



SURESTART BHT
MONITORING & EVALUATION STRATEGY

MAY 2004

Contents

Introduction	3
Programme Monitoring	6-7
Activity Monitoring	8
Service Specific Evaluation /review	9-10
Thematic Evaluation	10
Other Evaluation Work	11
Timetable	11
Conclusion	12

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Introduction

This strategy has been developed to outline the planned evaluation and monitoring activity that SureStart BHT will undertake over the coming Year. The local evaluation is guided both by the needs of SureStart BHT, the SureStart Unit as well as to some extent by the needs of the wider partnership of organisations working in the Bierley, Holmewood and Tyersal areas of Bradford. For all agencies and for parents and children, the evaluation needs to achieve the following:

- Assess how well the activities are performing
- Review working practice and processes for the delivery of activities
- Look at the outcomes for children and families
- Assess whether activities are providing value for money
- Act as a basis for learning and inform the planning of new developments
- Assess the impact of SureStart as a whole
- Share good practice with other SureStart Projects
- Support national evaluation work

Monitoring and Evaluation activity within SureStart BHT can be divided into 4 broad categories

Programme Monitoring

Broad quantitative information, including the number and characteristics of people using activities.

Activity Monitoring

Regular assessment of each activity including whether it's making progress towards targets

Service Specific Evaluation Reviews

Reviews of individual services or activities

Thematic Evaluation

Evaluation of the impact of SureStart activities on the 4 broader objectives.

Responsibility for Evaluation

SureStart BHT has commissioned a package of evaluation support from Leeds University School of Public Dental Health Medicine. This team have been commissioned to undertake evaluation work on behalf of all 8 SureStart local programmes within Bradford District. The contract with Leeds University runs for a further 12 months.(for copies of the contract or tender document please contact Sarah Procter-Programme Manager directly) Professor Sonia Williams is leading up a small team of researchers who are undertaking some elements of the evaluation work on behalf of all SureStart programmes.

The three SureStart Programme Co-ordinators and the Programme Manager are also supporting the strategic development of the evaluation of the SureStart Programme by ensuring that key evaluation objectives are identified within each core programme area and that all staff within the Programme are aware of the part that their activity plays in the overall evaluation of SureStart BHT and their responsibilities in terms of data collection. In order to facilitate this there will be need for ongoing staff training and development.

Evaluation is seen by SureStart BHT as an effective tool for embedding a reflective/quality improvement culture within the SureStart BHT team.

SureStart BHT's Board of Directors will support the development of the SureStart evaluation strategy and will monitor quarterly the progress of any evaluation activities undertaken. The Board will consider the need to convene an evaluation sub group to the Board who will be able to provide more hands on support to the staff group with evaluation issues.

As an initiative working within a Community Development Framework SureStart BHT wants to ensure that:

- methodologies used for collecting information do not alienate our local population this needs to be counterbalanced by a need to ensure that methodologies employed within our evaluation are robust, representative and valid in order to ensure that participants in the process have confidence in the findings and recommendations.
- that parents will offered opportunities to be trained and employed as community researchers undertaking some aspects of the evaluation process for the Programme
- where consultation with parents has occurred their views will be fed back in appropriate ways.

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1. Programme Monitoring

SureStart BHT is required to carry out Monitoring activity on behalf of the SureStart Unit. Information is collected about the number and characteristics of people using the SureStart activities and services this information enables a profile of users to be produced. Surestart BHT has utilised the SmartStart software. This database allows the Programme to know which activities are being accessed by which families. This system will produce the required numerical information for the M3 Monthly reach forms. The M3 forms are completed monthly but a sample form is returned each quarter.

Work	Output	Impact
Registration of families and children	Ongoing registration of families Information on database	Availability of accurate information about the number of children and families who are using services. Databases of relevant names and addresses so programme can keep families informed of activities.
SureStart Unit returns	M3 -4 returns a year	Automated system and written guide for all staff and external contracts reduced workload. Knowledge about numbers of children and families using services

		Has encouraged the development of database and monitoring systems
Local Profile development	Report Summary Action Plan M1 start point data M2 childcare places	Increased depth of knowledge about numbers of children and families using services and patterns of use. Raises issues about data collection and service provision which can be addressed.
Quarterly feedback reports	Co-ordinators to provide quarterly reports to the Board of Directors	Ensures that the MB are kept up to date with progress against targets
Annual monitoring for SureStart Unit	Required 1 x a year M1 Basic data M2 Childcare Places M5annual Monitoring against targets for key SureStart objectives	Will help inform Programmes strategic development
User Satisfaction Survey	Report Completed by October 04	

2. Activity Monitoring

Systems have been established to ensure that there is an opportunity for all activity to be monitored appropriately. Each Co-ordinator is responsible for ensuring that all activity in their key area has a Project Plan and within the Project Plan appropriate measures for success are identified. Regular Co-ordinator meetings ensure that there is an opportunity to share progress on core activities against stated objectives.

Snap Survey software has been purchased and a staff member is receiving training to ensure that we have access to appropriate and easily designed questionnaires which can be analysed in house.

Work	Output	Impact
Project Plan sheets have been designed and are being implemented for all new pieces of work	1 return for each activity	New activities are considered in relation to SS objectives. Aims and objectives that are set can be used for services or issue specific evaluation Financial information is collected
Quarterly Board meetings to monitor progress of evaluation reports from completed projects and agree targets for future	Summary of all plans provided for all Directors	Analysis of completed projects should demonstrate progress towards targets

Service Specific Evaluation or Review

Surestart BHT will commission service specific evaluations to ensure that particular services which have been implemented can be assessed and assurances can be provided to the Board that service objectives and quality standards are met. Service specific evaluations will be used to contribute towards both short and medium term decision making around areas of the Programme we wish to continue developing as well as towards the mainstreaming agenda of the SureStart Programme.

Work	Outputs	Impact
Review of all sessional day care provided through SureStart BHT	A report (Sept 2004)	To support recommendations about the continuation of the Sessional crèches activities.
Review the Holmewood Advice Service –Debt Advice and Income Maximisation Project	A report (Jan 2005)	To make recommendations about the continuation of this Project at end of the SLA
User satisfaction survey	A report (October 2004)	To provide a baseline to assess impact of SureStart services in area over next 3 years. Will also provide user satisfaction information for other services.
All community trips	An annual report (March 05)	To make recommendations about the impact of the trips on all SureStart objectives

Thematic Evaluation

Undertaking thematic evaluation will enable the Programme to examine how much smaller projects and pieces of work collectively impact on the Programme's key objectives. Thematic evaluations may require significant resource allocation from the Programme and therefore it is suggested that the evaluation sub group be convened to agree targets for thematic evaluation and monitor the progress of thematic evaluation.

Work	Output	Impact
Parental Involvement – review the Parental involvement policy (TBD)	Report Summary Action Plan	Further work with under represented groups in particular travellers and fathers Specific action plans developed
Impact of SureStart BHT on local organisations?	Report Summary Action Plan	SureStart BHT to build and improve working relationships with wide network of local organisations.
Health Impact Assessment	Report Summary Recommendations on Programme Development	Target areas of work for health improvement.

Other Evaluation Activity

SureStart BHT is also involved in the cross - district SureStart evaluation programme. This involves attendance at 4 quarterly meetings a year. SureStart BHT also links in with the national evaluation of SureStart. There are opportunities for shared learning and good practice from Programmes across the country

SureStart BHT will ensure that all staff receives training on evaluation so that we become a reflective output/outcome focussed organisation.

This evaluation strategy will be shared with all parents, staff, managers, and Board members ,all these people can expect to receive regular reports updating progress against targets.

Timetable for Monitoring and Evaluation April 2004-March 2005

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
M1 Basic Data							x					
M2 Childcare Places							x					
M3 Monthly reach	x			x			x			x		
M5 Start Point												
Ongoing Registration	→											
Local Profile Development											x	
User satisfaction survey							x					
Project Plan sheets	→											
Report of sessional daycare						x						
Report of community trips												x
Review of Holmewood Advice Service-Debt Awareness Project										x		
Parental Involvement -Review of Community and Parental Involvement Policy (tbc)												
Health Impact Assessment	→											
Cost Effectiveness Report							x					x

Conclusion

The four elements of the local monitoring and evaluation strategy for SureStart BHT are outlined in this document. The combination of monitoring and evaluation ranges from the collection and collation of quantitative data on the take up of activities to detailed qualitative evaluation which aims to draw out specific learning in relation to the national and local SureStart objectives.

The delivery of the Monitoring and Evaluation Strategy is an inclusive process that will, at differing levels, involve all staff as well as the Districts Evaluation Team. At times the Board of Directors may wish to purchase additional support from a range of other evaluation service providers.

The focus of the monitoring and evaluation strategy is to provide information to enable SureStart BHT to continuously develop and improve its services as well as ensure that we are working towards achieving targets. As the Programme progresses monitoring and evaluation information will ensure that any decisions made about changes to service provision will be based on rigorous evidence. A guiding principal of this Strategy should be that all information should be shared amongst all parents, Board members, other Partnerships in the area, other Programmes in the District and the national Evaluation team.