

“10 years of Home-Start in  
Gloucestershire”

# Strategic Plan 2011-2013



# Home-Start Stroud & Dursley



Support and friendship  
for families

## How to contact us:

Home-Start Stroud & Dursley  
Willow House, Slad Road, Stroud  
Gloucestershire GL5 1QJ

T: 01453 759911

F: 01453 764708

E: [enquirieshomestartsd@gmail.com](mailto:enquirieshomestartsd@gmail.com)

W: [www.homestartsd.org](http://www.homestartsd.org)

Hours of business 9.00 -3.00pm

## **Elizabeth Ewart-James – Chairman/Chief Executive**

T: 01453 832553

[esej@hotmail.co.uk](mailto:esej@hotmail.co.uk)

## **Alex Corgier – Senior Coordinator**

M: 07792802915

[alexhomestartsd@gmail.com](mailto:alexhomestartsd@gmail.com)

## **Heather Cunild - Company Secretary and Treasurer**

[heather.cunild@btinternet.com](mailto:heather.cunild@btinternet.com)

## **Diane Williams – Administrator**

[enquirieshomestartsd@gmail.com](mailto:enquirieshomestartsd@gmail.com)

## **Angela Lovegrove – Coordinator**

M: 07739-909660

[angelahomestartsd@gmail.com](mailto:angelahomestartsd@gmail.com)



Registered Charity No: 1107019  
Company limited by guarantee Registered in England No. 5282509

# Table of Contents

<b>1. Executive Summary</b>	<b>4</b>	
<b>2. Home-Start Stroud &amp; Dursley Background</b>	<b>5</b>	
2.1 What is Home-Start Stroud & Dursley		5
2.2 Overview of Home-Start Stroud & Dursley		5
2.3 Legal Status		6
<b>3. Aims and Objectives</b>	<b>6</b>	
3.1 Core Belief for Home-Start Stroud & Dursley		6
3.2 Mission Statement		6
3.3 Home-Start Stroud & Dursley Aims		7
3.4 Benchmarks		7
3.5 Home-Start Stroud & Dursley Strategic Planning event		7,8,9
3.6 Home-Start Stroud & Dursley Objectives		10, 11
3.7 Home visiting		12
3.8 Listening to families and childrens voices		12, 13
<b>4. Supporting Families</b>	<b>14</b>	
4.1 Matching		14
4.2 Confidentiality		14
4.3 Safeguarding		14, 15,16
4.4 Staffing		16
4.5 Training		16
4.6 Volunteers		17
4.7 Volunteers Support and Supervision		17
4.8 Volunteers Recruitment and Training		17
4.9 The Accredited Preparation Course		18, 19
<b>5. How the Scheme is Governed</b>	<b>19</b>	
5.1 Trustee Board		20
5.2 Premises, Office Equipment and IT		20,21
5.3 Quality Assurance		21
<b>6. Local Community</b>	<b>20</b>	
6.1 Community Profile		20
6.2 Marketing Message		21
6.3 Home-Start Branding		21
6.4 Communications Strategy		21
6.5 Marketing Strategy		21
<b>7. How the Scheme is Financed</b>	<b>21</b>	
7.1 Financial Projections		21
7.2 Sources of Funding		22
7.3 Fundraising Strategy		22
7.4 Contingency Plans/Managing Risk		22
<b>8. Trustee Profiles</b>	<b>23</b>	
<b>9. Feedback from Families</b>	<b>25</b>	

## *1. Executive Summary*

To Home-Start Stroud & Dursley, 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 Stroud & Dursley 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 Stroud & Dursley 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 5. We currently support around 80 families within a year with on average 45 volunteers. Volunteers are recruited twice a year and undertake a 40-hour Open College Network accredited preparation course.

Home-Start Stroud & Dursley works very closely with Stroud District Council, the children's centres within the Stroud District, especially Treetops in Dursley who currently commission us to provide their family outreach service. We are also very grateful to local charities like the Peter Lang Children's Trust, the Gyde Trust, St James's Foundation and the Jack Lane Trust for the financial help they provide.

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

Gloucestershire now has 2 Home-Start schemes and we are developing strong links with our sister scheme in Cirencester working in partnership to cover almost half of the county.



## ***2. Home-Start Stroud & Dursley Background-***

### **2.1 What is Home-Start Stroud & Dursley?**

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 Stroud & Dursley 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 Stroud & Dursley**

Home-Start Stroud and Dursley was established in 1999. Many of the local people who became the first trustees still remain with the organisation.

The Stroud District has a population of around 110,000. The area has 5 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.

In the early years the scheme was only able to offer the service to the areas around Stroud, Stonehouse Cam and Dursley. However, since 2005 we have provided a service throughout the whole District.

In the last 11 years the scheme has recruited and trained over 175 volunteers. We have also received approximately 700 referrals. As most of the families we support have more than one child it is quite easy to see that Home-Start volunteers have directly affected the lives of at least 1500 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 3 months and 2 years. Even when the Home-Start support comes to an end volunteers

quite often receive invitations to birthdays, christenings and other family celebrations.

Trustees and community advisors manage the organisation in an unpaid capacity. The scheme employs 2 part time Co-ordinators and a part time Administrator.

## **2.3 Legal Status**

Home-Start Stroud & Dursley is a registered incorporated charitable company, limited by guarantee. 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 3 years. As such, overall responsibility for the scheme lies with the Home-Start trustees.

## **3. Aims and Objectives**

### **3.1 Core Belief for Home-Start Stroud & Dursley**

Home-Start believes 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 Mission Statement**

Home-Start Stroud and Dursley offers support, friendship and practical help to parents with young children, in communities throughout the Stroud District.

Home-Start Stroud and Dursley offers a unique service, recruiting and training volunteers – who are usually parents themselves – to visit families at home who have at least one child under 5 to offer informal, friendly and confidential support.

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

### **3.3 Home-Start Stroud and Dursley 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**

Home-Start schemes have a benchmark figure that gives a clear indication of the ratio of staff hours to volunteers and families supported. This works out as a minimum of 1 staff hour to one family supported. The implementation of the benchmarks is monitored through the QA reviews and annual statistics compiled by the schemes.

Home-Start Stroud and Dursley's current benchmark is to support as a minimum, 60 families through home visiting and support outside of the home.

### **3.5 Home-Start Stroud and Dursley Strategic Planning Events.**

Following a Strategic Planning Day in 2007 and a more recent review of strategy at our 2010 AGM, where representation from our partner organisations, funders, volunteers and families allowed us to analyse our strengths, weaknesses, and, to look at opportunities and threats as an organisation. The results are shown on page 9 and 10.

The results from these days have helped to inform this plan.

# Strengths

- **Strong** staff team.
- Supporting both children and adults.
- **Quality** of volunteer/family relationship.
- Families don't feel threatened.
- **Confidentiality** for family and volunteer.
- Volunteers are '**trusted friends**'
- Giving advice in an informal manner.
- **Committed volunteers.**
- Regular training for volunteers
- Volunteers are non- judgemental.
- **Accredited training.**
- Families supported for as long as needed.
- Volunteers carefully matched.
- Simple referral procedures.
- National policy back-up for schemes.
- **Cost effective.**
- **Multi agency working.**

# Weaknesses

- **Lack of on-going funds.**
- Recruitment/shortage of volunteers.
- Not much male involvement.
- Confusion with Sure Start.
- Not enough drop-ins.
- Not enough publicity.
- Lack of awareness by professionals.
- **Name/logo conveys nothing.**
- Needs to be a **county wide** organisation.
- Family must have at least one child below 5 years.
- **Lack of resources** to expand schemes.

# Opportunities

- **Liaison** with wider community.
- SHAPE Advisors and Common Assessment Framework (CAF).
- **Leaflets** to new mothers.
- Run evening/weekend training sessions.
- **Develop partnerships** with other agencies.
- Home-Start **wanted** in other Gloucestershire areas.
- Advertise more.
- Undertake **own fundraising initiatives.**
- Volunteers can gain qualifications.
- **Sponsorship.**

# Threats

- Lack of on-going **funding.**
- More **needy families.**
- Under valued.
- Lack of suitable volunteers.
- Recruiting wide range of volunteers.
- Loss of key staff/Trustees.
- Cut backs in **national funding.**
- Commissioning process.

# Strengths

- **Non-threatening and non-judgemental** service that parents are open to.
- **24 hr support for volunteers**
- Consistency, routine, not professionals so **accepted by difficult families.**
- Can support **ANY FAMILY**
- **Value for money**
- Large volunteer base
- Good links with other agencies
- Volunteers **cost efficient**
- 'Gift of time'
- Good infrastructure with national organisation supportive but locally flexible and independent.
- **Good reputation**
- Home visiting **bespoke** for each family
- Ongoing -no time limit - support
- Broad bank of people with **lots of different experiences**

# Weaknesses

- Volunteers don't always stay very long (x2)
- Expense of running courses
- Still not many **men** attracted to volunteering for HS
- Lack of **local profile** particularly in schools.
- Spread too thinly.
- Not a **good title** - include district eg. Home-Start Stroud District.

# Opportunities

- **Liaison** with wider **community.**
- Place direct links to other local charity websites.
- To ask each Town Parish for financial support as most do give grants.
- **Big Society** -'we already do what it says on the packet (x4)
- Networking
- 'Fits in well with 3 policies on agenda: **individualised personalised budgets, localised commissioning**
- **Early intervention.**
- Charities might pick up from statutory sector cuts.
- More volunteers because of loss of work

# Threats

- Lack of on-going **funding.**(x4)
- Withdrawal of Gov financial support
- Gov only **targeting needy families** will we have to target our work to cover these families?
- Duplication/overlap
- **Increased competition** for funds and need to prove impact
- Lack of **volunteers** if they need to go back to work because of recession.
- Agencies fighting for same pots of money

## 3.6 Planned Objectives 2011/2013:

### Objectives for 2011/12:

- Support 70+ families per year.
- Retain at least 45 volunteers and train and recruit enough volunteers to enable us to support the number of referrals that we receive.
- Devise an appropriate tender for Treetops Children's Centre.
- Review the success of our Glos County Council Enjoy and Achieve Project which ended on 31<sup>st</sup> of March and develop replacement funding for this project.
- Seek replacement funding for contract with CYPD based on the evaluation of the Enjoy and Achieve Project and in line with current priorities.
- Develop projects that meet the needs of families and based on themes of narrowing the education gap, healthy lifestyles, improved emotional health and well-being, working with families with children with disabilities, maximising income and prevention of child poverty.
- Provide additional training for volunteers in areas such as early learning, healthy lifestyles and mental health.
- Revise Home-Start's staff structure in the light of staff changes and review objectives for 2012/13 after having done this.
- Write an operational plan for the year 2012/13.
- Prepare for our QA review with Home-Start UK in Dec 2011.
- Ensure volunteer representation on trustee board.
- Full implementation of Home-Start's new MESH system: Monitoring and Evaluation System in Home-Start.
- Develop and evaluate current fundraising arrangements.
- Seek new sources of funding through localised commissioning and individualised personalised budgets.

- Increase local profile of the scheme through increased media and marketing work.

### Objectives for 2012/13:

Continued support of around 70 families per year.

- Retain at least 45 volunteers and recruit enough new volunteers to enable us to support the number of referrals we receive. To run at least two training courses for new volunteers.
- Develop projects that meet the needs of families and based on themes of narrowing the education gap, healthy lifestyles, improved emotional health and well-being, step down CAF families, home-computer isolation and prevention of child poverty/maximising income.
- Devise an appropriate tender for Treetops Children's Centre.
- Match funds to staffing needs and referrals.
- Continue to seek new sources of funding through localised commissioning and individualised personalised budgets
- Review staffing structure in the light of funds available and market needs.
- Review MESH implementation in scheme.
- Review and evaluate current fundraising arrangements.
- Update current Strategy Plan for 2013 and 2014.



### 3.7 Home Visiting

Home-Start Stroud & Dursley 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 Stroud & Dursley'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 Stroud & Dursley approach to supporting families is characterised by:

*Choice – Encouragement – Partnership – Openness – Flexibility-*

*A mutually respectful relationship – Responsiveness – Enjoyment*

#### Some quotes from our families:

*'I was very stressed and feeling I could not cope. My volunteer provided support to help me decide for myself how to deal with the situation. She provided me with friendship and support to help me turn around my situation. This was a lifeline and one of the best things I have been given.'*

*'My volunteer behaved like a nurse, a friend and a mother but above all she was the perfect role-model.'*

*'My volunteer was an absolute godsend; a joy, and a pleasure to be with.'*

*'My volunteer made me feel worthwhile. She helped me to talk about feelings and relieving stress. Her knowledge of single parenting was amazing.'*

*'Our volunteer was very supportive and it was good to get ideas and advice from someone who's done it'...mum of twins'.*

*'Home-Start has been a huge support to us during some difficult and stressful times.'*

### 3.8 Listening to family and children's voices

Home-Start 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.

### **Some Quotes from our Referrers:**

'I think Home-Start do some very vital and good work with families.'  
CAF Worker

'The volunteer was able to increase the mum's confidence enabling her to cope better and lessen her feelings of isolation.'  
Health Visitor

## **4. Supporting Families**

Families may refer themselves or may be referred to Home-Start Stroud & Dursley by their health visitor, their social worker, the community psychiatric nurse, Common Assessment Framework (CAF) process, midwives or relatives and friends. Once a referral has been received it will be assessed to ensure that:

- The family has chosen Home-Start Stroud & Dursley;
- The referral falls within the remit of Home-Start Stroud & Dursley;
- Home-Start Stroud & Dursley is likely to have the resources to support the family;
- If the referral does not fall within the remit of Home-Start Stroud & Dursley or if Home-Start Stroud & Dursley 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 Stroud & Dursley can offer.

## **4.1 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 Stroud & Dursley'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.

## **4.2 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 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'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 recognises that ill-treatment to 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 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 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.

Home-Start 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 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's actions unless to do so would put the child at greater risk of harm.

Home-Start 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 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 & Dursley employs 2 part-time co-ordinators and a part-time administrator. All current staff have been with Home-Start Stroud & Dursley for several years. They 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.

### 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. Staff have access to the Home-Start continuous learning and development programme.

## **4.6 Volunteers**

Home-Start Stroud & Dursley volunteers are normally parents themselves, or have parenting experience. Parents who have been visited 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 Stroud & Dursley currently has around 45 volunteers in total. The scheme recruits and trains volunteers twice a year, usually in September and May. 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 Stroud & Dursley intends to retain at least 70% of its current volunteers whilst also recruiting, training and placing a minimum of 16 new volunteers per year. This will enable us to meet our target of supporting around 70 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 face-to-face supervision at least four times a year 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 Stroud & Dursley has a strict recruitment and selection process, including the following: Advertising – Interviewing – Networking - Selection criteria - Volunteer Centre recruitment- References - Application process - CRB checks.

## 4.9 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 Stroud & Dursley intends to improve its ongoing training to volunteers by offering training in mental health, self-esteem, healthy lifestyles and family learning. This will help us to retain existing volunteers and attract new ones.

### Comments from volunteers:

**Working with Home-start families has sometimes been demanding, tiring and a lot to handle both physically and mentally. The families become part of your life while you're spending time with them regularly each week! It's good to know the organisers are always there to advise and support us. Home-Start has been a good opportunity to get to know people I might not otherwise have met, and this has been a real privilege. I enjoy being accepted by the families and learning how to give them the support they need. Each family is so different. I have had a huge amount of fun playing with every child and watching them grow and develop.**

Being a Home-Start volunteer means supporting a family with children under five as they negotiate a particularly difficult part of their lives. It means offering support, friendship, a listening ear and advice if requested to get them through day to day living.

As a volunteer you have an incredible insight into the lives of your families and feel very privileged to be trusted enough to share in all their hopes and fears considering you met as complete strangers. Your family becomes your friend and even once you have left them, your lives continue to cross occasionally with odd texts, phone calls or meetings. Being a volunteer is rewarding and satisfying especially when you get to the stage that your family is able to cope on their own and you realise that they have got there with your help. Saying goodbye is hard for both sides, but both know it is the right thing to do and it doesn't have to be forever unless that is what is wanted. Seeing children grow and develop, especially in the relationship with their parents is especially rewarding considering how very often that relationship is what was suffering. I have loved being a volunteer, it has ups and downs, sometimes it can be boring but the most important thing is seeing someone grow in confidence until they are ready to face the worlds challenges on their own without my help.

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

### **5.1 Trustee Board**

Home-Start Stroud & Dursley has 7 Trustees who meet quarterly and are legally responsible for the scheme and its strategic direction. **The scheme also has the assistance of 5 advisors who come from health, education, social care and the local council.** Volunteer representatives also attend management meetings and help to organise support meetings and act as liaison points for the volunteers.

### **5.2 Premises, Office Equipment and IT**

We currently rent office space from Family Lives (6 month contract runs out in September). The office has full IT facilities and other essential equipment. The terms of the lease provide both parties with the option of giving one month's notice to terminate the agreement.

### **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 next QA is due in November 2011.

## ***6. The Local Community***

### **6.1 Community Profile**

Home-Start Stroud & Dursley encompasses the market towns, rural villages of the 5 valleys and the Severn Vale. There are marked differences between each of the main destination points 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% and have been in receipt of Sure Start funding since 2002. All of the major towns have pockets of deprivation, which is exacerbated by high housing costs and poor transport links.

Home-Start is the only voluntary organisation providing one-to-one parenting support for as long as the family benefits from the support. Home-Start Stroud & Dursley works in partnership with many organisations within the statutory and voluntary sectors. Our main partners include:

Health Visitors, Children's Centre's in Dursley, Stonehouse and Stroud, GL11 Community Project, Parentline Plus, The 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

Home-Start Stroud & Dursley is constantly striving to sharpen and update its marketing message for emerging local markets and other funders.

## 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 and Dursley use the strap line ‘Supporting Families’.

## 6.4 Communications Strategy

Please see appendix “Media Policy”.

## 6.5 Marketing Strategy

We will continue to attend meetings and training events run by the Children and Young People’s Directorate (CYPD) and other key organisations such as Gloucestershire Association of Voluntary and Community Associations (GAVCA) , The Gloucestershire Assembly and the Stroud District Children and Young People’s Stakeholder group and emerging local markets.

Home-Start is also working very closely with the Parish and Town councils in the Stroud District and regularly receives funding from them. All Health Visitor centres in the Stroud District have now been given a Home-Start referrers information pack and posters have been sent to GP surgeries and other public buildings. 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

Year	Projected expenditure	Projected income	Projected surplus/deficit
2011-2012	80,051	62,890	(17,161)
2012-2013	80,709	52,876	(27,833)
2013-2014	82,929	38,876	(44,053)

## 7.2 Sources of Funding

Funds secured:

Source of Funding	2011-2012	2012-2013	2013-2014
Stroud District Council	£14,000	£14,000	
Treetops Children's Centre	£21,800	£21,800	£21,800
Peter Lang Trust	£9,117	£9,380	£9,380
Gyde Trust	£5,000	£5,000	£5,000
Stroud Town Council	£1,000	£1,000	£1,000
Jack Lane Trust	£1,000	£1,000	£1,000

Further funding will be sought through donations, bids to other Trusts and local councils in order to carry sufficient reserves. The amount required over the next 3 years will depend on how much is accrued in each financial year. (See detailed budgets).

## 7.3 Fundraising Strategy

The main fundraising event for 2011 will be a Charity Golf Day in May. At present the scheme is employing the services of Creatrix a public relations company who also assist charities to find funds. It was decided to use their services in the short term to cover the loss of staff member, which in the previous financial year had limited time available for funding applications.

## 7.4 Contingency Plans/Managing Risk

The Scheme aims to hold Reserves sufficient to cover an unexpected shortfall in funds or to fulfil redundancy payments, pension liability and one month's expenditure should the scheme be forced to close. The details for 2011-2012 are as follows:

<u>Purpose</u>	<u>Amount</u>
Redundancy of 3 staff	£10,540
Pension Liability	£7,500
<b>Sub total</b>	<b>£18,040</b>
1 month's running costs	£6,670
<b>Total Reserves required</b>	<b>£24,710</b>

## Trustee Profiles:

### **Elizabeth Ewart-James – Chairman**

I have been involved in the Stroud and Dursley Home-Start scheme from the outset 10 years ago. 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 the Cotswolds has been one of the most rewarding projects I have been connected with.

### **Reverend Canon Barry Coker**

Born 1946. After school I worked for Community Service Volunteers and following training at London University and Canterbury I was Ordained in Durham Cathedral in 1970 and have ministered in Co Durham, Trinidad, Gloucester and since 1990 as Vicar of St. Laurence, Stroud and Uplands with Slad. Hon. Canon of Gloucester since 1998. Involved in Home-Start Stroud and Dursley since its inception. Outside my parish duties I am also Chaplain to the Sea Cadets, a Trustee of the Centre Book Shop, Vice-Chairman of the Uplands Care Service, and serve on Stroud District Council's Local Strategic Partnership. Married to Lynne-Barbara since 1974.

### **Heather Cunild – Treasurer and Company Secretary**

With a back ground 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 it's 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 greatly improved my numerical skills although my old Maths teacher must be turning in her grave!

### **Gervase Hamilton**

I have lived in the Stroud Area for the past seven 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 JP and 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 3 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 29 years. Married for 35 years with 3 children 33, 31, 28. Retired Feb 2005. Career included working for Birds Eye Walls (Unilever) in Sales and Distribution Management for 18.5 years. 2 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.



**Support and friendship  
for families**

## FEEDBACK FROM FAMILIES

“What was the best thing about Home-Start?”:

- “Help with the children for which I was very grateful.”
- “Someone being there when no one else could be and bringing a sense of calm to the house; listening when I needed to off load.”
- “Confidence to go out, someone to talk to; being very helpful.”
- “They were there every week giving me support and confidence to help me put my life back together and make myself a happier person.”

“If Home-Start support had not been available to you, where do you think you would have looked for support instead?”:

- “I wouldn’t have had any support, only from friends which would not be regular. I think I would have ended up at the doctors.”
- “Wouldn’t have known where to look.”

“Do you feel that Home-Start has made a difference to you and your family?”

- “Yes, by giving us the attention/help and calmness needed.”
- “Yes, they gave me the support and confidence to look after my family taking the pressure off my husband.”

“Is there anything else you would like to tell us?”:

- “Just a massive thank you as the whole team have been brilliant.”
- “Just what a brilliant service you offer and I am so grateful for seeing me through those very dark days.”
- This is a really great service. I never thought I would have needed help (never like to admit failing).”

*Thank you families for letting us into your homes  
and being a part of your lives. Home-Start SD*