

Monitoring and Evaluation Strategy

April 2004 – March 2006



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Introduction

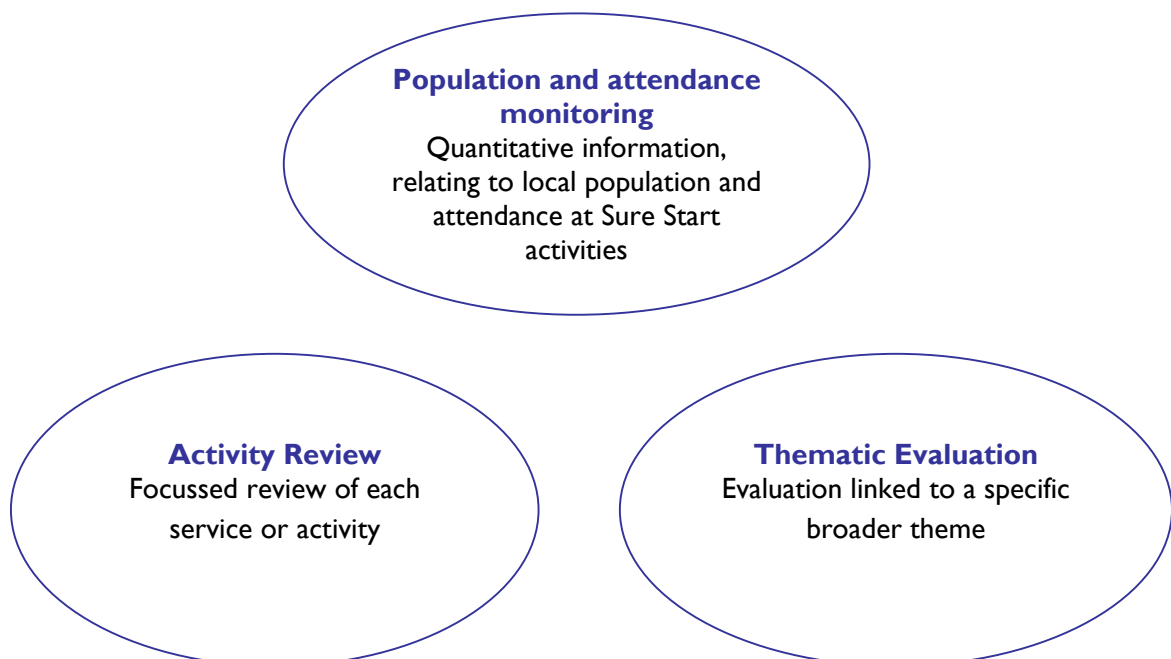
This document outlines the monitoring and evaluation strategy for Sure Start Hollinwood for the year from April 2004 to March 2005. The Sure Start Hollinwood monitoring and evaluation strategy is now changing to reflect the fact that the programme has been in operation for more than 3 years.

Monitoring within the programme will continue to track the number and characteristics of children and families within the community and attendance at Sure Start Hollinwood activities. Some aspects of the monitoring may have to be reconsidered if the programme becomes a Children's Centre. The focus of the evaluation, however, will have a greater emphasis on the impact and cost of each activity, although there will still be some capacity to undertake thematic evaluations if these are required.

The local evaluation is guided both by the needs of Sure Start Hollinwood and those of the Sure Start Unit. Between 2004 and 2006, the local evaluation of the programme will particularly aim to achieve the following:

- Assess the impact of activities on children, families and the community
- Assess whether activities are meeting their objectives
- Look at the cost of each activity
- Influence the delivery of mainstream services

Monitoring and evaluation activity within Sure Start Hollinwood will now be divided into 3 broad categories:



In addition to these 3 categories, there are pieces of work that do not fall into any one of these groups. This work has been described as 'Strategic' and it relates to monitoring and evaluation tasks which have a broader role or are not necessarily specific to Sure Start Hollinwood.

Monitoring and the local evaluation are co-ordinated by Sure Start's part-time research worker (seconded from Social Services) who is a member of the management team and reports to the programme manager. Although the research worker designs most of the research tools and undertakes most of the interviews, focus groups etc, some pieces of work are undertaken by members of staff with guidance from the research worker. Sometimes they have been for a dissertation that has been required for a qualification.

The broader process of evaluation, however, is a part of the work of everyone who is working towards delivering Sure Start in Hollinwood: it also involves local parents, children and other members of the community. A session on monitoring and evaluation is included in the induction programme for each new member of staff and it is an ongoing process for each area of work.

Updating reports on the evaluation are presented quarterly to the Sure Start Hollinwood Partnership Board and an annual report is sent to the Sure Start Unit and the National Evaluation of Sure Start. Monitoring and evaluation also forms a section of the annual report sent to Barnardo's, the programme's lead agency.

This document will now describe the areas of monitoring and evaluation in more detail. A list of work completed between 2001 and 2004 is shown in Annex 1 and Annex 2 and the timetable for monitoring and evaluation projects from April 2004 to March 2005 is included in Annex 3.

Population and attendance monitoring

The Sure Start monitoring information currently falls into two categories. Firstly, there is information about the number and characteristics of the parents and children using activities. The Sure Start Hollinwood database and associated systems allows the programme to collate information which shows which activities are being attended by which families. These individual records hold information relating to each child and their family – names, date of birth, child's ethnicity, any special needs and their use of Sure Start services.

- The data stored within the database is used to produce the 3 monthly return which is sent to the Sure Start Unit
- Each month a feedback sheet, which contains key figures, is compiled for use within the programme
- Information from the database is compiled annually to produce a detailed reach profile
- This quantitative data is also used to inform thematic evaluations and activity reviews.

The second set of data allows the programme to monitor its progress towards national and local performance targets. Some of this information is collected annually from other agencies in conjunction with the other Sure Start programmes in Oldham (such as child protection, use of libraries and language development delay) whilst other information is collected by staff within the programme and compiled on an ongoing basis (such as smoking during pregnancy and breastfeeding).

A number of additional tasks for the year 2004-2005 have been identified which fall within this area of work.

In 2004 Sure Start Hollinwood will be designated as a Neighbourhood Nursery and a Children's Centre. This will change the age range of the children to be covered (under 5 year olds instead of under 4 years old) and the catchment area from which families will come (outside of the old Hollinwood Ward boundaries) and so there will need to be adaptations to the programme's systems and to the database. Additional information will need to be collected and there are also implications for the relationship between the programme and the local authority as we understand that the latter will have some responsibility for defining and collating the monitoring information collected by Children's Centres.

The action plan which resulted from the 2003 Reach Profile also identified a number of issues around population and attendance monitoring which need to be addressed.

- The information on children with special needs is inaccurate – a definition of special needs is to be developed and systems to update this information on the database will be put into place

- Outreach workers are spending time visiting houses where the family has moved but this information has not been passed through to the database administrators – a new changes form is to be produced and staff are to be reminded about the importance of passing on this information. The programme manager is to meet with local housing providers to see if systems can be developed so that new tenant with children receive information about Sure Start and the programme know when houses become vacant and so are alerted to families having moved.
- As many local children and families as possible needs to be registered – each month there are children and parents attending activities who are not registered. It is a continuous process to register as many people as possible.

The table below illustrates both the ongoing and the new work to be undertaken under this heading during 2004-2005.

Topic	Method & Output	Impact
• Ongoing Work		
Registration of children and families (March 2001 -)	Registration and changes forms allow for ongoing registration and de-registration Information input onto database	Availability of accurate information about the number of children and families who are using or not using services Database of names and addresses so families can be sent relevant information about the project
Monitoring and evaluation sheet for each activity (March 2000 -)	1 return per activity completed by activity worker	Collects monitoring information that is entered onto the database at the end of each month Encourages staff to evaluate an activity on a regular basis from their viewpoint and through recording any feedback from service users
M3 Sure Start return (Sept 1999 -)	4 returns per year completed using monthly monitoring information	Increasingly automated system has reduced workload – return is still produced monthly even when it is not submitted to Sure Start Unit. Database and monitoring systems have become more sophisticated over time Knowledge about numbers of children and families using services. Information also used to inform other work such as outreach visits to families who have not attended for 6 months
Monthly feedback (Jan 2002 -)	12 information sheets per year completed using monthly monitoring information	Regular and relevant information about activity levels for partnership board and management team

Topic	Method & Output	Impact
Annual Reach Profile (2001 -)	Analysis of database information Report, & Action Plan	Increased depth of knowledge about numbers of children and families using services and patterns of use over the year Raises issues about data collection and service provision which can be addressed
Information required for national and local targets (1999 -)	M5 annual return completed using information from programme and other agencies	Development and implementation of local systems to collect the data (with other Oldham Sure Start programmes) Increased depth of knowledge about the Sure Start area Activities can be changed and geared towards clear targets to be met
• Planned Work		
Registration of children with special needs (Apr 2004 -)	Change systems so that information can be updated	To provide true reflection of number of children with special needs
Children's Centre developments (2004)	Assess implications of becoming a Neighbourhood Nursery, Children's Centre and devise appropriate systems	To ensure that accurate information is being collected so that the work of Sure Start, the Neighbourhood Nursery and of the Children's Centre can be reflected

Activity review

This area of work is the major change in the Monitoring and Evaluation Strategy from 2004. It will draw, in part, upon established systems (the activity planning sheets and an updated activity monitoring form) and new processes will also be developed to ensure that the necessary information can be collected and collated.

An Activity Planning Sheet is completed before an activity is instigated. These must be agreed by the Management Team before any expenditure is committed or the activity begins. Included on the Activity Planning Sheet are the purpose and objectives of the activity and the method that will be used to monitor progress. Ongoing reference to the Activity Planner provides a format that teams can refer to when they review the extent to which a particular activity is progressing towards its stated objectives.

The monitoring and evaluation of individual activities is achieved through the completion of the Activity Monitoring Form at the end of each session. These forms are collected centrally to provide the names of people who attend each session for the database (above under Population and Attendance Monitoring). Between 2004 and 2006 these Activity Monitoring forms will be restructured so that the information asked for is more specific to each individual activity and its objectives and information on impact can be collated. A rolling programme will be devised where managers, activity leaders, staff and parents are consulted about the information needs to be collected to assess the impact of the activity.

Where activities could be absorbed by mainstream providers, Sure Start Hollinwood will also be asking them what sort of evidence they would want from us to demonstrate effectiveness. The aim is to be able to demonstrate the impact of individual activities on children, parents and where applicable, the community as a whole.

The questions that will need to be answered include the following:

- What objectives were set for the activity?
- Have the objectives been achieved?
- What has inhibited the achievement of objectives?
- What is the evidence that attending the activity has changed the way that attendees (children and parents) think or act?
- What has contributed to the success of the activity?
- Have there been additional outcomes?
- What are the plans for the activity - will you do anything differently in the future?

It is envisaged that a range of tools and methods will be used to gain the information that is required: which tools and methods will depend upon the activity and the issue to be addressed. It is planned that both children and adults will be involved.

Another part of the activity review process is the calculation of the cost of each activity. If it can be demonstrated that an activity is affective and having a positive impact, the costing information will be necessary if the Hollinwood Children Centre is to continue to provide it or if it is appropriate, for mainstream providers to take an activity onboard.

Activity	Comments on Evaluation
Improving Social and Emotional Development	
Alternative therapies – Reiki and Pamper Sessions	<p>Evaluation looking at impact of reiki has already been proposed – research worker to work with health visitor on this.</p> <p>Attendance at Pamper Sessions to be monitored against objectives set out on activity planner.</p>
Baby massage	Research worker to contact Woodfield regarding research with other Oldham Sure Starts.
Little nippers baby club	Activity needs more time before looking at impact. Activity leader to monitor using updated activity monitoring form and statistics from the database then activity leader to evaluate impact after discussion with research worker
Support & advice service	Continue to monitoring impact by annual collation of information on referral summary sheet
Time for yourself	Follow-up with Hollies about their level of evaluation
Improving Health	
Breastfeeding support	New midwife needs more time before looking at impact. Midwife to monitor using updated activity monitoring form and statistics from the database then midwife to evaluate impact after discussion with research worker
Child safety	Research worker to liaise with student health visitor who is doing home visits looking at safety and use of accident and emergency.
Clinic support	Research workers to devise tools to measure impact of additional input (outreach, enquiries and play workers)
Dental health	Programme manager to follow-up with dental health team
Health visitor drop-in	Update activity monitoring form and research worker to conduct full evaluation
Healthy eating	Follow-up Life Long Learning and PCT about their level of evaluation. Update activity monitoring form and devise tools to measure impact
Midwife activities	New midwife needs more time before looking at impact. Midwife

Activity	Comments on Evaluation
	to monitor using updated activity monitoring form and statistics from the database then midwife to evaluate impact after discussion with research worker
Parenttalk	Update activity monitoring form for new course. Look at impact with parents who have attended in the past
Smoking cessation	Update activity monitoring form. Collate statistics from health visitor and courses
Webster Stratton	Follow-up with Children's Fund about their level of evaluation
Improving Children's Ability to Learn	
Pre-schools	Liaise with new Early Years Practitioner after September
Sessional day care	Update activity monitoring form and research worker to conduct full evaluation
Speech & language	Contact other Sure Starts. Update activity monitoring forms
Strengthening Families and Communities	
Baby bulk buy	Objectives to be set out in activity planner – group to monitor themselves using updated activity monitoring form and statistics from the database
Dads group	Update activity monitoring form and work with research worker on evaluation
Holiday playworkers	Update activity monitoring forms: analyse statistics and consider evaluation with research worker
Men's work	Update activity monitoring form and work with research worker on evaluation
Networker	Update activity monitoring form: analyse statistics and consider evaluation with research worker
Outreach	Update activity monitoring form: analyse statistics and consider evaluation with research worker
Parent & toddler groups	Update activity monitoring form and research worker to conduct full evaluation
R2E links	Research worker and community development team leader to discuss information required
Volunteering	Activity monitoring form to be updated: research worker to devise systems for collation of information as defined in Action Plan (July 2004)

Activity	Comments on Evaluation
Young parents group	Group needs more time after changes before looking at impact. Objectives to be set out in activity planner and activity monitoring form to be updated.

The table below illustrates both the ongoing and the new work to be undertaken under this heading during 2004-2005.

Topic	Method & Output	Impact
• Ongoing Work		
Activity planning sheet for each new activity (1999 -)	1 sheet for each new activity or significant change in an activity, completed by project worker or manager	New activities are considered in relation to Sure Start objectives Purpose and objectives set for each activity are referred to at the start of any service specific evaluation Financial information is used in budget planning and as a basis for monitoring
Monitoring and evaluation sheet for each activity (March 2000 -)	1 return per activity completed by project worker	Collects monitoring information that is entered onto the database at the end of each month Encourages staff to evaluate an activity on a regular basis from their viewpoint and through recording any feedback from service users Provides information which will be used to assess the impact of each activity
• Planned Work		
Monitoring and evaluation sheet for each activity		Updating of the first page of the sheet to ensure that necessary information can be collected that will assist 6 monthly activity reviews
Initial meetings and 6 monthly activity review process		Devise criteria and a process whereby the impact and cost of services can be measured

Thematic evaluation

Thematic evaluations address issues that are central to programme as a whole rather than to one service or activity. A number of themes have already been examined by Sure Start Hollinwood (see Annex 1) and thematic evaluations will not be the focus of the programme’s research work between 2004 and 2006. Two areas of work, however, have been identified and others important themes may arise during the two year period which require specific investigation: the monitoring and evaluation timetable allows this to happen.

There is no ongoing work in this area – the table below illustrates work that is planned for 2004-2005.

Topic	Aim of the work
<ul style="list-style-type: none"> Planned work 	
Parental involvement	To be able to measure the impact of parental involvement on the development of Sure Start Hollinwood
Publicity	To be able to see which types of publicity have had an impact on attracting new people to activities

Strategic work

A further category of monitoring and evaluation work includes the tasks have a wider function within the programme or are not necessarily specific to Sure Start Hollinwood. This work may be undertaken with a range of agencies including Barnardo's (the programmes lead agency), the local authority and other Sure Start programmes.

The table below illustrates both the ongoing and the new work to be undertaken under this heading during 2004-2005.

Topic	Output	Impact
<ul style="list-style-type: none"> Ongoing work 		
Sure Start Partnership Board (2000 -)	Quarterly progress report Presentation of completed work	Sharing information with wider audience, providing an opportunity for them to discuss work and ask questions
Monitoring and evaluation strategy (March 2000 -)	Annual update Summary Presentation to Parents in Partnership group Staff induction	Clear presentation of aims and timetable for people within the project – parents, staff, managers, partnership board Structure for regular updates Strategy has been easy to share with outside agencies including Sure Start Unit, national evaluation, other Sure Start projects, academics etc
Links with national evaluation (July 2001 -)	Conferences, meetings and presentations	Increased understanding of the national evaluation within the project Point of contact for the national evaluation Possibility of sharing good practice with other Sure Start projects
Sure Start in Oldham (Nov 2001 -)	Data collection systems	Aim for consistency of information between the 5 Sure Start areas More efficient system for providers and Sure Start projects
Links with other projects and programmes (1999 -)	Meetings	Sharing knowledge on monitoring and evaluation with other programmes and related local projects

Conclusion

The registration of children and families and monitoring of their attendance will continue as it has over the last few years, although there may be some changes as a result of Children's Centre designation, but the evaluation of Sure Start Hollinwood is entering a new and important phase. Activities and services need to be examined so that the future for those that are having a positive impact on local children and families can be assured.

It is important that the process of service review is not seen as a negative process for the people involved: before the rolling programme of activity reviews begins, the Managers Forum will discuss priorities and the process to be adopted and then the programme manager and research worker will meet with each team to clarify the reasons for the change in the evaluation, explain the process and answer any questions.

Annex I

Completed evaluations 2000-2004

Topic	Method & Output	Impact
Review of sessional day care (September 2000)	Analysis of attendance, group sessions with staff and parents (or self completion questionnaire if not available) Report & Summary	Informed the development of the full time service which was established in March 2001
Health visitor and women with postnatal depression (October 2000)	Self completion questionnaire Report & Summary	Feedback to the Health Visitor Development Group Information helped secure funding to train 16 health visitors across the town in baby massage
Credit union development update (November 2000)	Review of background information and interview with member of staff Report	Clarification of current position in relation to the targets in the Sure Start delivery plan Fed into consideration of future role in credit union development in Oldham
What activities do parents want? (January 2001)	One to one interview with parents Report & Summary	Feedback to the Health Visitor Development Group and Mental Health Facilitator for the Primary Care Group Sure Start Hollinwood have developed services that women expressed an interest in attending
Implementing Familywise (April 2001)	Self completion questionnaire and group interviews with staff Report, Summary & Presentation	Raised awareness of issues which had resulted in limited use of the package Working group established to address issues and develop staff confidence in the package
Home safety equipment survey (April 2001)	Interview survey Report	Contributed to the development of the home safety equipment scheme, now part of baby bulk buy Broader impact limited by the small number of responses

Topic	Method & Output	Impact
Developing a local research resource (April 2001)	One to interviews with staff Report	Increased understanding of the investment needed if local parents are to be employed as researchers Shared learning with others (consultant working with SRB/Sure Start programmes)
Involving parents in Sure Start Hollinwood (June 2001)	One to one interview Report, Summary & Action Plan	Lead to further research with under-represented groups (fathers, families from ethnic minority groups, young mums) Specific action plans developed around participation of local parents, the Parents in Partnership Group and communication within Sure Start Hollinwood
Family Cookery Group evaluation (July 2001)	Analysis of weekly evaluations, self completion questionnaire for staff, group session and one to one interview parents Report & Summary	Changes made to the next family cookery groups that ran in 2001, especially in relation to health and hygiene and developing a wider range of recipes Contact with Life Long Learning about a second stage course Weaning is now successfully moved to become part of postnatal support group
Blue Planet Aquarium trip (August 2001)	Feedback Sheet Verbal feedback	Feedback to the body who gave the grant for the trip Trip was the start of a relationship with another community group – evaluation informed discussions about future work
Collier Hill Tenants Hall Survey (September 2001)	Door to door interview survey Report	Interviews raised local awareness of the hall and activities that could be provided Tenants Association used the research as a basis for prioritising improvements (fencing, painting and play area have been completed)
Six monthly reach profile (December 2001)	Report Action points	
Involving fathers (January 2002)	One to one interviews Report	Foundation for further development of work with fathers Publicity for Sure Start direct to a number of fathers in the area

Topic	Method & Output	Impact
Providing stimulating and enjoyable play in sessional day care (March 2002)	Observation of children Report, Summary & Action Plan	Demonstrated positive experience for the children attending Learning for sessional day care service staff Specific action plans developed around keyworking, children who wander and speech and language
Encouraging families from ethnic minorities to access Sure Start Services (March 2002)	One to one and group interviews Report	Foundation for further development of work with families from ethnic minorities
Musical Beginnings (May 2002)	Before and after self completion questionnaires for parents. Before and after interviews with staff Report & Summary	Changes in the way that pre-schools used music during their sessions – both in a group and free play with musical instruments. Strategies developed to encourage children who were reluctant to join in.
Six monthly reach profile (June 2002)	Report	
PACT group evaluation (June 2002)	Self completion questionnaire for parents Summary	New structure for the PACT group for sessions during Spring 2003. A wider review of delivery of parenting skills was also initiated.
Six monthly reach profile (November 2002)	Report	
An Evaluation of the Support and Advice Service (May 2003)	Analysis of referral information and one to one interviews with parents Summary and Report Action Plan (reviewed May 2004)	Research raised a number of significant issues which are being addressed through the action plan, both for the Support and Advice Service and more widely for the programme. These included the difficulties in contacting 'hard to reach families' and communicating outcomes with referrers. Sharing the learning from the research with other Sure Start programmes in Oldham and the Social Services Department was also addressed in the action plan.
Interest in a neighbourhood nursery (September	Self completion questionnaire	Used in support of bid for neighbourhood nursery funding

Topic	Method & Output	Impact
2003)	Report	
Teenage Pregnancy and Parenthood (August 2003 and January 2004)	Report 1 Focus groups with teenagers Report 2 One to one interviews with young mothers Summary of each report	Findings from focus groups are being used in the development of a drop-in health and advice service for young people which will open before the end of the year. Findings from the interviews informed the work of the young parents health visitor
Reviewing the costs of activities (September 2003 & January 2004)	Review of charges and procedures and a focus group Report	Highlighted need for clearer guidelines on charging which are now being developed in consultation with the Parents in Partnership group and people organising each activity
Volunteering (January 2004/May 2004)	Self completion questionnaires for volunteers and staff working with volunteers Report 1 Working with Volunteers Report 2 The Experience of Volunteering Action plan	Showed the value both of volunteers to the programme and of the experience gained by volunteers through their work Provided useful information on how volunteers felt about practical arrangements In putting together the action plan, it has encouraged the managers and workers to think about every aspect of volunteering within the programme Able to show work and action planning process through presentation to the National Evaluation of Sure Start regional workshop in June 2004
Developing inclusive play for disabled children and young people (February 2004)	Jointly with NW Barnardo's Barnardo's publication	Highlighted experience of one family in sessional day care at Sure Start Hollinwood. Renewed focus on children with special needs within the programme and need to have accurate information on the number of children registered who have special needs.
Annual reach profile (March 2004)	Report Action plan	Provided detailed evidence of the work of the programme and allowed managers to see how this had changed over the last year Raised awareness where there are gaps in the information

Annex 2

Completed strategic work 2001-2004

Work Undertaken	Output	Impact
Barnardo's research day (Sept 2001)	Group discussions	Developing guidelines for research with children
University of York course – Doing Research with Children (Jan – March 2001)	8 weekly sessions	Developing and consolidating research skills for the benefit of the project
Research Steering Group (2001 – 2003)	4 meetings	This group changed its purpose as its original brief was not appropriate. It was then disestablished as it was agreed that there were other forums (either existing or ones that could be brought together on an ad hoc basis) that could better steer research within the programme.
Sure Start Hollinwood Conference – Celebrating Success (July 2002)	Monitoring and Registration workshop Evaluation workshop Conference evaluation feedback	This allowed Sure Start Hollinwood, as a trailblazer, to share our experiences with other agencies and Sure Start programmes in the north-west. The monitoring and registration workshops were very popular
Forum for Oldham Research (May 2003)	Presentation	The presentation Increased knowledge of Sure Start in Oldham It was designed to share some of the things we had learnt about project evaluation over the first three years.
Sure Start Hollinwood Open Day (June 2003)	Comments display board and satisfaction survey	To celebrate the opening of the new building – one stall which was staffed by a Sure Start worker invited comments and criticism and the was a prize draw for the completion of an anonymous satisfaction survey
Three Year Summary (May – August 2003)	Report distributed locally and to the Sure Start Unit	Summary required by the Sure Start Unit. Used by the programme to pull together information about different activities and all

Work Undertaken	Output	Impact
		<p>evaluations.</p> <p>Used to produce a plan for 2003-2006.</p> <p>Producing the report showed how activities have changed over time.</p>
Annual evaluation (February 2004)	Report sent to the Sure Start Unit	Opportunity to reflect on work undertaken during 2003 and feed into plans for the next year.

Annex 3

Timetable April 2004 – September 2004 and provisional timetable October 2004 – March 2005

A new timetable is produced for each 6 month period. The timetable shows all elements of monitoring and evaluation strategy. It aims to be realistic in setting out the total number of pieces of work to be undertaken and in the number which will be ongoing at any one time. The timing of individual pieces of work is dependent upon what is appropriate for the particular service or theme - the planning of the evaluation, however, may start earlier than the slot identified on the timetable.

Sure Start Hollinwood Monitoring and Evaluation Timetable (April 2004 to September 2004)					
April	May	June	July	August	September
		Evaluation progress report for Partnership Board			Evaluation progress report for Partnership Board
		Sure Start Return M3			Sure Start Return M1, M2, M3, M5
Monthly Feedback	Monthly Feedback	Monthly Feedback	Monthly Feedback	Monthly Feedback	Monthly Feedback
Ongoing monitoring and evaluation by staff and managers responsible for individual activities using the Activity Monitoring and Evaluation Sheet					
Database – maintenance and checks. Design and circulate new changes form					
Complete volunteering research	Volunteers Action Plan	NESS presentation on action planning			
	Produce reach profile action plan	Improve information on children with special needs			
Review Support and Advice action plan		Devise strategy for men's work research			
	Produce Monitoring and Evaluation Strategy for 2004 – 2006		Begin work to implement activity review element of new Monitoring and Evaluation Strategy		
	Satisfaction survey		Complete annual returns for the Sure Start Unit		

Sure Start Hollinwood Monitoring and Evaluation Timetable (October 2004 to March 2005)					
October	November	December	January	February	March
Update timetable and strategy		Evaluation progress report for Partnership Board			Evaluation progress report for Partnership Board
		Sure Start Return M3	Annual evaluation report to Regional Sure Start Team		Sure Start Return M3
Monthly Feedback	Monthly Feedback	Monthly Feedback	Monthly Feedback	Monthly Feedback	Monthly Feedback
Ongoing monitoring and evaluation by staff and managers responsible for individual activities using the Activity Monitoring and Evaluation Sheet					
Database – maintenance					
			Annual reach profile for 2004		

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