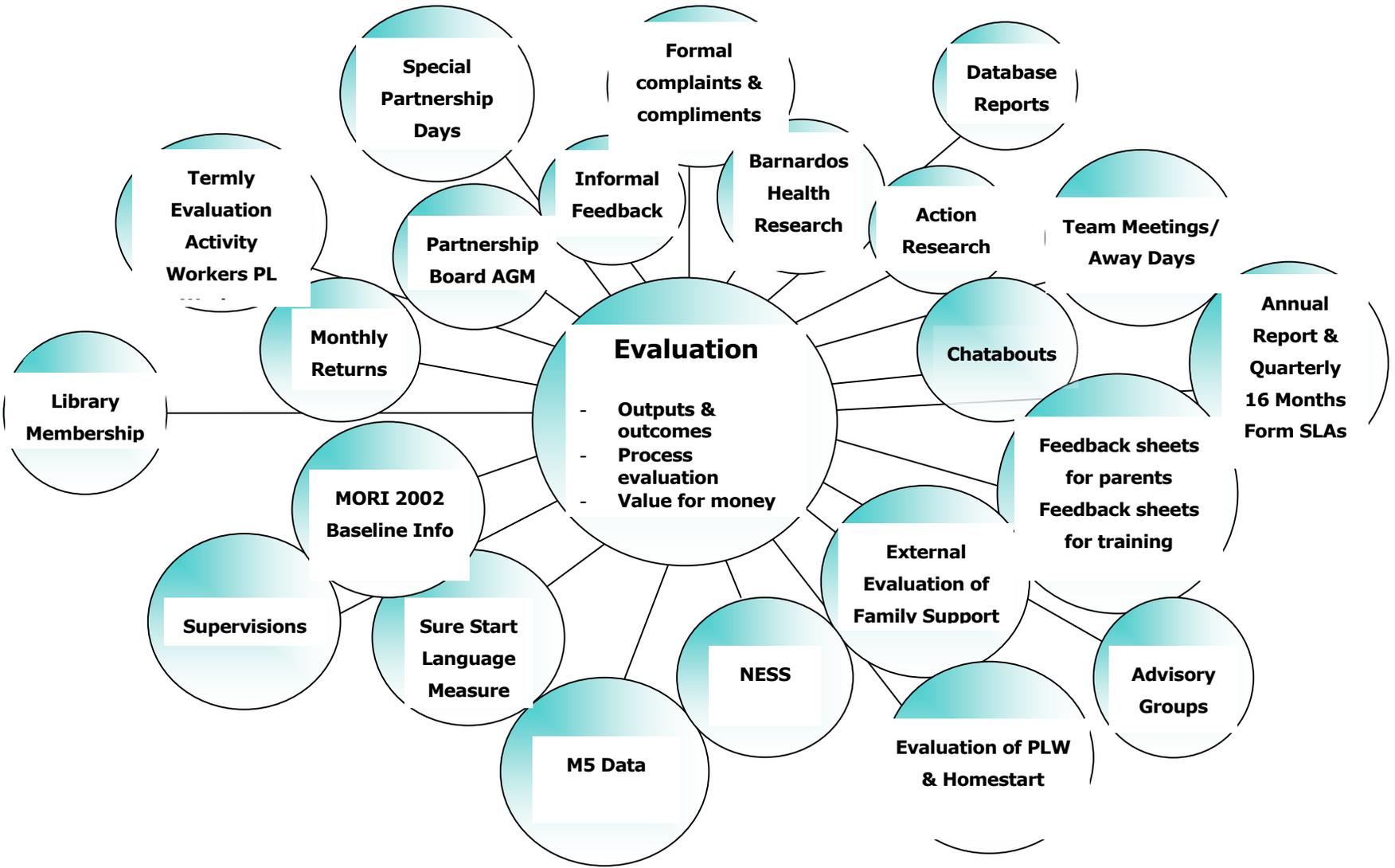
#### 67. NEIGHBOURHOOD NURSERY and CRÈCHE, The Park, Daventry Road, September 2003.

With £289,000.00 from KWSS and other funding from NOF and the EYCP, KWSS is developing a 36 place Neighborhood Nursery and 24 place crèche within the Park (the same site as the PAL house and Sure Start Centre). This project will be managed by KWSS in the short term to support the newly created voluntary group of parents.

68. MEDE PLAY AND FAMILY CENTRE, Inn's Court, August 2004.

KWSS is currently working with the Mede Community Centre to develop and extend the building to house out of school and holiday play schemes, playgroups, crèche and a KEEP training room. Currently at the fundraising stage, KWSS is hoping to contribute £100,000 towards capital costs. It is hoped that it will open late in 2004.

**Appendix 2: Evaluation Outputs & Outcomes**



## endix 3: AGM Evaluation results

This piece of evaluation work took place at the KWSS Annual General meeting in September 2003. All attending were asked to complete an evaluation form, other forms were also distributed to partner agencies and board members. In total there were 26 responses.

8 questions were asked and participants were asked to give a score out of 10 as to how well the programme was performing in each area, what was done well and what needed improving. Some of the comments written have been incorporated throughout this report and other examples are highlighted below.

### 1. How successful is KWSS in involving parents? Average score 8.4/10

"Parents are involved in most decision making through partnership board and have a say in what they want for their children. Parents are also getting involved in training so they can manage the groups."

What else could be done?

"There is still a stigma (not as much as two years ago) about going to groups or getting help. Word of mouth from parents is very important but more needs to be done to get rid of stigma."

### 2. How successful has KWSS been at working in partnership with other local organisations? Score 7.6/10

"SPAN – great for Parent Link workers to tie in with any single parents they work with." "Involving lots of outside organisations."

What else could be done?

"More partnerships that can learn to deliver what the community need and want."

### 3. How effective are the KWSS Staff team? 8.8/10

"Staff friendly and helpful. Always try to help parents and support them in any way."

What else could be done?

"More training for crèche workers to lead parents in the right direction for help."

4. How effective are the KWSS Partnership board, advisory groups and the management team at running the programme? 8.0/10

"Well-organised meetings. All sub-groups feed into the partnership board. Open and transparent discussion."

What else could be done?

"More encouragement for parents to attend advisory groups."

5. How successful are Bristol City Council at supporting the programme? 5.9/10

"Legal and employment support are good, in particular the representatives that sit on the board."

What else could be done?

"Personnel support remains inconsistent."

6. How effective are KWSS at making special efforts to involve everyone and treating people fairly? 8.6/10

"Great to see male and female workers. I feel this helps to promote men (especially) working in childcare."

What else could be done?

"Inclusion support could still be more focused. Reach more isolated parents."

7. How effective are KWSS at planning for the future to ensure that services can continue what ever happens to the funding? 7.3/10

"Encouraging groups to take the reins by training and guiding parents to keep groups on when Sure Start are gone."

What else could be done?

"Need more training on sustainability and mainstreaming. To be effective the whole team needs to work together on this as a priority over the next couple of years."

8. KWSS has decided to fund lots of different buildings throughout the estate, how effective has this been in making sure everyone can attend groups? How family friendly are our buildings? 8.4 / 10

"Having facilities in different venues has worked well. New Sure Start room is great in the early years centre and provides an excellent link."

What else could be done?

"I wish the PAL house was bigger! But maybe our new Sure Start room at the Park will compensate."

|                                | Forecast | Additional | TOTAL   | %age  | Reallocated | Total   | Ob 1 | Ob 2 | Ob 3 | Ob 4 | Ob 5 |
|--------------------------------|----------|------------|---------|-------|-------------|---------|------|------|------|------|------|
| Health visitor                 | 21,700   |            | 21,700  | 3.89  | 8,625       | 30,325  | 0    | 10   | 30   | 60   | 0    |
| Homestart                      | 12,000   |            | 12,000  | 2.15  | 4,770       | 16,770  | 0    | 10   | 60   | 20   | 0    |
| Parent link scheme             | 0        | 93,116     | 93,116  | 16.69 | 37,012      | 130,128 | 0    | 10   | 65   | 15   | 0    |
| Chill-out group                | 360      | 6,403      | 6,763   | 1.21  | 2,688       | 9,451   | 10   | 10   | 60   | 10   | 0    |
| Fathers activities             | 1,883    | 6,403      | 8,286   | 1.49  | 3,293       | 11,579  | 0    | 10   | 70   | 10   | 0    |
| Parenting groups               | 1,037    | 2,839      | 3,876   | 0.69  | 1,541       | 5,416   | 0    | 20   | 60   | 20   | 0    |
| Events                         | 800      | 15,558     | 16,358  | 2.93  | 6,502       | 22,860  | 0    | 10   | 0    | 0    | 90   |
| Chatabout groups               | 1,400    | 6,403      | 7,803   | 1.40  | 3,101       | 10,904  | 0    | 0    | 10   | 0    | 90   |
| Summer activities              | 1,536    | 6,403      | 7,939   | 1.42  | 3,155       | 11,094  | 0    | 20   | 15   | 5    | 60   |
| Home conditions project        | 1,600    | 2,839      | 4,439   | 0.80  | 1,764       | 6,203   | 0    | 0    | 80   | 20   | 0    |
| KWADS                          | 3,750    |            | 3,750   | 0.67  | 1,491       | 5,241   | 0    | 0    | 20   | 70   | 10   |
| SPAN                           | 8,000    |            | 8,000   | 1.43  | 3,180       | 11,180  | 10   | 20   | 20   | 10   | 40   |
| Playgroup support              | 5,000    | 9,701      | 14,701  | 2.64  | 5,844       | 20,545  | 70   | 10   | 10   | 0    | 10   |
| Creche                         | 20,000   | 35,572     | 55,572  | 9.96  | 22,089      | 77,661  | 60   | 10   | 5    | 5    | 20   |
| Bookstart                      | 3,000    |            | 3,000   | 0.54  | 1,192       | 4,192   | 0    | 0    | 90   | 0    | 0    |
| Storytelling                   | 650      | 6,403      | 7,053   | 1.26  | 2,803       | 9,856   | 0    | 70   | 20   | 0    | 10   |
| KEEPS                          | 14,400   | 47,571     | 61,971  | 11.11 | 24,633      | 86,603  | 0    | 60   | 20   | 10   | 10   |
| KEEP playing                   | 600      | 6,403      | 7,003   | 1.26  | 2,783       | 9,786   | 0    | 50   | 50   | 0    | 0    |
| Speech therapist               | 15,400   |            | 15,400  | 2.76  | 6,121       | 21,521  | 0    | 45   | 10   | 45   | 0    |
| Knowle West Play Centre        | 575      |            | 575     | 0.10  | 229         | 804     | 70   | 10   | 10   | 0    | 10   |
| Creche resources               | 2,000    |            | 2,000   | 0.36  | 795         | 2,795   | 60   | 10   | 5    | 140  | 20   |
| Childminding network           | 1,746    | 3,234      | 4,980   | 0.89  | 1,979       | 6,959   | 45   | 10   | 0    | 0    | 45   |
| Gym tots                       | 5,000    | 6,403      | 11,403  | 2.04  | 4,532       | 15,935  | 0    | 20   | 10   | 50   | 20   |
| Bumps and babies               | 2,994    | 12,805     | 15,799  | 2.83  | 6,280       | 22,079  | 0    | 30   | 20   | 50   | 0    |
| Fan club                       | 5,500    | 6,403      | 11,903  | 2.13  | 4,731       | 16,634  | 0    | 20   | 20   | 50   | 10   |
| Smoking cessation group        | 150      |            | 150     | 0.03  | 60          | 210     | 0    | 0    | 0    | 100  | 0    |
| Aqua-natal                     | 1,200    | 6,403      | 7,603   | 1.36  | 3,022       | 10,624  | 0    | 0    | 20   | 80   | 0    |
| Swim tots                      | 3,750    | 6,403      | 10,153  | 1.82  | 4,036       | 14,188  | 0    | 20   | 10   | 50   | 20   |
| Dance voice                    | 3,000    | 6,403      | 9,403   | 1.69  | 3,737       | 13,140  | 0    | 10   | 80   | 10   | 0    |
| Midwifery                      | 36,000   |            | 36,000  | 6.45  | 14,310      | 50,310  | 0    | 10   | 30   | 60   | 0    |
| Childrens mental health        | 2,500    | 2,839      | 5,339   | 0.96  | 2,122       | 7,461   | 0    | 10   | 90   | 0    | 0    |
| Weight management              | 622      |            | 622     | 0.11  | 247         | 869     | 0    | 10   | 87   | 70   | 10   |
| Inclusion                      | 550      |            | 550     | 0.10  | 219         | 769     | 0    | 40   | 30   | 30   | 0    |
| Family learning                | 11,000   |            | 11,000  | 1.97  | 4,372       | 15,372  | 10   | 50   | 10   | 10   | 20   |
| Volunteers                     | 4,325    |            | 4,325   | 0.78  | 1,719       | 6,044   | 0    | 10   | 10   | 0    | 80   |
| Debt advice                    | 3,000    |            | 3,000   | 0.54  | 1,192       | 4,192   | 0    | 0    | 20   | 88   | 80   |
| Knowle West Development Worker | 9,273    | 16,169     | 25,442  | 4.56  | 10,113      | 35,555  | 50   | 10   | 0    | 0    | 40   |
| Action research                | 13,813   |            | 13,813  | 2.48  | 5,490       | 19,303  | 12   | 25   | 25   | 26   | 12   |
| Teenage mums/Family support    | 25,050   |            | 25,050  | 4.49  | 9,957       | 35,007  | 10   | 30   | 50   | 10   | 0    |
|                                |          |            | 557,834 |       | 221,732     |         |      |      |      |      |      |

**Additional costs:**

|                                  |         |  |
|----------------------------------|---------|--|
| Activity workers/Deputy salaries | 128,051 | 5% Dance voice, Swimtots, Aqua natal, Fan Club, Gymtots, KEEP playing, Storytelling, Summer activities, Events, Fathers, Chillout, Chatabout, 10% Bumps, 30% KEEPS |
| CDO/CC/Trainer salaries          | 64,676  | 15% Playgroup support, 55% Creche, 5% CM Network, 25% KWDW   |
| PLW salaries (excluding Debbie)  | 91,555  | 80% PLW costs, 10% KEEPS, 10% Events   |
| Debbie                           | 28,388  | 70% PLW costs, 10 Parents groups, 10 Home conditions, 10% Childrens mental health  |

**Total costs to be reallocated:**

|                                 |           |         |
|---------------------------------|-----------|---------|
| <i>made up of:</i>              | 221,732   |         |
| Evaluation salaries             | 29,228    |         |
| Database membership             | 450       |         |
| Parents hospitality             | 150       |         |
| Welcome parties                 | 90        |         |
| Utilities and Park charges      | 23,750    |         |
| IT costs                        | 7,215     |         |
| Furniture & fittings            | 2,000     |         |
| PAL House maintenance           | 3,326     |         |
| Management salaries             | 42,740    |         |
| Admin salaries                  | 57,698    |         |
| Telephones                      | 5,537     |         |
| Cleaning                        | 7,939     |         |
| Postage                         | 2,750     |         |
| Stationery                      | 5,800     |         |
| Non-profit specific hospitality | 2,009     |         |
| Partnership expenses            | 1,000     |         |
| Resources budget for core team  | 4,000     |         |
| Recruitment                     | 1,500     |         |
| Marketing & Publicity           | 6,500     |         |
| Training                        | 17,300    |         |
| Contingency                     | 750       | 192,054 |
|                                 | 1,001,298 | 749,888 |

## Appendix 5: National and Local Objectives

|   |
|---|
| <p><b>Objective 1</b><br/> <b>To Improve the availability, accessibility, affordability and quality of Childcare</b></p>  |
| 1. To ensure that information is available on all childcare services in the area  |
| 2. To develop different types of childcare available in the area to increase choice for parents (including numbers of crèches, child minders, playgroups, neighbourhood nurseries etc |
| 3. To provide support for existing childcare providers to ensure that all types of childcare are high quality, non-stigmatised, flexible and sustainable                              |
| 4. To develop networks for childcare professionals working in the area, ensuring the sharing of good practice and joined up and partnership working                                   |

|   |
|---|
| <p><b>Objective 2</b><br/> <b>Improving Learning</b></p>  |
| 1. To encourage the community, and especially parents, to value education.  |
| 2. To recognise each child's individual learning needs by providing positive play experiences.                                |
| 3. To promote speech and language development, in order to improve children's ability to learn.                               |
| 4. To give parents opportunities to become involved in their children's learning.   |
| 5. To give parents the opportunity to learn by offering new courses and by signposting and encouraging them to attend others. |
| To improve local facilities by providing safe areas, with high quality resources, equipment and toys.                         |

|   |
|---|
| <p><b>Objective 3</b><br/> <b>Improving Social and Emotional Development</b></p>  |
| 1. To improve parents' and children's confidence and self-esteem by offering opportunities for personal development and making sure everyone feels welcome and respected. |
| 2. To offer parents advice and support about parenting and managing children's behaviour, helping to promote mutual respect in families                                   |
| 3. To provide opportunities for parents and carers of young children to meet, share ideas and make friends  |
| 4. To offer children opportunities to play with other children, learning to share, and develop social and life skills   |
| 5. To make professional help available for children or parents who are having difficulties, or to be able to refer parents to specialist support and advice               |
| 6. To make sure that all staff are trained to give advice and support about parenting   |

**Objective 4****Improving Health**

1. To encourage parents to change their lifestyle in a way that promotes good nutrition and breastfeeding, reduces smoking and encourages for themselves and their families

2. To enable parents to have the confidence and knowledge to use local services better and ensure that these services reflect their needs

3. To support parents so they can work in partnership with agencies to improve the environment to ensure a safe and vibrant community

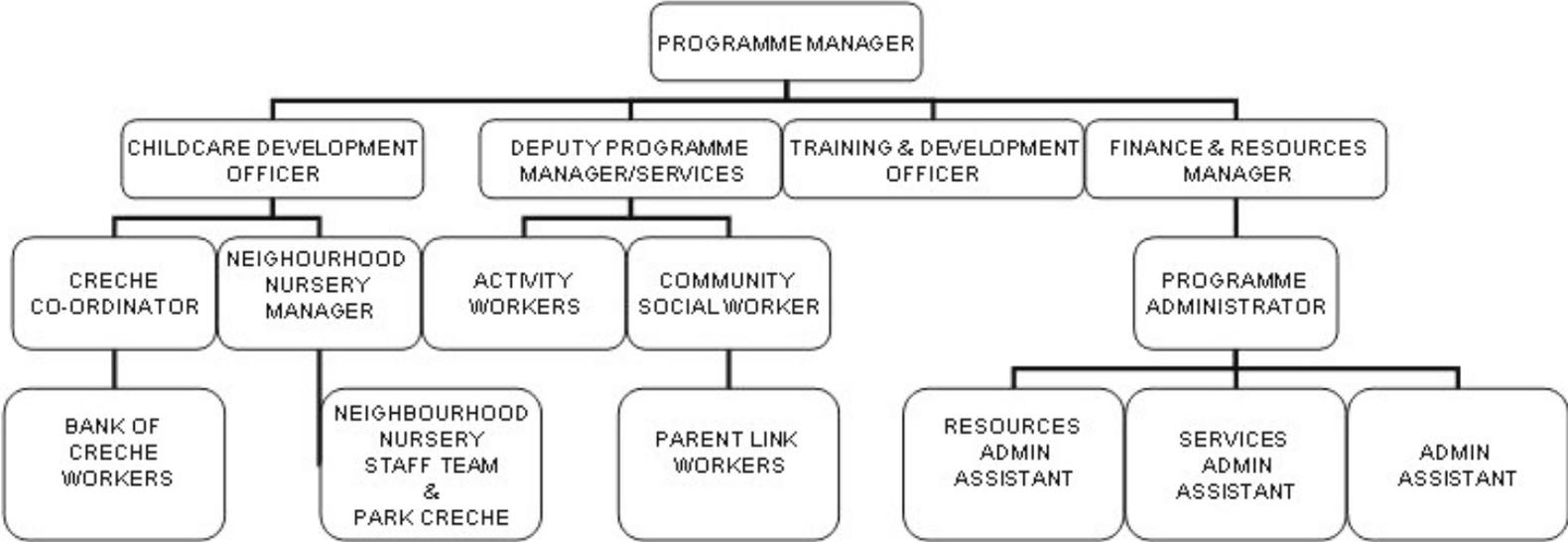
**Objective 5****Strengthening Families and Communities**

1. To build local networks of service providers and parents and carers in order to provide support for families in the area

2. To consult parents in the planning, development and monitoring of services in the area, including supporting their representation on management committees

3. To provide progression routes for parents into paid employment, including learning, training and volunteering opportunities

4. To work in partnership with employment agencies to ensure that advice is readily available locally: that training is relevant and accessible: and that the creation of new opportunities is promoted – so that parents can make informed choices regarding their employment



Other Staff Employed Through Service Level Agreements

|                |  |                                    |  |                        |                                    |                                     |
|----------------|--|------------------------------------|--|------------------------|------------------------------------|-------------------------------------|
| MIDWIFE (UBHT) | FAMILY LEARNING TUTOR ORGANISER (Cam Ed) | SPEECH & LANGUAGE THERAPIST (UBHT) | SINGLE PARENT ACTION NETWORK CO-ORDINATOR (SPAN) | HEALTH VISITORS (UBHT) | VOLUNTEER CO-ORDINATOR (HomeStart) | CHILDCARE DEVELOPMENT WORKER (KODT) |
|----------------|--|------------------------------------|--|------------------------|------------------------------------|-------------------------------------|