

**HARROW EARLY YEARS
AND
CHILDCARE**

**DRAFT
Strategy
2004-06**



**Harrow Early Years
Development & Childcare**

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Foreword

The importance of the work of the Harrow Early Years Development and Childcare Partnership and the far reaching effects of good quality early years education and childcare are now recognised at national level. The Government's Green Paper – Every Child Matters, published in September 2003, clearly sets out the need to focus all action on ensuring:-

- Parents and carers are appropriately supported to meet the needs of their children
- Early intervention and effective protection strategies are in place
- Services are integrated and accountable locally, regionally and nationally
- The workforce is reformed, ensuring highly skilled and competent people work with children of all ages.

The Harrow Early Years Development and Childcare Partnership has made significant achievements during the period 2001-04 and has met the majority of the challenging targets which were set.

The last twelve months have seen a considerable increase in the number of childcare places in Harrow, particularly in out of school places. The original target of 1416 set for 2001-04 was exceeded and Harrow now has a total of 2073 childcare places available.

The Children's Information Service has achieved the National Association of Children's Information Service Quality Assurance mark. The service continues to provide a wide range of information to parents/carers, employers and professionals and is actively engaged in the borough's recruitment drive to bring more people into the early years and childcare profession.

Free part time early education places are now available for all three and four year olds whose parents want them. The Partnership continues to work closely with the Ethnic Minority Achievement Service to promote the availability and advantages of early education.

The Foundation Stage and childcare training programmes have been expanded and all practitioners have access to at least 4 days training per year as well as bursary support to undertake relevant qualification training. The next two years will see a further increase in training available to all those who work in early years and childcare.

The structure and working methods of the Partnership itself are now firmly established. A multi-agency approach to early years and childcare support, advice and development is in place and policy development is achieved through the work of the Partnership's various project groups.

All early years and childcare practitioners have access to a range of support and advice including:

- Planning and Assessment workshops
- Cluster Meetings
- Network Meetings
- Area SENCO and Advisory teacher visits.

The new Strategic Plan sets out the targets and challenges for the next two years. The Plan represents an enormous challenge for the Partnership and for all those who work to meet its aims and objectives. The collaborative approach and strong partnership with the local authority and other agencies which has been developed over the past 4 years stands the Partnership in good stead for the future. Through the Strategic Plan the Partnership has chartered a clear course for building on the success of 2001-04 for the benefit of parents/carers, those who work in early year and childcare and of course most importantly all children.

1. Integrating Services

During the 2001-04 Early Years and Childcare Strategy, Harrow has striven to increase the range and volume of integrated early years and childcare services. The key objectives for continuing to develop and increase the range of integrated services are:

To strengthen families and communities

To improve family learning

To improve social and emotional development ***To improve health and reduce poverty***

The Government's Green Paper, Every Child Matters, also provides a platform for Harrow Early Years and Childcare to explore more widely with Health the possibility of linking service delivery areas together to provide early intervention and prevention strategies that maximise children's life chances.

With the development of the New Harrow Project Community Schools Pilots and the Children's Services and the Learning and Community Development departments in the People First Directorate a growing momentum exists in Harrow to improve the co-ordination and joined up service delivery. The Early Years and Childcare Service has a large part to play in pulling service areas together and linking strategies to develop further localised integrated services which maximise support for the whole family.

Integrating and joining up service delivery will be at the core of all Early Years and Childcare activity. The following objectives set out the 3 areas that will be achieved for children and families and provide a measure of achievement for Children's Services.

Objective	Partner Agency	Performance Monitoring
Develop a range of integrated services for children and families which build at Gange and Tyneholme Centres which link to the boroughs preventative strategy and link to the success of the Hillview Centre	Health Voluntary Sector Police CAMHS Children's Services EMAS Housing	Quarterly Report to Children's Services Management Team
Develop and launch a Transition process which supports the successful transition of all children from their early years setting to school	Parents and carers School Development Service Pre School Learning Alliance Health Visitors EMAS Educational Psychology service	Reports to the Transition and Assessment working Group Reports to the Canons and Rooks Heath Area Delivery Core Group
Further develop Health involvement in the boroughs pre-schools which <ul style="list-style-type: none"> • Supports early identification of children and families who are more vulnerable • provides appropriate interventions 	Pre-School Learning Alliance Health Visitors Portage Speech and Language Therapy	Reports to Children's Services Management Team

1.1 Early Education

Integrating early education with childcare and other support services is recognised as a key way to improve outcomes for young children. Harrow will continue to ensure a free part time early education place is available to all four year olds whose parents want it and will now also ensure all three years olds can also access a free part time early education place.

In 2003 elected Members approved the development of early years as a strategic priority in its school organisations proposals. Officers from the Early Years and Childcare Service will work together with other key stakeholders to take forward this priority and ensure early years education and care is organised to meet the needs of children and their families as well as schools and pre-schools. Attention will be given to ensuring strategies are in place to promote the availability and advantages of early education to families from Harrow's ethnic minority communities.

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Ensure reciprocal arrangements with the neighbouring boroughs of Hertfordshire, Brent, Ealing, and Hillingdon are in place to ensure all Harrow children receive a free part time place regardless of the setting they attend	Business and Finance Manager	Boroughs of Hertfordshire, Brent, Ealing, and Hillingdon People First Finance Department	Finance monitoring Audit	Local Authority Education Formula Spending Share
Ensure existing provision offering early education to three and four year olds is of a high quality and sustainable to allow maximum opportunity for parental choice	Business and Finance Manager Foundation Stage Advisory Teacher	Schools Pre-schools Private and Independent Schools Day Nurseries	Quarterly Reports	SureStart Grant
Ensure settings receive funding in time to continue to be sustainable and provide a high quality learning curriculum for the children	Finance Assistant	Local Authority	Finance monitoring reports to the DfES	Local Authority Education Formula Spending Share
Publicise widely the availability of funded education for three year olds with a specific focus on increasing the participation rate of children from ethnic minority communities	Marketing and Information Officer	EMAS Community Groups Refugee and Asylum Seeker Team	Termly headcount	SureStart Grant

Free Part-time Early Education places for 3 year olds

	2003-04	2004-05	2005-06
Maintained Sector – i.e. LEA nursery classes, schools and day nurseries	1,140	1,254	1,379
Non Maintained Sector – i.e. Private, voluntary and independent sector (including nurseries, pre-schools, early years groups, independent schools, non-maintained special schools, and registered childminders in an approved network)	3,750	4,125	4,538
Total number of places	4,890	5,379	5,917
Participation rate as a percentage of the 3 year old population	65%	70%	75%

Free Early Education places for 4 year olds

	2003-04	2004-05	2005-06
Maintained sector – i.e. LEA nursery classes, schools and day nurseries	4,800	5,040	5,292
Non Maintained Sector – i.e. private, voluntary and independent sector (including nurseries, pre-schools, early years groups, independent schools, non-maintained special schools, and registered childminders in an approved network)	1,290	1,355	1,422
Total number of places	6,090	6,395	6,714

1.2 Developing Existing Provision

Harrow has existing local authority provision which provides high quality integrated services to children and families. Development Plans for Hillview Centre and Gange Nursery Centre can be found at Appendix 1. The Development Plan for Tyneholme will be available from April 2004.

Hillview Centre provides a range of localised integrated services to children and families from the local community. The services include:

- Early Education
- Health – including Speech and Language Therapy, Physiotherapy and Occupational Therapy
- Childcare
- Counselling
- Outreach
- Social Welfare support

The centre is working to meet all core requirements of a Children's Centre and to apply for status during 2004-05

Gange Nursery Centre provides integrated support packages to children and families. The Nursery also has a recently renovated self contained community room, which provides a venue for a range of groups including the Teenage Parenting Support Group.

Tyneholme Nursery offers a variety of early education and childcare packages to the local community and particularly employees of the London Borough of Harrow. Tyneholme Nursery will be moving to a new building during 2004. This new building will give Harrow an early years centre in the north of the borough which can provide a range of integrated early years and childcare services together with a venue for early years and childcare training provided by Stanmore College and the Partnership.

1.3 Family Learning

Harrow Early Years and Childcare acknowledges parents as the child's first and most important teacher. The drive to provide integrated services will see Harrow Early Years and Childcare continue to work in partnership with Health and the voluntary sector to expand the range of family learning opportunities available to parents and carers, supporting parents to provide the best possible care and education to their child.

The 2004-06 strategy will see Harrow Early Years and Childcare focus on:-

- Expanding the Parents as First Teachers programme to be available to parents in north Harrow.
- Contributing to providing a more co-ordinated approach to family learning in Harrow

2. Creating and Sustaining Childcare

2.1 New Childcare Places

Following in depth analysis of local market conditions, and taking into account local factors e.g. location of existing childcare provision the Harrow Early Years Development and Childcare Partnership has concluded that developments in childcare over the next two year period need to be focused as set out in the following tables.

Strategic Target 2004-06

New out of school childcare places	1,062	Pre-school Childcare Places	112
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Childcare places, April 2001 to March 2006

		(1)	(2)	(3)	(4)	(5)	(6)
		Strategic goal, 2004-06	Milestone target, 2004-05	Actual new places created, 2001-03	Expected new places, 2003-04	2003-04 target	Expected total, 2001-06
a)	Out of school childcare (not including childminding places)	1011	675	797	562	336	2369
b)	Pre-school childcare (not including childminding places)	112	56	121	235	56	468
c)	Childminding Places	51	30	326	153	21	530
g)	Totals:	1174	761	1244	950	413	3367

Childcare Targets 2004-2005	Quarter 1 April – June	Quarter 2 July – September	Quarter 3 October – December	Quarter 4 January – March	Total Childcare places 2005/6
Out of School childcare	200	120	25	60	405
Out of school childcare -disadvantage	110	50	40	70	270
Total Out of School	310	170	65	130	675
Pre –School	0	26	0	20	46
Pre- school - disadvantage	0	10	0	0	10
Total Pre- School	0	36	0	20	56
Childminding places	3	6	6	3	18
Childminding places -disadvantage	0	6	6	0	12
Total Childminding places	3	12	12	3	30
Total childcare places	313	218	77	153	761

Targets 2005-2006	Quarter 1 April – June	Quarter 2 July – September	Quarter 3 October – December	Quarter 4 January – March	Total
Out of School childcare	80	50	10	20	160
Out of School childcare disadvantage	80	26	20	50	176
Total Out of School places	160	76	30	70	336
Pre –School childcare	0	20	0	26	46
Pre-School childcare disadvantage	0	10	0	0	10
Total Pre –School places	0	30	0	26	56
Childminding places	0	6	3	6	15
Childminding places - disadvantage	0	3	0	3	6
Total Childminding places	0	9	3	9	21
Total Childcare places	160	115	33	105	413

2.2 Out of School Childcare

Out of school care is recognised by Harrow as being a crucial factor in improving outcomes for children and supporting families. Significant achievements were made in 2001-04 and the out of school childcare target set was exceeded.

The Early Years and Childcare Service will be focusing its energy on integrating the childcare services that exist and ensuring all schools in Harrow's areas of disadvantage have high quality out of school provision. The Business objectives below set out the tasks that will be undertaken to achieve the aims.

Business Objective	Lead Officer	Partner agency	Performance Monitoring	Resourcing
Establish a Childcare Development Project Group to <ul style="list-style-type: none"> • Establish procedures for scrutinising and approving bids from those wishing to set up childcare. • Scrutinise childcare sustainability bids and make recommendations to the Finance Project Group • Monitor the drive to achieving the childcare targets 	Childcare Development Manager		Quarterly Reports to DfES Childcare Development Project Group	SureStart Grant
Establish a range of childcare provision in Harrows Extended Schools	Childcare Development Manager	Schools Local Authority Pre-schools School Development Services Ofsted School Organisation	Quarterly Reports to DfES Childcare Development Project Group	Extended Schools Grant
Work with all schools in Harrows areas of disadvantage to provide a range of integrated childcare provision	Childcare Development Manager	Schools School Development Services Ofsted	Quarterly Reports to DfES Childcare Development Project Group	SureStart Grant
Continue the work with Harrows High schools to establish childcare appropriate for older children.	Childcare Development Manager	Schools Youth and Community	Quarterly Reports to DfES Childcare Development Project Group	SureStart Grant

Work with all schools in the Rooks Heath and Canons Clusters to establish a range of integrated childcare provision	Childcare Development Manager	Local Authority Schools Ofsted	Quarterly Reports to DfES Childcare Development Project Group	SureStart Grant
Increase the availability of integrated childcare for students in undertaking further education courses by relocating and increasing the capacity of Tyneholme Nursery	Childcare Development Manager	Stanmore College Ofsted	Quarterly Reports to DfES Childcare Development Project Group	SureStart Grant

2.3 Childminders

Childminders are recognised as crucial to providing high quality integrated childcare support to families. The Early Years and Childcare service is, through the unsocial hours strategy and the Childminder Support System committed to working with Childminders to enhance the range of services that they offer to parents and carers.

The next two years will see Childminders able to access increased support and have the opportunity to participate in a variety of training and development opportunities which are set out in the following sections.

Strategic Target 2004-06	10	Milestone Target 2004-05	5
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Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Research Partnerships who have established Childminder Networks to provide childcare for the children of teenage parents who wish to return to education	Childcare Development Manager	Teenage Parenting Co-ordinator Stanmore College NCMA	Childcare Development Project Group	SureStart Grant
Implement the findings from Childminder Network research if appropriate	Childcare Development Manager		Childcare Development Project Group	SureStart Grant
Develop as part of the 2004-06 marketing strategy a range of new publicity to encourage additional recruitment of Childminders	Marketing and Information Manager	Communications Unit KMM	Marketing and Publicity Project Group	SureStart Grant
Target funding for potential Childminders needing to improve their comprehension and reading of English to enable them to attend ESOL classes	Childcare Registration Co-ordinator	Stanmore College	Childcare Development Project Group	SureStart Grant

Continue to develop the range of retention support mechanisms for existing Childminders including:- <ul style="list-style-type: none"> • Access to a quality training programme • Regular Forum meetings • Opportunities to undertake the Quality First Award 	Childcare Development Manager		Childcare Development Project Group	SureStart Grant
Continue to provide Start Up Grants for newly registered childminders	Business and Finance Manager	NCMA	Quarterly Report Finance Project Group	SureStart Grant

Unsocial Hours Childminding

Encouraging childminders to provide a childcare service outside of core hours is a key objective for the Harrow Early Years Development and Childcare Partnership over the coming 2 years. An increasing number of people work shift patterns and those who have part time employment often have start and finish times outside of the normal 9 to 5 pattern. The Business Objectives below set out the Partnerships activity to achieve this key objective.

Strategic Target 2004-06	2	Milestone Target 2004-05	1
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Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Develop a range of marketing and publicity material to encourage Childminders to consider providing childcare outside of core hours	Marketing and Information Manager	KMM	Marketing and Publicity Project Group	SureStart Grant
Provide specific forum support to those Childminders who work to meet the needs of parents who work unsocial hours	Childcare Development Manager	Childminders	Childcare Development Project group	SureStart Grant
Provide enhanced Start Up Grants to those new Childminders who agree to provide a childcare service during unsocial hours	Business and Finance Manager	NCMA	Quarterly Report to the DfES Finance Project Group	SureStart Grant
Promote at all pre-registration meetings the need to recruit Childminders who can provide childcare during unsocial hours	Childcare Registration Co-ordinator	NCMA	Termly Partnership Report	SureStart Grant Local Authority

Childminder Support System

Developing a strategy to support new Childminders with all aspects of the registration process and through the early days of childminding will be an important component of the package of support that Childminders in Harrow receive. The Business Objectives below set out the key activity in developing this strategy over the two year period.

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Establish a Childminder Support System that meets the needs of all new Childminders	Childcare Development Manager	NCMA	Childcare Development Project Group	SureStart Grant
Produce relevant information to promote the scheme to all new Childminders	Marketing and Information Manager	KMM	Marketing and Publicity Project Group	SureStart Grant
Recruit buddies to a relevant Job Description and provide training to enable them to carry out the role	Childcare Development Manager	Childminders	Childcare Development Project Group	SureStart Grant

2.4 Pre-school

Working with Harrows pre-schools to increase the range of integrated early years and childcare services for families is a key focus for the 2004-06 strategy. The Early Years and Childcare services will work with the Pre-school Learning Alliance to promote expansion and the range of grants available to pre-schools who develop their services.

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Work with pre-schools located in close proximity to Harrow and Stanmore college to develop skills at working with teenage parents and providing childcare for them whilst they attend college	Childcare Development Manager	Stanmore and Harrow College Teenage Parenting Co-ordinator	Childcare Development Project Group	SureStart Grant Care to Learn Grant
Develop a range of marketing and publicity material, which encourages teenage parents to use Harrow pre-schools.	Marketing and Information Manager	KMM	Marketing and Information Project Group	SureStart Grant
Promote the Pre-school Expansion Grant to all pre-schools in Harrow through <ul style="list-style-type: none"> • Presentations • Visits • Promotional material 	Childcare Development Officers	PsLA	Marketing and Information Project Group Quarterly Report	SureStart Grant
Provide a range of business support strategies to those settings applying for expansion grants	Business and Finance manager		Finance Project Group Quarterly Report	SureStart Grant

2.5 Retained functions and Pathways to Registration

Harrow has been set further challenging targets to increase the number of childcare places. Providing a well-structured pathway through the registration process is essential to support potential childcare providers achieve Ofsted registration.

The Business Objective details the steps that Harrow will take over the next two years to ensure robust systems and high quality support are in place to encourage potential childcarers to proceed with the registration process.

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Continue to develop an effective and robust tracking system which provides accurate data on:- <ul style="list-style-type: none"> The development of new childcare places Training of new childcare providers 	Childcare Development Manager	Ofsted	Ofsted Data Quarterly Report Childcare Development Project Group	Local Authority SureStart Grant
Use data from the tracking system, together with data from neighbouring boroughs to inform the development of childcare places around the Harrow borders.	Childcare Development Manager	Ofsted Hillingdon Ealing Brent Hertfordshire Barnet	Ofsted Data Childcare Development Project Group	
Run surgeries which support potential child carers : <ul style="list-style-type: none"> To complete their Criminal Records Bureau form understand the registration process and related systems 	Childcare Registration Co-ordinator	Ofsted	Ofsted Data Childcare Development Project Group	Local Authority
Set up drop ins for prospective childcare providers to advise, support and encourage training and good practice	Childcare Registration Co-ordinator	Existing childcare providers	Quarterly Report to the DfES Childcare Development Project Group	Local Authority
Set up taster sessions for prospective child carers to provide them with opportunity to experience good quality childcare	Childcare Registration Co-ordinator	Existing childcare providers PsLA FE Colleges Criminal Records Bureau JobCentre Plus	Quarterly Report to the DfES Childcare Development Project Group	Local Authority

Continue to meet twice a year with representatives from Ofsted to review and develop the Pathways to Registration and develop protocols	Childcare Registration Co-ordinator	Ofsted	Quarterly Report to the DfES Childcare Development Project Group	Local Authority
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2.6 Sustainability

Ensuring the childcare places established during the 2001-04 strategy remain sustainable is essential if more children are to be able to access a quality, affordable place. Harrow is committed to using the Sustainability Grant flexibly within the guidance issued by the DfES to support as many groups as possible.

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Provide a range of business support mechanisms to meet individual needs	Business and Finance Manager		Finance Project Group	
Ensure access to funding support for early years and childcare groups	Business and Finance Manager		Finance Project Group	Sustainability Grant
Raise the business profile of childminders in areas of disadvantage	Business and Finance Manager		Finance Project Group	Sustainability Grant
Provide business advice and guidance to newly established childcare groups	Business and Finance Manager		Finance Project Group	SureStart Grant
To deliver and support the delivery of business planning training for all providers.	Business and Finance Manager		Finance Project Group	SureStart Grant
Promote the affordability of childcare by encouraging take up of WTC and CTC in areas of disadvantage	Business and Finance Manager	JobCentre Plus	Finance Project Group	SureStart Grant

3. Childcare Information for Parents, Carers and the workforce

3.1 Harrow Children's Information Service

The Harrow Children's Information Service has received Accreditation from the National Association of Children's Information Services (NACIS). The business objectives set out below demonstrate the commitment to build on the award and continue to improve the Harrow CIS and ensure parents have the information they need about early education, childcare and training to enable them to make choices.

The Children's Information Service is committed to working with other Information Service areas within Children's Services to share expertise and to look at aspects of service delivery that could be combined or shared to provide a Children's Information One Stop Shop for families.

The SureStart Unit has set the following Service Delivery Target for the Children's Information Service.

Service Delivery Target 2006	220 enquiries per week
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Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Continue to work closely with the Harrow Ethnic Minority Achievement Service to provide telephone help for CIS clients in need of assistance in another language.	Marketing and Information Manager	Ethnic Minority Achievement Service	CIS Project Group	Local Authority
Build close partnerships with Harrow's Parent Partnership to fully utilise contacts and services	Marketing and Information Manager	Parent Partnership	CIS Project Group	SureStart Grant
Continue to participate in the development of the Pan London Website for Children's Information Service's.	Marketing and Information Manager	All London Partnerships	CIS Project Group	SureStart Grant
Make effective use of the existing Harrow website to promote the service and make information available.	Marketing and Information Manager	Communication Unit	CIS Project Group	SureStart Grant
Continue to work closely with Ofsted to ensure data on providers is reconciled	CIS Officer	Ofsted	Ongoing	Ofsted web link / spreadsheet

Work together with key officers developing the Premier House site in Wealdstone to try and provide improved accessibility for the public to the Early Years and Childcare Service especially the Harrow Children's Information Service	Marketing and Information Manager	Local Authority	CIS Project Group	SureStart Grant Local Authority
Offer local employers free on-site information sessions for employees to discuss childcare needs and tax credits	Marketing and Information Manager	All Harrow Employers Inland Revenue	CIS Project Group	SureStart Grant Local Authority
Support a member of the Children's Information Service to undertake and achieve the CIS NVQ	Marketing and Information Manager	NACIS	CIS Project Group	DfES Direct Grant
Provide a range of new publicity and information for parents as part of the 2004-06 marketing strategy	Marketing and Information Manager	KMM	Marketing and Publicity Project Group	SureStart Grant

3.2 Jobcentre Plus

During 2003 Harrow developed a strong relationship with the Jobcentre Plus Childcare Partnership Manager. The agreed Memorandum of Understanding for 2004-05 is attached as appendix 2

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
To work to an agreed Memorandum of Understanding between the Job Centre Plus and the Harrow Early Years Development and Childcare Partnership which sets out joint activities for the Strategic Plan period including: <ul style="list-style-type: none"> • Benefit Liaison • Links with Employers • Marketing • Addressing the concerns of parents • Joint working arrangements 	Early Years and Childcare Manager	Jobcentre Plus	Partnership Report	Local Authority
Develop Jobcentre Plus outreach at Hillview and Roxeth Early Excellence Centre.	JobCentre Plus Childcare Partnership Manager	Jobcentre Plus Hillview	Partnership Report	JobCentre Plus funding

4. Quality, Access and Inclusion

4.1 Quality Assurance targets

Harrow is fully committed to identifying and supporting early years and childcare providers to prepare for and undertake Investors in Children endorsed Quality Assurance mark.

The targets set out in the table below present the Partnership with significant challenges, however successful working with our partner agencies should ensure the targets are met

Table 4: Accredited providers

		(1)	(2)	(3)	(4)	(5)
	Type of provision	Strategic Target percent to be accredited, March 2006	Milestone target percent to be accredited, March 2005	Estimated number of registered settings, March 2004	Estimated number of settings accredited, March 2004	Estimated number of settings undertaking a QA scheme but not yet accredited, March 2004
(a)	Childminders			320	19	13
(b)	Full day care			10	2	5
©	Playgroups/ crèches			66	6	22
(d)	Out of school clubs			24	7	4
(e)	All settings	40%	24.3%	416	34	42

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Continue the Service Level Agreement with the Pre-school Learning Alliance Development Workers which has a focus to supporting pre-schools to work towards Quality Assurance	Business and Finance Manager	PsLA	Finance Project Group	SureStart Grant
Provide encouragement and funding support for all settings wanting to undertake a Quality Assurance Kitemark	Foundation Stage Advisory Teacher Childcare Development Manager Business and Finance Manager	National organisations whose Quality Assurance scheme fits the Investors in Children criteria	Training and Quality Project group	SureStart Grant
Encourage all pre-schools in the Rooks Heath and Canons Cluster to work towards Quality Assurance	Foundation Stage Advisory Teacher/PsLA Development Workers	PsLA	Training and Quality Project group	SureStart Grant

Continue to support all settings undertaking the Effective Early Learning project	Primary Advisor Foundation Stage Advisory Teacher	School Development Services	Training and Quality Project group	Local Authority Revenue
Ensure groups who achieve Quality Assurance receive appropriate publicity to highlight their success.	Foundation Stage Advisory Teacher Marketing and Information Manager	Communications Unit Local Press	Marketing and Publicity Project Group	SureStart Grant

4.2 Ofsted Inspections

Strategic target	95% of Foundation Stage Provision inspected by Ofsted will be rated satisfactory or better
	90% of childcare providers inspected by Ofsted will be rated satisfactory or better

The Business Objectives below demonstrate Harrow's commitment to providing a range of support and advice strategies to all registered early years and childcare settings to support them in achieving a satisfactory or better Ofsted inspection outcome and ensure children receive the highest quality early years and childcare provision.

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Provide a quality Foundation Stage Training programme to all private and voluntary providers which includes specific courses on how to prepare for your Ofsted inspection	Training Co-ordinator	Internal and external training providers	BVPI 192b Training and Quality Project Group	SureStart Grant
Provide setting based training on Birth to Three Matters to practitioners working with 0-3s	Early Years and Childcare Manager	Voluntary and private settings. Training providers Therapy Services	Training and Quality Project Group	SureStart Grant
Provide a range of targeted support to those settings who receive an Ofsted inspection and have Action Plans to write	Foundation Stage Advisory Teacher	PsLA External training providers	Ofsted Data Training and Quality Project Group	Local Authority

Maintain the established liaison with Ofsted to exchange information and data about childcare and early education providers and the inspections that are about to or have taken place.	Foundation Stage Advisory Teacher	Ofsted	Correspondence between Early Years and Childcare Services Officers and Ofsted Inspectors Training and Quality Project Group	SureStart Grant
Continue to develop resources for loan at the Teachers' Centre including: <ul style="list-style-type: none"> • Books • Videos • Training packs • Story sacks • Project Boxes 	Foundation Stage Advisory Teacher	Harrow Teachers' Centre	Data presented to the termly Quality and Training Project Group which indicates the number of loans.	Local Authority SureStart Grant

4.3 Qualified Teacher involvement and commitment to Quality Strategy

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Continue to support 12 Foundation Stage Clusters, ensuring all the pre-schools in the Rooks Heath and Canons Clusters are linked to a school ensuring the all children receive a quality transition	Foundation Stage Advisory Teacher	Pre-schools and schools in the Rooks Heath and Canons Clusters	BVPI 192 Termly report and Education Development Plan	Local Authority
Provide support for the schools and pre-schools participating in the Foundation Stage Clusters to ensure <ul style="list-style-type: none"> • Foundation Stage practice is enhanced • The transitions of children from pre-school to school is improved • Practitioners receive the involvement of a qualified teacher in a meaningful way • Parental involvement is supported by parent/practitioner evenings 	Foundation Stage Advisory Teacher	Pre-schools and schools in the Rooks Heath and Canons Clusters initially	BVPI 192 Termly report and Education Development Plan Transition and Assessment group	Local Authority

Facilitate 4 Planning and Assessment workshops per term for which all Foundation Stage practitioners can attend to gain support with <ul style="list-style-type: none"> • Foundation Stage Moderation/Agreement Trialling • Planning • Business Plans • Issues of quality • Preparation for Ofsted Inspection 	Foundation Stage Advisory Teacher Primary Advisor Business and Finance Manager	School Development Services Schools and settings from all sectors	Foundation Stage Steering Group Foundation Stage profile Moderation Group	SureStart Grant Local Authority
Support maintained and independent sector schools with agreement trialling and additional training for the Foundation Stage Profile	Primary Advisor Foundation Stage Advisory Teacher	Maintained and Independent Schools	Foundation Stage profile data	Local Authority
Parental involvement in the Foundation Stage is supported by the reprint and distribution of the "Playing is Learning" booklet	Foundation Stage Advisory Teacher		Termly Project Group Report	SureStart Grant
Celebrate adult learning and the impact it has on children's learning at a conference in April 2004	Training Co-ordinator Foundation Stage Advisory teacher	Harrow Teachers' Centre External speakers Portage team Educational Psychology Service School Development Services	Evaluations completed by participants Report to the Training and Quality Project Group	SureStart Grant
Issue all practitioners with a Commitment to Quality pack for 2004-06	Early Years and Childcare Manager Foundation Stage Advisory Teacher	KMM/JeT	Training and Quality Project Group	SureStart Grant
Purchase and maintain resources for Foundation Stage Advisory Staff to support setting in all sectors towards quality	Foundation Stage Advisory Teacher Area SENCO's	Toy Libraries Portage Teachers Centre Library	Training and Quality Project Group	SureStart Grant

Continue the Service Level Agreement with Harrow's Ethnic Minority Achievement Service to provide support and advice on: <ul style="list-style-type: none"> • The inclusion of children with English as an additional language • Resourcing • Working with parents and carers from other cultures and backgrounds • Planning and Assessment 	Early Years and Childcare Manager Ethnic Minority Achievement Service Manager	Ethnic Minority Achievement Service	Termly reports from EMAS Officers. Transition and Assessment Group	Local Authority
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4.4 Children with SEN and children with disabilities

The Early Years and Childcare Service works closely with partner agencies to ensure children with SEN and children with disabilities are successfully included in the early years provision of their parents choice.

The Partnership's Special Educational Needs Development Plan is attached as appendix 3 and details all the Business Objectives relating to the progression of Early Years and Childcare SEN services for 2004-2006

Key objectives for 2004-06 will be:-

- To ensure early years and childcare is represented on the local authority Special Educational Needs Strategy Group
- To build on the partnership working with health to enhance SENCO training and provide input on early identification and appropriate intervention especially in the area of speech and language therapy.
- To use the Special Educational Needs Ringfenced Grants to continue to fund a range of early identification and intervention strategies.

SENCO training and developments

Business Objective	Lead Officer and Responsible Project Group	Partner Agency	Performance Monitoring	Resourcing
Provide level 1 to 6 training for nominated SENCOs	Area SENCOs	Educational Psychology Service Therapy Services Portage	Training data base SEN Project Group	SureStart Grant

Deliver a differentiated SEN training programme for early years and childcare practitioners which focuses on <ul style="list-style-type: none"> • Behaviour Management • Transition • Inclusion • Writing Individual Education Plans 	Area SENCos	Educational Psychology Service Therapy Services Portage	SEN Project group	SureStart Grant
To make SEN training, advice and support available to Childminders and childcare workers	Area SENCos	Therapy Service Childminder Forums Childcare settings	SEN Project Group	SureStart grant

4.5 Using Libraries

2004-06 will see Harrow Early Years and Childcare Partnership build on the strong partnership working with the Harrow Library Service. This partnership will ensure that the business objectives set out below are achieved and families with young children living in Harrow are aware of the importance of joining the local library and the benefits it can have for developing children's early communication, language and literacy skills.

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Work with Harrow's libraries specifically those in Harrow's areas of disadvantage to promote the benefits of joining the library	Marketing and Information Manager	Library Service Health clinics	Library Data	SureStart Grant
Promote Harrow libraries through the Partnerships Marketing Strategy	Marketing and Information Manager	KMM	Marketing and Publicity Project Group	SureStart Grant
Ensure publicity about Harrows libraries is available in all <ul style="list-style-type: none"> • Children's Centres • Pre-Schools • Day Nurseries and Available to all registered Childminders 	Marketing and Information Manager	Children's centres Pre-schools Day nurseries	Marketing and Publicity Project Group	SureStart Grant
In partnership with the Library Service and Health explore the possibility of piloting the Book Start project in an area of disadvantage	Early Years and Childcare Manager	Library Service Health	Partnership Report	SureStart Grant

5. Developing the workforce

5.1 Recruitment and Retention

2004-06 will continue to see Harrow continue to work closely with its partners and use imaginative strategies to encourage people from a diversity of backgrounds to see working in early years and childcare as a positive career opportunity.

The Business Objectives set out the main strategies that Harrow Early Years and Childcare Service will be using to ensure enough staff are recruited to sustain existing childcare places and create new places.

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Evolve the Partnership's image to reflect the journey into the new Strategic Plan period	Early Years and Childcare Manager	KMM	Marketing and Publicity Project Group	SureStart Grant
Strategically monitor and evaluate the Partnership recruitment and retention activities to ensure maximum effectiveness	Marketing and Information Manager	Jobcentre Plus	Recruitment Project Group	SureStart Grant
Continue to work with other London Partnerships to share marketing strategies and ideas	Marketing and Information Manager	All London Partnerships	Marketing and Publicity Project Group	SureStart Grant
Publicise to employers the availability of childcare roadshows for their employees	Marketing and Information Manager	All Harrow Employers Communications Unit	Recruitment Project Group	SureStart Grant
Expand the range of sites where the Early Years and Childcare Carousels are located to include: <ul style="list-style-type: none"> All schools and clinics in the Rooks Heath and Canons Clusters All Nursery Centres 	Marketing and Information Manager	Schools Libraries Nursery Centres	Marketing and Publicity Project Group	SureStart Grant
Continue to support providers in finding staff by running the monthly recruitment advertisements in the local press	Marketing and Information Manager	Local Press Jobcentre Plus	Recruitment Campaign Project Group	SureStart Grant
Encourage men, people from Harrows ethnic communities and people with disabilities into the childcare workforce by strategically placing adverts and marketing materials where they are likely to have the biggest impact	Marketing and Information Manager	HAD Jobcentre Plus	Recruitment Campaign Project group	SureStart Grant

Develop joint working with Jobcentre Plus, schools and Connexions to tap into and inform the potential childcare workforce about childcare as a career	Recruitment Campaign Project Group	Job Centre Plus Connexions	Recruitment Campaign Project Group	SureStart Grant
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5.2 Training

Harrow Early Years and Childcare Partnership recognises the important part that training plays in raising the quality of early years and childcare provision. Access to high quality training also raises the status and esteem of all those who work in early years and childcare.

The Partnership is committed to:

- Maintaining practitioner access to at least 4 days training and development per year.
- Providing training bursaries for those undertaking qualifications courses
- Developing the Commitment to Quality Strategy for everyone who works in early years and childcare

Strategic Target	100% of all leaders to be qualified to NVQ level 3 50% of all early years and childcare practitioners qualified to NVQ level2
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Childcare workforce training

Table 12: Training Levels

		(1)	(2)	(3)
		Strategic Target, March 2006	Milestone target, March 2005	Expected position, March 2004
(a)	Number of paid leaders in LEA/EYDCP area	267	245	232
(b)	Paid leaders with a relevant level 3 or higher level qualification	267	232	220
(c)	Percentage of leaders with level 3 or above	100%	95%	95%
(f)	Number of paid staff (excluding leaders) in LEA/EYDCP area	624	605	560
(e)	Paid staff (excluding leaders) with a relevant level 3 or higher level qualification	195	180	175
(f)	Percentage of paid staff (excluding leaders) with a relevant level 3 or higher level qualification	31.25%	33.6%	31.25%
(g)	Paid staff (excluding leaders) with a relevant level 2 or higher level qualification	312	303	280
(h)	Percentage of paid staff (excluding leaders) with a relevant level 2 or higher level qualification	50%	50%	50%

Figures may be subject to revision at March 2004

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
<p>To build on the strong relationship with the London West Learning and Skills Council by:</p> <ul style="list-style-type: none"> • Having in place an agreed Memorandum of Understanding • Agreeing training targets for Harrow • Attending relevant meetings with representatives of the London West Learning and Skills Council. 	Early Years and Childcare Manager	Learning and Skills Council	LSC/EYDCP Memorandum of Understanding	Local Authority
Provide access to training bursaries for those undertaking NVQ level 3 and level 2 qualifications in Early Years and Childcare or Playwork	Business and Finance Manager	Stanmore and Harrow Further Education College Local training venues	Training and Quality Project Group	SureStart Grant
<p>Provide access to a comprehensive training programme for childcare workers including Childminders which focuses on:</p> <ul style="list-style-type: none"> • First Aid • Child Protection • Food Hygiene • Health and Safety 	Childcare Registration Co-ordinator	Local training providers Stanmore and Harrow FE Colleges	Training and Quality Project Group	SureStart Grant
Continue to provide qualifications and short courses which are based in the local community	Childcare Registration Co-ordinator	Harrow Teachers Centre	Training and Quality Project Group	SureStart Grant
Provide access to training throughout the year and at different times of the day to meet practitioners' and students' varying needs	Childcare Registration Co-ordinator		Training and Quality Project Group	SureStart Grant
To provide customised training on the Birth to Three Matters framework for all those settings who provide places for children birth to three.	Early Years and Childcare Manager	Training providers Early Years Consultants	Training and Quality Project Group	SureStart Grant

To provide a range of training opportunities that develops leadership and management skills for staff working in Early Years and Childcare settings	Foundation Stage Advisory Teacher Primary Advisor	Learning and Skills Council London Borough of Harrow	Training and Quality Project Group	SureStart Grant
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Foundation stage practitioner training

Strategic target	To promote, fund and deliver a comprehensive training and development programme which ensures every Foundation stage Practitioner in Harrow receives access to 4 days training per year To ensure all Foundation Stage courses have a 90% take up rate
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Table: Foundation Stage training

		(1)	(2)	(3)
		Strategic Target, 2004-06	Milestone target, 2004-05	Expected position, March 04
(a)	Total number of practitioners in the maintained sector delivering funded early education	340	340	340
(b)	Total number of practitioners in the private, voluntary and independent sector delivering funded early education	489	470	460
©	Total number of practitioners (a+b)	829	810	800
(d)	(i) Number of places at training days offered to maintained sector staff only	460	460	460
	(ii) Number of places at training days offered to non maintained sector staff only	985	980	975
	(iii) Number of places at training days offered to all staff	2072	1950	1831
	(iv) Number of places at training days offered in total (i+ii+iii)	3517	3390	3251
(e)	Average days offered per practitioner (d(iv)÷c)	4.2	4.1	4.06
(f)	Total number of practitioners in the maintained sector delivering funded early education attending training	325	320	308
(g)	Total number of practitioners in the private, voluntary and independent sector delivering funded early education attending training.	400	350	305

Figures may be subject to revision at March 2004

Business Objective	Lead Officer	Partner Agency	Performance Monitoring	Resourcing
Provide a comprehensive Foundation Stage training programme focusing on : <ul style="list-style-type: none"> • Observation and Assessment • Foundation Stage Curriculum • Transitions, Pre-School to School and Foundation Stage to KS1 • Priorities established during consultation with practitioners 	Training Co-ordinator	Harrow Teachers' Centre Training providers Community venues	Education Development Plan Training and Quality Project Group	SureStart Grant
Continue to provide training opportunities at different times of the day to facilitate staff access and increase the take-up	Training Co-ordinator	Harrow Teachers' Centre Training providers Community venues	Education Development Plan Training and Quality Project Group	SureStart Grant
Publicise widely all Foundation Stage courses through the Foundation Stage Continuing Professional Development folder, the Foundation Stage Training Booklet and the Website	Training Co-ordinator	School Development Services	Training and Quality Project Group	SureStart Grant
Provide specific training courses and events for experienced teachers working in the Foundation Stage, which focus on the latest early years research and its impact on teaching and learning.	Foundation Stage Advisory Teacher	Harrow Teachers Centre	Education Development Plan Training and Quality Project Group	SureStart Grant
Provide supportive packages to those practitioners undertaking the Effective Early Learning Project	Foundation Stage Advisory Teacher	School Development Services	Education Development Plan.	Local Authority

Lead Officer Index

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Glossary

Abbreviation	
EYDCP	Early Years Development and Childcare Partnership
CIS	Children's Information Service
NACIS	National Association of Children's Information Services
PsLA	Pre-school Learning Alliance
NCMA	National Childminding Association
WTC	Working families Tax credit
CTC	Childcare Tax credit
Ofsted	Office for Standards in Education
NVQ	National Vocational Qualification
SENCO	Special Educational Needs Co-ordinator
SEN	Special Educational Needs
EMAS	Ethnic Minority Achievement Service
DfES	Department for Education and Skills
LSC	Learning and Skills Council
HAD	Harrow Association of Disabled People
KMM	Keith Mann Marketing Consultancy