

# **Flying Start – 3 Year Strategic Planning Template**

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## **Annexes**

### **A Expansion Targeting**

Please include an annex that clearly shows those LSOAs currently reached by Flying Start and those that will be reached through expansion in 2012/13, 2013/14 and 2014/15. Make sure that you include number of children being targeted in each LSOA. Where there are areas within an LSOA that are being excluded from the programme you must provide a rationale. Use the Income Benefit data provided by the Welsh Government to populate the form provided.

### **B Flying Start Team**

Please include an annex showing your plans for the recruitment of Flying Start Team members across all entitlements. Make sure that you include details on numbers wte, pay grades and funding splits with other programmes where appropriate. The annex should cover current provision through to 2014/15. Use the form provided.

### **C Flying Start Budget**

Please submit the planned Flying Start expenditure using the form provided

### **D Needs Assessment**

Please provide a copy of the Needs Assessment on which your plan is based.

### **E Team Structure**

Please submit a diagram showing your Flying Start team structure

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## **1. Numbers**

Please confirm the actual population of children under 4 living in your target areas as at:

- 1<sup>st</sup> April 2012 (pre-expansion); and
- 31<sup>st</sup> March 2013 (following the first year of expansion)

Cap 1<sup>st</sup> April 2012:743

Cap 31<sup>st</sup> March 2013:743

Actual No. Children 1<sup>st</sup> April 2012:748

Predicted actual No. Children 31<sup>st</sup> March 2013 748 + 308 = 1056

Please set out your plan for achieving the annual target cap numbers building on the current number of children in your areas. Include a graph or table, supported by a narrative, to show how numbers will grow year on year against the target caps.

Cap = 743 (2012-2013) Expansion of 39 children		Cap = 1078 (2013-2014) Expansion of 335 children		Cap = 1274 (2014-2015) Expansion of 196 children	
AREA	0-3 YEAR OLDS	AREA	0-3 YEAR OLDS	AREA	0-3 YEAR OLDS
Higher Shotton	132	Holywell Central	107	Queensferry	90
Connah's Quay	127	Sealand 2	92	Mancot 2	75
Flint	315	Mold West 1	69		
Greenfield	174	Buckley Bistre West 3	40		
	748	Total	308		165

The proposed areas for expansion in Flintshire are listed in the table above. The areas are within the top ten areas identified as having the highest concentration of 0-3 year olds living in income benefit households. During 2012-2013 expansion is in existing Flying Start areas. New areas will be brought on line from 2013-2014.

## **2. Health Visiting & Midwifery**

**For each section, refer to the Flying Start Strategic Guidance and tell us how you intend to deliver the Health Visiting entitlement in 2012/13, 2013/14 and 2014/15.**

Please confirm the average caseload ratio of Health Visitors during 2012/13, 2013/14 and 2014/15. This figure should reflect the number of children eligible for services and the number of Health Visitors recruited each year.

Include details on Health Visitor workforce planning including the periods when recruitment will commence.

Local Authority	Flintshire
Total No. Health Visitors	6.65wte
Cap Number for 2012-13	743

Health Visitor Details	Hours worked	FTE / WTE	Approximate caseload	% Flying Start funded	% LHB funded	In post or in the process of being recruited
No 1	37.5	1	112	100%		In Post
No 2	37.5	1	115	100%		In Post

No 4	30	0.8	87	100%		In Post
No 5	30	0.8	87	100%		In Post
No 6	37.5	1	110	100%		In Post
No 7	7.5	0.2	22	100%		Recruiting
No 8	22.5	0.6	68	100%		In Post
No 9	20.5	0.45	59	100%		In Post
N0 10		0.55				Recruiting
		6.75	748 total			
			Average caseload= 110.07			

Local Authority	Flintshire
Total No. Health Visitors	9.75wte An increase of 3wte.
Cap Number for 2013-14	1078
Average caseload 2013-2014	107.9

Local Authority	Flintshire
Total No. Health Visitors	11.75wte An increase of 1 wte.
Cap Number for 2014-15	1274
Average caseload 2014-2015	108.4

Clearly define local arrangements for ensuring smooth transition of 4 year olds between Flying Start health visitors and the school nurse.

On entry to full time school the child's health record is handed over from the Health Visitor to the relevant School Nurse. This is done via a handover meeting. Any additional needs or concerns relating to individual children are discussed. Both the school nurse and the health visitor sign to say that the records have been transferred.

How will you ensure that Flying Start health visitors are co-located within the Flying Start team and supported as appropriate by administrative and management staff?

**FLINTSHIRE FLYING START SERVICE**  
**WHERE WE WANT TO BE BY 31st MARCH 2013**

- South Flintshire Cluster**  
**Aston Centre, Shotton**

Target Area	On Stream	Workbase
Higher Shotton	Current	Aston Centre
Sealand	13/14	Aston Centre
Mancot	14/15	Aston Centre

**2. Westwood Centre, Buckley**

Target Area	On Stream	Workbase
Connah's Quay	Current	Westwood Centre
Buckley Bistre West	13/14	Westwood Centre
Mold West 1	13/14	Westwood Centre

**1. North Flintshire Cluster  
Flint Centre**

Target Area	On Stream	Workbase
Flint	Current	Flying Start Centre, Flint

**2. Greenfield Business Centre and Youth Centre**

Target Area	On Stream	Workbase
Greenfield	Current	Greenfield Business Centre
Holywell	13/14	Greenfield Business Centre

The figure above shows the current multi-disciplinary workbases and also the workbases which will come on stream for the expansion of the programme in 2013-2014. A detailed breakdown of the functions, staff and team locations is given in Annexe E.

Set out the line management and reporting arrangements for Health Visitors, including any local arrangements in respect of clinical or operational supervision.

Health Visitors are employed by Betsi Cadwaladr University Health Board and therefore bound by all of the policies and procedures of their employer and relevant professional body.

Even though the health visitors are employed by the health board they are located within the local authority multi-disciplinary team .

The Flying Start Health Manager is responsible for both the clinical, safeguarding and operational supervision of the health visitors and parenting workers. Additional safeguarding supervision is provided by the Safeguarding Specialist Nurse within the Health Board. This supervision is offered as group supervision or on an individual case by case basis.

Outline your plans for ensuring a Flying Start specific, non case holding, Health Visiting Manager is employed and reports to the Flying Start management team.

**Flying Start Health Manager Role.**

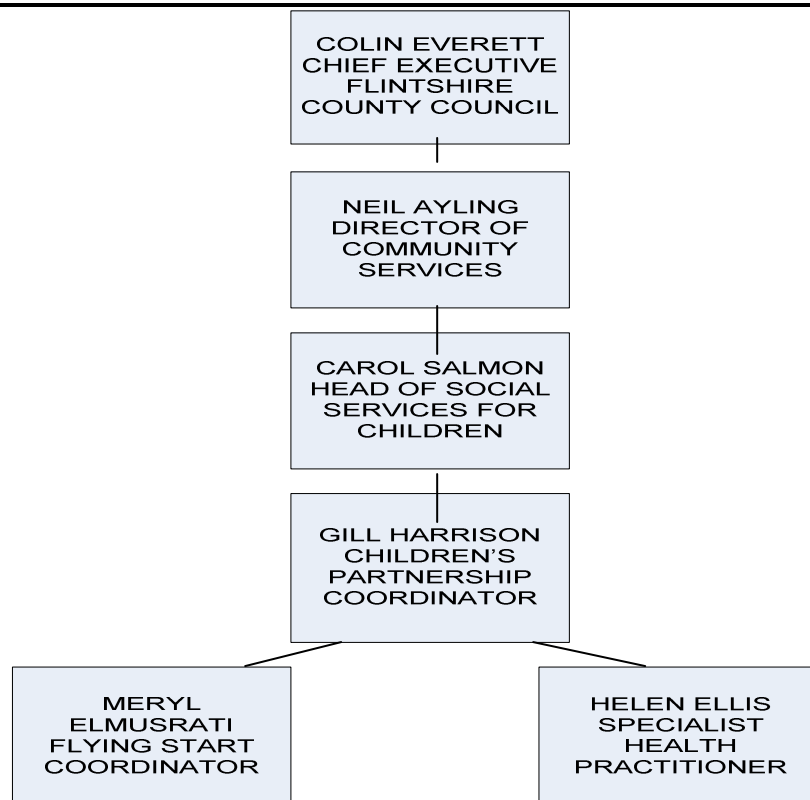
In Flintshire the Specialist Health Practitioner Role evolved from the role of the Sure Start Health Visitor. The role has been located in the local authority

since 2001 and has been a developmental and managerial role since its inception. During the initial stages of the development of Flying Start this role took on the managerial responsibility for the Flying Start health team and parenting workers. The employee in the role is employed by the Betsi Cadwaladr University Health Board and located within the local authority multi-agency base for Flying Start. The role is responsible for :

- Ensuring the delivery of the health element of Flying Start
- Management, supervision and development of Health Visitors
- Management, supervision and development of Parenting Workers
- Performance Management of the health element of Flying Start.

In addition there will also be the development of two locality team leaders. These roles will be health visitors with a reduced caseload who then mirror the role and responsibilities of the Flying Start Health Manager.

### **GOVERNANCE FOR OPERATIONAL MANAGEMENT**



Set out your arrangements for the ways in which Health Visitors will support the family in the home.

There is a clear agreed pathway for the delivery of Health Visiting services to families in their own home. This is the minimum number of contacts that will take place. Additional contacts will be agreed following identification of need:

Pathway:

Pre Birth: Minimum of two contacts

10-14 days Post Natal (earlier if Breastfeeding or agreed antenatal):

Primary Birth Visit followed by weekly visits for 8 weeks.

4 months: Weaning Visit

8 months SOG's

16 months: Contact to review imms status, mobility, parenting, behaviour  
 2 years SOG's  
 3 year SOG's

Set out how Flying Start health visitors will work closely with generic midwives.

**Birth visits**

In addition to receiving both pregnancy and birth notification documentation locally there are strong links with generic midwives. Information is shared face to face or over the telephone where there are concerns or when additional support is identified Joint visits are arranged as needed. Midwives complete a Health Visitor transfer form at their final visit. There are also strong links between the Midwifery Team Leaders and the Flying Start Health Manager in order to ensure that both services are regularly informed of any planned changes to current service provision.

The Breastfeeding Development Worker sits within the Flying Start Team and in part is responsible for developing strong links with generic services.

What is your strategy for working with the most vulnerable groups?

At each contact Health Visitors make an assessment of need for each individual family using the Family Assessment Tool. Medium and High need families will be provided with additional input from the Flying Start multi-agency, multi-skilled team and will be supported to access other services that will meet identified needs. Individual Family development plans are produced in conjunction with parents and other agencies detailing interventions and proposed outcomes. The plan is updated monthly at Flying Start Multi-agency Locality Team Review Meetings.

Set out your arrangements for working with your Local Health Board to deliver Flying Start, including arrangements for the LHB to sign of relevant sections of the plan.

The Local Health Board is represented by the Senior Manager for Community Services. The person in this role is the link for ensuring that the Flintshire Flying Start Plan is taken through the appropriate channels in Betsi Cadwaladr University Health Board. The clinical programme group which Flying Start links to is the Children and Young People CPG. There is a senior manager from this CPG represented on the Flintshire Children and Young People's Partnership.

<b>Flying Start Management Group</b>		
<b>Chair: Gill Harrison Children's Partnership Coordinator</b>		
<b>Members</b>	<b>Role</b>	<b>Organisation</b>
Sue Aston	Senior Manager for Community Services	BCUHB
Helen Ellis	Specialist Health Practitioner	BCUHB
Michelle Wright	Performance Officer	BCUHB
Meryl Elmusrati	Flying Start Coordinator	FCC

Sam Greatbanks	Sure Start Coordinator	FCC
Vacancy	Performance Officer	FCC
Kerry Davies	Administrator	FCC
Sarah McCulloch	Team Leader, Language and Play	FCC

### **3. Other Health Activity**

**For each section, refer to the Flying Start Strategic Guidance and tell us about any additional Health staff that will complement the core Health Visitor entitlement in 2012/13, 2013/14 and 2014/15.**

Which additional Health staff do you plan to recruit? When? What additionality will they bring to the services for Flying Start families?

n/a

Please link your recruitment plans in this area to your needs assessment.

n/a

### **4. Childcare**

**For each section, refer to the Flying Start Strategic Guidance and tell us how you intend to deliver the full Childcare entitlement to all 2-3 year olds in 2012/13, 2013/14 and 2014/15.**

**Please make reference to your local authority's Childcare Sufficiency Assessment where appropriate**

Please tell us how many childcare places are required to ensure that all eligible 2-3 year olds are receive their 2 ½ hours a day, 5 days a week, 39 weeks a year entitlement. You should include details on the numbers required for each financial year, the settings (existing and new), and relate to your Strategic Outline Proposal application for capital funding where appropriate.

Existing approved FS providers and all (potential) settings in the expansion areas are detailed in Appendix F.

To date we have had expressions of interest from:

Buttercups Day Nursery,  
Stepping Stones Day Nursery,  
Sunray Day Nursery,  
Oaktree Day Nursery,  
Kingfisher House Day Nursery

Podlings

First Steps

Playmates

Tanya Tew (Registered Childminder) Tanya's Little Tikes

All nurseries and playgroups who have expressed interest to date are Early Entitlement providers.

The main pressures identified in the Capital SOP relate to provision in the following areas:

Connah's Quay area where there is a need to increase childcare places and also to provide a team base.

Aston Centre could be expanded with some capital investment to provide additional childcare in the Shotton area.

Outline the proportions of places in settings in terms of whether they will be Local Authority, Voluntary, Private or Childminders.

**Existing Flying Start areas**

Flintshire Flying start childcare entitlement is delivered via a mixed economy of provision. We currently have 31 approved childcare settings constituted of:

9 day nurseries

8 playgroups

12 registered childminders who are members of the Flintshire quality assured childminding network

2 Cylch Meithrin

We do not currently run Local Authority provision, however we may consider this option for future expansion but only if the existing providers do not meet the requirements for Flying Start.

**Expansion areas**

We propose to mirror current arrangements and will deliver the entitlement via a mixed economy of provision in the expansion areas.

Set out your proposals for delivering at least 15 sessions of family provision for those that require childcare during the school holidays.

The Flying Start Strategic Guidance states "*Flexibility may be required for working parents when allocating childcare*". The annual review of our childcare entitlement documentation will commence in September 2012. We will introduce new data gathering into our Play Sessions form FS (C) from January 2013, to ascertain parents/carers need for provision during school holidays and whether they are working parents/carers.

From the data we will be able to gauge the level, the quantity and the geographical areas where such provision will be required from April 2013, enabling us to ensure there are sufficient childcare providers to deliver the entitlement.

For parents/carers who do not wish their child to attend childcare during the school holidays, we will develop and extend our current programme to provide a suite of activities which meet the needs of families. Consultation with families about the sorts of additional activity they would wish to be included in the programme will take place during the transition year, in readiness for roll out from April 2013.



We will provide 15 sessions via our drop in groups and in partnership with other agencies e.g. linking into Communities First initiatives, the Library Service, local fun days and the Voluntary Sector. The programme will be rolled out to the proposed expansion areas.

Families will be able to 'dip in and out' of the programme and would be able to access sessions in any of the Flintshire Flying Start geographical areas. They would not be restricted to attending sessions only in the locality where they reside.

How will you link the childcare offer to foundation phase entry into schools to ensure a seamless transition between the two offers with no gaps in provision?

1. Children are offered their FS childcare entitlement from the term after their second birthday. They currently roll seamlessly into their Early Entitlement offer, often taking up the two offers in the same childcare setting.
2. The Early Entitlement Provider Partnership Meeting – a termly strategic multi-agency planning group, chaired by the Head of Foundation Phase, provides a forum for sharing information about Flying Start funded children, the Flying Start project, planning for the development of joint training to childcare setting staff, aligning documentation and developing shared models of practice. The Flying Start Co-ordinator reports on progress to the group.
3. The Flying Start Advisory Teachers represent Flying Start at a termly Early Entitlement operational planning meeting with the Early Entitlement Teachers. Most of the existing childcare settings offer both Flying Start and Early Entitlement provision.
4. Settings who have expressed interest to become providers in the expansion areas all offer Early Entitlement provision.
5. RBA Reaching Potential – The Early Entitlement Team Teacher Co-ordinator participates in the FS RBA planning and development group where local Indicators, procedures and documentation are being worked through which reflect the child's transition from home to Flying Start to Early Entitlement to Foundation Phase.

Set out your arrangements for managing childcare places with a view to maximising uptake by the child, as well as ensuring value for money in terms of reallocation.

Health Visitor's role – to provide information to parents/carers at contact visits.  
Family support worker role –

- to support parents/carers to visit Flying Start approved childcare settings to assist choosing the most appropriate setting to meet the child's needs.

- to provide information to parents/carers at drop-in and other support groups

Information events for parents – **4 events** are organised and hosted by the Flying Start Advisory Teachers **each term**, in all of the existing Flying Start areas. Information about Flintshire Flying Start services, the Flying Start approved childcare settings, the Family Information Service and other agencies is provided to parents/carers, along with free resources for the children.

Monitoring of uptake –

- Parents/carers who are unable to attend the parent events are followed up by the Childcare Team, either by phone or by a home visit, to ascertain if there are barriers to be overcome for them to take up the childcare offer.
- Childcare settings submit a monthly monitoring return which identifies which children have actually commenced in the setting after the parent has requested take up of the entitlement.

Withdrawal of provision if not required – This is ascertained in advance at the three points of entry (January, April or September) through a question posed in our Play Sessions take up form FS (C), which parents/carers complete during the term before the child reaches their second birthday, at the parent events, through receipt of the form by post or they can be assisted to complete the form at a home visit.

How will you ensure sufficiency and quality of settings and the workforce, including appropriate levels of training and qualification (level 3 NVQ/QCF for support workers and level 4 NVQ (or the new Level 5 QCF equivalent for leaders)? All Flying Start settings must be registered by CSSIW and local authorities must inform the Flying Start team where this is not the case or ceases to be so.

Annex SQR– details the picture in the current and proposed expansion areas.

#### **Existing Flying Start Areas**

We currently have 31 approved Flying Start Childcare providers.

#### **Qualification levels**

- 3 recently approved Flying Start childcare providers (1 private day nursery and 2 playgroups) if wishing to remain on the Flying Start Approved Childcare provider list, will be supported by the Flying Start Advisory Teachers, to enable their leader to gain level 4 NVQ/ level 5 QCF equivalent from September 2012.
- Registered Childminders on the Flintshire Childminding Network, who work alone and who are approved to provide Flying Start childcare will continue to require only qualification to level 3 NVQ, as they are not in a leadership/supervisory role. (However, many are in the process of working towards level 4NVQ or have achieved the Early Childhood Degree)
- 1 approved Flying Start setting which is co-run by 2 Registered childminders, has one module remaining to complete level 4. Both childminders will then be qualified to level 4NVQ.

#### **Quality award status**

Our approval criteria allows settings up to 12 months to gain their award. Of

the 31 Approved Flying Start childcare providers 4 settings are yet to gain their Quality award) of which -  
2 private day nurseries are working towards their quality award  
2 recently approved playgroups are yet to register to commence their award.  
This is monitored through the Annual Review/Re-approval process undertaken by the Flying Start childcare team.

### **Expansion Areas**

We have completed a scoping exercise of all provision (quality award status and qualification levels) in the proposed expansion areas. Letters requesting expressions of interest to become Approved Flying Start Providers have been sent to all settings.

Settings expressing interest who do not currently have staff qualified to level 4 will be required to work towards this prior to January 2013.

### **QA awards in New Areas**

All FS approved childcare providers are reviewed annually by the FS Childcare team, against a set of robust criteria/standards, based on Welsh Government FS Guidance. These include the requirement for settings to be registered by CSSIW. Standards/criteria are reviewed annually, prior to the review process, to ensure they remain current and are fit for purpose. Childcare settings who meet the criteria/standards are re-approved and issued with a dated and signed certificate. The FS Advisory Teachers continually monitor the childcare settings adherence to the criteria/standards throughout the period of their approval.

To ensure sufficiency in the proposed expansion areas, expressions of interest letters have been sent to all Childcare providers in those areas. Settings expressing interest to be considered as Approved Flying Start Providers which do not currently have staff qualified to level 4 will be required to work towards this.

An analysis of qualifications and quality award status of all Childcare providers has been carried out in the expansion areas. Settings who go forward for approval will be supported from September 2012 to gain the necessary level of qualification and quality award in preparation for them becoming FS approved childcare providers from April 2013.

Outline your proposals for using the Flying Start link teacher to ensure quality and aid transition

Additional criteria/standards in our annual review/re-approval require childcare settings wishing to become (or maintain their status as) FS approved settings to:

- agree to the Advisory Teacher spending 20% of their work time modelling good practice in the setting and through continuous monitoring of adherence to criteria/standards
- attend mandatory training (5 sessions minimum) delivered by the FS Advisory Teachers.

- participate in ITERS (Infant/Toddler Environment Rating Scale) and FCCERS (Family Childcare Environment Rating Scale) assessments carried out by the FS Advisory Teachers, at least annually.
- comply with the completion and return of quality monitoring documentation

The FS Advisory Teachers aid children's transition from home to the childcare setting

- by liaising with the locality based FS Health Visitors and Family Workers,
- by delivering 4 information sessions each term, to the parents of each cohort of children in the term before they reach two years and
- from childcare setting to Early Entitlement through regular discussion/joint planning with the EE teacher team.
- by participating in the development of local RBA Reaching Potential Indicators.

How will you meet the needs/preference of parents for Welsh medium and/or bilingual childcare?

- We have 2 Welsh medium settings in the existing Flying Start areas.
- 1 Welsh medium setting in the expansion areas has requested to discuss extending their current provision to be able to deliver 5 sessions each week. (They currently offer 4)
- Parents/carers are provided with bilingual information and documentation about the childcare offer. They are encouraged and supported at the Parent/carers events to take up the offer in the setting of their choice.

Set out your arrangements in relation to the needs of children who require special care. (This could be due to additional needs/disability etc)

- **Individual Development Profile (IDP)**  
In response to the Welsh Government's decision to withdraw the Foundation Phase Child Development Assessment Profile (CDAP), we intend to take part in the IDP project. The Flying Start Advisory Teachers will introduce the IDP to all approved childcare settings for trialling with children receiving their FS childcare entitlement and with children receiving support on our Additional Funded Childcare Scheme.
- **Additional Funded Childcare (AFC) Scheme.**  
Our AFC scheme has developed and evolved since its introduction 3 years ago. Responding to early identified need, usually by the FS Health Visitors and particularly for babies and children too young to take up their FS childcare entitlement, we developed a referral pathway to support families, by providing early and extended access to childcare.

We recognise the need for good quality home-based care, especially for

young babies and therefore brought on board registered, quality assured childminders, who were active members of the Flintshire Childminding Network. They participated in Flying Start core and specific case related training, e.g. epilepsy training, British Sign Language.

Children's placements are reviewed, in liaison with their parents/carers in the family home, on a 6 weekly basis. The scheme has continued to develop and has grown in response to increasing need.

The childcare settings delivering the scheme and in particular the childminders, also provide support to the parents/carers. Often the intensive work they are undertaking with the children and the relationships they build, assists in an informal way in developing parenting skills.

We anticipate that the AFC scheme will expand further when we commence delivery in the proposed expansion areas. To ensure sufficiency of placements for children requiring additional support, we will bring on board additional Flintshire Childminding Network childminders, based in the expansion areas on an incremental basis.

- Children in the Flying Start areas with a disability requiring the provision of services, as defined in The Children Act 2004, are referred for assessment by the Community Paediatricians.
- The Flying Start childcare team liaise regularly with Flintshire's Early Inclusion Officer to support children with additional needs to access their Flying Start childcare entitlement in the most appropriate setting.

## **5. Parenting Programmes & Support**

**For each section, refer to the Flying Start Strategic Guidance and tell us how you intend to deliver the Parenting element in 2012/13, 2013/14 and 2014/15.**

Set out your plans for delivering the Parenting entitlement using a co-located, dedicated Flying Start parenting team.

The variety of parenting opportunities available through the Flying Start provision enables parents to access those that are most appropriate and relevant for their stage of parenting. All localities have team members trained to facilitate courses and provide home based one to one. This has promoted good uptake by parents, as they already know the facilitator and have developed positive working relationships. Parents commonly report the following outcomes from accessing parenting:

1. Increase in personal confidence
2. Feel more able to make choices and decisions that are right for their family unit.
3. Are more able to give and receive compliments
4. Better understand their children's needs

## 5. Report better family relationships

The entitlement will from September 2012, be planned and structured to enable all parents to access parenting at appropriate intervals beginning during the antenatal period right through to school readiness when the child reaches three and a half.

Access to crèche provision and venues that can provide two suitable rooms is sometimes a barrier to being able to provide courses within the family's own community.

Outline the programmes you will be delivering under the following three themes:

- Perinatal and support in the early years;
- Early intervention approaches to supporting vulnerable parents; and
- Programmes to support parents in positive parenting.

What are the intended outcomes?

Universal Programme:

Ante Natal Parenting

Incredible Years Infant Programme

Baby Massage

Incredible Years Toddler Programme

Family Links Nurturing Programme,

STEP's

Incredible Years School Readiness Programme

Which programmes will form part of the universal formal parenting offer and which will be delivered where assessment evidences additional need? How will you identify families who should receive targeted support?

There is no targeted approach in relation to Parenting Programmes within Flying Start.

How will you ensure that every family with a Flying Start child is offered formal parenting support at least on an annual basis (in groups or one to one in the home with a mix of formal and informal support depending on need)?

For each of the Flying Start areas there is a 'curriculum' of parenting opportunities that will be available at the appropriate stages of the child's early years. For example Ante Natal parenting groups will run twice a year enabling every expectant parent to attend during some period of their pregnancy. IY toddler programmes will run once a year enabling parents of age appropriate. One to one parenting in the home is available when the need is identified. Within each locality there are team members that are trained facilitators for the range of programmes on offer.

Outline the Parenting team structure and reporting arrangements to the Flying Start management team. SLAs should be attached.

n/a

How will you increase both retention and completion rates of programmes?

Courses are delivered in the parent's local community. Before any parent attends a parenting course one of the group facilitators will offer two home visits. This provides an opportunity to thoroughly explain what the course involves and the commitment needed by all parties. In addition these opportunities help to reduce anxiety, build confidence and build relationships. Between each session there will be telephone contact and then if needed a home visit that will support the sessions learning. After completion of the course contact is maintained at a frequency dependant on need.

## **6. Early Language Development**

Set out your plans for delivering the Early Language Development entitlement.

- Continue to run the six week (Language and Play) programme which focuses on the key elements of talking, listening, reading, singing and playing with your child, all of which are paramount within the development of the child's language skills. Variations will include a pure baby programme and a toddler programme in which babies will be welcome for those parents that have mixed ages.
- Deliver one to one home referral programmes which will be a major part of this entitlement ensuring that families who cannot attend group sessions for various reasons can still benefit from this intervention.
- The use of specific tailor made resources which have been developed by the team in order for colleagues within the wider team who may deliver one to one sessions, other services and Flying Start Childcare settings to use in order to get the key messages out to more Flying Start families who may not attend group sessions if child is in childcare, e.g. Chatter Sacks and Busy Bags.
- Regular workshops to keep workforce up to date on Early Language Development information and resources in order to support families effectively. This can include add on workshops for the Flying Start Childcare settings staff in line with training already received by the Flying Start Advisory teachers.
- Effective multi agency working will result in families being signposted and supported to attend groups by relevant team members. This will also result in the correct amount of appropriate programmes being run in each Flying Start area, e.g. baby, toddler or more one to one sessions being needed dependant on the number of children in those areas and ages and the need of the families.
- Continuous monitoring and evaluation of the programmes to enable assessment on the quality and impact of the programmes on families. The parenting wheel evaluation will be an effective tool in order to support this.

How will you ensure that every family in a Flying Start area has ongoing access to appropriate language and play support?

- Support families by having ongoing rolling programmes in which they can attend in each area. This can include ongoing baby and toddler programmes.
- Having a multi skilled workforce in which colleagues are trained to deliver the programme will ensure that more families will be reached including one to one sessions within the home environment.
- Highlighting the importance of Early Language Development within all elements of Flying Start including the Childcare settings enabling effective signposting to take place.

How will you develop a targeted approach, based on assessment and referral to support children's development where there is evidence of additional need?

- Identify key target criteria, in conjunction with other strands of Flying Start and WAG strategic policies.
- Development of specific programmes addressing needs of target criteria, including any unique resources or delivery required to convey programme to parents and children in a suitable manner. This would include children with both learning or physical disabilities, with a range of activities and resources developed.
- The above could be expanded to also address additional needs of the parents, again including physical disabilities, allowing for greater parental contribution.
- Working with partners to highlight benefits of our programme, to children with differing needs and language problems, to aid in their assessment and referral.
- Define measurements of success in meeting key targets and a means to monitor those measurements. Different measurements may be required for each programme which is developed for a specific target area. It is important to remember that each target area will have its own unique challenges.

How will you support the development of those children identified as having an additional need?

- Overlap with above in terms of bespoke programmes and resources for children with additional needs – both in terms of learning difficulties and physical disabilities as well as additional needs in the form of extra support in the light of a family who's needs e.g. postnatal depression may be resulting in a child's early language skills not being addressed.
- Working alongside health / social workers and charity organisations related to identified children, to aid in development of specific programmes.
- Providing sessions in home and in educational / health environments.
- Potential for further training for team members to understand strategies for working with additional needs children.
- Effective partnership working with the Early support team including



signposting to their services

- Additional needs may also include language barriers so effective partnership with EAL (English as an additional Language) services would be paramount here. A service that Language and Play as it stands now currently loans resources to.

Are there plans to, or do you already, recruit speech and language therapists? If so, please provide evidence of local need and impact on outcomes.

n/a

Outline the Early Language Development team structure and reporting arrangements to the Flying Start management team.

See Appendix E.

How will you increase both retention and completion rates of Language Development programmes?

- Taster sessions offered. This could be within multi agency group session, e.g. Family worker, Health visitor etc....engage parents and encourage to attend programmes with support offered if needed to attend the first session/s.
- Programmes to be flexible and offer incentives for attendance, possibly cost effective product related to the programme to be given on completion of all sessions, e.g. book or puppet?
- Making sure that parents know what's on offer every week before hand.
- Accreditation of the programme if this was a possibility for parents who may wish to gain a qualification?
- Celebration event for parents (involving the parents with decision making) at the end of a three month programme for those who attend two various programmes, e.g. traditional and then themed  
six weeks in continuous provision groups – could include certificate presentation

## **7. Outreach**

Please confirm your proposals for the delivery of outreach during 2012/13, including the referral mechanism that will be used and the numbers involved. These proposals must link with the Families First programme. (The level of funding available to support them is 2.5% of the uplifted portion of the budget only)

This equates to just £2,000 for Flintshire therefore the funding will be utilised to provide a service to one family that moves out of the area partway through their entitlement.

How will you offer all 4 of the core entitlements to children identified through outreach?

The Team Around the Family system will facilitate this process.

## **8. Key Principles**

**Refer to the Flying Start Strategic Guidance and tell us how you will deliver the key principles of the programme in 2012/13, 2013/14 and 2014/15.**

### **Multi Agency Working and Co-location**

Evidence how you will establish multi agency, co-located Flying Start teams in your target areas.

#### **FLINTSHIRE FLYING START SERVICE**

#### **WHERE WE WANT TO BE BY 31st MARCH 2013**

##### **1. South Flintshire Cluster Aston Centre, Shotton**

<b>Target Area</b>	<b>On Stream</b>	<b>Workbase</b>
Higher Shotton	Current	Aston Centre
Sealand	13/14	Aston Centre
Mancot	14/15	Aston Centre

##### **2. Westwood Centre, Buckley**

<b>Target Area</b>	<b>On Stream</b>	<b>Workbase</b>
Connah's Quay	Current	Westwood Centre
Buckley Bistre West	13/14	Westwood Centre
Mold West 1	13/14	Westwood Centre

##### **1. North Flintshire Cluster Flint Centre**

<b>Target Area</b>	<b>On Stream</b>	<b>Workbase</b>
Flint	Current	Flying Start Centre, Flint

##### **2. Greenfield Business Centre and Youth Centre**

<b>Target Area</b>	<b>On Stream</b>	<b>Workbase</b>
Greenfield	Current	Greenfield Business Centre
Holywell	13/14	Greenfield Business Centre

### **Early Identification, Effective Assessment and Referral**

How will you develop systems to ensure early identification, effective assessment and referral?

Please include how you will:

- consider issues of engagement with families; and
- ensure the promotion of, and referral to, all elements within the programme and other agencies where appropriate i.e. Families First, Communities First and IFSS.

Ante natal and Health Visitor assessment.

Individual Development plans as referred to in the Childcare Section.

Joint Assessment Family Framework which is being developed for use across North Wales for Families First.

### **Hard to Reach Groups**

Tell us your plans and specific actions that will be taken in relation to identifying, engaging and working with hard to reach groups.

We work in partnership with other agencies to identify, engage and work with hard to reach groups, for example through:

- ONE COMMUNITY is a lottery funded project run by Barnardos across Flintshire, which aims to promote community cohesion. Flying Start supports the project through liaison with the project workers who facilitate joint services for minority ethnic individuals and groups and by providing practical support such as making Flying Start venues available for meetings, events, training etc.
- COMMUNITY PARENTS assist families across Flintshire by providing support to hard to reach/engage families in their homes, through a team of staff and volunteers. Flying Start part funds this service in the Flying Start areas.
- Travellers - Romany Gypsies and Irish Travellers are recognised racial groups under the Race Relations (Amendment) Act. We work in partnership with statutory and voluntary services to ensure that children and families are identified, supported to attend and made welcome to access Flying Start services, e.g. drop in, baby groups, Chatter Box etc.

### **Transition**

Please clearly identify what arrangements are in place locally to ensure smooth transition across and between the range of services and programmes with which Flying Start families may/will engage.

Make reference to how you are working with other agencies to support these identified transitions.

Families First – Flying Start staff have been involved in developing the new referral pathway to Team around the Family, for families identified as needing additional support. Transition arrangements will be developed further in the new Flying Start Expansion areas.

Communities First – Flying Start staff are members of the local Communities First local Partnership boards. Working together ensures seamless transition for families.

Local Voluntary Agencies – The Sure Start Co-ordinator attends the Early Years and Families Sub Group to represent Flying Start. This is a multi-agency group and Officers from the Childcare Umbrella Membership organisations attend. Transition for children is a standing agenda item.

Early Entitlement Provider Partnership – As detailed in the Childcare section, the Flying Start Co-ordinator is a member of this group and the Advisory Teachers also attend the Practitioner meeting where transition arrangements are implemented.

FS Approved Childcare Settings – staff attend mandatory training to ensure

effective transition arrangements are in place to support children progressing into and out of childcare.

### Information Sharing

How will you ensure that the local authority and Flying Start practitioners will work together to provide the necessary support, advice and training to ensure the Wales Accord for the Sharing of Information (WASPI) Framework is followed?

The Wales Accord on the Sharing of Personal Information (WASPI) provides a framework for service-providing organisations directly concerned with the health, education, safety, crime prevention and social well being of people to share personal information. Flintshire County Council has signed up to the WASPI. Flintshire Flying Start, as a member of the North Wales Regional Flying Start group, is in the process of developing generic Information Sharing Protocols (ISP's) with partner and other agencies such as Betsi Cadwaladr University Health Board (BCUHB), the police, voluntary agencies. At project level, we will be commencing a process of developing ISP's with practitioners, e.g. to deliver the Childcare entitlement we will be engaging with Flintshire County Council ISP advisory staff and the practitioners in our approved childcare settings to develop an ISP which can be shared across the childcare sector.

### Governance

Please provide details of your governance arrangements; identifying links to other programmes, the lead person and partnership arrangements for the overall direction and management of the Flying Start programme. This information should be represented using a diagram.

## GOVERNANCE FOR MULTI-AGENCY STRATEGIC PLANNING IN FLINTSHIRE

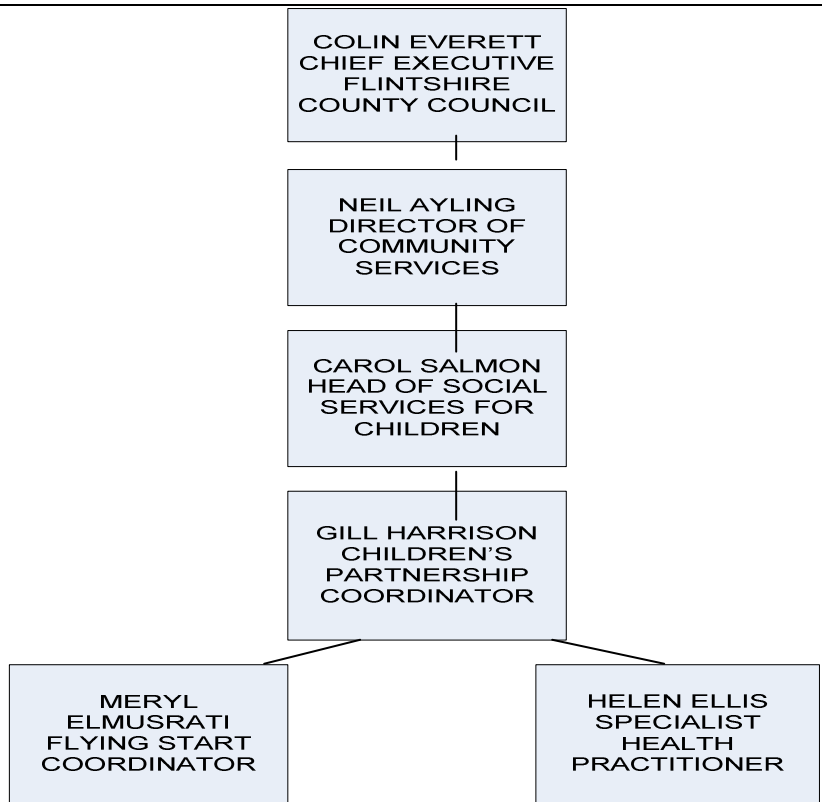
<b>Flintshire Local Service Board</b>		
<b>Chair: Colin Everett Chief Executive F.C.C.</b>		
<b>Members</b>	<b>Role</b>	<b>Organisation</b>
Colin Everett	Chief Executive	Flintshire County Council
Cllr. Aaron Shotton	Leader of the Council	Flintshire County Council
Carl Longland	Director of Environment	Flintshire County Council
Neil Ayling	Director of Community Services	Flintshire County Council
Ian Budd	Director of Lifelong Learning	Flintshire County Council
Sioned Rees (Jan Jones - Deputy)	Head of Entrepreneurship & Business Information	Welsh Government
Kieran Duff	Chief Officer	Flintshire Local Voluntary Council (FLVC)
Jill Galvani	Executive Director of Nursing, Midwifery and Patient Services	Betsi Cadwaladr University Health Board
David Jones	Principal	Deeside College
Jeremy Vaughan	Superintendent	North Wales Police
Paul Whybro	County Fire Safety Manager	North Wales Fire & Rescue Service
Jackie James	Principal Health Development Specialist	Flintshire Public Health Team - Public Health Wales
David Powell	Environment Manager - North East Wales	Environment Agency Wales
Judith R Williams	Assistant Chief Officer / Head of Local Delivery Unit (LDU) - Flintshire & Wrexham	Wales Probation
Dr Peter Heard	Executive Director of the Graduate School	Glyndwr University

<b>Children and Young People's Partnership</b>		
<b>Chair: Ian Budd Lead Director Children and Young People</b>		
<b>Members</b>	<b>Role</b>	<b>Organisation</b>
Colin Everett	Chief Executive	Flintshire County Council
Ian Budd	Director of Lifelong Learning	Flintshire County Council
Carol Salmon	Head of Children's Services	Flintshire County Council
Gill Harrison	<b>Children and Young People's Partnership</b> Coordinator	Flintshire County Council
Ann S Roberts	Children and <b>Young People's</b> Coordinator	Flintshire County Council
Jeanette Rock	Head of the Inclusion Service	Flintshire County Council
Yvonne Tonks	Principal Partnerships Officer	Flintshire County Council
Christine Jones	Executive Member Social Services	Flintshire County Council
Chris Bithell	Executive Member Lifelong Learning	Flintshire County Council
Rob Edwards	County Youth & Community Chief Officer	Flintshire County Council
Ray Dickson	Service Manager for CIDS Management Team	Flintshire County Council
David Humphreys	Housing Strategy Manager	Flintshire County Council
Cilla Robinson	Child, Family & Community Directorate General Manager	BCUHB
Phil Childs	Commissioning Manager	BCUHB
Keith McDonogh	Lead Independent Member for Children and Young People	BCUHB
Mandy Casey	Assistant Director of Planning	BCUHB
Chris Thomas	Director 14-19 Network	Deeside College
Kieran Duff	Chief Officer	Flintshire Local Voluntary Council
Jackie James	Public Health Specialist, National Public Health Service	National Public Health Service
Vacancy	Partnerships Manager	North Wales Police

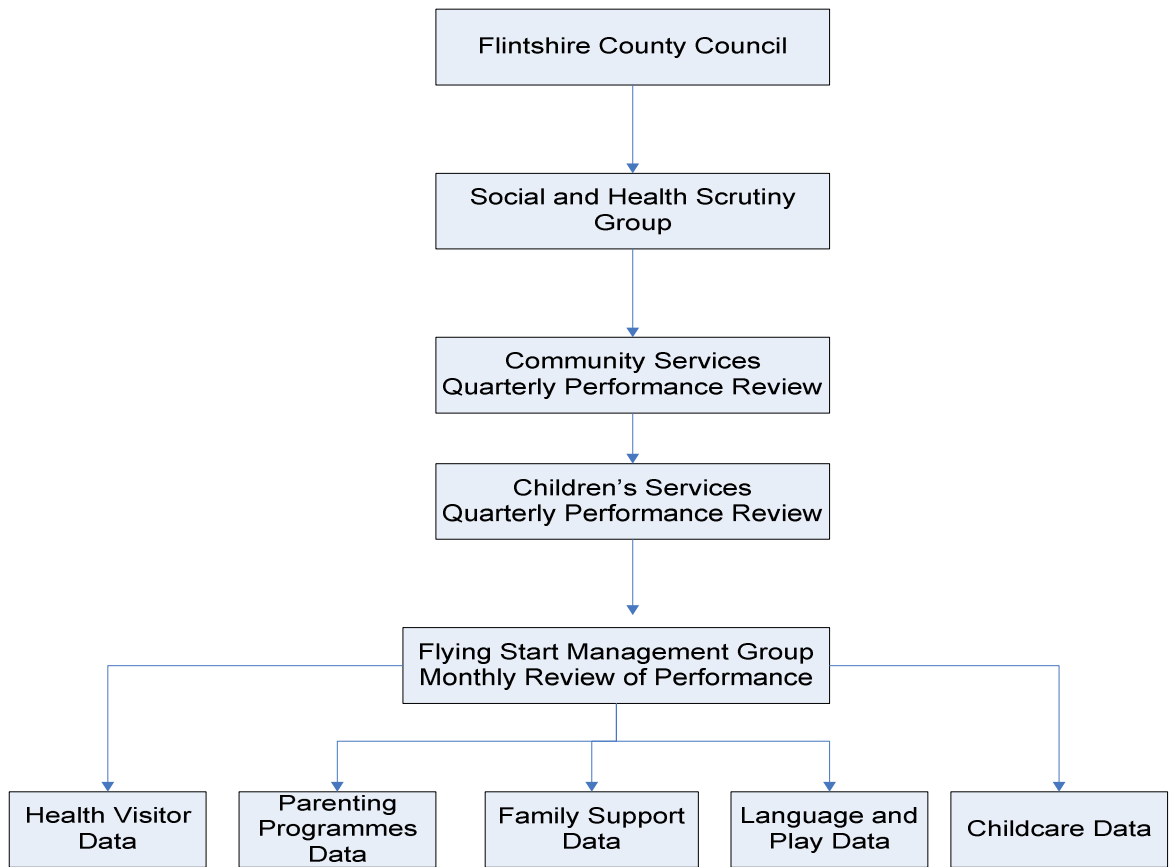
  

<b>Flying Start Management Group</b>		
<b>Chair: Gill Harrison Children's Partnership Coordinator</b>		
<b>Members</b>	<b>Role</b>	<b>Organisation</b>
Sue Aston	Senior Manager for Health Visiting and School Nursing	BCUHB
Helen Ellis	Flying Start Health Manager	BCUHB
Michelle Wright	Performance Officer	BCUHB
Meryl Elmusrati	Flying Start Coordinator	FCC
Sam Greatbanks	Sure Start Coordinator	FCC
Vacancy	Performance Officer	FCC
Kerry Davies	Administrator	FCC

**GOVERNANCE FOR OPERATIONAL MANAGEMENT**



**PERFORMANCE MONITORING ARRANGEMENTS**



**Evaluation**

Tell us about any local evaluation activity you are currently undertaking or planning to undertake. Any new activity requires approval from Welsh Government prior to commissioning.

None at present.

**Safeguarding**

All staff working in Flying Start must be trained and working together in the context of the Children Act 2004 and are bound by its provisions. Please evidence that this is the case

- The National Service Framework for Children, Young People & Maternity Services (2005) sets out the quality of services that children, young people and their families have a right to expect and receive in Wales. Flintshire Flying Start is committed to joint working and training between all organisations that deliver services to children and young people. Implementation of progress is monitored through the Children and Young Peoples partnership completion of the Self Assessment Auditing Tool (SAAT) to which Flying Start contributes.
- Local Safeguarding Children Board (LSCB) - The [Flintshire and Wrexham Local Safeguarding Children Boards](#) merged from the 1st April 2011. Through a co-ordinated partnership approach we work together to safeguard, protect and promote the welfare of children and young people. Training to safeguard children in Flintshire and Wrexham is coordinated by the [FWLSCB Training Sub-Group](#). This is made up of representatives from the main statutory agencies concerned with child protection as well as from the independent sector.
- Service Level Agreements (SLA's) – we will ensure that the mandatory requirement of the Children Act 2004, to be trained and working together is an intrinsic element of all SLA's we develop.
- All Flintshire Flying Start staff team members have access to and are required to undertake safeguarding training. Additionally, safeguarding group (and individual, as and when required) supervision meetings, run by the Safeguarding Specialist Nurse from BCUHB, are attended by the team.
- Childcare Setting approval process – All staff in Flying Start approved childcare settings are required to attend Child Protection training, as a minimum, as a condition of their annual review, approval and reapproval.