Backup and Stacksteads Sure Start
The Maden Centre

Cost Effectiveness
Customer Satisfaction
Evaluation of Partnership Board

2005

Ricky Hirst Assistant Programme Manager
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<td>Supervision Guidance etc.</td>
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Introduction

Part of the guidance recommends every programme carries out an annual Cost Effectiveness Exercise. This Programme has completed such an exercise each year but felt this year an exploration of use of time would be more beneficial. This was due to the following:

- Each previous year we have come to the conclusion that monies have been spent wisely.
- The evaluations and progress towards targets have proved that the work we undertake is highly effective.
- Time costs money.

We therefore, decided to look at a typical month’s timeline for every member of staff exploring:

1. Face to face contact with service users
2. Planning
3. Attending meetings
4. Making telephone calls
5. Administration time
6. Training

The reason for this was to demonstrate a time management model which appears to be highly effective in meeting the targets set by Government.

In addition to this we also explored the amount of sickness within the programme over the past 12 months and the resulting costs to the programme.

Method

Every worker was asked to keep a time record during the month of July 2005 recording the proportion of their day spent in the undertaking of the elements listed in the Introduction.

These were collected at the end of the month and the time spent was added together for each of the elements. The whole time of each worker’s hours was then added together. The percentage of time spent was then calculated as a part of the whole. The real costs to the Programme created by the days absent due to sickness was calculated by adding each staff member’s sickness together over the past 12 months and then multiplying that by their hourly rate of pay.
e.g. 12 days sickness x (yearly salary divided by 52 weeks divided by 5 days divided by number of hours worked weekly)
The real cost was calculated by including any overtime incurred or Time Owing in Lieu accrued due to covering for staff sickness.

**Results**

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<tr>
<th>Element</th>
<th>Time</th>
<th>Cost</th>
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<tr>
<td>Face to face contact with service users</td>
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<td>Planning</td>
<td>15%</td>
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<td>Meetings</td>
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<td>Telephone</td>
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<td>Administration</td>
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<td>Training</td>
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<td>Sickness</td>
<td>92 days</td>
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**Conclusions**

It would appear from results of previous monitoring and evaluation exercises that the above balance of face to face contact and preparation/evaluation is highly effective. This makes the assumption that the time spent is quality time. This is demonstrated by the quantitative and qualitative data collected over the years e.g. 20% reduction in mothers who continue to smoke during pregnancy and a 36% rise in active under 4’s using the library to name but two. Therefore, if this balance is maintained it should continue to be effective. It must be remembered that this in itself needs to be evaluated to ensure it remains as effective.

In relation to the real cost of sickness to the programme, this demonstrates how extra staff could be employed to continue the good work this programme carries out if sickness absence was reduced.

**Recommendations**

- The time division model is continued but reviewed and evaluated annually to ensure its effectiveness.
- Sickness monitoring via the Back to Work procedure is carried out in order to support staff in strategies in avoiding taking time off work. Of course genuine sickness will be supported as usual.
Backup and Stacksteads Sure Start
The Maden Centre

Community Cafe
Customer Satisfaction Survey

October 2005
Introduction

The Maden Centre Community Café opened its doors in September 2004 with a remit of providing healthy food for the community of Bacup and also to cater for the children in the Neighbourhood Nursery which is also housed within The Maden Centre.

The café received its initial funds from SRB and Sure Start but needs to prove self sustaining by April 2007.

An important part of its success is not only catering for the public but retaining those customers so they return or tell their friends about it and encourage them to use it also.

Methodology

We have recently purchased an IT package named Snap Professional Surveys which not only allows you to design professional questionnaires but also provides statistical and anecdotal information which can be exported into reports. This will prove more cost effective in the long term as it saves time and also should attract more people to complete them as they are more attractive and pleasing to the eye.

The questionnaire was designed to find out what people thought about the quality of the food on offer and also the service, cleanliness and parking facilities. It also explored the frequency of usage of the café. It asked for user’s comments on these issues too so the results could be used to improve the quality of service to the customer. The result was a questionnaire which was both quantitative and qualitative in its format.

The questionnaires plus a pencil were left on the café tables every day throughout the month of October 2005 and were collected each day and returned to the Monitoring and Evaluation Officer for data input.
**Findings**

The average number of users per month was 450 who predominately used the café over the lunch period 12 noon until 2pm.

The number of completed questionnaires was 104 which equated to 68 adult users and 36 children of which 96% lived in the Sure Start local programme area and 4% from neighbouring areas.

The responses were as follows:-

**How often, on average, do you visit this cafe?**

- Daily? 33.3%
- Weekly? 20.0%
- Twice a week? 40.0%
- Monthly? 4.4%
- No reply 2.2%

**What did you order today?**

- Hot meal 16.8%
- Soft Drink 18.4%
- Coffee/tea 14.4%
- Fruit/dessert 9.6%
- Salad 10.4%
- Other 8.8%
- Sandwich 4.8%
- Children’s Meal 6.4%
- Jacket potato 10.4%

The other types of food ordered were soup and quiche
Response to “Are there any other comments you would like to make?”

- Staff enthusiasm and helpfulness is improving. Visit Cafe Culture to see variety and presentation.
- We would like chips on the menu now and again
- Needs more publicity
- The staff are very helpful and friendly. They go out of their way to assist you
- Food is better than 6 months ago
- Friendly staff, food is lovely, very helpful even when busy
- Staff are really friendly and helpful. The quality of food is excellent
- Staff are very friendly and the food is excellent
- First Class service and complements to the chef!
- Would like to see more foods from other countries on the menu
- I would like baguettes and crusty cobs. Variety of dips, bhajis, samosas
- The soup was delicious. I bought M&S last night and not as good.
- Could we have more ethnic foods? And baguettes please.
- A bit more variety please and the odd "naughty" thing. Everything in moderation.
- Please can we have some "treats" now and again like cream or custard
- I like the play area for my child
- Good food good prices. Keep it up!
- More food to cater for babies and toddlers
- Value for money is excellent. Thank you for making our visit welcoming
How old are you?

Are you male or female?
Responses to “How do you rate the following?”

Conclusions

- There appears to be a broad age range of people who use the café.
- Each adult group appears to include at least 1 pre school child within the age ranges 18 years to 35 years.
- More females than males use the café.
- The majority of users found the cleanliness, service, quality of food and choice of food very good/good.
- Many users found the parking facilities poor/very poor.
- Most users live within the local Sure Start programme area with a few people using it who live in the neighbouring towns.
- Most people appear to choose the hot meal selection.
- Customers are asking for “treats” now and again, more ethnic foods, plain baguettes, foods for babies and healthy dips.
**Recommendations**

- There is an acceptance that there will always, or for the foreseeable future, be an imbalance between the numbers of fathers who are primary caregivers and mothers who perform that role. However it is felt the café could link with the “dads’ group” to look at activities which might encourage them to use the café more.
- Parking facilities in the town are a recognised problem and is on many community agendas. Local council needs to make provision for increased traffic to balance with their initiative of increasing business in the town.
- Although the majority of customers are very pleased with the quality and provision of foods many would like to see more variety with regard to baby foods, ethnic foods, baguettes and “treats now and again”. The café should reintroduce the publicity they originally had regarding the facility to blend foods for babies and toddlers. Also they could present some foods in a more child friendly way e.g. veggie sticks and dips, foods that look like a picture on the plate, or foods with child friendly names.

**Finally**

The café appears to have got off to a good start but are aware they do have to become self sustaining in the near future. There are also implications to its success which need to be considered as the café will become a separate enterprise with a Management Committee come January 2006.

PEER, People Encouraging Enterprise in Rossendale, has been asked to explore the current set up in the café and come up with achievable solutions to some of their issues regarding sustainability.
Introduction

At the beginning of 2005 a satisfaction survey regarding support mechanisms was undertaken to explore if staff felt they received adequate support from their line manager in the following areas:

- Supervision
- Leadership
- Support
- Recognition of achievements
- Information sharing

The findings were collated as a report and were submitted to NESS and the Sure Start Unit.

A number of recommendations were made as part of that report which were as follows:

Recommendations

- A mechanism is devised to inform all team members in general terms what is happening within the wider team. This could be a standing item on the staff meeting agenda or a cascading method through supervision.

- Staff meetings are more structured and unless the issue involves the whole team it should remain outside of that meeting.

- A mechanism is devised so all team members are kept informed especially if those team members are part time or have been out of the main office for some time.

- Communication is a two way process and people can be told things or they can seek out information. A model of upwards, downwards and sideways communication should be adopted.
Outcomes

In consultation with team members the following changes to practice were made in response to those recommendations and staff feedback:

- Staff meetings would take the form of Management Meetings once a month followed by team meeting with each manager’s team to cascade information upwards and downwards.
- Minutes of meetings would be available to everyone
- Full Team Meetings would be held twice per year and would take the form of training and recognition of achievements.
- Recognition of achievements would be a standing item on supervision agendas.
- Standard supervision pro formas would be devised to ensure all staff received the same standard of support. (see appendix 1)

Follow – up

In August 2005 a follow up survey was undertaken to see if the changes implemented had made any difference to how staff felt about the support they received from their line manager and these are the findings:

Supervision

- Enjoy supervision with the new forms, more structured. Manager offers good ideas on how to improve and move forward.
- Constructive, helpful, two way, focussed, forward thinking
- Good listening skills. Follows through requests and offers support.
- Always supportive and gives good information and feedback.
- Supervisions are regular
- Always an enjoyable and beneficial experience. She is free with her praise and recognition of my achievements. Gives good well balanced advice and guidance.
- Always well structured and documented, useful and informative. Good to be able to store notes and edit on IT system.
- Very understanding and helpful. She does not mind if I have any problems – she just helps and advises as best she can.
- Regular supervisions both formal and informal.
- Good, supportive, directive when needed and always available if immediacy is requested.
- Informal and formal – regular – supportive – challenging
Leadership

- Promotes autonomy with guidance which is fine by me
- Good leadership skills and always endeavours to get your point across
- She is a good leader. She does not boss – she helps. She is like a friend and a leader in one.
- Good. Always allowed to develop initiatives and go with new ideas. Always given guidance and feedback.
- Leads by example. Charismatic, motivating, enthusiastic, positive, down to earth, realistic, expresses her values and shares her visions.
- Would like more input into the team to ensure smooth running
- Good team leader
- Always positive
- Sometimes hard to keep up with – but that’s the way she is. Needs to be aware that delegation means that. Great to work with and for.

Support

- Excellent
- Very – in good times and the not so good
- Offers good levels of support both individually and as a team
- Very supportive and helpful
- Always there when needed
- Endless. Always makes herself available. Sensitive and proactive. Fair with constructive criticism which she delivers with good humour which makes it easier to take.
- I know she is always there to listen to me with any questions or concerns.
- She is always willing to support. She has supported me through troubles with childcare and has been helpful. If I need to talk she is there and she listens.
- Very, both in work terms and personally. Very approachable. I hope this is reciprocal too.
- Approachable, understanding, empathic, enthusiastic.

Recognition of achievements
• Always gives credit for ideas, successes and stands by your side when you get it wrong.
• Generally but I do think we are all so busy this can get lost at times particularly when things are going well.
• If I do something good she praises me, if I do something wrong she praises me for trying and explains and helps me to do it right.
• Tells me on a regular basis how pleased she is with my contribution to the programme. This means a lot.
• Praises from the roof tops! Other people report back to me that she has praised my achievements to them privately and in meetings. Makes all the effort worthwhile. Always seems genuine in her responses.
• Most information is passed onto us but I do sometimes feel a bit forgotten.
• Shares all information
• Good
• The whole of the management team are excellent in this and try to keep staff well informed of everything.
• Better now we have an online electronic diary of manager’s whereabouts.

Other comments

• I love my Job
• Very happy at Sure Start, get along with all staff and feel supported by all managers. Proud to be part of Sure Start
• She is the best boss I have ever worked for – what more can I say!
• I love my job and enjoy every aspect of my role. The only time I feel downhearted is when the element of team working breaks down because I feel that we have to work together as a whole team and lots of roles overlap. Luckily this does not happen often. On the whole I am an extremely happy member of the team.
• I feel comfortable working with my line manager.

One of the major changes which have come about due to the audit is the standardisation of Supervision Sessions. 100% of staff have reported that they find them very useful and have stated that they ensure the session remains focussed. Staff also feel it aids in task completion and appropriate delegation.

**Conclusion**

Feedback gained, on the whole, indicates a rise in confidence in managerial support. This is particularly evident with regard to supervision where everyone has indicated satisfaction with the changes.
There is always room for improvement but due to the culture of the team all team members will strive to respond proactively to the constructive criticisms; resulting in systems improving all the time.

**Recommendations**

As mentioned previously this team has an organisational culture of continual evaluation and improvement therefore will respond favourably to the feedback within this report.

It is therefore recommended that managers keep support and communication high on their agenda and strive to improve systems in response to staff feedback.

Staff similarly need to be proactive in ensuring communication continues to flow in all directions and feelings and ideas are shared and transparent.

There should be no blame culture and an acceptance that support is a two way process and managers need support too, “Who cares for the carer?”
Appendix 1

What is Supervision?

A GUIDE FOR STAFF

- Supervision is a time when a manager and a staff member can sit together and talk about that staff member’s work.

- It is a two way process between the supervisor and the supervisee and should be positive and supportive.

- The supervisor should help the supervisee to evaluate their work and relate that work to the organisations aims and objectives.

- The supervisor should assist the supervisee in identifying training needs which will develop the staff member and improve the organisational service delivery.

- The supervisor will assist the supervisee in identifying their strengths and how to further develop them.

- Supervision should not be stressful for either party and areas for development should be discussed in a supportive manner.

- The supervisee can use the sessions to seek advice and guidance regarding work issues.
• Supervision can include discussion regarding personal issues if those issues impact on the worker’s ability to deliver an effective service.

Good Practice Guidance for Supervision

• Information about Supervision should be part of all staff members’ Induction to the Organisation.

• Before the first supervision session takes place an agreement between the supervisor and the supervisee should be drawn up and signed by both parties.

• It should include: dates, times, venue, frequency etc. (should ideally last no longer than 1hr. and take place every 4-6 weeks)

• The venue should be quiet with no interruptions and should be comfortable. ( interruptions may be made in an emergency)

• Both parties should come with items prepared for the agenda.

• Standing items on the agenda will be:

  1. Minutes of last meeting
  2. Workload
  3. Feeling valued
  4. Training needs
  5. Professional Development
  6. Equal opportunities
  7. Health and Safety
  8. A.O.B.
  9. Actions

• Minutes will be made of the discussions and signed by both parties who will both keep a copy.
• Things discussed within supervision will be confidential except in cases of Child Protection, Gross Misconduct, Health and Safety, Oppressive Practices and anything felt to affect the Organisation’s effectiveness. This will only be shared on a “need to know” basis and the staff member will be informed about the information to be shared.

• Always make a date for at least the next supervision. It can be beneficial for both parties in managing their diaries if 12 months supervisions are pre booked.

Supervision Agreement

This is an agreement between the Supervisor and the Supervisee regarding Good Practice within the Supervision Process. It should be completed during the first supervision session to ensure both parties are clear about the Supervision process.

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<th>Name of Supervisor</th>
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<td>Name of Supervisee</td>
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<th>Has the Supervision Guidance been read by both parties?</th>
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<th>Do both parties understand and agree to follow the guidance?</th>
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<th>Supervisee</th>
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<th>Duration of Supervision Sessions</th>
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<th>Frequency of supervision sessions</th>
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<th>Venue</th>
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<th>Who will take the minutes?</th>
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<th>Who will prepare the agenda?</th>
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The session will be conducted in accordance with the Good Practice Guidance for Supervisions. If either party feels this guidance is not being adhered to; and that it is therefore detrimental to the supervision process; they should:

• Attempt to rectify the matter between themselves.
• If this is not possible then a number of procedures can be used:
1. Complaints Procedure  
2. Disciplinary Procedure  
3. Grievance Procedure/Harassment Procedure  

This is a true record of negotiations and I agree to abide by all the above:

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Either party can ask for the Agreement to be reviewed.

**Supervision**

**Bacup and Stacksteads Sure Start**

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**Date of meeting:**  
**Time of meeting:**

**Attendees:**

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**----- Agenda Topics -----**

1. Minutes of the last meeting  
2. General Workload Issues  
3. I felt positive about?  
4. I felt less positive about?  
5. Training needs  
6. Professional Development  
7. Health and Safety Issues  
8. Equal opps.  
9. A.O.B.

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**Supervision Agreement**
Supervision

Bacup and Stacksteads Sure Start

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**Where?**

**Frequency?**

**Who taking minutes?**

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### Agenda Topics

**Date:**

**Time of meeting:**

**Attendees:**

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<td>Conclusions:</td>
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**Action items:**

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# General Workload Issues

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<td>Training needs/requested/attended/how used?</td>
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| Professional Development – service evolvement/long term job plans/promotion/organizational issues |
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| **Discussion:**                                                                            |
| **Conclusions:**                                                                           |
| **Action items:**                                                                          |
| **Person responsible:**                                                                    |
| **Deadline:**                                                                              |

<p>| Health and Safety Issues                                                                    |
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| <strong>Discussion:</strong>                                                                            |
| <strong>Conclusions:</strong>                                                                           |
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| <strong>Person responsible:</strong>                                                                    |
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Any other business

Discussion:

Conclusions:

Action items: | Person responsible: | Deadline:

Other Information

Special notes:

Signed/Date:

Signed/Date: