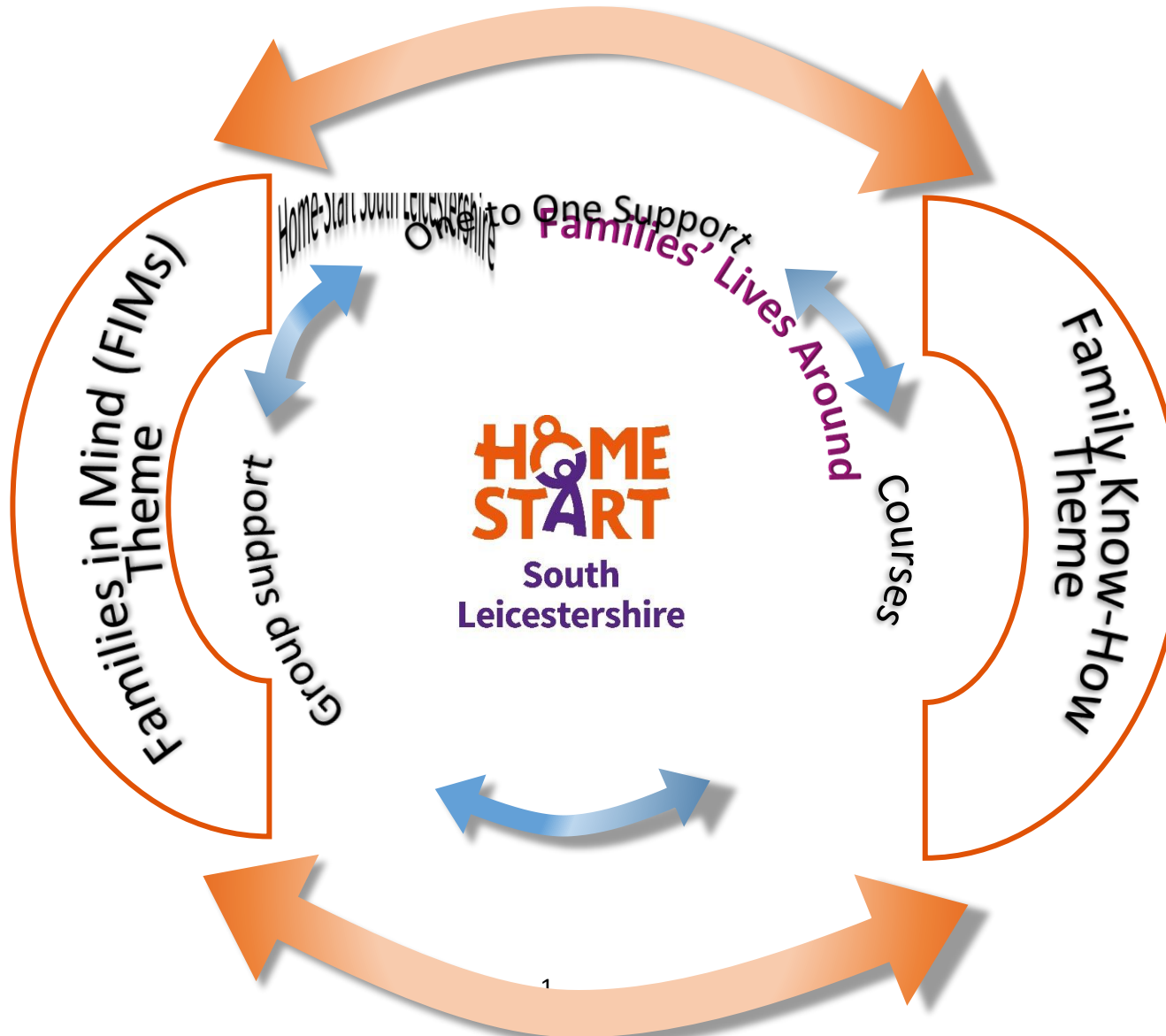


# Home-Start South Leicestershire

## Services for families with young children 2020-2021

### Referral Routes in/out

- Health Visitors
- Early Help – Children and Family Wellbeing Service
- GPs
- Domestic Abuse Services
- Self-Referral



### Referral Process

Referral via HSSL referral form, Available from the website or contact the charity.

**Initial Assessment** – decision on best service response using base-line assessment

**Review** –bespoke and ongoing on outcome progress plus service satisfaction

Exit Strategy planning

**Ending Assessment** – outcome & impact plus service evaluation

### Currents Projects:

Family Post Natal Illness Project

### Current Projects:

Family Know-How Project – Healthy Lifestyles Support

Active Families Project- Physical Activity Support

Young Parents Project

## Operational/Business Plan 2020-21

### Basic Principles

This plan is aligned with the Home-Start South Leicestershire Strategic Plan 2019-22. It also aligns with the Organisational Risk Assessment in which the service continuity risks are assessed in detail and any mitigations or further actions are identified. In particular, the Operational Plan details how we will meet the following key aim:

### MAIN AIM

**Helping to ensure, through a holistic family approach, that children living in the Harborough District stay safe, thrive, develop and learn through the range of services we offer families with young children.**

Such services may include:

- One to one Peer Mentor Volunteer (parenting experience essential) help at home or in the community
- A range of group support – both large and small – for parents/parents with their children
- Courses and training opportunities

### Background

The plan has been developed with reference to the views of parents, trustees, volunteers, and staff. These views have been gathered and developed within separate consultation and participation sessions which took place in January 2018 (3 yearly “Think Tank” for staff, volunteers and trustees) with an annual session for parents (“Parent Views” – last carried out in April 2019).

We have continued to make sure our operational delivery has been sustainable in the last 12 months. This period has included delivery under a new staffing structure, and the introduction of our two new projects with multi-year funding secured – the Active Families Project and Young Parents Project.

We have also continued to successfully meet the challenge of finding replacement funding after the ending of our significant contract income from Leicestershire County Council, and have grasped opportunities to pilot new ways of working, meeting the needs we’ve identified in new and innovative ways, harnessing the talents of our highly committed staff and volunteer teams, and forging new partnerships with a range of organisations.

We aim to continue this approach in 2020-21, exploring ways to sustain new areas of work we have piloted, such as our work with children affected by domestic abuse, as well as piloting new responses to specific needs, especially where it provides opportunities to work in partnership with Harborough District based organisations. We will also remain

receptive to opportunities to work in partnership with other Home-Start charities across the city and county, and beyond.

The main focus of our work in this Operational/Business Plan for 2020-21 is:

1. Continuing to recruit to, and maintain the quality of, the Volunteering team – providing regular mandatory training and additional sessions on relevant topics within the year, and helping volunteers find the best role for them within the range of our services. In particular our focus is on recruiting volunteer to support with home-visiting within the Active Families Project.
2. Continuing to define and develop the range and style of our services to help families – continuing with our bespoke offers which combine different elements of a range of support “tools” as needed by each family. Referrals to Home-Start will continue to be assessed at reception stage and an individually tailored support package will be created for each family.
3. Looking at creative ways in which we can both fill gaps in local services, working in partnership to do so where appropriate, whilst sustaining our existing services.
4. Developing income generating streams around training and charged service delivery to the universal population.
5. Developing our IT infrastructure further, including adopting a new database and case management system through Lamplight, and transferring to our new website platform.

Points 2 and 3 are intrinsically linked with point 1, with new volunteering opportunities aligning to the needs of new services and projects. All new volunteers will still be required to undertake the Home-Start “*Course of Preparation*” (minimum standard required by Home-Start UK), and will also be offered a range of other training opportunities each year, to provide them with the knowledge and skills to support new services.

### **Solihull Approach**

Home-Start South Leicestershire has adopted the Solihull Approach (Heart of England NHS Foundation Trust) which is an evidence-based approach, providing a practical, relationships-building approach to key theoretical concepts related to family work, and used widely in the UK across a range of professions involved with families and children and young people’s health and wellbeing.

The model has three key elements:

- Containment – refers to a situation in which “one person receives and understands the emotional communication of another without being overwhelmed by it and communicates this back to the other person”.
- Reciprocity – refers to “the sophisticated interaction between a child and an adult where both are involved in the initiation, regulation and termination of the interaction”
- Behaviour Change – The resulting response to employing the above two concepts - a variety of strategies are applicable within the model.

The theoretical foundation is based in psychoanalytic theory (Containment), child development research and Attachment (Reciprocity) and Social Learning Theory (Behaviour Management). The approach provides a common language, a shared model, and shared resources for parents. It aims to help parents to process emotions and anxieties that are

felt to be overwhelming, which in turn both restores the parents' ability to think and enables them to help their child to cope with their emotions and anxieties.

All our volunteers receive training in the 2 day Solihull Approach Foundation, with new volunteers completing this training either immediately following, or within 12 months of the initial 8 x 4.5hr sessions (over 8 days) "*Course of Preparation*" training. The Approach is now embedded in all our service delivery.

## **Our Service Structure 2020-21**

Our service will continue to be built around two key themes:

- Families in Mind – Supporting families where parental mental health is a particular concern, including Stress, Anxiety, Depression and Post Natal Illness, to aid the positive development of children's emotional health and wellbeing.
- Family Know-How Theme – Supporting families with complex needs who need support to understand and develop healthy family lifestyles & routines, and how to maintain positive emotional environments, which ensure their children have the best opportunities to thrive physically and emotionally.

Under these two themes we create projects to meet specific needs identified. Our Projects for 2020-21 are:

- Family Post Natal Illness Project – Specific support to families, with at least one child under 5 years, affected by Post Natal Illness.
- Family Know How Project – Support to families with at least one child under 5 years to develop and maintain healthy family lifestyles and reduce family stress.
- Young Parents Project – Support to parents under 21 years and their children.
- Active Families Project – Support to families with complex needs, and at least one child aged between 5 and 15 years, to help establish routines of family physical activity.

Delivery of these projects will be supported by one or more of our well established "tools" – our mechanisms for delivery – which are:

**One to one support from a Coordinator** – including initial assessments, reviews and ending assessments, and help to find the right service within Home-Start South Leicestershire or elsewhere, including referrals to external organisations such as the Children and Families Well-Being Service and Children's Social Care, and ongoing partnership work with them to support families.

**Peer Mentor Volunteer support** - on a weekly basis for 2 to 3 hours, in the family home, in the community, or within our groups & courses – helping with practical tasks, offering emotional support, and modelling strategies to manage family lives to help parents to improve confidence, self-esteem and resilience, and manage mental health difficulties.

**Group Support** – offering a safe and supportive space for children to play and learn, for parents to gain support from other parents in similar circumstances, as well as from staff and volunteers, learning new skills and techniques to help with their relationship with their child, improve their family lifestyle, and manage their mental health.

**Courses for parents** – developing parenting knowledge, skills and practice in key areas related to their needs.

## Confirmed Projects Detail

### *Family Post Natal Illness Project*

#### **Criteria (both apply):**

- At least one parent carer with a diagnosis or suspicion of Post Natal Illness which impacts on their parenting ability.
- At least one child under 5 years in the family is at risk of developing emotional, social and behavioural problems.

Services to include:

**Family PNI Support Group** – Term time only group for 1.5hrs in both Market Harborough & Broughton Astley for parents and their preschool children held once a fortnight in each location (alternating). *Staffed by Coordinator & Assistant Coordinator. Volunteers to provide one to one additional support within the group.*

**Family PNI Course** – One 2 hour session per week for 6 consecutive weeks twice per year at our premises in Market Harborough. Incorporating improving parental management of PNI, building a better relationship with their child, and exercises and strategies for good mental health. A crèche is provided on site, and travel expenses are paid for those living across the District. *Staffed by Coordinator and volunteer.*

**Peer Mentor Volunteer Support for Home-Visits/community support** – short periods of crisis support, or regular support for 2-3 hours weekly, for up to 12 months or longer if needed. *Staff Support from Coordinator. Volunteers provide one to one support at home/in the community.*

#### **Outputs**

Annual Family Target:	<b>25 new referral families supported (Expected C/fwd of 22 families from 2019-20) –Total 47 families supported</b>
Annual Children Target:	<b>40 under 5, 10 over 5 to 9 yrs</b>
Weekly Capacity Required:	24 hours weekly Coordinator (24 hr post); 7.6 hours weekly Assistant Coordinator for groups/crèche support (24 hr post)
Case-Load Max:	32 families
Expected Average Length of Support:	9 months

#### **Outcomes:**

<b>Project Outcome Measure</b>	<b>Target</b>	<b>HSUK NDR Category</b>	<b>Solihull Relevance</b>
Improvement in parents' understanding of how to manage their Post Natal Illness better (incl. improving physical activity levels)	25 New Family	Coping with mental health Parent's Confidence/Self Esteem Coping with Physical Health	<ul style="list-style-type: none"> <li>• Containment</li> </ul>

Reduction in parental feelings of isolation	Referrals 50 children per year (40 x children 1-4 yrs. and 10 x children 5 to 9 yrs.)	Coping with loneliness/social isolation	<ul style="list-style-type: none"> <li>Containment</li> </ul>
Gain a practical awareness and an understanding of parenting principles		Managing Children's Behaviour (listening and respecting their rights) Being involved in children's development/early learning & socialisation	<ul style="list-style-type: none"> <li>Containment</li> <li>Reciprocity</li> <li>Behaviour Change/Management</li> </ul>
Improved relationship between parents and their children		Coping with child's mental health Being involved in children's development/early learning & socialisation	<ul style="list-style-type: none"> <li>Reciprocity</li> </ul>
Children have increased confidence to play		Coping with child's mental health	<ul style="list-style-type: none"> <li>Containment</li> <li>Behaviour Change/Management</li> </ul>
Children have improved social interaction with their peers		Coping with child's mental health	<ul style="list-style-type: none"> <li>Reciprocity</li> <li>Behaviour Change/Management</li> </ul>
Improvement in children's physical wellbeing		Coping with child's physical health	<ul style="list-style-type: none"> <li>Behaviour Change/Management</li> </ul>
Achievement of a positive exit strategy		Access to other services	<ul style="list-style-type: none"> <li>Containment</li> </ul>

### **Family Know-How Project**

#### **Criteria (one or more apply):**

- Low parental emotional security (confidence or self-esteem);
- Lack of understanding of how to lead a healthy lifestyle;
- Chaotic family lifestyle which makes it hard to build in healthy routines, to plan ahead, or to prioritise their own or their children's longer-term wellbeing.
- Family circumstances which make parenting particularly challenging (parent or child disability, insecure finances/housing etc.)

Services to Include:

**Family Support Groups** – Term time only group for 1.5hrs in both Market Harborough & Lutterworth for parents and their preschool children held once a fortnight in each location (alternating), attended by parents and their children together for activities, guidance, support and introductions to other services. *Staffed by Coordinator & Assistant Coordinator. Volunteers to provide one to one additional support within the group.*

**Family Know-How Course** – 6 week course of 2 hour sessions per week, held twice per year at our premises in Market Harborough, using the equipped kitchen and meeting room for practical learning and experiential sessions around aspects of developing a healthy family lifestyle, including cooking a family meal to take home each session. The Family Annexe is used for pre-school children's activities reflecting the learning content of the parent course. Parent learning to include:

- budgeting and managing finances
- cooking healthy meals

- keeping active for physical and mental health and wellbeing
- Parenting Skills/Keeping children safe

*Staffed by Coordinator & Assistant Coordinator. Volunteers to provide one to one additional support within the sessions to children and parents.*

**Peer Mentor Volunteer Support for Home-Visits/community support** – short periods of crisis support, or regular support for 2-3 hours weekly, for up to 12 months or longer if needed. *Staffed by Coordinator. Volunteers provide one to one support at home/in the community.*

<b>Outputs</b>	
Annual Family Target:	<b>30 new referral families supported (Expected C/fwd of 26 families from 2018-19) – Total 56 families Supported</b>
Annual Children Target:	<b>60 under 5</b>
Weekly Capacity Required:	19.5 hours weekly Senior Coordinator (28 hr post); 16.4 hours weekly Assistant Coordinator for groups/children’s activities support (7.6hrs) and case-work support (8.8hrs) (24 hr post)
Case-Load Max:	42 families
Expected Average Length of Support:	12 months

## Outcomes

<b>Project Outcome Measure</b>	<b>Target</b>	<b>HSUK NDR Category</b>	<b>Solihull Relevance</b>
Gain a practical awareness and understanding of ways to manage their family’s needs (incl. physical activity & nutrition)	30 New Referral Families	Managing Children’s Behaviour (listening and respecting their rights) Being involved in children’s development/early learning & socialisation Coping with physical health Coping with child’s physical health	<ul style="list-style-type: none"> <li>• Reciprocity</li> <li>• Behaviour Change/Management</li> </ul>
Increased parental confidence to manage their family’s needs	60 children per year	Parent’s Confidence/Self Esteem	<ul style="list-style-type: none"> <li>• Containment</li> </ul>
Improved relationship between parents and their children	(60 children under 5 years)	Coping with child’s mental health Being involved in children’s development/early learning & socialisation	<ul style="list-style-type: none"> <li>• Reciprocity</li> </ul>
Children have increased confidence to play		Coping with child’s mental health	<ul style="list-style-type: none"> <li>• Containment</li> <li>• Behaviour Change/Management</li> </ul>
Children have improved social interaction with their peers		Coping with child’s mental health	<ul style="list-style-type: none"> <li>• Reciprocity</li> <li>• Behaviour Change/Management</li> </ul>

Improvement in children's physical wellbeing		Coping with child's physical health	<ul style="list-style-type: none"> <li>• Behaviour Change/Management</li> </ul>
Achievement of a positive exit strategy		Access to other services	<ul style="list-style-type: none"> <li>• Containment</li> </ul>

## **Active Families Project**

### **Criteria:**

- Families receiving support through the Children and Families Well-being Service (Early Help Service) and meeting the "Troubled Families" criteria.
- Families with a least one child aged between 5 and 15 years
- Families with difficulties achieving or maintaining a healthy level of physical activity within the family

Services to Include:

### **Bespoke family physical activity planning support from the Project Coordinator**

**Input from District Council Physical Activity Development Officers** - to try new activities through group taster sessions or one-to-one activity sessions, or to improve family access to activities, and the range of activities available for family together activity.

**Peer Mentor Volunteer Support for Home-Visits/community support** - regular support for 2-3 hours weekly, for a period of 6 months to help maintain the physical activity plan. *Staffed by Coordinator. Volunteers provide one to one support at home/in the community.*

### **Outputs**

Annual Target:	<b>15 new referral families supported (Estimated C/fwd of 7 families from 2019-20) – Total 22 families supported</b>
Weekly Capacity Required:	16 hours weekly Coordinator (16 hr post)
Case-Load Max:	21 families
Max Support Period:	6 months

### **Outcomes:**

<b>Project Outcome Measure</b>	<b>Target</b>	<b>HSUK NDR Category</b>	<b>Solihull Relevance</b>
Improvement parental awareness of local activity options	15 New Referral families	Access to Services	<ul style="list-style-type: none"> <li>• Behaviour Change/Management</li> </ul>
Improved parental confidence to access physical activity options		Parent's Confidence/ Self Esteem Managing Children's Behaviour (listening and respecting their rights)	<ul style="list-style-type: none"> <li>• Containment</li> </ul>
Improved social & community links		Coping with loneliness/social isolation Access to other services	<ul style="list-style-type: none"> <li>• Containment</li> </ul>
Increased level of physical activity (parents & children)		Being involved in children's development/early learning & socialisation Coping with child's physical health Coping with Physical Health	<ul style="list-style-type: none"> <li>• Reciprocity</li> <li>• Behaviour Change/Management</li> </ul>



Increased enjoyment of physical activity (parents & children)		Coping with child's mental health Coping with mental health	<ul style="list-style-type: none"> <li>Reciprocity</li> <li>Containment</li> </ul>
Improved physical & mental wellbeing (parents & children)		Coping with mental health Coping with Physical Health Coping with child's mental health Coping with child's physical health	<ul style="list-style-type: none"> <li>Containment</li> </ul>
Achievement of a positive exit strategy		Access to other services	<ul style="list-style-type: none"> <li>Behaviour Change/Management</li> </ul>

## Young Parents Project

### Criteria:

- Young parents (under 21 years) with a least one child under 5 years in need of additional support.

Services to Include:

**Young Parents Support Group** – 45 group sessions per year for 1.5hrs in Market Harborough for parents and their preschool children (transport provided for those outside Market Harborough), attended by parents and their children together for activities, guidance, support and introductions to other services. *Staffed by Coordinator & HCYC Youth Work Leader (partner delivery organisation) for group sessions support. Volunteers to provide one to one additional support within the group.*

**One to one support from the Project Coordinator** – In group session and follow up support from the Coordinator to resolve issues disclosed at the group or between group sessions.

### Outputs

Annual Target:	<b>12 families supported – new or ongoing (Estimated C/fwd of 5 families from 2019-20)</b>
Weekly Capacity Required:	12 hours weekly Coordinator (12 hr post); 5 hours weekly HCYC Youth Work Leader (partner delivery organisation)
Case-Load Max:	16 families
Max Support Period:	12 months

### Outcomes:

Project Outcome Measure	Target	HSUK NDR Category	Solihull Relevance
Improvement in practical parenting skills	12 families supported per year	Managing Children's Behaviour (listening and respecting their rights) Being involved in children's development/early learning & socialisation	<ul style="list-style-type: none"> <li>Behaviour Change/Management</li> </ul>
Improved management of parental mental/physical health		Coping with mental health Coping with Physical Health	<ul style="list-style-type: none"> <li>Containment</li> </ul>

Reduced feelings of isolation		Coping with loneliness/social isolation	<ul style="list-style-type: none"> <li>• Containment</li> </ul>
Improved confidence to manage family needs		Parents Self-Esteem/Confidence	<ul style="list-style-type: none"> <li>• Reciprocity</li> </ul>
Improved relationship between parents and their children		Coping with child's mental health	<ul style="list-style-type: none"> <li>• Reciprocity</li> </ul>
Children have increased confidence to play		Coping with child's mental health	<ul style="list-style-type: none"> <li>• Containment</li> <li>• Behaviour Change/Management</li> </ul>
Children have improved social interaction with their peers		Coping with child's mental health	<ul style="list-style-type: none"> <li>• Reciprocity</li> <li>• Behaviour Change/Management</li> </ul>
Improvement in children's physical wellbeing		Coping with child's physical health	<ul style="list-style-type: none"> <li>• Behaviour Change/Management</li> </ul>
Improved management of household income/expenditure		Managing household budget	<ul style="list-style-type: none"> <li>• Behaviour Change/Management</li> </ul>
Able to maintain a safe and healthy home environment & routine		Day-to-day running of the home Stressed by conflict in the family Coping with extra work caused by multiple birth / children under 5	<ul style="list-style-type: none"> <li>• Containment</li> <li>• Reciprocity</li> <li>• Behaviour Change/Management</li> </ul>
Able to develop skills and qualifications to increase employability		Access to other services Parents' own learning needs	<ul style="list-style-type: none"> <li>• Behaviour Change/Management</li> </ul>
Achievement of a positive exit strategy		Access to other services	<ul style="list-style-type: none"> <li>• Behaviour Change/Management</li> </ul>

## Measurement and Evaluation

We have created a **Theory of Change** model which shows the relationship between the needs of the families we support, our services, the results we aim to achieve, and the longer term expected impact. See below for graphic. Further narrative information to accompany this is also available, which details how our help makes these differences and the inferences we have made for how our support achieves the longer term impact expected for families.

In addition, the Home-Start UK National Data Requirement (NDR) headings will be used within all projects to identify the level of needs of families being supported. Home-Start UK measure a complex need family as having 5 or more headings applied.

The outcomes tables above, related to each project, show how the NDR categories align with the project outcome measures we have established through our Theory of Change model, and in addition they show the relevance to the Solihull Approach model.

Outcome progress/change will be recorded as a co-produced score where possible, using a 0-5 scoring system (0 being highest need level) for each relevant outcome.

The final progress/change position for each family supported will be measured using a combination of comparisons of initial assessment scores with review/ending scores, as well as professional judgement, to assign an end result of "Yet to Achieve", "Partially Achieved", and "Significantly Achieved" under the outcomes being measured.

## Learning Objective within Courses

In addition, each project has an associated parent questionnaire which will be completed at the beginning and end of the course elements of the projects to help assess parents'

starting positions, and to give a self-assessed score of their learning outcomes after the course has ended and how it has benefited them and their family.

### **Standardised Assessment Measurement Tools**

Where appropriate the projects will make use of standardised assessment tools available nationally which provide a measure of need which is recognised across disciplines, and can help us to make better and more appropriate referrals to more specific, or higher needs services when necessary (For example the Family PNI Project will incorporate the “Edinburgh Post Natal Illness Scale”)

### **Financial/Funding Plan 2020-21**

Detailed financial budgeting information relating to this plan is contained in a separate organisational budget which is agreed by the Trustee Board. This budget allows us to develop the delivery structure in advance for each financial year. The budget details the staff capacity required split across each aspect of the organisation’s work.

Fundraising to meet costs is an ongoing process, with our annual funding need and broad approach to fundraising described in our annual **Fundraising Plan 2020**. Detail about funders to be targeted, reviews of expenditure against both budget, income gained and expected income is reviewed within Funding/Finance Subcommittees and subsequently reported to the full Board (every 2 months for both meetings).

We maintain 6 months reserve funding should projections of expected income fall short of expenditure needs. We are currently expecting to add to our reserves by March 2020, in order to maintain this 6 months level with our expanded delivery and increased annual budget.

Reduction in future interventions from public health and social care services

Improved attainment of child in education leads to increased vocational & academic opportunities

Line of Accountability for Home-Start South Leicestershire

Parent has capacity to help their children to be physically and emotionally healthy and resilient

Child's physical, social-emotional, & cognitive needs are met at home

Parent's barriers to positive parenting are removed

Child's barriers to positive development are removed

Parent has confidence to manage their family's needs

Parent and child have a better relationship with each other

Child is more confident to play

Child has better physical well-being

Child is more socially interactive with their peers

Parent feels less isolated

Parent manages their emotional & mental health well

Parent knows how to maintain a healthy lifestyle for themselves and their children

Parent has a practical awareness & understanding of parenting principles

**Family Support Groups**  
A safe, *supportive, group learning environment* and a chance to develop *peer support* networks

**Home-Visiting**  
Practical & emotional peer support at home from a matched volunteer's weekly visit

**Parent Courses**  
Parent learns to understand and manage better an aspect of parenting, personal health, or lifestyle management

**Families in Mind Theme**

*Criteria:*

At least one parent carer has specific mental ill health needs which impact on their parenting ability.

At least one young child in the family is at risk of developing emotional, social and/or behavioural problems.

Families are offered a choice of HSSL services appropriate to their needs

Families are referred to other services to meet needs outside the remit of HSSL

Families receive initial needs assessment

Home-Start South Leicestershire bespoke support is available to families with young children in Harborough District.

**Family Know How Theme**

*Criteria:*

Low Confidence/Self Esteem/Emotional wellbeing

Lack of understanding of how to lead a healthy lifestyle

Chaotic family lifestyle affecting a young child

Family circumstances make parenting particularly challenging

# Actions Table as of January 2020

2020-21							
Summer Term	School Summer Holidays	Autumn Term	Winter Hols	Spring Term			
<b>Home-Visiting Service on-going</b>							
	Dates	Dates	Dates	Dates	Dates	Dates	Dates
Vol Course of Prep.	22.04.20 to 03.06.20		Trustee Safeguarding Update	TBC		Vol - Autism Awareness?	TBC
Vol Active Families	xtra places in CoP		Vol Safeguarding Update	TBC		Vol - Mental Health?	TBC
Vol Equalities	xtra places in CoP		Staff GDPR refresher	TBC			
Vol/Staff Paediatric 1st Aid	TBC						
Vol Solihull Foundation	01.07.20 & 08.07.20						
Group Vols spvn/safeguarding update	TBC						
<b>Groups</b>							
Lutt Family Groups			Lutt Family Groups			Lutt Family Groups	
MH Family Groups			MH Family Groups			MH Family Groups	
FIMS groups - MH			FIMS groups - MH			FIMS groups - MH	
FIMS groups - BA			FIMS groups - BA			FIMS groups - BA	
Yg Parents Group (+1)		Yg Parents Group x 3	Yg Parents Group (+1)			Yg Parents Group (+ 1)	
<b>Family Courses</b>							
			PNI course (plus partners' session)	TBC		PNI course (plus partners' session) 10-12	TBC
			FKH course	TBC		FKH course 12.15-2.15	TBC
<b>Other Key Organisational Actions</b>							
Monthly Staff Mtgs		Monthly Staff Mtgs		Monthly Staff Mtgs		Monthly Staff Mtgs	
Newsletter 1 (autumn plans)	1.07.20		Newsletter 2 (CoP Promotion)	1.12.20		Newsletter 3 (Vol Wk)	1.4.21
Board Meetings x2		Board Meeting (Accounts & Scheme Report mid point)		Board Meeting		Board Meetings x 2 (EOY Scheme Report)	
F&F subcommittee x2		F&F subcommittee		F&F subcommittee		F&F subcommittee x2	
Comms. Subgroup	TBC		"Snowdrop" Appeal planning	Nov-20		"Snowdrop" Appeal	Jan to end Feb
Family Practitioner Partnership Event 1	29.04.20		Family Practitioner Partnership Event 2	TBC		Parent Views Session	TBC
Annual Accounts Prep		Vol Celeb of Commit/Consult Annual Report Prep	1.06.20	Vol Christmas Lunch	TBC	Vol Recruitment	Jan-21
Equalities Action Plan Review	Apr-20	QA Annual Self-Assess Review	Aug-20	AGM (36th Year)	TBC		
Environment Action Plan Review	Jun-20	File Spot Checks 1 (all types)	Sep-20	Annual DPIA Review	Oct-20	Annual File Deletions	Jan-21
				File Spot Checks Feedback	Oct-20	File Spot Checks 2	Jan-21
Market Research Planning	Feb-20	Universal Training Prep	Aug-20	Universal Training Pilot Delivery	Sep-20	Universal Training Review	Jan-21
Website Transition	Apr-20	New Database Development		Review Operational Plan 20-21	Nov-20	Create Operational Plan 20-21	Feb-21