

# Strategic Plan 2016-2019



# Home-Start Stroud District

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Home-Start Stroud District (Home-Start SD)  
has one fundamental objective:

***To improve the lives of more children and the confidence of their parents through volunteer-led family support services.***

We will:

- Continue to develop our services to meet the needs of families with diverse and complex needs in our community
- Extend and strengthen our relationships within the community
- Increase the recognition of Home-Start's values, expertise and impact
- Provide ongoing opportunities for volunteering
- Extend our boundaries to include Kingsway and Quedgeley

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## *1. Executive Summary*

To Home-Start SD, every family is special and we respond to each family's needs through home-visiting and help to access community facilities. Our volunteers, staff and trustees endeavour to support those families who are facing difficulties in the Stroud District. Home-Start SD strives to have an equal representation of volunteers and families in the towns and villages within the Stroud District, reflecting the local diversity of the area and we work closely with our advisors and referrers to ensure that this happens.

Home-Start SD recruit, train and support volunteers, who are parents themselves, to work with vulnerable parents and families, in their own home, where there is at least one child under the age of five. We receive approximately 80 referrals per year and have a team of approximately 75 volunteers available to support to families. Volunteers are recruited twice a year and undertake a 40-hour Open College Network accredited preparation course.

We are very grateful to local charities like The Peter Lang Children's Trust, Hill Valley & Vale Children's Centres, The James Tysoe Trust, The Gloucestershire Community Foundation, The Barnwood Trust, Stroud Town Council, Stroud District Council, The David Thomas Trust, Inner Wheel of Stroud, Coventry Building Society, and Fascinating Rhythms for the financial help they provide. Other recent funders have included: The Susanna Peake Charitable Trust, The Morrisons Foundation, The Freemansons, Red Nose Day, Sovereign South West, Tesco Charity, GreenSquare Group and S Lewis.

The scheme is also increasingly working in partnership with others and in particular our local health visitors, midwives, children's centres, locality team, domestic abuse workers, social care, other voluntary and community groups and local schools.

Gloucestershire now has two Home-Start schemes and we are developing strong links with our sister scheme in the Cotswolds working in partnership to cover almost half of the county. Furthermore as of April 1<sup>st</sup> 2016 we are being funded by the Gloucestershire Clinical Commissioning Group to expand our own borders into the Quedgeley and Kingsway parish of Gloucester City Council.



## 2. Home-Start SD Background

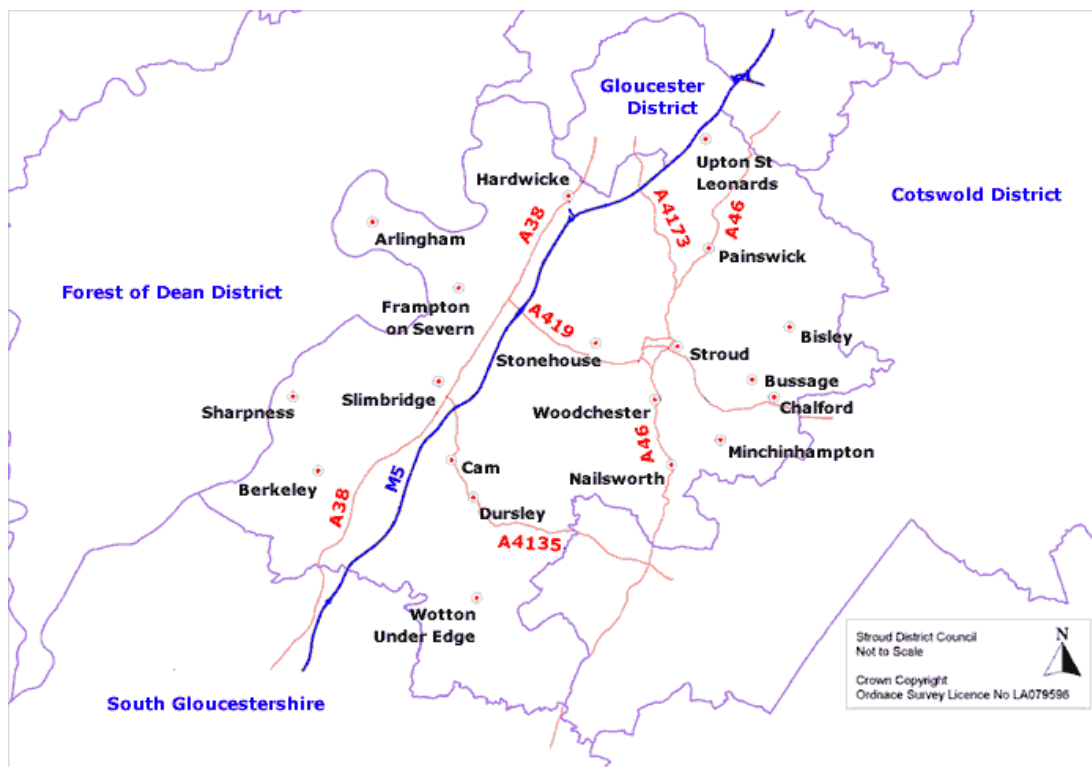
### 2.1 What is Home-Start SD?

The scheme is rooted in the community we serve, managed locally and supported by a UK-wide organisation which offers direction, training, information, and guidance to schemes to ensure consistent and quality practical and emotional support for parents and children wherever they are. Building on and extending existing good practice within Home-Start SD we have signed up to a robust quality assurance (QA) system. Home-Start Schemes sign an agreement with Home-Start UK and adhere to the National Standards and Methods of Practice, which states that they will comply with these Quality Standards

### 2.2 Overview of Home-Start SD

Home-Start Stroud District was established in 1999. Many of the local people who became the first trustees still remain with the organisation. In 2009 the charity changed its name to Home-Start Stroud District to better reflect the area in which the charity operates.

The Stroud District has a population of around 110,000. The area has five market towns surrounded by rural villages and hamlets. The scheme stretches from Hardwicke and Painswick in the north to Stone and Wotton-under-Edge in the south and from Berkeley and Sharpness in the west to Minchinhampton in the east.



From 1<sup>st</sup> April 2016, the scheme will expand its borders to include the parish of Quedgeley and Kingsway. This is a one year funding opportunity to see if we can expand in the longer term into this area.

In the last 17 years the scheme has recruited and trained over 300 volunteers. We have also received approximately 1050 referrals. As most of

the families we support have more than one child it is quite easy to see that Home-Start SD volunteers have directly affected the lives of over 2000 young children living in the Stroud District.

Our volunteers come from all walks of life and each has a unique story to tell about their experiences of parenting or looking after children. The one common theme though, is their passion for helping families and in particular the children with whom they connect. Many of those friendships last well beyond the period of support, which can be anything between three months and two years.

Trustees and community advisors manage the organisation in an unpaid capacity. The scheme employs a scheme manager, three family coordinators, a clerical assistant and an office & finance coordinator.

In September 2015 the scheme reached an important milestone when it received its 1000<sup>th</sup> referral! Home-Start is viewed as a huge asset to the District of Stroud, supported by many local organisations and individuals.

### **2.3 Legal Status**

Home-Start SD is a registered incorporated charitable company, limited by guarantee, since 2004. We are established under a memorandum of association which establishes the objects and powers of the charitable company and are governed under its articles of association. Under those articles, the trustees are elected at the annual general meeting, by the company members, to stand for a period not exceeding three years. As such, overall responsibility for the scheme lies with the Home-Start trustees.

## ***3. Aims and Objectives of Home-Start SD***

### **3.1 Our Core Belief**

We believe that children need a happy, safe and secure childhood and that parents play the key role in giving children a good start in life and helping them achieve their full potential.

### **3.2 Our Mission Statement**

We offer support, friendship and practical help to parents with young children, in communities throughout the Stroud District.

We offer a unique service, recruiting and training volunteers – who are usually parents themselves – to visit families at home who have at least one child under five to offer informal, friendly and confidential support.

To give children the best possible start in life, we support parents as they grow in confidence, help to strengthen their relationship with their children and widen their links within the local community.

### **3.3 Our Aims**

**To increase the confidence and independence of the family by:**

- Offering support, friendship and practical assistance;
- Visiting families in their own homes, where the dignity and identity of each adult and child can be respected and protected;

- Reassuring parents that difficulties in bringing up children are not unusual and encourage them to enjoy family life;
- Developing a relationship with the family in which time can be shared and understanding can be developed: the approach is flexible to take account of different needs;
- Encouraging parents' strengths and emotional well-being for the ultimate benefit of their children;
- Encouraging families to widen their network of relationships and to use effectively the support and service available within the community.

### 3.4 Benchmarks

Our Home-Start scheme has followed the nationally recommended policy for benchmarking which indicates the ratio of staff hours to volunteers and families supported. This policy was reviewed in January 2016. HSSD exceeds the minimum standard laid down by HSUK.

### 3.5 Planned Objectives 2013-2016:

These objectives are subject to review in the light of future funding

#### Objectives for 2016/17:

- Support 80+ families this year in the Stroud District.
- Retain at least 65 volunteers and train and recruit enough volunteers to enable us to support the number of referrals that we receive.
- Continue to develop working relationships with the Hill Valley and Vale Children's Centre consortium.
- Review the successes of the last year and look at replacing funding for projects which are now at an end for 2015/16.
- Seek to develop new sources of funding for 2016/17 onwards with a particular emphasis on seeking two and three year project bids.
- Continue to develop Early Intervention Projects in partnership with Home-Start Cotswolds, funded by the Peter Lang Trust. This includes working more closely with the midwifery service and looking to support vulnerable pregnant mothers.
- Develop our one year project to expand into the Quedgeley/Kingsway area and recruit more Trustees and advisors from this area. Recruit and train between 10 and 15 new volunteers and commence support with 10 to 15 families in this new area.
- Provide additional training for volunteers in areas such as autism, Prematurity in babies, parenting strategies particularly with regards to sleep, and mental health.
- Develop ways of encouraging families to participate in the strategic planning and development of the scheme.
- Develop our perinatal pilot project funded by the Gloucestershire Clinical Commissioning Group and develop relationships with perinatal mental health professionals.
- Write an operational plan for the year 2016/17.

- Follow up on comments and actions from the QA review with Home-Start UK.
- Continue to use MESH (Monitoring and Evaluation System in Home-Start) system more effectively, to better demonstrate the impact we have on families through our support. To increase the use of its reports and statistical data to write funding bids and report back to funders on existing projects.
- Develop and evaluate current fundraising arrangements and assess the impact HSSD links to the Westonbirt Fair Committee.
- Continue to promote the scheme through increased media and marketing work.
- Recruit further Trustees with particular areas of expertise in line with reviewed procedures.

### **Objectives for 2017/18:**

- Continued support of around 95 families in this year.
- Retain at least 70 volunteers and recruit enough new volunteers to enable us to support the number of referrals we receive.
- Develop projects that meet the needs of families: this will be based on an updated survey of current needs in the local community, what services are available, and how we can best use our resources to support local parents and children. This might include projects based on early intervention, healthy lifestyles, improved emotional health and well-being in parents, working with families with children with disabilities and in partnership with perinatal mental health professionals.
- Undertake QA self-review.
- Match funds to staffing needs and referrals, review what the funding needs for 2017/2018 will be and continue to seek new sources of funding from diverse sources. Adjust to the new regime of Children's Centres with associated potential loss of funding.
- Review staffing structure and roles.
- Review MESH development in scheme.
- Review Trustee membership and recruit accordingly.
- Review and evaluate current fundraising arrangements.

### **Objectives for 2018/2019**

- Continue to support between 95+ families in this year.
- Retain a core volunteer number of at least 70 volunteers and recruit enough new volunteers to meet our staffing and funding commitments.
- Develop projects that meet the needs of families: this will be based on an updated survey of current needs in the local community and what services are available and how we can best use our resources to support local parents and children.



- Continue to develop an ongoing training programme for existing volunteers that reflects their learning needs and requests.
- Match funds to staffing needs and referrals.
- Continue to seek new sources of funding from diverse sources.
- Review staffing structure in the light of funds available and market needs.
- Review MESH development in scheme.
- Review and evaluate current fundraising arrangements.
- Update Strategy Plan for 2020-23.

### 3.6 Home Visiting

Home-Start SD offers support to families within their home, in a sensitive way. Support is based on assessed need identified by the families themselves and respects the diverse range of family structures. Appropriately prepared and trained volunteers and staff work together with families to build confidence and self-esteem. Home-Start SD's support is available to any family, experiencing stress or difficulties, who have at least one child under the age of five and live within the Stroud District area.



The Home-Start SD's approach to supporting families is characterised by:

*Choice - Encouragement - Partnership - Openness - Flexibility-  
A mutually respectful relationship - Responsiveness - Enjoyment*

### 3.7 Listening to families' and children's voices

Home-Start SD is very proactive in listening to the views of the families we support. Quarterly reviews with families give them a chance to speak about the support they have received and tell us if and how they would like the support to continue. Families also receive regular newsletters with updates about the service and invitations to parties and events. Families are also asked to provide evaluation feedback about how the service has helped them when the support comes to an end. (See page 25 for a selection of family responses from the Evaluation Questionnaire).

Children regularly show and tell the volunteers how they like the weekly visits. Volunteers get smiles and hugs from children who see the volunteer as someone who is prepared to play with them. Volunteers become firm friends and often get invited to family events even after the support has come to an end.

### 3.8 Comments from our families:

#### What was the best thing about Home-Start support?

“INSPIRATIONAL!”

“The way they slotted in to our family and made nothing too much trouble.”

“The fact that it was flexible and tailored to what we needed.”

“Just knowing for an hour or so a week I wouldn’t feel isolated or stuck.”

“It is nice to have help from someone who wants to be there...someone who genuinely cares and is there voluntarily.”

#### In what ways do you feel that Home-Start support has made a difference to you and your family?

“They were caring, understanding and gave me time to spend with all my children one on one.”

“Such a relief to have help and someone to talk to.”

“Gave me small opportunities to take time out to think, focus, prioritise and re-motivate.”

“A real life line when feeling very anxious.”

“Helped me understand that parenting is hard work and you just have to do your best.”

#### What would you have liked us to have done differently?

“Nothing, absolutely brilliant! Changed my life!”

“Ideally to have been able to have her for longer but we understand she is needed elsewhere.”

“I Hope to become a Home-Start volunteer in the future to help other families in need like I was and give something back.”

### 4. Supporting Families

Families may refer themselves or may be referred to Home-Start SD by their health visitor, their social worker, the community psychiatric nurse, children centre workers, locality team, other local charities, midwives or relatives and friends. Once a referral has been received it will be assessed to ensure that:

- The family has agreed to a referral to Home-Start SD;
- The referral falls within the remit of Home-Start SD;
- Home-Start SD is likely to have the resources to support the family;

- If the referral does not fall within the remit of Home-Start SD or if Home-Start SD does not have the resources to take on the family the referrer will be informed within two weeks of referral;
- Once a referral has been accepted the co-ordinator pays the family an initial visit to clarify needs and the support that Home-Start SD can offer.

#### 4.1.1 Matching

After the initial visit the co-ordinator will pay careful attention to matching a volunteer's skills and experience to the needs of the family. Once matched, the co-ordinator will accompany the volunteer on the first visit to introduce the volunteer to the family and set the ground rules for visiting. Once the family and volunteer have confirmed they are happy to work together the referrer is informed and the volunteer will start visiting.



After four weeks the co-ordinator will visit the family to give the family the opportunity to ask questions and to ensure that everything is going well. After that, the co-ordinator will carry out quarterly reviews. These reviews enable the family and co-ordinator to monitor the support together and identify any emerging needs for the family. They also ensure that the focus of visiting and support remains suitable to the family's needs.

Home-Start SD's aim is to encourage families towards independence so that the volunteer is no longer needed. As part of the review process ending of the volunteer support will be agreed with the family when the family is ready.

This ending process is carefully managed in accordance with the needs of the family.

#### 4.1.2 Comments from our Referrers:

**"What makes Home-Start Stroud District so invaluable it that they do not have a limit on the length of time they stay involved with families,....they get to know the families to ensure that the support offered is tailored to suit..."**  
Gloucestershire Young Carers

**"If more funding went into early help...there would be much less need for crisis intervention."** Safeguarding Specialist

**"In view of the many cuts taking place across all allied statutory services Home-Start is quite literally a life-line for many children and their families. The service of early intervention is cost effective."**  
Philanthropist and Funder.

**"Home-Start volunteers are great at helping families to access community groups.... and this piece of work is valuable."** Children Centre worker

**"This 'whole family approach' with practical support, is crucial and I think we would be lost without it."** Funder

**“Families that I have worked with have relayed to me that the support that they have been given by Home-Start is the most important thing that has happened to them, the relationship and trust between them is essential to the family’s welfare and for them to move on in life.”**  
Children’s Centre Worker

**“Due to the varied issues covered, time scales can become a real issue when trying to achieve objectives and make positive changes in a family’s life. They need time to adapt and incorporate the positive changes and often there are challenges that can cause set backs, especially when dealing with mental health issues. Home-Start supports this very well.”** Family support worker

**“I think you run an excellent well managed and professional service. You are very competent, experienced and offer on of the best services in the county.”** Infant Mental Health Service

**“Home-Start compliments what we do.....they do the bit that’s hard for us, e.g. – the big blocks of time”** Health visitor

**“Home-Start helps build Mums’ confidence and self-esteem in a non-threatening and non-judgemental way. Families really value that.”** Social worker

## **4.2 Confidentiality**

All personal information about parents and families is treated as confidential, to be discussed only as necessary with the scheme co-ordinator in support of the volunteer and to assist the family. Any disclosure of the confidential information to any other person may only be undertaken with the permission of the parents for the purpose of assisting the family, except where it is considered necessary for the welfare and protection of the child when information shall be shared with the appropriate authority.

## **4.3 Safeguarding and Child Protection Procedures**

Home-Start SD recognises it has a responsibility, along with others, to promote the safety and welfare of children through its support for families, and as part of that responsibility, to ensure that children are protected from harm.

Where there are concerns about the safety or welfare of a child, Home Start SD’s safeguarding and promoting the welfare of children policy and procedures which compliment that of the Gloucestershire Safeguarding Children’s Board procedures will be followed, and information will be shared with the relevant agencies in order to protect the child(ren).

Home-Start SD recognises that ill-treatment of children can occur in all cultures, religions and all social classes. All children have the right to be protected. Children who have been abused deserve care, respect and sensitivity.

Home-Start SD is committed to working in partnership with children, young people, parents and carers in all circumstances, including where there are

concerns or suspicions that a child is suffering, or is likely to suffer significant harm.

Home-Start SD will take all possible steps to ensure that children with whom it works are kept safe through:

1. Safe recruitment processes for all trustees, staff and volunteers.
2. Planned induction of all trustees, staff and volunteers, to include signed and dated confirmation of their understanding and acceptance of the safeguarding policy, code of conduct and procedures.
3. Clear safeguarding procedures to inform trustees, staff and volunteers about the appropriate action to take in the event of concerns about a child.
4. Procedures to structure the management of any allegations of abuse against trustees, staff or volunteers.
5. Effective training and support for trustees to ensure that they are able to work within these procedures.
6. Effective training, support and supervision for staff and volunteers to ensure that they are able to work within these procedures.
7. The implementation of the Standards and Methods of Practice and Code of Conduct for trustees, staff and volunteers.
8. Identified personnel to hold the Strategic Lead and designated safeguarding responsibilities within Home-Start SD.

Home-Start SD has clear expectations of all trustees, staff and volunteers for sharing information about families, parents, children and young people. All families supported are made aware of Home-Start's safeguarding, confidentiality policies and information sharing protocols.

Home-Start SD recognises the importance of sharing information to protect children and normally the disclosure of the confidential information to any other person may only be undertaken with the expressed permission of the parents for the purpose of assisting the family. However, where it is considered necessary for the welfare and protection of a child, information will be shared with the appropriate authority and families will be kept informed of Home-Start SD's actions unless to do so would put the child at greater risk of harm.

Home-Start SD recognises that protecting children from significant harm is a shared responsibility. In order to fulfil its responsibilities in promoting the welfare and safety of children Home-Start SD will maintain effective partnerships with Gloucestershire Safeguarding Children's Board and other organisations working with children and their families within the community.

#### **4.4 Staffing**

Home-Start Stroud District employs three Co-ordinators and an Office & Finance Coordinator. All current staff understand the local issues, participate in local partnership forums and have a great deal of experience and knowledge of family support and child development issues. Team members have specialist training and expertise in the areas of safeguarding and child

protection, drugs and alcohol, domestic violence and abuse, mental health issues and child development. The total staff hours is 151 of which 7 hours are temporary and subject to review in light of finance and staff workload.

#### **4.5 Staff Training**

Staff are encouraged to attend, as part of their learning and development plan, Home-Start UK training sessions and are able to take advantage of other appropriate external courses.

#### **4.6 Volunteers**

Home-Start SD volunteers are normally parents themselves, or have parenting experience. Parents who have been supported may also move on to become volunteers themselves. Volunteers offer regular support, friendship and practical help to families under stress in their own homes, helping to prevent family crisis and breakdown.

Home-Start SD currently has around 75 volunteers in total. The scheme actively recruits and trains volunteers twice a year, usually in September and January. The volunteers are very dedicated and committed. However, from time to time circumstances may arise that mean that for short periods the volunteers need to take a break.

This 'resting' period is governed by Home-Start's Resting Policy and sometimes happens at the end of a period of family support. A volunteer may ask for specific time to allow them to have a break or take up a training activity. The Volunteer Resting Policy is part of the agreement that new volunteers sign at the end of their training.

Over the next three years Home-Start SD intends to retain at least 70% of its current volunteers whilst also recruiting, training and placing a minimum of 15 new volunteers per year. This will enable us to meet our target of supporting around 95+ families per year.

#### **4.7 Volunteer Support and Supervision**

All volunteers receive regular support and supervision from the co-ordinators. In addition volunteers get support from other volunteers through group support meetings and more informally from each other. These group support meetings are also used to deliver on-going training to volunteers. Each volunteer also receives supervision at least every 8 weeks in addition to an appraisal which coincides with the ending of a placement or at least once a year.

#### **4.8 Volunteer Recruitment and Training**

Home-Start SD has a strict recruitment and selection process, including the following: Advertising - Interviewing - Networking - Selection criteria - Volunteer Centre recruitment- References - Application process - DBS checks.

#### **4.91 The Accredited Preparation Course**

All volunteers are required to attend a 40-hour Accredited Course of Preparation. The 10-week course is designed to prepare volunteers for their role in supporting families at home. Volunteers are able to gain a qualification through the Open College Network (OCN) whilst undertaking the

course. Volunteers may also gain this qualification once they have completed a year as a volunteer.

The Preparation Course includes subjects such as Confidentiality, Equal Opportunities, Data Protection, Communication, Listening Skills, Safeguarding & Protecting the Welfare of Children, Home Visiting, Personal Safety, Working in the Wider Community. (Full details of course held in training filing cabinet)

All volunteers have an end of course interview with a co-ordinator. This gives the co-ordinator and the volunteer the opportunity to discuss any doubts or fears which the course may have raised, the volunteers feelings about being matched, their particular strengths and the volunteer's commitment. Thereafter they will receive regular support and supervision, all records of which will be kept on file.

Over the next three years Home-Start SD intends to improve its ongoing training to volunteers by offering training in perinatal mental health and self-esteem, first aid and behaviour management. This will help us to retain existing volunteers and attract new ones.

#### **4.92 Comments from volunteers:**

I was attracted to volunteering for Home-Start because of its "reputation, its philosophy and principles and the fact that I had observed the positive impact of the work of the organisation during my working life."

The thing I enjoyed most about my time with Home-Start was "getting to know the family that I was assigned to and feeling that the help I was providing was appreciated and made a difference."

"The best most comfortable training I've been on in 20 years."

"I have thoroughly enjoyed the course, sharing knowledge and experiences as well as the content. Our facilitators have created a safe, informative environment which has covered difficult topics well."

"This has been a fantastic and very interesting course, led by a great team of Coordinators that have made me feel that I can do this."

### **5. How the scheme is governed**

#### **5.1 Trustee Board**

Home-Start SD Trustees meet every two months and are legally responsible for the scheme, its sources of funding and its strategic direction. The day to day business of the scheme is run by members of the Committee which is made up of the trustees, staff, specialist advisors and family and volunteer representatives. Local advisors who come from health, education, social care and the local council.

## 5.2 Premises, Office Equipment and IT

We currently rent private office space and a 3 year lease is in place.

Over the next three years we will be looking at the development of a more integrated IT system which will reduce paperwork and free up staff time to provide more face to face support.

We have already identified that we would like to improve our website to make it more interactive and useful for the families that we support and the volunteers who support them. Development of a new website will commence in 2016.

## 5.3 Quality Assurance

Home-Start's bespoke QA system has been designed by the Charities Evaluation Service. The system incorporates all of the elements of PQASSO, which is the industry standard as well as the requirements of Investors in People and other national quality standards. The system was developed in response to the expressed needs of those working across Home-Start, and reflects existing good practice.

The QA system is based on annual self-assessment and is backed up with three-yearly reviews carried out by Home-Start UK Regional Consultants. As a result of our self-assessment we develop improvement action plans and these action plans inform our strategic planning process. The last QA was held in February 2016. The next QA is due in 2020. An electronic or hard copy of our last QA report can be requested from the office.

## 6. The Local Community

### 6.1 Community Profile

Home-Start SD encompasses the market towns, rural villages of the Five valleys and the Severn Vale. There are marked differences between each of the main settlements and public transport between them is poor. Residents of Stonehouse and Stroud naturally look towards Gloucester as their nearest main city with residents in Dursley, Cam and Wotton-under-Edge looking towards Bristol.



Although the district does not feature in the top 20% of deprivation levels, areas such as Cam and Dursley fall within the top 30%. All of the major towns have pockets of deprivation, which is exacerbated by high housing costs and poor transport links.

We will be moving into the Quedgeley/Kingsway Parish of Gloucester City as from the 1<sup>st</sup> of April. Part of this first year's development and hopefully ongoing three year plan will be to gain a good understanding of this community, commit local people to become a part of our charity, find new pots of money to support developing home-visiting support in this area. In the first year will be developing an evaluation of the area and looking at the need and existing support available for families in this area. We will also be



looking at taking on a community where there are quite a large amount of military families that the Home-Start model of support is so good at supporting.

Home-Start is the only voluntary organisation providing one-to-one parenting support for as long as the family benefits. Home-Start SD works in partnership with many organisations within the statutory and voluntary sectors. Our main partners include: Health Visitors, midwives, Hill Valley and Vale Children's Centres, the locality team, CAB, CAP, Allsorts, GDASS, Independence Trust, Stroud District Council, Stroud Town Council and other town and parish councils, The Children and Young People's Directorate and Gloucestershire Association of Voluntary and Community Action and other voluntary sector organisations.

## **6.2 Marketing Message**

Promotion of Home-Start's support for families is a regular part of the scheme's work. The scheme has a Communication Strategy policy which covers the presentation of good news through local media channels and how to respond to negative publicity.

Home-Start SD is constantly striving to sharpen and update its marketing message for emerging local markets and other funders. We use Twitter and Facebook to communicate with different audiences. We are about to develop our website - [www.homestartsd.org](http://www.homestartsd.org) as this is a useful tool for referrers to access relevant information, for interested volunteers to find out more about us and for funders and donors to track our progress.

## **6.3 Home-Start Branding**

The Home-Start name and logo is a licensed brand to Home-Start UK and is shared throughout the organisation. Our logo appears as a letterhead, and is used in all marketing, fundraising and advertising materials. The logo can be seen on the front of this strategic plan. In conjunction with this logo Home-Start Stroud District use the strap line 'Supporting Families'.

## **6.4 Communications Strategy**

Our communication strategy is joined with our marketing strategy into one policy and area of planning.

## **6.5 Marketing Strategy**

With the support of a designated trustee we will continue to attend meetings and training events run by key organisations within Gloucestershire.

Home-Start SD is in communication with the Parish and Town councils in the Stroud District and receives funding from them. We are beginning to forge links with key people and organisations in the Kingsway/Quedgeley area of Gloucester and this will be key to our Strategic work over the next three years. All Health Visitors in the Stroud District are aware of our services. Staff members regularly attend conferences and networking events and we work closely with all of the family support organisations within the Stroud District and Gloucestershire

## 7. How the scheme is financed

### 7.1 Financial Projections

<i>Year</i>	<i>Projected expenditure</i>	<i>Projected income</i>	<i>Projected surplus/deficit</i>
2016-2017	£145,270	£151,979	£6703
2017-2018	£146,722	£85,000	(£61,722)
2018-2019	£148,189	£85,000	(£63,189)

### 7.2 Sources of Funding

No funding is deemed secure but likely funding is:

<i>Source of Funding</i>	<i>2016-2017</i>	<i>2017-2018</i>	<i>2018-2019</i>
Stroud District Council	£6,144	£6,000	£6,000
Children's Centre or equivalent	£17,625	£10,000	£10,000
The Peter Lang Trust	£15,750	£31,000	£31,000
The Gyde Trust	£6,000	£6,000	£6,000
Stroud Town Council	£3,000	£3,000	£3,000
Westonbirt Fair & donations	£27,330	£30,000	£30,000
Gloucestershire Clinical Commissioning	£66,000		
Other sources	£10,160		
Total	£151,979	£86,000	£86,000

Further funds will be sought by application to other Trusts and any statutory sources possible.

### 7.3 Fundraising Strategy

Home-Start SD has formed a link with a major fundraising event through which it is hoped will provide at least 25% of the schemes annual running costs. The Westonbirt Charities Fair is run in October each year when a 2 day selling event is held at a local school attracting over 100 stall holders who pay to attend and donate 10% of their profits. Other local charities are included but the main beneficiary will be Home-Start SD.

The scheme is pleased to be associated with the Coventry Building Society in Stroud who have raised funds for our charity through various staff initiatives involving their customers.

The scheme welcomes initiatives from the community to support the work of the community and we have a couple of Trustees taking on this role for us.

## Further areas to develop as part of our three year strategy is:

1. Developing Legacy Giving:
2. Contacting local businesses for funding and skill: We will actively seek a Trustee to take on this role as part of our 3 year plan
3. South West Consortium of Home-Start schemes: To be further developed and possibly presented to the *South West Home-Start Cluster Day being held in Bristol in 2016* as a possibility.

**Media Profile:** Our new Strategy plan will look at developing a plan for our ongoing media profile. We hope to have a named Trustee that might take on a central role in developing and running this area of the scheme's publicity.

## 7.4 Contingency Plans/Managing Risk

The Scheme holds Reserves of £50,000 which is deemed sufficient to cover an unexpected shortfall in funds or to fulfil redundancy payments, pension liability, 2 months' expenditure and contracted rental payments should the scheme be forced to close.

## 8.0 Trustee Profiles:

### Elizabeth Ewart-James – Chairman

I have been involved in the Home-Start SD scheme from the outset. I currently work as a family court advisor/children's guardian and have worked in children's services for most of my working life. Being part of the growth and development of Home-Start in Gloucestershire has been one of the most rewarding projects I have been connected with.

### Heather Cunild – Treasurer and Company Secretary

With a background in generic social work I have always been most concerned about the importance of the first five years of a child's life. Having three children of my own reiterated this so that I was pleased to find an organisation like Home-Start which made this its prime objective. Over the years I have done a lot of voluntary work myself so can identify with the needs and concerns of the volunteers. Becoming Treasurer has been greatly rewarding.

### Gervase Hamilton

I have lived in the Stroud Area for the past 14 years. A retired public health consultant with 35 years experience in the NHS, my past areas of responsibility included child and school health in a South London Borough, as well as child protection. A former JP and current parish councillor, my main interests are in history, transport and the countryside.

### Sheila Marsh

I moved to the Stroud area in 1991 with my three children having lived in Wiltshire helping my husband with his dairy farm and running a successful holiday cottage business. I have served on various other committees in the past and have been a volunteer for Home-Start Stroud and Dursley for 6 years. I look forward to working with the other Trustees to ensure a successful future for this wonderful charity. My hobbies include golf, cookery, walking and travelling.

### **Malcolm Swait**

Born 8th July 1947. I have lived in South Woodchester for the past 33 years. Married for 40 years with three children now in their 30's. Retired February 2005. Career included working for Birds Eye Walls (Unilever) in Sales and Distribution Management for 18.5 years. Two years as a Management Consultant, and finally 12 years as a National Sales Manager with Heinemann Educational (Reed Elsevier). I am a Parish Councillor, Trustee for Seys and Bridges and I am on Woodchester Village Hall committee as user trustee.

### **Janette Wallace**

I grew up in Minchinhampton and later lived and worked in London for 10 years before returning to the area in 2003. I work as a manager in human resources for a national law firm, based in Bristol and I live in Stroud. I have some volunteering experience, working with adults with autism and volunteering on a helpline when I lived in London.

I first heard about Home-Start through a Home-Start trustee, although I had not come across the organisation before. I was keen to get involved as a trustee because, although I can't volunteer, not having been a parent myself, I believe in the value of Home-Start's work and can see the direct and positive impact it has in supporting families in a way that other organisations do not.

### **Diana Lapping**

I have a long association with the Stroud area having been brought up in the Slad valley and, on retirement, we moved back to live in Minchinhampton. After school I undertook a Secretarial course at Stroud College and then I trained as an Occupational Therapist. My interest in Home Start is as a result of seeing at first hand, through my work, my twenty years as a Magistrate including being a member of The Family Panel and being a 'hands on' Granny, how vital the early years are in any child's life. I was a Home Start volunteer for a period in 2004 - 2005 which confirmed my view that it is an organisation which offers families support in a practical, cost effective and caring way that uses the skills and experience of Volunteers. As a Trustee I aim to offer time and energy to the team in order to keep this vital family support available.

### **Sheila McGrath**

Before I retired I worked as a Social Worker in both the public and voluntary sectors, mainly working with troubled and troubling adolescents. I have also been a teacher in special needs. I combined the two skill sets and spent ten years training Social Workers with Birmingham University.

After I retired I joined the Board of Trustees for Gloucestershire Probation Area, then worked for Gloucestershire County Council, introducing Cafs to schools and developing the Extended Schools Programmes, and latterly as a Pastoral Support worker in a Primary School in a deprived area of Cheltenham.

I have two daughters and two grandchildren.

## **9. Patron:**

### **Nell Gifford: Patron**

In 2015 we were very pleased that Nell Gifford agreed to become our patron. The following piece is from a published press release:

*Home-Start Stroud District reached an important milestone this month, manager, Alex Corgier, explains: "We have now reached our thousandth family! Touching the lives of over two thousand local children since we set up in 1999. So it is a timely moment for us to welcome Nell Gifford, founder of Gifford's Circus, as our new Patron to help raise our profile and support the work that we do.*

*Nell, together with her husband Toti, had a dream of a vintage touring circus. That dream came alive in 2000 in the formation of Gifford's Circus and has grown into a well-loved family show. In 2014 Nell and Toti moved with their twins Cecil and Red to Lypiatt, making Fennell's Farm both their home and the Circus headquarters. She says about becoming patron to Home-Start: "I am delighted to be involved with this excellent grass roots organisation offering an imaginative and organic solution to home support. The gift of time is immeasurably valuable to families coping with situations as diverse as isolation, bereavement, multiple births, illness, disability or those who are just finding parenting a struggle. There is no rulebook for raising a family and sometimes it can seem overwhelming, particularly if your family is going through difficult times. But if you can find the support you need when you need it, then day-to-day family life can be so much brighter."*

*Home-Start offers non-judgemental practical and emotional support. A mum supported by Home-Start expressed her gratitude by writing a letter to her volunteer when support came to an end saying "You have been there when I wasn't in the best of places. But now I am positive, more confident and excited for the future. I don't know what I would have done without your support and friendship. You have helped me grow up from someone nervous to go out and put myself into new situation with new people to someone who looks forward to this."*

*Volunteers find supporting families beneficial too, whether it's through putting personal experience or professional skills to use, or the simple 'feel-good factor' they get from helping others. One parent said "I Hope to become a Home-Start volunteer in the future to help other families in need like I was and give something back." They currently have over sixty active volunteers visiting families in their own homes. All local people and all people who know how hard being a parent can be.*

*Parents were asked: "In what ways do you feel that Home-Start support has made a difference to you and your family?" and one mum said that Home-Start "helped me understand that parenting is hard work and you just have to do your best" and "gave me small opportunities to take time out to think, focus, prioritise and re-motivate."*

*Alex Corgier adds: "I believe Home-Start is a huge asset to the District of Stroud, supported by many local organisations and individuals, it's brilliant that we have reached our 1000<sup>th</sup> family and have the wonderful Nell Gifford as our new Patron!*

## ***New Projects***

### **Perinatal Pilot Project**

This is being funded by the Gloucestershire Clinical Commissioning Group. (A one Year project – 1<sup>st</sup> April 2016 to March 31<sup>st</sup> 2017).

To Pilot a community support model for women and families in the Stroud district who are pregnant or up to two years post birth with mental health issues. The pilot will scope setting up a pathway with the 2gether Foundation NHS Trust into and out of the Mental Health Intermediate Care Team/Let's Talk service.

It came about through an evaluation report created by Home-Start SD in order to support a bid to the Lottery. The evaluation demonstrated the need (and our wish) to develop and run a project that supports poor maternal mental health in the Stroud District of Gloucestershire:

- **Needed:** (past referrals show poor parental mental health to be most common stress factors in families referred to us).
- **Wanted:** Referrers have unanimously approved our proposal saying that poor parental mental health is a priority for family support in our area.
- **Likely to provide positive outcomes:** Family outcomes show that our support improves their mental health and sense of wellbeing.
- **Part of a Consultative and Empowering process:** Families are telling us that this is an area that needs improvement and better multi-agency working. Service users are telling us that they wish to be a part of this project to address weaknesses in the current systems.
- **Likely to lead to improved perinatal pathways of support:** This project will lead to the improvement of weak areas identified through our self-evaluation and consultation with local people, service users, referrers and other professionals.
- **Timely and Pertinent:** Mirroring National campaigns (*Everyones business*) to improve perinatal mental health services in the country.

### **The approved pilot will cover:**

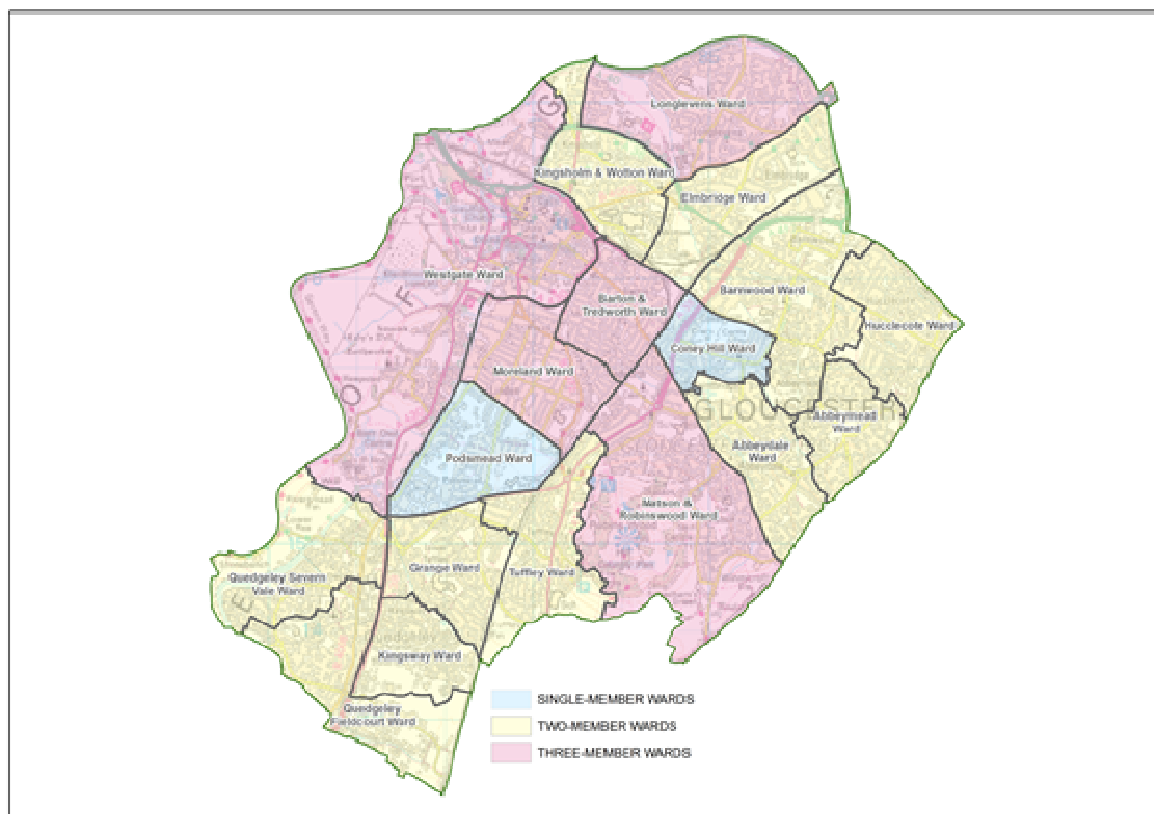
- Setting up a user-group/consultation group of local women affected by poor maternal mental health to seek their views on the development of the pilot. (Home-Start SD)
- Setting up a group of local professionals to develop a better perinatal pathway/set up multi-agency training/look at case studies of local families/identifying where drop-in groups should run and developing the project itself. (Home-Start SD)
- Supporting twenty families a year through specially trained home-visiting volunteers. (Home-Start Stroud)
- Work with NHS 2gether Foundation Trust and the Mental Health Foundation 'Mums in Mind' project to upskill volunteers to work with women in the perinatal period. (Home-Start SD)
- Explore setting up drop-in groups (run possibly by Children's Centres and/or Home-Start) with a clear governance structure of support for women who present with acute or severe mental health needs. (Home-

- Start would help develop this possibly with Children’s Centres but we would need to find further funding to run these groups, they are not part of my original costings for the £40,000 Home-Start side of the project)
- Work with 2gether NHS Foundation Trust and the Mental Health Foundation to develop a programme of mental wellbeing workshops for women in the perinatal period. (as above these would be informed and developed by the local professionals group but costings for their running are not part of the £40,000 Home-Start side of the project and funding would have to be sourced).
  - Provide a report on the outputs and outcomes of the project by January 2017 with options and a recommendation for going forwards. (Home-Start SD and 2Gether Trust)

**One year funding proposal to Gloucestershire Clinical Commissioning Group to develop Home-Start support in the Quedgeley/Kingsway area of Gloucester**

It has been agreed that the Stroud District Scheme of Home-Start will expand its boundaries (and provide a family support service) to cover the area of Quedgeley and Kingsway (Quedgeley Severn Vale & Fieldcourt Ward and Kingsway Ward) in the Gloucester District of Gloucestershire using this one-off start-up grant of £40,000.

Home-Start Stroud District has the experience and expertise to expand its current service and this grant will cover the costs of this expansion in its first year.



### **Projected Outcomes by the end of the first year:**

The Trustees and Management Board of Home-Start Stroud District will oversee the project which will be led by the Senior Coordinator. Local referrers and professionals will be contacted and made aware of the new service and given the opportunity of being recruited as advisors and supporters of this extension of the scheme and sit on a sub-committee for the Quedgeley/Kingsway area.

A locality evaluation study will be carried out to support a Lottery application and further strategic planning to expand the support in this area. This will include developing a full funding strategy.

A new coordinator will be employed and trained to work in the area of Quedgeley/Kingsway managed by the Senior Coordinator. A clerical assistant will be recruited to help with admin within the expanded scheme.

10/15 new volunteers will be recruited and trained to commence supporting families in the Kingsway/Quedgeley areas by the end of the first year. (October 2016)

10/15 referrals will be accepted by the end of the first year and support commenced.