

HOME-START HEREFORDSHIRE



Support and friendship
for families

BUSINESS PLAN 2019– 2023

Updated 2016, 2017, 2018

Home-Start Herefordshire is a Company limited by guarantee registered in England

Company Number 5659978 Registered Charity Number 1113432

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What is Home-Start and what do we want to achieve?

We are a charity that wants children and young people to have the best start in life. Our mission is to provide the support to achieve this.

HSH aims to help families build better lives for their children by recruiting, training and supervising volunteers who offer support, friendship and practical help to families experiencing difficulties. We aim to provide support across the county.

Over the years we have worked with around 160 families each year, roughly 300 children 0 – 18 years of age. The difficulties our families experience are often complex and reflect the issues facing families identified in our work, through county research and The Family First Initiative (National Troubled Families Agenda).

As a Charitable Company HSH is dependant for it's funding on grant aid, contractual agreements and fund raising. Funding uncertainty both in terms of public finance constraints and the short-term nature of other funding sources is a major issue and HSH needs to continually review its priorities and service delivery.

Priority Objectives

Service Delivery:

1. Sustain and where possible increase current levels of support
2. Use the knowledge we gather about our families to influence service delivery by others and ourselves
3. Meet required outcomes in contract delivery and monitor impact in order to influence ongoing support
4. Reach a countywide and diverse community
5. Focus on the home/school relationship
6. Maintain strong relationships with relevant agencies
7. Monitor the need and scope for early intervention services

Organisational Development

1. Prioritise funding to continue to provide current levels of service, regularly review the Trust's funding position and secure long-term funding for the development and delivery of service delivery objectives
2. Maintain a high quality service
3. Promote and deliver accredited training courses for staff and volunteers where appropriate
4. Encourage participation by staff and volunteers in the planning of training and service delivery
5. Continue board and staff development including IT skills and develop succession plans

These objectives are detailed in the 2018/19 Operational/Action Plan and are reviewed at each Board meeting.

The Families We Support

Early Help is a priority in Herefordshire Children and Young People's Plan which is delivered by the Herefordshire Children & Young Peoples Partnership and is an integral part of the Herefordshire Health & Wellbeing Strategy. Herefordshire Children and Young People's Plan priorities are; *Early help, improved outcomes for Children 0-5years, mental health and emotional wellbeing, children and young people in need of safeguarding, addressing challenges for teenagers, & children and young people with disabilities*. These priorities are consistent with this strategic plan's priority objectives and the Service Delivery Plan.

The difficulties our families experience are often complex and reflect the issues facing families identified in county research.

Family First Outcomes

Parents and children involved in crime and anti-social behaviour
Children who have not been attending school regularly
Children who need help
Adults out of work or at risk of financial exclusion, and young people at risk of worklessness
Families affected by domestic violence and abuse
Parents and children with a range of health problems

Legal Status

HSH is a registered Charitable Company limited by Guarantee. All Home-Start schemes must sign and adhere to the Home-Start National Agreement, first introduced in 1997. This Agreement ensures an agreed quality of service to families and national and regional Home-Start. Schemes participate in an appropriate system of regular monitoring and review by Home-Start UK.

Under this umbrella, HSH is an independent self-financing and self-governing local charity.

The Home-Start policy documents must be adopted by Home-Start schemes in accordance with the Home-Start Agreement.

The documents are

- Standards & Methods of Practice of Home-Start Schemes
- Home-Start Model Memorandum & Articles of Association
- Model Constitution

These documents are available for inspection on our website [www.home-start herefordshire.co.uk](http://www.home-start-herefordshire.co.uk)

A range of policies must be adopted by Home-Start schemes in accordance with the Home-Start Agreement and include policies covering Safeguarding and Promoting the Welfare of Children, Safeguarding Vulnerable Adults, Confidentiality, Equal Opportunities etc. A range of other policies adopted by the scheme use Home-Start UK models e.g. Information Governance, GDPR, Health and Safety. A list of all policies adopted by HSH are listed in Appendix B.

Governance

The Charity is governed by a volunteer Trustee Board. The Scheme endeavours via a skills audit to ensure that the Trustees have the necessary expertise and experience to support the staff and volunteers. The Board has the power to set up sub committees and working parties as deemed necessary. The Trustee Board meets every two months. The Scheme Manager attends these meetings. Every six months, representatives from the statutory services, HSH Volunteer Representatives, Family Representatives and additional members of staff attend the meetings.

The Trustees are responsible for the overall delivery of the scheme which it delegates to the scheme manager for day-to-day delivery. They have adopted Trustee Objectives which detail the roles and responsibilities of Trustees in line with the Nolan Principles of Public Life.

- To provide good governance and operate within the constitution.
- To ensure the charity operates in compliance with the law.
- To provide strategic vision and direction to Home Start Herefordshire.
- To act as a critical friend to the organisation.
- To act as a responsible employer.
- To be accountable to the staff members, volunteers and the stakeholders.
- To operate according to the Nolan Principles of Conduct.

HSH has an Annual General Meeting to which partners and supporter are invited.

Monitoring and Evaluation

HSH has adopted the Home-Start Monitoring and Evaluation Model introduced nationally in 2001 in order to gather information that allows us to track the effectiveness of our support in meeting the needs of the families.

We also gather regular and ongoing information from our stakeholders to inform our strategic planning process. Some feedback received from our stakeholders is included in Appendix D.

Quality Assurance

Home-Start Herefordshire is proud to be quality assured. The quality of our practice has been assessed under the Home-Start Quality Assurance System. This is a robust, bespoke system originally developed in collaboration with Charities Evaluation Service (designers of PQASSO). It is based on a programme of self-assessment against Home-Start's nationwide quality standards.

The ongoing development of our services has been reviewed, as well as the continuous improvement of practice areas relating to governance, management and safeguarding & service delivery. The standards also incorporate principles of ISO 9001 & Investors in People requirements. Reviews are undertaken by Home-Start UK's quality assurance specialists who are accredited ISO auditors. In addition Home-Start UK holds ISO 9001 accreditation and the Investors in People Award.

The 2017 QA review concluded that the quality of our service is outstanding.

Resources

HSH employs a scheme manager, organisers, group coordinator, play leader, scheme administrators and a marketing and volunteer recruitment coordinator.

An organisation Chart is included at Appendix E.

Student placements, home visiting volunteers and volunteer trustees both support and are supported by the staff. Regular supervision and appraisal processes are in place for all staff and volunteers. They are all checked by the Disclosure and Barring Service at enhanced level and have accredited safeguarding training.

Finance

We currently have a contract with the County of Herefordshire District Council to deliver a 'befriending service to families'. We work closely with them in compliance with and delivering outcomes for The Family First Plan. We also benefit from a contract with BBC 'Children in Need' to support children over 5. We are heavily dependent on Charitable Trusts, fundraising events and donations for the rest of our funding.

HSH has always struggled to raise sufficient funds to offer a service to young families in Herefordshire.

The Trustees endeavour to hold sufficient reserves to enable the charity to continue normal operations, without further funding, for a period of 6 months. This is considered necessary in view of the uncertain funding streams and to give time to establish alternatives, where necessary. The reserve requirement is assessed at the end of each financial year and reviewed regularly by the Trustees.

An annual budget is prepared and agreed before the start of each financial year and is subject to regular review against actual expenditure throughout the year. The current years' budget is set out in Appendix F.

The charity seeks to raise funding in advance, to cover anticipated expenditure. Should funding not meet operational costs, expenditure will be trimmed unless there are sufficient non-designated reserves to cover any temporary shortfall. Expenditure is monitored and reports are prepared for Trustees to enable them to ensure that income and expenditure are planned to meet payment schedules and to overcome any potential cash flow problems.

- In view of the resistance of some funders to finance indirect costs or overheads, the Trustees ensure that there are sufficient resources from other funders to cover these costs.
- The Trustees recognise the need to obtain the right balance between project costs and organisation costs, in order to ensure that central administration is appropriate for the level of project activity and that it adds value to the project work.
- Income is reviewed frequently to ensure that it is on target and that any shortfalls are picked up early. Sources of income are researched and managed throughout the year.

- The Trustees actively seek to maintain ongoing funding to meet operational costs by fundraising, sponsorship, specific donations etc. As well as contingency reserves outlined above, the charity holds appropriate insurance.

Accommodation

Premises: The HSH office is located in leased premises on the Thorn Industrial Estate in Hereford City. The Scheme has sole occupancy of two first floor offices and a meeting/training room and shared kitchen and bathroom facilities. It has disabled access into the front lobby but not to the offices and meeting rooms. The Board is actively addressing this issue and when necessary, alternative arrangements are made.

Risk Management

The Statement of Recommended Practice "Accounting and Reporting by Charities (updated in February 2005) requires charitable companies to include in the Annual Report, a statement confirming that "the major risks to which the charity is exposed, as identified by the Trustees, have been reviewed and systems or procedures have been established to mitigate those risks".

The Charity Commission has set out detailed guidance on the steps that Trustees can take to evaluate the risks to which the charity is exposed.

The Trustees have examined the major strategic, business and operational risks which HSH faces and confirmed that systems have been established to lessen the risks. The Trustees' current Risk Management Review is set out in Appendix G.

Appendix A

Understanding Herefordshire

Herefordshire is situated in the south-west of the West Midlands region bordering Wales. The city of Hereford lies in the middle of the county and other principal locations are the five market towns of Leominster, Ross-on-Wye, Ledbury, Bromyard and Kington. The county has beautiful unspoilt countryside with remote valleys and rivers and a distinctive heritage. The River Wye divides the county, flowing east from the Welsh border through Hereford city before turning south through the Wye Valley 'Area of Outstanding Natural Beauty'. The Malvern Hills rising to 400m border the east of county, while the south-west is dominated by the western reaches of the Black Mountains with altitudes of more than 600m. Herefordshire covers 2,180 square kilometres (842 square miles). 95 per cent of the land area is 'rural' and 53 per cent of the population live in rural areas. Being a predominantly rural county presents opportunities in, for example, tourism and agriculture, but also presents challenges, for example in geographical barriers to services.

The resident population is 189,300, dispersed right across its 842 square miles. Just under a third (60,800 people) lives in Hereford city with a fifth in one of the five market towns. Just over half of all residents (99,900) live in areas classified as rural.

Herefordshire has a relatively older population compared to England and Wales, 24% of residents (44,800 people) are aged 65+ compared to 18% nationally.

Herefordshire has a slightly lower proportion of younger children than nationally (11% aged under ten compared to 12% in England and Wales), although a similar proportion of 10-17 year olds.

Herefordshire has affluent areas where residents enjoy good health and wellbeing outcomes, alongside areas which rank amongst the most deprived in England where residents have significantly poorer outcomes.

Herefordshire, as a whole, experiences fairly "average" levels of multiple deprivations being around the 60% most deprived out of all county or shire council authorities in England; relatively more deprived than its neighbours Shropshire, Worcestershire and Gloucestershire. The most deprived areas of the county are in Hereford city and the market towns of Leominster, Ross-on-Wye and Bromyard.

In Herefordshire, 4,300 children (14%) under the age of 16 live in income deprived households. There are ten areas of the county where more than one out four children live in income deprivation. Six of these areas fall within the 20% most deprived in England- all in Leominster and south Hereford; the other four are in the 25% most deprived. "Leominster Ridgemoor" remains the most deprived area, with almost two in every five children (38%) experiencing income deprivation.

On the other hand, there are 32 LSOAs in Herefordshire that fall within the 25 per cent least deprived in England; all have 8% or fewer children living in income deprivation. Two thirds of these LSOAs are in rural areas. Of the remaining third, the greatest number (five LSOAs) is in the north of Hereford city.

Herefordshire has a relatively small, but growing, Black, Asian and Minority Ethnic (BAME) population; 6.4 % in 2011 compared with 19.5 % nationally. Whilst the attainment of pupils in Herefordshire with a first language of English is in line with national average, pupils with English as an Additional Language (EAL) are currently 13% points behind their peers (exceeding the national gap by two and half times). Majority of ethnic minority family groups are from Eastern Europe.

In 2017, Herefordshire's rate of LAC was 84 per 10,000 children aged under 18; statistically significantly higher than the average rate for the five most similar local authorities, and the England rate.

Our Priority Objectives (see p 4) reflect the Priority Areas highlighted in Understanding Herefordshire Report 2018 (Joint Strategic Needs Assessment).

HOME-START HEREFORDSHIRE

POLICIES

Mandatory policies are reviewed yearly and others 3 yearly

| Policy |
|--|
| <u>STANDARD MANDATORY DOCUMENTS</u> |
| Agreement |
| Business Continuity & Disaster Recovery |
| Business Plan |
| Constitution |
| Memorandum & Articles |
| Problem Solving & Disputes Procedure |
| Model Rules of Home-Start |
| Standards & Methods of Practice |
| Standing Orders for Management & Control |
| <u>POLICIES - MANDATORY & ESSENTIAL</u> |
| Anti Bribery Policy |
| Communications Policy & Procedures |
| Complaints |
| Conflicts of Interest Policy |
| Employment |
| Environmental (HSH Policy) |
| Equality, Fairness & Diversity |
| Expenses (HSH compiled by Rob) |
| GDPR |
| Health & Safety policy & H&S Audit |
| Human Rights |
| Information Governance |
| Internal Appointments Policy |
| Looking after children in the absence of their parents |
| Managing Referrals |
| Managing Resting Volunteers |
| Media Policy (HSH) |

| Policy |
|--|
| Recruitment of Ex-offenders |
| Reserves Policy |
| Responsible Reporting |
| Retirement |
| Personal Safety |
| Safer Recruitment inc DBS + Recruitment & Selection Process checklist |
| Safeguarding |
| Safeguarding Adults |
| Safeguarding Code of Conduct |
| Staff Development |
| Supervision of Staff |
| Supervision of Volunteers |
| Time Off In Lieu |
| Trips & Outings Policy |
| Volunteer Policy & Charter |

Appendix C

Monitoring and Evaluation

HSH has adopted the Home-Start Monitoring and Evaluation Model introduced nationally in 2001. There are Referral, Review and Final Visit forms. A form is completed by the Organiser together with the family on the initial visit. Regular reviews are carried out and at the end of support. Thus we can gather information that allows us to track the effectiveness of the support in meeting the needs of the families.

Volunteers complete diary sheets after each visit to a family. On these they highlight, if relevant, how their activities with the family have contributed to any of the five Every Child Matters Outcomes. This information is transferred to a database. Records of concern are also recorded and, where appropriate, shared with the relevant agency.

Quarterly and annual statistics are submitted to Home-Start UK. The annual statistics comparison are included as Appendix C.

In addition, HSH gathers regular and ongoing information from our stakeholders to inform our strategic planning process.

| Stakeholder | Source of views and feedback |
|---------------------------|---|
| Families | Family files Individual comments during and after support Exit interviews Questionnaires |
| Referrers | Discussions and meetings during and at the end of support Meetings including multi-agency meetings Questionnaires |
| Children | Individually in child friendly format e.g. game playing, visual charts , child feedback wheel |
| Commissioners and funders | Monitoring meetings Multi agency meetings Repeat funding offers |
| Volunteers | Peer support meetings Questionnaires Supervision and support meetings Trustee meetings and supervision |

Some feedback received from our stakeholders is included in Appendix D.

STATS DATABASE

Appendix C

| | | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 | 17/18 |
|----|---------------------------------------|-------------------------|-----------------------|------------------------|----------------------|--------------------------|-------------------------|--------------------------|
| | Volunteers | | | | | | | |
| 1 | No of volunteers at end of March | 60 + 20 on preps crs | 77 + 8 on prep crs | 69 + 6 on prep crs | 83 | 85 | 76 | 77 |
| 2 | No of Volunteers who left | 26 | 18 | 26 | 16 | 28 | 29 | 16 |
| 3 | No of Vols recruited & trained | 37 | 38 | 19 | 29 | 29 | 11 | 17 |
| | Total for year | 86 | 95 + 3 sw students | 95 + 3 S W students | 99 | 113 | 95 | 93 |
| | | | | | | | | |
| | Families | | | | | | | |
| 4 | No of families helped during the year | 161 | 163 | 157 | 168 | 147 + 61 T.L. | 267 (117 TL) | 167 inc(42TL) |
| 4 | No of families at end of March | 99 | 91 | 92 | 83 | 57 + TL | 57 + TL | 46 |
| 5 | No of Referrals | 87 | 115 | 150 | 144 | 155 | 166 | 133 |
| 6 | No of new referrals helped | 47 | 71 | 82 | 89 | 108 | 83 | 68 |
| 7* | No of Children | 329 (225 under 5) | 339 (199 under 5) | 339(188 under 5) | 343 (186 under 5) | 389 (203 under 5) | 461 (138 TL) | 312 |
| 8 | Lone Parents | 20 | 39 | 36 | 25 | 43 | 54 | 49 |
| | | | | | | | | |
| | Income | | | | | | | |
| | Statutory Funding | 74,000 | 32083 | 35,000 | 70,000 | 70,000 | 70,000 | 66,500 |
| | Donations | 16,733 | 24879 | 3880 | 6488 | 3697 | 3285.06 | 6,713.67 |
| | Friends Donations | | | 3010 | 3310 | 3540 | 4,782.22 | 3,780.00 |
| | Fundraising | 4,218 | 3256.65 | 3469 | 4041 | 5262 | 1915.24 | 6,065.36 |
| | Other (grants etc) | 72,368 | 83678.65 | 93,655 | 75,729 | 83,405 | 79,983 | 78,569.97 |
| | TOTAL | 167,319 | 143,897.30 | 139,014.00 | 159,568 | 165,904 | 160,238 | 161,629 |

Appendix D

Selection of Feedback from HSH Stakeholders

Referrers

"Families feel that they have somebody who cares about their wellbeing. They provide a listening ear, taking them out for appointments and socialisation, reduce conflict in the family" (Secondary School- Pastoral Support).

"A family managed to feel confident enough to move away from the CAF; they give confidence to parents about their parenting encouraging better parenting skills" (Primary School- Learning Mentor).

"Needs were met, reducing isolation, building confidence & increasing enjoyment of family" (School Nurse).

"Parents report the support has eased their stress, loneliness and isolation" (Health Visitor).

"Parents better able to deal with benefits & access to community resources" (Health Visitor).

"Clear areas were highlighted for improvements and a clear plan was set out with targets achieved and discussed in a transparent way." (Secondary School- Pastoral Support).

Parents

"Volunteer related well as she had a real in-depth understanding of my daughter's additional needs. The support gave my daughter confidence and helped her feel more able to access other services/ activities" (mum & teenage daughter with additional needs).

"Our volunteer helped me with strategies around routines including help with bed times & eating. She helped with cooking, supporting me at meetings and making sense of what was being said" (single mum with 3 children- 1 child with long term health issues).

"Our volunteer is so empathic with my situation. She listens & points me in the right direction. She has been a huge support so logical, practical and all relevant to my situation" (mum with 4 children- youngest child with additional needs).

"Our volunteer has helped us rebuild our lives and to live as a family & work better as a family, she's helped to smooth things out. Being able for us all to share our

thoughts & feelings has made a huge difference to our lives" (Father who fled an abusive relationship)

"Our volunteer has great empathy and encourages me to have confidence in my ideas and suggests other. She has greatly improved our feelings of taking decisions and not being overwhelmed." (Mother who experienced severe emotional abuse)

Children

"Before the volunteer came I felt ...

"I couldn't tell anyone how I felt, she has made me understand how to express my feelings in the right way and I now feel much happier" (child 14yrs who was struggling with managing her anger).

"I felt alone, depressed and had enough, now I feel there is hope and room for improvement. I was at rock bottom and it felt helpless, now I feel confident things will and have been changing for the better." (Child 13yrs who was struggling with poor mental health)

Volunteers

"The volunteering role is challenging and rewarding and I value highly the time I spend with the scheme"

"Home-Start offers an excellent support system to their volunteers"

"The team are very organised, supportive and helpful. They really care about their volunteers and the families they support".

Commissioners & Funders

"We need support for the most vulnerable families to access universal services, establishing routines, support with relationships with school. Children need mentoring, support with homework, support with attending school. Home-Start's years of hard work, knowledge and expertise with families is extensive and so valuable to services for families in Herefordshire"(Head of locality Services Herefordshire Council).

APPENDIX E

RESOURCES

People

HSH employees

The scheme employs the following staff:

- a) Scheme Manager
 - To hold ultimate responsibility for maintaining an overview of the scheme.
 - To ensure the effective day to day management of the Scheme in accordance with the Home-Start Constitution and Agreement.
 - In conjunction with the Board of Trustees, to ensure the Scheme maintains high standards of practice in supporting families within the ethos of HomeStart.
 - To ensure inclusion and diversity in all aspects of the scheme's work.
 - Providing leadership and management to the staff team.
- b) Organisers
 - To receive referrals and assess the needs of families.
 - To recruit and train volunteers.
 - To introduce volunteers to families.
 - To provide support, supervision and ongoing training opportunities for volunteers.
 - To network within the community.
- c) Family Group Co-ordinator
 - To run a Family group in North Herefordshire.
 - To liaise with potential referrers and promote the groups
 - To give additional support to families through home visiting
- d) Play-leaders
 - To assist the Group Co-ordinator at the Family Group
 - To organise suitable activities for the children during the group session.
- e) Scheme Administrator
 - To provide admin support for staff and Trustees
 - To maintain efficient accurate and confidential records.
- f) MESH Administrator
 - To input data onto the Home-Start Monitoring and Evaluation system
 - To produce reports from the MESH system
 - To do the necessary paperwork associated with the above (i.e. set up family file and close when applicable).
- g) Marketing & Volunteer Recruitment Co-ordinator
 - To raise the profile of Home-Start in Herefordshire
 - To recruit volunteers as home visitors and Trustees

All staff receive an initial induction and ongoing training. Organisers attend a three-day residential course and Family Group Co-ordinators a two-day residential course, both organised by Home-Start UK. Scheme Managers attend Home-Start UK training on "Managing the Scheme" and "Leading the Team".

All Home-Start staff are checked by the Disclosure and Barring Service at enhanced level and have accredited safeguarding training.

Staff receive regular supervision, an annual appraisal and are offered and encouraged to undertake additional training to update their knowledge and skills.

Student placements

The scheme seeks to attract student placements to enhance the resources available to deliver objectives. One of the scheme coordinators is a trained workplace supervisor and it is her role to support social work students whilst working at the scheme. She undertakes weekly supervision sessions. The students undertake intensive training at the outset of their placement.

Volunteers

All Home-Start volunteers have parenting experience or experience with children. They come from all walks of life and cover a wide age range, from people in their twenties with young children of their own to those in their seventies who have grandchildren. We welcome people with a disability. All our volunteers know that bringing up children is not easy and can sympathise with the problems our parents are experiencing. They bring a wide range of skills and experience which they can offer to the families they visit.

Anyone interested in being a volunteer is interviewed by the Volunteer Recruitment Co-ordinator, asked to provide two references and is checked by the disclosure and barring service (enhanced level).

Before beginning to work with families, volunteers attend a 10-week Preparation Course. Thereafter they receive regular ongoing training, individual support and supervision from an Organiser and have opportunities for attending regular peer support meetings.

We advertise for volunteers as widely as possible using our website, the press, local radio, distributing leaflets and posters and providing displays and stands at a large variety of venues and events.

In order to help all the families who need support it is vital that we recruit volunteers from all parts of the county. Most of our volunteers live in or around Hereford city. It is difficult to recruit sufficient volunteers in some other areas. We have noticed an increase in the number of volunteers who join to increase their own skills and experience in order to move to paid employment. Whilst we see this as a very positive outcome of our work it does result in volunteers working with us for a limited period of time and consequently a greater turnover.

Trustees

The Trustees who govern HSH are also volunteers. The Trustees are not directly responsible for the day to day running of the scheme, but provide strategic direction for the Charity, ensuring it is solvent, well run and meeting the needs for which it was set up. All Trustees are checked by the Disclosure and Barring Service and undertake safeguarding training. The Trustees have adopted Trustee Objectives which details the roles and responsibilities of Trustees in line with the Nolan Principles of Public Life.

HOME-START HEREFORDSHIRE

Organisational Chart

Chair of Trustees
Vicki Murray

Trustees

| | | | | | |
|-------------------------------|-----------------------------------|-----------------------------------|-------------------|-------------|----------------|
| Treasurer Rob Ellam | Vice Chair Andy Walkden | Safeguarding Helen Tank | Hazel Misselbrook | Jan Frances | Jeremy Stobart |
|-------------------------------|-----------------------------------|-----------------------------------|-------------------|-------------|----------------|

Scheme Manager
Mandie Preece

Staff

| | | | | | |
|-------------------------------------|----------------------------------|---|--|--|---|
| Organiser Barbara Stevens | Organiser Diane Gibson | Scheme Administrator/ Organiser Sally Jones | Group Co-ordinator Kay Gray also MESH Administrator | Group Co-ordinator Tamra Thomas Kington | Marketing/Volunteer Recruitment Co-ordinator Alison Jones |
|-------------------------------------|----------------------------------|---|--|--|---|

Volunteers
In Hereford City, Kington,
Leominster, Ross-on-Wye,
Bromyard and Ledbury

Volunteer Representative
Judy Hooley

Family Representative
Wendy
Troy

Playleader
Kim Amps

BUSINESS PLAN - INCOME AND EXPENDITURE

SUMMARY OF RESULTS

| | Planned | <i>Latest Est</i> | <i>Actual</i> |
|-------------------------------------|----------------|--------------------------|----------------------|
| | 2019-20 | 2018-19 | 2017-18 |
| | £ | £ | £ |
| Income | | | |
| Core income | 63,400 | 72,116 | 83,091 |
| New income | 20,000 | 5,000 | |
| Contributions from projects: | | | |
| <i>Herefordshire Council</i> | 66,000 | 66,000 | 66,500 |
| <i>CIN</i> | 10,000 | 10,000 | 10,000 |
| Total income | 159,400 | 153,116 | 159,591 |
| Expenditure | | | |
| Budget expenditure | 157,853 | 156,103 | 159,808 |
| Surplus/(deficit) | 1,547 | (2,987) | (217) |

RESERVES

Unrestricted:

| | | | |
|------------|---------------|----------------|---------------|
| - Opening | 40,698 | 43,685 | 42,772 |
| - Movement | 1,547 | (2,987) | 913 |
| - Closing | 42,245 | 40,698 | 43,685 |

Restricted

| | | | |
|------------|------------|------------|----------------|
| - Opening | 913 | 913 | 2,042 |
| - Movement | | | (1,129) |
| - Closing | 913 | 913 | 913 |

BUSINESS PLAN - INCOME AND EXPENDITURE

CORE INCOME April 17 - March 20

| Core Income | Notes | Full Year | | |
|-------------------------------------|-------|---------------|---------------|---------------|
| | | 19/20 | 18/19 | 17/18 |
| | | Plan £ | Est £ | Act £ |
| Dividends and interest received | | 300 | 300 | 452 |
| Donations - friends | | 4,000 | 4,000 | 3,780 |
| Donations - misc | | 7,000 | 7,000 | 6,714 |
| Fundraising income | | 3,000 | 3,000 | 6,065 |
| Gift aid tax refunds | | 1,500 | 1,216 | 1,104 |
| Four Acre matched funding | | | 2,000 | |
| Lewis Nicholas sponsorship | | 20,000 | 20,000 | 20,000 |
| Herefordshire Community Foundation | | | 1,500 | 2,600 |
| Hereford Times - Healthy Lifestyles | | | | 1,760 |
| Eveson Trust | | 15,000 | 15,000 | 15,000 |
| Army Central Fund | | | | 4,000 |
| Co-op | | | 2,000 | |
| Army Benevolent Fund | | | | 5,000 |
| Cadbury Trust | | 1,000 | 1,000 | 1,000 |
| Santander | | | | 3,500 |
| Kington Church | | 1,000 | 1,000 | 1,000 |
| Tesco | | | 2,000 | |
| Rotary | | | 500 | |
| Bulmer Trust | | 3,000 | 3,000 | 3,000 |
| Social Work students | | 5,600 | 5,600 | 5,600 |
| Other income | | 2,000 | 3,000 | 2,516 |
| Total | | 63,400 | 72,116 | 83,091 |

BUSINESS PLAN - INCOME AND EXPENDITURE

EXPENDITURE April 17 - March 20

| Expenditure | Notes | 19/20 | 18/19 | 17/18 |
|-----------------------------------|-------|----------------|----------------|----------------|
| | | Plan | Est | Act |
| | | £ | £ | £ |
| Accountancy fees | | 1,224 | 1,212 | 1,175 |
| AGM | | 300 | 493 | 148 |
| Bank charges | | 202 | 200 | 225 |
| Fees & subscriptions | | 3,689 | 3,652 | 3,403 |
| Power and water | | | | 787 |
| Fundraising expenses | | | 448 | 1,671 |
| General office expenses | | 2,323 | 2,300 | 2,505 |
| Insurance | | 859 | 850 | 810 |
| Legal & professional fees | | 32 | 32 | |
| Depreciation | | | | 139 |
| Office rent | | 4,920 | 4,920 | 4,933 |
| SW Student costs | | 3,872 | 3,872 | 3,648 |
| Postage & stationery | | 404 | 400 | 671 |
| Publicity | | 102 | 101 | 439 |
| Room hire | | 812 | 804 | 465 |
| Scheme expenses | | 434 | 430 | |
| Family expenses | | 250 | 849 | |
| Staff - pensions | | 4,582 | 4,477 | 4,350 |
| Staff - salaries | | 122,258 | 119,062 | 122,223 |
| Advertising | | | | |
| Staff - travel and other expenses | | 4,040 | 4,000 | 4,000 |
| Telephone | | 1,500 | 2,000 | 1,840 |
| Training | | 1,000 | 1,000 | 1,000 |
| Volunteers costs | | 5,050 | 5,000 | 5,376 |
| Total | | 157,853 | 156,103 | 159,808 |

HOME-START HEREFORDSHIRE RISK ASSESSMENT

| LOSS OF HSH REPUTATION | | IMPACT | PROBABILITY | CREDIBLE EXTREME ADVERSE CONSEQUENCE |
|---|--|--|-------------|--|
| | | High | Medium | Ineffective Management Committee or Trustee board |
| RISKS | | KEY CONTROLS IN PLACE | | WEAKNESSES & CORRECTIVE ACTION |
| <i>Ineffective or inadequate Management Committee or Trustee Board</i> | | <ul style="list-style-type: none"> • Annual Trustees appraisal and performance review • Trustees annually review skills needed against existing Trustees' skills and the Board is strengthened as necessary. • Skills needed are further reviewed whenever Trustees resign. • Regular contact with Home-Start UK and • Regular review and update of Business Plan • Triennial reviews. • Mission statement clearly set out in all HSH documentation | | |
| <i>Lack of clear mission and vision</i> | | <ul style="list-style-type: none"> • Fully documented vetting and reference procedures in place are followed by Trustees, professional staff and Volunteers. • Vulnerable adults policy • Service level agreements and contracts with statutory agencies set out terms of reference wherever practically feasible. • Regular liaison with statutory agencies. • Disclosure and Barring Service checks for all staff, Volunteers and Trustees. • Monitoring in place to ensure that everyone receives appropriate training (e.g. safeguarding children) • Regular contact between Scheme Manager and Chair of Trustees and also with HSUK. • Direct access by Organisers and other professional staff to Chair or Family Services Specialists if required. • Regular review of all child protection cases by the Chair and all relevant cases reported to the Trustees. • Safeguarding is an agenda item at all Board meetings • Strict control over cases that are taken on. • Traffic light system used on family files to highlight complex cases • Trustees with responsibility for safeguarding carries out regular safeguarding audits on family files | | |
| <i>Inappropriate actions during safeguarding children or vulnerable adult cases</i> | | | | Now more restricted due to less staff at HSUK |

| | |
|--|--|
| <i>Inappropriate actions by volunteers or organisers</i> | <ul style="list-style-type: none"> • Staff and safeguarding trustee carry out bi-monthly safeguarding meetings to discuss case load and any developments around safeguarding policy and practice • Staff undertake HSUK safeguarding refresher training every 3 years |
| | <ul style="list-style-type: none"> • Full initial training for all Volunteers, including a thorough explanation of their specified terms of reference. • Regular communication between Volunteers and Organisers. • Policy covering supervision of Volunteers • Regular appraisal of Organisers • All actions taken by both Volunteers and Organisers are fully documented. |
| <i>Confusion concerning the role of HSH</i> | <ul style="list-style-type: none"> • Effective publicity to ensure the mission statement and vision of HSH is well understood. • Regular contact with statutory agencies and other relevant bodies to ensure that the role and capabilities of HSH is understood and recognised. |

| LOSS OF HOME-START NATIONAL REPUTATION | | | |
|---|---|-------------|--|
| | IMPACT | PROBABILITY | CREDIBLE EXTREME ADVERSE CONSEQUENCE |
| | Medium | Low | Weak controls in other schemes Lack of clear guidance from the centre |
| RISKS | KEY CONTROLS IN PLACE | | WEAKNESSES & CORRECTIVE ACTION |
| <i>Damage to HSH arising from events in other schemes</i> | <ul style="list-style-type: none"> • Governance at National level supported with identified specialists, monitoring and ongoing contact between Scheme Managers • HS UK performs compliance checks and audits of all significant policies for all accredited schemes. | | |

| INSUFFICIENT FUNDS FOR FUTURE OPERATIONS | | IMPACT | PROBABILITY | CREDIBLE EXTREME ADVERSE CONSEQUENCE |
|--|---|--------|-------------|---|
| RISKS | | High | Medium | Poor financial planning No clear future vision Loss of major funder or funding |
| | KEY CONTROLS IN PLACE | | | WEAKNESSES & CORRECTIVE ACTION |
| <i>Inadequate financial planning and forecasting</i> | <ul style="list-style-type: none"> Annual budget approved by the Trustees and a full year forecast of income and expenditure is regularly reviewed and updated. Regular monitoring of income and expenditure by staff, Treasurer and Trustees. Trustees endeavour to hold sufficient reserves to cover funding shortfalls for at least 6 months. Continuous review of new funding initiatives by Scheme Manager and Trustees. Future funding strategies continuously under review and funding is given a high profile throughout the organisation. Constant monitoring and search for alternative funding streams. Level of unrestricted funds is a regular Board agenda item | | | Unrestricted reserves represent circa 3 months of income following the deficit in the year to 31 March 2017. Regular review of ongoing expenditure and activities will be required until the deficit expected for the year to 31 March 2018 is at an accepted level. |
| <i>Shortage of funds</i> | | | | |

| LOSS OF ASSETS | | IMPACT | PROBABILITY | CREDIBLE EXTREME ADVERSE CONSEQUENCE |
|---|---|--------|-------------|---|
| RISKS | | Medium | Medium | Weak financial controls Lack of insurance Failure to meet legal requirements Natural disasters |
| | KEY CONTROLS IN PLACE | | | WEAKNESSES & CORRECTIVE ACTION |
| <i>Inadequate or invalid insurance</i> | <ul style="list-style-type: none"> Insurance cover reviewed annually by HS UK on behalf of all schemes. Staff and Trustees are made aware of the scope and conditions relating to insurance cover. All information is backed up and copies retained off premises | | | |
| <i>Failure of computer software or loss of data</i> | | | | |

Inappropriate use of equipment

- Computers protected by virus and firewall protection
- Computers and memory sticks password protected

Loss of data

- Premises locked when not in use
- Premises monitored by night watchman when not in use
- Vital statistics details maintained electronically backed up as above
- Family files and Blue book containing family data are stored in a locked and fireproof cabinet when not in use

Loss of premises

- Contingency plan in place for disaster recovery / loss of premises

Weak or ineffective financial controls or procedures

- Standing orders for financial management set out procedures and controls and are reviewed annually, and updated as appropriate, by the Trustees
- Close liaison between staff, Independent Accountant and Treasurer.
- Monthly reporting to the Trustees of income and expenditure against budget and regular reviews of full year forecasts.
- Controls over expenditure and commitment levels.
- Funds for specific projects are reported separately with expenditure matched against funding.
- See controls above under weak or ineffective financial controls re misappropriation of funds.

Misappropriation of funds or incorrect reporting of specific project funds

Fines arising lack of legal compliance: Company law or charity commission

Safeguarding children and vulnerable adults legislation

- All Trustees receive induction training and regular updates from the Charity Commission.
- Safeguarding concerns are highlighted at Trustee meetings and Trustees have access to Local Authority safeguarding training. Levels of awareness will be raised and specifically covered at least 3 times a year
- HS UK provides regular advice and updates for Trustees, staff and Volunteers and HSUK refresher training courses are raised at Trustees' meetings
- Training given to all staff and Volunteers. (Regular update training and refresher courses.)
- All staff and volunteers, including Trustees, subject to

- enhanced DBS check on appointment and the check is renewed every 3 years
- Safeguarding training undertaken by all staff and volunteers including Trustees within 12 months of appointment and refresher courses taken as a minimum every 3 years.
 - Written procedures in place are regularly updated.
 - Advice and guidance provided by HS UK
 - Health & Safety Representative
 - Health & safety policy covers all relevant issues and is regularly reviewed, and updated as necessary.
 - Risk assessment prepared in advance of all group activities
 - Regular fire safety drills for the premises
 - Annual audit of Health & Safety
 - All staff given induction training on HSH procedures.
 - Accident records maintained
 - HSH policy in place, as advised by HS UK, and regularly updated
 - Registered under Data Protection Act
 - Standard employment terms for all staff as advised and updated by HS UK
 - Payroll administered by independent qualified accountant.
 - Employer's liability insurance held

Health & Safety legislation

Data protection Act

Employment legislation

| LOSS OF STAFF OR VOLUNTEERS | | IMPACT | PROBABILITY | CREDIBLE EXTREME ADVERSE CONSEQUENCE |
|--|---|--------------------------------|-------------|--------------------------------------|
| | | High | Low | Insufficient volunteers trained |
| <hr/> | | | | |
| RISKS | | WEAKNESSES & CORRECTIVE ACTION | | |
| <hr/> | | | | |
| LOSS OF KEY STAFF | | | | |
| <i>Difficulties retaining and recruiting staff</i> | | | | |
| | <ul style="list-style-type: none">• Regular review, monitoring and support for all staff• Documented annual appraisal to identify areas of concern and opportunities for personal development• Regular reviews of recruitment policy supported by HS UK• Continuous monitoring of skills and development• Issues arising from annual appraisals are identified during | | | |
| <i>Inadequately trained staff and Volunteers</i> | | | | |

regular supervision with staff as they work towards personal development plans with monthly, 3 monthly and 6 monthly monitored targets

- Training needs review included as part of annual appraisal.
- Proactive support from the Trustees for investment in staff development.
- Volunteer support meetings with peers
- Initial training programme for all Volunteers, followed by regular review and assessment, together with training support days.

Retirement or resignation of staff and volunteers

HSH relies on a small number of experienced staff resulting in exposure to loss of key staff. Trustees are fully aware of this but believe there is limited scope to mitigate this exposure.

Abuse of Volunteers or staff by a family

- Regular recruitment programmes for new Volunteers.
- Overlap of responsibilities and regular staff meetings for general discussion allows for some resilience to loss of staff.
- Staff appraised annually including career prospects discussion
- Full assessment of all families by Organisers before support is agreed.
- Careful matching of Volunteer and family.
- Ongoing monitoring by Organisers.
- Strict control of cases that are taken on

Home-Start Funding Strategy

1. Strategic Objectives

1. To raise £80,000 per annum to cover a small increase in core activities and ongoing expenditures.
2. To secure continued project income to support essential work with families (total project costs £80,000 per annum).
3. To build reserves to a minimum level of 6 months operating costs.
4. To maintain this level of income (allowing for inflation) in subsequent years through stable long term income sources.
5. To build the profile of Home-Start, among its current and potential stakeholders and key constituent markets.

2. Strategic Aims

1. To continue to seek support from trusts, foundations and statutory funding, with particular emphasis on the statutory agencies that are not currently providing support.
2. To further develop the 'Friends scheme' and within it fundraising events.
3. To develop corporate support.

3. Priorities for action over the next 12 months

1. To increase trust and foundation income.
2. To maintain statutory income.
3. To harness the interest from advocates/friends, asking them to undertake specific tasks, that decrease rather than increase staff work-load.
4. To focus energy on one major fundraising event (each year). Ask 'Friends' to help to achieve this via sponsorship and ticket selling.
5. To develop corporate support, aiming for sponsorship of specific items, or paying an amount to have the company name printed on Home-start materials. Aim for one company a year.
6. To produce regular updates and other information on Home-Start activities for 'friends' and other regular donors.
7. Scheme Manager or Trustees to regularly meet with major or potential funders to provide updates and encourage further funding.
8. Review skills and expertise of staff to determine whether these can be used to generate extra income.
9. Consider opportunities to generate additional income from sales or similar enterprises

4. Critical success factors

- Ongoing detailed research into funding sources such as trusts/companies.
- Increased support from statutory agencies.
- Targeted effort and priorities.
- Manageable fundraising in terms of staff time.
- Additional staff time allocated to marketing and fundraising.
- 'Friends' that open doors, increase net income streams.
- Increasing the support from the general public

| <u>SERVICE AREAS</u> | <u>ACTIVITY</u> | <u>DELIVERED BY</u> | <u>RESPONSIBLE TO</u> | <u>FUNDING</u> | <u>TIMEFRAME</u> | <u>MONITORING AND TARGETS</u> | <u>COMMENTS</u> |
|------------------------------|--|--|-----------------------|--|--|---|---|
| Home Visiting | Maintain current levels of service providing support at home to families throughout the County- Age range 0-19yrs Targets- 65 families(12-24 week intervention) 3000hrs of direct & indirect support Mentoring Support for children over 5yrs | Volunteers line managed by Organisers | Scheme Manager | Hereford Council Befriending contract £66,000 BBC CIN funding - small grant £10,000 (3 year small grant) | 1st April 2018- 31st March 2019 (council) + additional year funding available CIN 1st December 2016 - 30th November 2017 | Quarterly returns as required (Herefordshire Council) CIN report due end of September 2018 | |
| Volunteer Recruitment | Recruit 20 new home visiting volunteers. Actively recruit volunteers who can provide short term mentoring support (targeted) and after school and holiday cover. Marketing whole family support 0-19yrs . | Marketing and Volunteer Recruitment Coordinator and Organisers | Scheme Manager | Herefordshire Council & Core Funding | 1st April 2018- 31st March 2019 (council)- | 3 Accredited Preparation Courses during the year | Accreditation programme- via outreach support service. Delivery of volunteer recruitment to more flexible volunteering. |
| Family Groups | Weekly Family Support Group in Kington - North Herefordshire | Family Group Coordinator, paid play leader & 2 volunteers | Scheme Manager | Kington United Charities & Core funds | 1st September 2018- 31st August 2019 | Report due October 2018 | Apply to Kington United charities -continue to explore other funding streams |

| SERVICE AREAS | ACTIVITY | DELIVERED BY | RESPONSIBLE TO | FUNDING | TIMEFRAME | MONITORING AND TARGETS | COMMENTS |
|---|--|---|--|--|--|---|--|
| Activities for families | Circus Trip for Families- Donated tickets by Circus Stars. Various individual family activities/ sessions | All staff | Scheme Manager | Application to Rathbone Charity to fund family activities | Ongoing | As requested by funder/ Family feedback collected | Rathbone have been very generous in the past funding individual family activities-m sport sessions, activity days etc. |
| Quality Assurance working Groups | To continue the ongoing cycle of QA Self assessment against the new 4 standards | Staff and Trustees, Family Rep , Volunteer Rep & Volunteers | Chair of Trustees- Named Trustee responsible for each standard | Core | Ongoing - Timetable in place | To report back to Trustees & board | We shall link this work with our operational targets and update of our Business Plan. Using information collated and analysed as a foundation for our service development. |
| Strategic Planning / Long Term Aims and Objectives | Review business plan and operational plan/ targets | Staff & Trustees | Chair of Trustees | Core | Ongoing work | Regularly assess and evaluate the long-term objectives, use as a working document by staff and trustees Analyse these findings to build on future service delivery and support the strategic planning for the future . | Continue to look at 5 year vision "where we would like to be and how we are going to get there and how are we going to achieve it". |
| Staff Development Workforce Development | Training for all staff leading to qualifications where required. Update, First Aid, safeguarding training (HSCB local updates), NSPCC Graded Care Profile Training. Review staff training /Yearly staff training programme- through Supervision & Annual Appraisals. | Cascade training undertaken (Safeguarding) | Scheme Manager | Core & Herefordshire Council (limited free training now available) | Annual programme (1st April 2018- 31st March 2019) | Evaluate training and impact on Staff development/ skills and service delivery - Use to identify any gaps in skills | Attendance at HSCB Safeguarding Forum, Early Help Operational Group & Children Centre Advisory Boards. |

| <u>SERVICE AREAS</u> | <u>ACTIVITY</u> | <u>DELIVERED BY</u> | <u>RESPONSIBLE TO</u> | <u>FUNDING</u> | <u>TIMEFRAME</u> | <u>MONITORING AND TARGETS</u> | <u>Comments</u> |
|--|---|--|----------------------------------|------------------------------------|-----------------------|--|--|
| Ongoing Training for Volunteers | Series of training sessions including , Domestic Abuse, Money For Life (Universal Credits), BHBF, Healthy Lifestyles, Loss, Teenage behaviours Safeguarding, Heart-Start, Peer support groups. Evaluate Accreditation training Programme | Scheme Manager Organisers & Outside Trainers | Scheme Manager & Chair | Herefordshire Community Foundation | Annual | As requested by funders | If application unsuccessful source other funding - Award For All |
| Monitoring and Evaluation | Continue to use MESH system to focus on Outcomes & reporting - Capturing family's journey of change - Continue to develop Child friendly feedback and monitoring tools . *Use Families First monitoring to capture outcomes | Organisers and Family Group Coordinator | Scheme Manager (report to Chair) | Core & Council | Ongoing | Annual Return to HSUK May 2018 Service user Questionnaires/ reviews- Council returns quarterly. (Families 1st) CIN annual reporting | Re-launch Child feedback Wheel and evaluate findings |
| | Appraisal & Supervision of staff | Scheme Manager & Trustees | Scheme Manager & Trustees | Core | Bi-monthly & Annually | Appraisals - annual Supervision - every 6/8 weeks - Safeguarding Review meetings -every quarter Scheme Manager - 12 weeks (6 weeks informal) | Supervision and Annual appraisal rolling programme in place. Scheme Manager receives safeguarding guidance from Safeguarding Trustees as required. Safeguarding Trustee undertakes file audits |
| | Evaluations & Assessment of Trustees | Staff & Trustees | Trustees | Core | Annual | | Sept-October 2018 |

| SERVICE AREAS | ACTIVITY | DELIVERED BY | RESPONSIBLE TO | FUNDING | TIMEFRAME | MONITORING AND TARGETS | Comments |
|----------------------|--|---|-----------------------|---|-------------------------------------|---|---|
| Funding | Secure sufficient funding to maintain current level of service | Scheme Manager /Treasurer/ Marketing Coordinator / Chair Sub Group | Trustees | Core | Bi-monthly | Monthly budget reviews at Trustee bi-monthly meetings | |
| Fundraising | Minimum of 3 events during the year Seek to recruit Fundraiser and organise fundraising group | Fundraising Committee? Sub Group | Trustees | Core | Quarter review | Aim to raise £4,000 | Fundraising events also help to raise the profile of Home-Start. |
| Marketing | Talks to groups Stands at events -Children's Wellbeing events Other promotional activities Keep website updated Updating Face Book and Twitter | Marketing & Vol Recruitment Co-ordinator All other staff Marketing & Vol Recruitment Co-ordinator | Scheme Manager | Hereford Council Core (1st April 2018 - 31st March 2019) | weekly | Managers report to the board- bi-monthly meeting Update Trustees at Trustee with Advisors meetings | |
| Governance | 1. Trustee Induction | Scheme Administrator/ Manager / organiser/ HSUK/trustees | Chair | Core | Ongoing when new Trustees appointed | Annual | Trustee files and records in office. Annual Trustee only meeting. HSUK now offering online support sessions and training. |
| | 2. Reporting Scheme and operational plan implementation to Board | Chair, Vice Chair & Scheme Manager | All trustees | Core | Ongoing | Bi-Monthly Supervision. Report to bi-monthly Trustee meeting | |
| | 3. Trustee Appraisal | Chair | Chair | Core | Delivery of Priority Objectives | Annual | |
| | 4. Skills Audit | Chair | Chair | Core | Annual | Annual | |
| | 5. Ongoing Professional development | HSUK, HVOSS, HSH | Chair | Core | Ongoing - Priority Objectives | Annual | |