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# The Implementation Plan 2001 – 2002

## Introduction

The Buckinghamshire Early Years Development and Childcare Partnerships Implementation Plan has three main purposes:

1. *to review the progress of the Partnership during the past twelve months in meeting its targets*
2. *to set out priorities and targets for the coming year, including means of resourcing*
3. *to show how progress made and objectives set contribute to the targets in the Partnership's Strategic Plan 2001-04*

## Last Year's Targets

### Review of progress towards targets in the 2000-01 Development Plan

Target	Progress	Outcome/Further action
<p style="text-align: center;"><b>Annex One (a)</b></p> <p>There will be increased employer involvement in the work of the Partnership.</p>	<p>This continues to be a difficult target. A joint audit is underway with Luton's Early Years Development and Childcare (EYDC) Partnership to take this further.</p>	<p><b>A more precise strategy with allocated staff time is included in the EYDCP Strategic Plan 2001-04.</b></p>
<p style="text-align: center;"><b>Annex One (b)</b></p> <p>A protocol will be in place to ensure co-operative working practices between team and agencies working to support providers in the private and voluntary sector.</p>	<p>Good progress has been made. A meeting has taken place with Ofsted to discuss protocol arising from the new arrangements for children's day care advisers to come under Ofsted's overall management. Implications of the move have been discussed with Social Services.</p>	<p><b>This target is being met.</b> <b>Time will be made to ensure discussion takes place with the appropriate personnel about the working protocol and the way forward.</b></p>
<p style="text-align: center;"><b>Annex Two</b></p> <p>The Equal Opportunities Policy and Action Plan will have been issued to all providers of early education and childcare and been made available to the general public</p>	<p>Good progress has been made. The 2000-01 documents have been distributed. The Equal Opportunities Sub-group has met regularly and produced the next set of plans.</p>	<p><b>This target has been met.</b> <b>The Equal Opportunities Strategic Plan 2001-04 and Implementation Plan 2001-02 are complete.</b></p>
<p style="text-align: center;"><b>Annex Three</b></p> <p>A strategy will be agreed to target funded places for 3 year olds in areas of greatest social deprivation.</p>	<p>The Partnership's Sub-group for 3 year old provision has met regularly. A strategy for targeting places has been agreed and implemented for 2000-01.</p>	<p><b>This target has been met.</b> <b>A strategy to extend provision of 3 year old places to rural areas and wider areas of urban deprivation is included in the 2001-02 Plan.</b></p>

<p><b>Annex Four (a)</b> The childcare information needs of the ethnic communities will be specifically targeted, drawing on all available expertise in this field.</p>	<p>Reasonable progress has been made. All Early Years Development and Childcare (EYDCP) Team publications are now translated into appropriate languages. The EYDC Team has attended all the Communication Fairs and other opportunities to contact members of the ethnic communities direct have been sought.</p>	<p><b>This target is being met.</b> <b>The Communications Sub-group will continue to address this issue. The Equal Opportunities Implementation Plan 2001-02 sets out further specific action for this target.</b></p>
<p><b>Annex Four (b)</b> A further 445 out-of-school club places will have been created.</p>	<p>The appointment of an additional childcare development officer has enabled very good progress to be made. Supportive networks have been set up and strategies for sustainability are in place.</p>	<p><b>This target has been met.</b> <b>Targets for 2001-04 are in line with national targets.</b></p>
<p><b>Annex Four (c)</b> A further 145 childcare places (0-5 years) will have been created.</p>	<p>The majority of these places have been provided by childminders; the rest by private and voluntary settings.</p>	<p><b>This target has been exceeded.</b></p>
<p><b>Annex four (d)</b> A childcare Support and Development Strategy will be in place, drawing together the different organisations and bodies involved in the provision and support of childcare.</p>	<p>A multi-agency group has been set up; membership includes the Social Services and Health Departments, voluntary organisations and the EYDC Team. It is working to develop a strategy for effective collaborative working.</p>	<p><b>This target is on the way to being met.</b> <b>The multi-agency group will continue to meet and develop the strategy further, in line with the EYDC Partnership's Plan 2001-02, the Children's Services Plan and Quality Protects Plan.</b></p>
<p><b>Annex Four (e)</b> An effective marketing strategy will be in place.</p>	<p>Effective links with the Corporate Communications Department are now in place and are starting to bear fruit. Small items are now appearing regularly in the local press.  Marketing the move of the CIS into Buckinghamshire and for the recruitment campaign has been tendered out in line with the principles of Best Value.</p>	<p><b>A bid for marketing will be included in the Childcare Grant Bid, to strengthen marketing activity.</b></p>
<p><b>Annex Five (f)</b> A Buckinghamshire Quality Assurance Scheme will be in place.</p>	<p>Plans to develop the scheme in association with the Partnership's first choice organisation fell through, as it proved inappropriate for Buckinghamshire's providers. Plans have now progressed well with the Sheffield EYDC Partnership to develop their scheme for Buckinghamshire.</p>	<p><b>The Sheffield scheme will be initially piloted in Buckinghamshire with 10 providers in 2001-02.</b></p>
<p><b>Annex Five (g)</b> 10% of providers will be working towards the Quality Standard Mark.</p>	<p>The Sheffield Quality Kitemark will not be finally approved until April 2002.</p>	<p><b>From April 2002 the number of providers working towards the Quality Standard Mark is expected to increase steadily year on year.</b></p>
<p><b>Annex Five (h)</b> A Childminding Network will be established.</p>	<p>Lack of funding to appoint a Childminding Network Co-ordinator made this target impossible to achieve in 2000-01. New grant funding to appoint a Childminding Network Co-ordinator will enable progress to be made.</p>	<p><b>The 20001-02 Childcare Grant Bid will include funds to appoint a Childminding Network Co-ordinator and a revised target of 2 networks in place by 2004.</b></p>

<p><b>Annex Five (I)</b> The range of play experience for 0 – 14 year olds will be increased.</p>	<p>The childcare training programme included a significant element on developing play experiences.</p>	<p><b>This target has been met.</b> <b>There will be continued emphasis on play experiences within the next year’s childcare training programme.</b></p>
<p><b>Annex Five (j)</b> The standards in out-of-school clubs will have improved</p>	<p>Two out-of-school childcare development officers have been working intensively to support clubs in improving quality.</p>	<p><b>This target has been met.</b> <b>The contract with Children’s Information Centre (CIC) in Reading for out-of-school club development ends at the end of April 2001. An increased EYDC Team in Buckinghamshire will assume the development role.</b></p>
<p><b>Annex five (k)</b> A communication strategy will be in place.</p>	<p>The Partnership’s Communications Sub-group is now in place and making progress. The Partnership web-site had approximately 4-6 pages by the end of December 2000.</p>	<p><b>This target is being met.</b> <b>The sub-group will continue to extend its range of communication strategies. This will be linked to the marketing strategy.</b></p>
<p><b>Annex Five (L)</b> There will be increased Childcare opportunities for employees.</p>	<p>This has been a difficult target to achieve. Engaging with employers continues to be a major objective of the Partnership (See Target 1 above)</p>	<p><b>Renewed efforts will be made to raise employers’ awareness of the benefits of work life balance. The appointment of additional childcare development staff from April 2001, and the development of the CIS will hopefully make a positive impact.</b></p>
<p><b>Annex Five (m)</b> There will be an increase in the number of trained childcare workers and early years specialists who take up Employment in these fields.</p>	<p>An audit to ascertain numbers of staff recruited is underway. The expansion of childcare services that has taken place this year indicates a significant increase in numbers of staff employed. Severe recruitment difficulties remain.</p> <p>A series of roadshows have taken place to raise awareness of opportunities in this field. The Children’s Information Service (CIS) is currently managing the national recruitment campaign for Buckinghamshire.</p>	<p><b>This target is being met.</b> <b>Roadshows and other forms of recruitment activity will continue to be vigorously pursued next year.</b></p>
<p><b>Annex Five (n)</b> Information about Childcare Tax Credits will be widely available to parents and carers.</p>	<p>Publications have been widely distributed across the county and information is continuously available through the CIS.</p>	<p><b>This target is being met</b> <b>More publicity work is planned for next year.</b></p>

<p><b>Annex Five (o)</b> A comprehensive and inclusive training and qualifications programme in childcare and early years education is available to all providers.</p>	<p>A comprehensive programme of short courses and courses leading to qualifications has been available to all providers; funding was provided through the Standards Fund and the Training and Enterprise Council (TEC).</p>	<p><b>This target is being met.</b> <b>Contact will be made with the new Learning Skills Council to establish the number of qualifications courses needed in Buckinghamshire. An agreement with Continuing Education and Continuing Professional Development (CPD) will be in place to broaden the opportunities for providers, and assist with administration of the training programme.</b></p>
<p><b>Annex Six</b> There will be a project plan in place to transfer the Buckinghamshire Children's Information Service physically into Buckinghamshire</p>	<p>A Children's Information Service Project Group is handling plans for transfer.</p>	<p><b>This target has been met.</b></p>
<p><b>Annex Eight (a)</b> A Cluster Group Network will be in place to enable providers in the private and voluntary sectors to access guidance on special educational needs.</p>	<p>All 20 Cluster Groups met during the Autumn term 2000. The Early Years Advisory Teacher and the Early Years Educational Psychologist have used the meetings to give guidance and training in special educational needs (SEN) and the role of the SEN co-ordinator (SENCO).</p>	<p><b>This target has been met.</b> <b>The cluster group network will continue to be developed within the County's new SEN structure.</b></p>
<p><b>Annex Eight (b)</b> A comprehensive training Programme to develop services for children with a special educational need and/or disability will be in place and available to all providers.</p>	<p>The Partnership's SEN Strategy Sub-group is actively engaged in ensuring a range of support is available to all providers. The programme of training on SEN issues has been well supported by providers from all sectors.</p>	<p><b>This target has been met.</b> <b>A training programme open to all providers will continue to be available.</b> <b>Additionally the SEN Implementation Plan 2001-02 includes 3 days training for upto 30% of nominated SEN co-ordinators (SENCOs).</b></p>
<p><b>Annex Eight (c)</b> A communication strategy will be in place to ensure equal access to information for parents and carers of children with special education need and/or disability.</p>	<p>The EYDC Team has liaised with the Education Department's Parent Partnership team to ensure that parents have access to the appropriate information. The Buckinghamshire CIS also makes a significant contribution to this target.</p>	<p><b>Progress is being made towards this target. The work will continue next year.</b></p>
<p><b>Annex Eight (d)</b> Consultation with parents and carers of children with a special educational need and/or disability.</p>	<p>This is a major function of the Parent Partnership. The EYDCP works closely with this team.</p>	<p><b>The Partnership sees this as an ongoing target.</b></p>

## Reviewing the Plan

This Plan should be read in conjunction with the Early Years Development and Childcare Partnerships Strategic Plan 2001-04. It is concerned with the 2001-02 targets and shows how Buckinghamshire will through the Business Objectives achieve the stated target.

Each target will be reviewed termly through the work of the relevant Sub-group. The entire Implementation Plan will be review annually as part of the process of preparation for the following year.

## Annex 1. Early Education and Childcare Places

### Early Education Places

<b>Buckinghamshire's three year old target 2001-02</b>	
<b>Target 1</b>	To provide 2305 free part time early years education places for all parents who want one

*Table 1*

<b>Three year olds in:</b>	<b>Summer 2001</b>	<b>Autumn 2001</b>	<b>Spring 2002</b>
New funded places in LEA nursery classes and schools	745	745	745
New funded places in LA day nurseries and family centres	N/A	N/A	N/A
Funded places in private, voluntary and independent sector (including: nurseries; pre-schools; early years groups; independent schools; SEN schools; registered childminders in an approved network)	1560	1560	1560
<b>Total</b>	<b>2305</b>	<b>2305</b>	<b>2305</b>

<b>Three year old Business Objectives</b>	<b>Partnership lead officer</b>	<b>Resourcing</b>
<p>1. First offer funded places to settings in rural areas and those in pockets of urban deprivation and surrounding areas.</p> <ul style="list-style-type: none"> <li>▪ <i>Many settings in these areas are struggling financially. Supporting them will ensure the Partnership's aims of maintaining parental choice and assisting lower income families to gain access to affordable provision are met. It will also ensure capacity for further expansion of three year old places.</i></li> </ul>	Head of Early Years and Childcare	Nursery Education Grant
2. The three year old funding Sub-group to meet on a termly basis to review the funding currently 3 terms per child.	Head of Early Years and Childcare	

**The following tables show how three year old provision in Buckinghamshire will be developed from 2002-04**

**Table 2**

<b>Three year olds in :</b>	<b>Summer 2002</b>	<b>Autumn 2002</b>	<b>Spring 2003</b>
New funded places in LEA nursery classes and schools	745	745	745
New funded places in LA day nurseries and family centres	N/A	N/A	N/A
Funded places in private, voluntary and independent sector (including: nurseries; pre-schools; early years groups; independent schools; SEN schools; registered childminders in an approved network)	1974	1974	1974
<b>Total</b>	2919	2919	2919

**Table 3**

<b>Three year olds in:</b>	<b>Summer 2003</b>	<b>Autumn 2003</b>	<b>Spring 2004</b>
New funded places in LEA nursery classes and schools	745	745	745
New funded places in LA day nurseries and family centres	N/A	N/A	N/A
Funded places in private, voluntary and independent sector (including: nurseries; pre-schools; early years groups; independent schools; SEN schools; registered childminders in an approved network)	1821	1821	1821
<b>Total</b>	3566	3566	3566

## **Annex 2. Childcare Places**

<b>Buckinghamshire's target for out of school childcare places</b>	
<b>Target 2</b>	To have set up 600 of new out of school childcare places for 1200 children

**Table 4**

<b>2001-2002 targets</b>	<b>Quarter one</b>	<b>Quarter two</b>	<b>Quarter Three</b>	<b>Quarter four</b>	<b>Totals</b>
<b>Out of school childcare;</b> Voluntary sector	68	80	180	180	<b>508</b>
Private sector (not inc. childminding places)	12	20	40	20	<b>92</b>
Maintained sector	0	0	0	0	<b>0</b>
<b>Totals</b>	<b>80</b>	<b>100</b>	<b>220</b>	<b>200</b>	<b>600</b>
<b>Pre-school* childcare;</b> Voluntary sector	12	12	24	18	<b>66</b>
Private sector (not inc. childminding places)	0	12	0	12	<b>24</b>



Maintained sector	0	0	0	0	0
<b>Totals</b>	<b>12</b>	<b>24</b>	<b>24</b>	<b>30</b>	<b>90</b>
<b>Childminded places</b>	34	34	68	34	170
Places via start-up-grant (Out of school)					
Places via start-up grant (Pre School)	79	79	160	79	397
Places not via start-up grant (Out of school)	20	20	43	20	103
Places not via start-up grant (Pre-school)	48	48	98	48	242
<b>Totals</b>	<b>181</b>	<b>181</b>	<b>369</b>	<b>181</b>	<b>912</b>
<b>Column Totals</b>	<b>273</b>	<b>305</b>	<b>613</b>	<b>411</b>	<b>1602</b>

<b>Buckinghamshire's Childcare Targets</b>	
<b>Target 3</b>	To ensure sufficient support is available to ensure 80% of NOF sponsored childcare places remain viable after 5 years
<b>Target 4</b>	To ensure a net increase of places in 2001-02 occurs to contribute to the targets in the Strategic Plan 2001-04

<b>Childcare Business Objectives</b>	<b>Partnership Lead Officer</b>	<b>Resourcing</b>
<b>Childcare Places</b>		
1. Increase the Childcare Development workforce from 1 to 3 officers	Childcare Development Manager	Childcare Grant
2. Refocus the work of the Pre-school Learning Alliance (PsLA) Development Workers to support the development of wrap around Provision in pre-schools.	Childcare Development Manager	Childcare Grant
3. Target areas of disadvantage for the expansion of out-of-school provision for 5-14 year olds.	Childcare Development Manager	Childcare Grant
4. Provide strategic direction for the Childcare Development Officers ensuring that 4 local areas of disadvantage in Buckinghamshire are targeted, together with 2 additional areas which have a high concentration of ethnic minorities	Childcare Development Manager	Childcare Grant
5. Encourage schools, especially those in rural areas to develop out-of-school childcare	Childcare Development Manager	Childcare Grant
<b>Sustainability</b>		
6. Recruit a Business Support Officer to support Childcare Providers with sustainability issues	Childcare Development Manager	Childcare Grant
7. Provide groups with access to Sustainability funds	Childcare Development Manager	Childcare Grant

<b>Target 5</b>	To set up 316 childcare places with childminders in areas other than those of disadvantage
<b>Target 6</b>	To set up: 20 childcare places in private and voluntary pre-schools 90 childcare places with childminders
<b>Target 7</b>	To set up 1 complete childminder network
<b>Target 8</b>	To create 72 daycare/wraparound care places in playgroups

<i>Childminding Business Objectives</i>	<b>Partnership Lead Officer</b>	<b>Funding Source</b>
1. Promote the Childminder Start up Grant through <ul style="list-style-type: none"> <li>▪ the Childcare Recruitment campaign</li> <li>▪ the Children's Day Care Advisors (until September 2001)</li> <li>▪ targeted advertising including posters and leaflets in libraries.</li> </ul>	Childminding Services Manager	Childcare Grant
2. Draw up criteria to ensure the Childminder Start up Grant is awarded to Support targeted childcare development.	Childcare Development Manager	Childminder Start Up grant
3. Recruit a Childminding Network Co-ordinator.	Childminding Services Manager	Childcare Grant

**Target 9** To continue disseminating information about the Childcare Tax Credit

<i>Childcare Tax Credit Business Objective</i>	<b>Partnership Lead Officer</b>	<b>Funding Source</b>
1. Make information about the Childcare Tax Credit available through: <ul style="list-style-type: none"> <li>▪ The Partnership Supplement in the local press</li> <li>▪ Inclusion of leaflets in employer information packs</li> <li>▪ The Children's Information Service</li> <li>▪ The activity of the Business Support Officer</li> <li>▪ The Recruitment Roadshows</li> <li>▪ Translation of all Childcare Tax Credit literature</li> </ul>	Childcare Development Manager	Childcare Grant Recruitment Grant LEA
1. Childcare Development Officers will raise the profile of the Childcare Tax Credit with local groups wishing to set up childcare. The feasibility studys will include questions on the Childcare Credit	Childcare Development Manager	Childcare Grant

**The following tables show how childcare provision in Buckinghamshire will be developed over the next three years**

**Table 5**

	<b>Expected new places to be created during 2000 - 2001</b>	<b>2001-2002 targets</b>	<b>2002- 2003 targets</b>	<b>2003-2004 targets</b>	<b>Totals</b>
Out of school childcare (not inc. childminding places)	865	508	673	657	<b>1,930</b>
Pre-school childcare (not inc. childminding places)	334	92	198	214	<b>502</b>
Out of school childminded places via start-up grant	113	132	81	90	<b>416</b>
Pre-school Childminded places via start-up grant	265	312	192	210	<b>979</b>
Out of school childminded places not via start-up grant	299	102	36	39	<b>476</b>
Pre-school childminded places not via start-up grant	697	243	81	90	<b>1,111</b>
<b>Totals</b>	<b>2573</b>	<b>1389</b>	<b>1261</b>	<b>1300</b>	<b>5414</b>

**Table 6**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
The number of daycare places available per 1000 population of children under 5 not in early education	226	299	333	349
The no. of wrap-around places available per 1000 population of children attending early education	489	367	356	343
The no. of out of school childcare places available per 1000 pop. Children aged up to 14 (16 SEN etc)*	33	39	51	64

## Annex 3. Raising Quality

**Partnership Human Resources** – This table shows how all aspects of the Partnership’s work will be delivered and supported.

**Table 7**

<b>Human Resources</b>	<b>Employed through local authority</b>	<b>Contracted through other organisations</b>	<b>Cost</b>	<b>Source of Funding</b>
<b>Business and Finance Support for providers officer (Business Support Officer)</b>	1		£30,000	Childcare Grant
<b>Officer encompassing the task of demand-side development</b>	1		£35,000	Childcare Grant
<b>Development officers</b>				
Childcare Development Officers x 3	3		£75,000	Childcare Grant
Assistant Childcare Development Officer	1		£21,000	Childcare Grant
		National Childminding Association x 2	£60,069	Childcare Grant
		Turners Court Youth Trust	£12,000	Childcare Grant
		Pre-school Learning Alliance	£30,000	Childcare Grant
		Home-Start Wycombe	£20,00	Childcare Grant
PR & Recruitment Officer			£29,403	Childcare Grant/ Recruitment
<b>Number of Partnership Support Officers</b>				
Partnership Support Officer	1		£43,000	Childcare Grant
Early Years Officer	1		£31,890	LEA
Data Support Officer	1		£21,250	Childcare Grant
<b>Others</b>		Continuing Education	£9,000	Childcare Grant
Quality Assurance Officer			£34,000	Childcare Grant
Quality Assurance Mentors			£10,000	Childcare Grant
Early Years Education Psychologist 2 Portage Workers			£99,000	Childcare Grant
Administration Support			£35,642	LEA
Children’s Information Service Officers x 3			£75,000	Childcare Grant
Children’s Information Service Administrator			£15,000	Childcare Grant
Children’s Information Service Provider Helpline Officer		Pre-school Learning Alliance	£9,000	Childcare Grant
Information Shop Assistants			£6,000	Childcare Grant

## Annex 4. Recruitment

<b>Buckinghamshire's Recruitment Targets 2001 -02</b>	
<b>Target 10</b>	To recruit an additional 170 to the childcare workforce
<b>Target 11</b>	Maintain/Increase recruitment from under-represented groups as follows: Men 1.5% to 1.5% People with disabilities 0.5% to 0.6 % Ethnic minorities 4.4% - 4.5% People aged 40 and over - maintain at 40.0% or above <i>The Partnership expect to see Recruitment activity in 2001-02 beginning to show an effect in the last 2 years of the Plan</i>

The table below shows the position as at December 2000 of the current childcare workforce, with particular reference to under-represented groups.

Table 8

	<b>Day Nursery (Full Day Care)</b>	<b>Childminding</b>	<b>Out of school clubs/holiday scheme</b>	<b>Pre-school playgroup/ Creches (sessional day care)</b>	<b>Crèches</b>	<b>Total</b>
<b>Breakdown by age group</b>						
<b>16-25</b>	100	3	52	59	15	229
<b>26-39</b>	91	693	53	573	38	1,448
<b>40 and over</b>	136	354	57	587	29	1,163
<b>Breakdown by gender</b>						
<b>Men</b>	3	10	21	8	3	45
<b>Women</b>	324	1,077	143	1338	70	2,952
<b>Breakdown by Ethnicity</b>						
<b>White</b>	274	1,070	160	1,295	64	2,863
<b>Black-Caribbean</b>	12	0	0	6	6	24
<b>Black-African</b>	0	0	0	0	0	0
<b>Indian</b>	7	0	0	4	3	14
<b>Pakistani</b>	28	17	4	22	0	71
<b>Bangladeshi</b>	6	0	0	11	0	17
<b>Chinese</b>	0	0	0	0	0	0
<b>Other</b>	0	0	0	8	0	8
<b>People with Disabilities</b>	1	0	4	9	0	14

<b>Recruitment Business Objectives</b>	<b>Partnership Lead Officer</b>	<b>Resourcing</b>
1. The newly appointed Recruitment Officer will develop a Recruitment Action Plan working with the County Council and other Key Partners.	Recruitment Officer	Recruitment Grant
2. The recruitment campaign will be further developed through: <ul style="list-style-type: none"> <li>▪ Articles in local press and other media</li> <li>▪ Ensuring up-to-date information is always available</li> <li>▪ Monitoring the success rates of the different recruitment strategies.</li> </ul>	Recruitment Officer	Recruitment Grant
3. The Buckinghamshire Children's Information Service will Continue to provide recruitment services through <ul style="list-style-type: none"> <li>- improved and increased good quality promotional</li> </ul>	Partnership Support Officer	LEA Childcare Grant

<ul style="list-style-type: none"> <li>material</li> <li>- written information about local job vacancies and training available</li> <li>- a telephone information service</li> <li>- monitoring those contacting the telephone service, to establish how many have started work in the childcare sector</li> </ul>		
1. Run roadshows in each area of the county in order to raise awareness of the opportunities available in the childcare sector and giving the opportunity for personal contact in promoting work in the childcare sector	Childcare Development Manager Recruitment Officer	Recruitment Grant
2. Provide taster sessions for those showing an interest in how an after-school club operates.	Childcare Development Manager Recruitment Officer	Recruitment Grant

## Annex 5. Training

<b>Buckinghamshire's Training Targets for 2001-02</b>	
<b>Target 12</b>	A target for the level of qualifications to be achieved by 2001-02 will be set by <i>September 2001</i>
<b>Target 13</b>	To provide 7000 training days for Foundation Stage Practitioners
<b>Target 14</b>	To appoint an Area SENCO Co-ordinator and Early Years Advisory Teacher
<b>Target 15</b>	To ensure that 80% of qualified teachers working in the Foundation Stage have undertaken appropriate training and development

<b>Training Business Objectives</b>	<b>Partnership Lead Officer</b>	<b>Resourcing</b>
<b><i>Training for Childcare Workers</i></b>		
1. <i>Buckinghamshire EYDC Partnership is committed to work Towards having a skilled and competent workforce. Once the national indicative target is set the Partnership will work together with the Learning Skills Council to set targets for Buckinghamshire</i>	Childcare Development Manager	Childcare Grant
2. Provide a comprehensive training programme for childcare workers. The priorities for the training programme will be Equal Opportunities and Child Protection	Childcare Development Manager	Childcare Grant
3. Continue the partnership with local training providers.	Quality Assurance Officer Childcare development Manager	Childcare Grant
4. To establish a Service Level Agreement with Continuing Education to ensure the programme of training for childcare workers is: <ul style="list-style-type: none"> <li>- co-ordinated</li> <li>- administered</li> <li>- quality checked</li> </ul>	Childcare Development Manager	Childcare Grant
5. Provide childminders with access to relevant training units towards the Certificate in Childminding practice	Childminding Services Manager	Childcare Grant
<b><i>Training and development for Foundation Stage Practitioners</i></b>		
6. Develop an Inset training programme for qualified teachers.	Early Years Advisory Teacher.	Standards Fund Training Grant
7. Work with headteachers to raise their awareness of the quality and training issues associated with those working in the Foundation Stage including release of staff to attend the Inset training programme.	Early Years Advisory Teacher	Standards Fund and Training Grant

8. Courses on observation, assessment and record keeping, along with training on child development will be given priority.	Quality Assurance Officer	Standards Fund
9. Establish the 'Training Manager Data Base' for training undertaken by Early Years Development and Childcare staff.	Data Support Officer	Childcare Grant and LEA
10. Monitor training and development undertaken by Foundation Stage practitioners. Target those practitioners who have not undertaken training and development in the last three years.	Quality Assurance Officer Early Years Advisory Teacher	Childcare Grant Standards Fund
11. Develop the Early Years Link Groups as a rich source of training and development for Foundation Stage practitioners	Partnership Officer	Childcare Grant and Training Grant
12. Develop a Foundation Stage exchange model using the LEA Nursery Schools as models of best practice.	Early Years Advisory Teacher	Standards Fund and Training Grant

## Annex 6. Quality Assurance

Buckinghamshire's Quality Assurance targets for 2001-02	
<b>Target 16</b>	To pilot the Buckinghamshire Quality Assurance Scheme with 20 settings
<b>Target 17</b>	To ensure 92% of Foundation Stage Settings are judged by Ofsted to be satisfactory or better

Quality Assurance Business Objectives	Partnership Lead Officer	Resourcing
<b><i>Quality Assurance Accreditation</i></b>		
1. Launch the Buckinghamshire Quality Assurance Scheme.	Quality Assurance Officer	Childcare Grant
2. Pilot the scheme with 20 settings from across all sectors	Quality Assurance Officer	Childcare Grant
3. Establish a strategy of support for those settings undertaking the Quality Assurance Scheme including the recruitment of mentors.	Quality Assurance Officer	Childcare Grant
4. Evaluate the Quality Assurance pilot and develop a marketing strategy.	Quality Assurance officer	Childcare Grant
5. Quality assure with the Childminding Network established during 2001-02 with the National Childminding Association	Childminding Network Co-ordinator	Childcare Grant
<b><i>Quality in the Foundation Stage</i></b>		
6. Provide targeted support to those settings who receive a 1 to 2 year Ofsted reports.	Early Years Advisory Teacher	Standards Fund
7. Develop a EYDC Partnership Special Measures Policy ensuring that those settings who continually receive a 1 to 2 year report receive an intensive programme of support with the focus on raising standards.	Quality Assurance Officer	Childcare Grant Standards Fund

## Annex 7. Special Educational Needs

<b>Buckinghamshire's Special Educational Needs Targets for 2001-02</b>	
<b>Target 18</b>	<ul style="list-style-type: none"> <li>▪ All Foundation Stage settings will have a nominated SENCO</li> <li>▪ 30% of setting based SENCOs will receive 3 days relevant training</li> </ul>
<b>Target 19</b>	An Area SENCO Co-ordinator will be recruited

### Access to Special Educational Needs Support

6.1 Buckinghamshire Early Years Development and Childcare Partnership will continue to ensure that all early years education and childcare settings have appropriate access to the Authority's SEN support services. It will support inclusion and the early identification of children with SEN and ensure providers have access to:

- a full and comprehensive training programme
- an Early Years Education Psychologist
- specialist teachers
- Early Years Advisory Teacher
- An SEN Support Officer
- An SEN Co-ordinator

<b>Special Educational Needs Business Objectives</b>	<b>Partnership Lead Officer</b>	<b>Resourcing</b>
1. Establish a database containing the name of each settings Nominated SENCO and the training that they have undertaken.	Data Support Officer	Childcare Grant
2. Provide 3 days relevant training to reach 30% of setting Based nominated SENCOs	Quality Assurance Officer	Childcare Grant Standards Fund Training Grant
3. Provide a Continuing Professional Development programme offering courses on specific SEN issues including the early identification of SEN, management and behaviour and language development.	Quality Assurance Officer	Standards Fund Training Grant
4. Appoint the Area SENCO Co-ordinator to ensure: <ul style="list-style-type: none"> <li>- The roles of and objectives of Area SENCOs are defined</li> <li>- The recruitment and training programme for the Area SENCO posts is in place.</li> </ul>	Area SENCO Co-ordinator	LEA
5. Appoint a Special Educational Needs Support Officer for childcare providers	Partnership Support Officer	Childcare Grant

*A complete list of the Business Objectives for Special Educational Needs can be found in the Special Educational Needs Implementation Plan which is attached as appendix IP1*



## Annex 8. Equal Opportunities

Buckinghamshire's Equal Opportunities Targets for 2001-02	
<b>Target 20</b>	To ensure that 100% of settings have an Equal Opportunities Policy and Strategy
<b>Target 21</b>	
<b>Target 22</b>	To ensure the 150 largest employers in Buckinghamshire are aware of the business benefits of work life balance

**An Equal Opportunities Progress Review of the targets contained in the 2000-01 Equal Opportunities Implementation Plan is attached as Appendix IP2**

Equal Opportunities Business Objectives	Partnership Lead Officer	Resourcing
<i>Equal Opportunities</i>		
1. <i>The Equal Opportunities Implementation Plan 2001-02 sets out the Business Objectives for Equal Opportunities in full. This is attached at appendix IP3</i>	Partnership Support Officer	Childcare Grant
<i>Work Life Balance</i>		
2. Distribute the work life balance questionnaire created in partnership with Luton EYDCP to all Employers in Buckinghamshire	Partnership Support Officer	Childcare Grant
3. Audit the childcare and work life balance needs of parents and carers in Buckinghamshire	Partnership Support Officer	Childcare Grant
4. Target, through the Buckinghamshire Children's Information Service the 150 biggest employers in Buckinghamshire to receive Childcare/work-life balance information packs containing posters and relevant leaflets.	Buckinghamshire Children's Information Service	LEA Childcare Grant
5. Create and distribute, via employers, childcare packs for employees	Buckinghamshire Children's Information Service	LEA Childcare Grant
6. <i>Key local stakeholders have been identified by the Partnership. These include the Strategic Planning and Economic Development Service and the various Employment Offices in Buckinghamshire. Reconvene the Employers Sub-group to enable a much closer working relationship to be built up with the linked groups.</i>	Childcare Development Manager	Childcare Grant

## Annex 9. Choice and Diversity

Buckinghamshire's Choice and Diversity Targets for 2001-02	
<b>Target 23</b>	<ul style="list-style-type: none"> <li>▪ To publish the updated Early Years Information Booklet and make it widely available to parents and carers</li> <li>▪ To develop the Partnerships Communication Sub-group</li> <li>▪ To further develop the Early Years Development and Childcare Partnerships Web-site</li> </ul>
<b>Target 24</b>	The targets for increasing provision of integrated services for 0-5 year olds (To be set in September 2001)

Choice and Diversity Business Objectives	Partnership Lead Officer	Resourcing
<i>Reviewing Information for parents</i>		
1. Publish and distribute Buckinghamshire's Early Years Education Booklet through Health Visitors, The Children's Information Service, early education settings and local Access points	Partnership Support Officer	Childcare Grant LEA

2. Extend the membership of the Partnerships' Communication Sub-group to include all those who provide information to parents including Parent Partnership	Partnership Support Officer	Childcare Grant
3. Continue to develop the Early Years development and Childcare Website to include more relevant information for parents	Partnership Support Officer	LEA Childcare Grant
4. Consult on the Admissions arrangements for September 2002 through all members of the Partnership.	Early Years Officer	LEA
<b>Sustainability</b>		
<b>To date Sustainability Grant to the value of £14,271 has been awarded to 16 early years and childcare settings</b>		
5. Ensure all Early Years and Childcare settings are aware of the full range of support packages including how to access the Sustainability Grant	Business Support Officer Childcare Development Officers	Childcare Grant Sustainability Grant

## Annex 10. Information Strategy

<b>Buckinghamshire's Information Strategy Targets for 2001-02</b>	
<b>Target 25</b>	<ul style="list-style-type: none"> <li>▪ To ensure the Buckinghamshire Children's Information Service continues to meet the 14 minimum standards</li> <li>▪ To ensure the Buckinghamshire Children's Information Service (BCIS) fully integrates with the national regulatory system by 2001</li> </ul>

<b>Assessment of current provision provided by Buckinghamshire Children's Information Service</b>		
<b>Standard</b>	<b>Met YES/ NO</b>	<b>Description of how standard is met or action taken to meet standard</b>
<b>Impartiality</b>	YES	No particular provider or provision is endorsed Maximum information is given to callers
<b>Confidentiality</b>	YES	<ul style="list-style-type: none"> <li>▪ Buckinghamshire CC is registered under the Data Protection Act.</li> <li>▪ The BCIS respects the confidentiality of its caller and providers.</li> <li>▪ All providers have option about what information about them is made public and given out to enquirers.</li> </ul>
<b>Accuracy</b>	YES	<ul style="list-style-type: none"> <li>▪ Childminder information is updated at least every 2 months; other information every 6 months on rolling programme.</li> <li>▪ Information requested is sent out the same day, by 2<sup>nd</sup> second class post, urgent information by 1<sup>st</sup> Class Post.</li> <li>▪ The BCIS is constantly working to improve its data.</li> </ul>
<b>Delivery</b>	YES	<ul style="list-style-type: none"> <li>▪ The BCIS is delivered through freephone and postal services.</li> </ul>
<b>Accessibility</b>	YES	<ul style="list-style-type: none"> <li>▪ The service strives to be free of discrimination and holds information on groups relevant to children and families from ethnic minority communities, for parents/carers who have a child/ren with a special educational need and/or disability or who themselves have a special need and/or disability.</li> <li>▪ The BCIS works closely with ethnic minority groups and the Minority Ethnic Traveller Achievement Service and other agencies supporting hard to reach groups, statutory and voluntary.</li> <li>▪ The freephone information service is available on Monday to Friday 9.00am – 16.30pm. There is an out-of-hours voice mail service. Messages left in the evening are dealt with the following morning.</li> </ul>
<b>Publicity</b>	YES	<ul style="list-style-type: none"> <li>▪ Written publicity is available at all community contact points.</li> <li>▪ All publicity is translated into relevant community languages.</li> <li>▪ The BCIS is also advertised on the Internet and Intranet.</li> </ul>
<b>Consultation</b>	YES	<ul style="list-style-type: none"> <li>▪ User statistics are collated monthly.</li> <li>▪ Questionnaires about quality of services received are sent to a random selection of users.</li> </ul>

<b>Complaints</b>	YES	<ul style="list-style-type: none"> <li>▪ Complainants are directed to the appropriate agency by an Information Outreach worker.</li> </ul>
<b>Information on providers</b>	YES	<ul style="list-style-type: none"> <li>▪ Information is held on registered provision (Social Services and Partnership) in day nurseries, pre-school/playgroups, after-school and holiday clubs, and childminders. Information on non-registered provision includes parent and toddler groups, crèches operating for less than 2 hours and many sports and social activities.</li> <li>▪ Provider vacancies are amended within one week of being notified.</li> </ul>
<b>Types of information</b>	YES	<p>If the provider consents, parents can obtain the following information:</p> <ul style="list-style-type: none"> <li>- name of provider and contact details</li> <li>- type of provision</li> <li>- opening hours and availability</li> <li>- fees charged</li> <li>- vacancy information</li> <li>- ability to cater for children with particular needs</li> <li>- ability to care for children from particular religious or cultural communities</li> <li>- date last inspected by OFSTED if applicable</li> <li>- the date the information held was last updated</li> </ul> <ul style="list-style-type: none"> <li>▪ Callers are informed that childminders and other providers registered under the Children Act 1989 must satisfy Social Services (OFSTED from September 2001) that they are fit to care for other people's children and have been subject to a police check</li> <li>▪ Callers are told that they should not automatically assume that carers have been subject to police checks at that time</li> <li>▪ Information about the registration procedure for providers is available, including the criteria for registration</li> </ul>
<b>Advice</b>	YES	<ul style="list-style-type: none"> <li>▪ Callers can discuss their particular need with an Information Officer or s/he will direct them to other sources of information required such as: <ul style="list-style-type: none"> <li>- how to choose a childcare provider;</li> <li>- the services offered by different types of childcare provider;</li> <li>- financial assistance that may be available</li> <li>- the Early Years Development and Childcare Plan and other local plans;</li> <li>- the registration process and what to do if parents have concerns about the provider</li> <li>- advice on issues such as parenting/family support, health and leisure services;</li> </ul> </li> </ul>
<b>Links with providers</b>	YES	<ul style="list-style-type: none"> <li>▪ All providers can see the information which is held about them, at any time, check for accuracy and restrict the availability of sensitive information</li> </ul>
<b>Partnership</b>	YES	<ul style="list-style-type: none"> <li>▪ The BCIS aims to develop strong links with the Learning Skills Council and continue its links with the PsLA, Further Education Colleges, Employment Services, the Health Authority and neighbouring Children's Information Services.</li> <li>▪ Successful networking is considered vital to the quality of information held.</li> </ul>
<b>Internet</b>	YES	<ul style="list-style-type: none"> <li>▪ The BCIS recognises the Internet as a key tool in providing people with access to information on childcare both locally, at County level and nationally.</li> <li>▪ It is connected to and compatible with the national Childcare Link Website.</li> </ul>

## 10.2 Buckinghamshire Children's Information Service Development 2001-02

Standard	Planned Activity
<b>Delivery</b>	An e-mail enquiry form will enable people with computer access to request information using computer technology.
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>▪ There will be increased accessibility for ethnic communities. Children's Information Shops will be run, on Saturdays at regular intervals throughout the year in the libraries in High Wycombe, Aylesbury and Chesham. Language Assistants will staff the Children's Information Shops and offer the communities information about childcare and recruitment.</li> <li>▪ The e-mail information form will enable 24 hour access to information. Response will be made within 24 hours.</li> </ul>
<b>Publicity</b>	<ul style="list-style-type: none"> <li>▪ Marketing to reach all sectors of the community will be significantly increased. Strategies will include: <ul style="list-style-type: none"> <li>- radio commercials</li> <li>- press inserts</li> <li>- information sections in the Partnership</li> <li>- County Council Newsletters</li> </ul> </li> </ul>
<b>Complaints</b>	<ul style="list-style-type: none"> <li>▪ From April 2001 the BCIS will adhere to the Feedback and Complaints Policy of Buckinghamshire County Council.</li> </ul>
<b>Partnership</b>	<ul style="list-style-type: none"> <li>▪ Through a Service Level Agreement with the Pre-school Learning Alliance for 1 year, a part time Childcare Information Service will be offered to pre-school providers. The aim of this service will be to: <ul style="list-style-type: none"> <li>- support pre- schools sustainability</li> <li>- provide a route to childcare information for those parents using pre-schools</li> <li>- provide direct information to pre-schools about work life balance and recruitment</li> </ul> </li> </ul> <p>This information service will be run by a Pre-school Development worker supported by the Buckinghamshire Children's Information Service Officers.</p>
<b>Types of Information</b>	<ul style="list-style-type: none"> <li>▪ Systems will be developed to hold up-to-date information about provider vacancies.</li> <li>▪ Information and guidance for those interested in working with children or wishing to set up provision will be created and available by April 2001</li> <li>▪ Information packs for Employers, promoting work-life balance and publicising the Buckinghamshire Children's Information Service will be created and distributed to all Employers across Buckinghamshire during 2001-02</li> </ul>

## 10.3 National Recruitment Campaign

Buckinghamshire Children's Information service offers a direct line of communication between the national campaign telephone line and Buckinghamshire Early Years Development and Childcare Partnership.

During 2001 – 2002 Buckinghamshire Children's Information Service will:

- provide a telephone information service which will signpost individuals towards information e.g. Careers Service, job centres etc.
- monitor the number of calls received and will provide a breakdown on the calls by gender, age, ethnic background, disability and nature or query.

Calls will also be monitored to establish how many people have started work in the childcare sector

- provide assistance, advice and information on training and other recruitment issues.
- build on the Recruitment Roadshows run during 2000 – 2001

## 10.4 Interface with OFSTED

BCIS is aware that OFSTED will be taking over the responsibility for the regulation of day care and childminders from September 2001. BCIS will fully integrate with the national system set up by OFSTED and co-operate in full with any guidelines issued.

## 10.5 Interface with the National Information Line

<b>Access:</b>	Through Freephone telephone line and postal service. Freephone number for callers from local area – 0800 3283317 Out hours voice mail service Minicom - Email – publicinfo@buckscc.gov.uk
<b>Service Operator:</b>	Buckinghamshire Children’s Information Service
<b>Contact Name</b>	Wendy Beeton-Townshend
<b>Opening Hours:</b>	Monday to Friday 9.00am – 4.30pm
<b>Description of Service</b>	<p><b>Parents can receive</b></p> <ul style="list-style-type: none"> <li>▪ Up to date, accurate information on childcare services in Buckinghamshire</li> <li>▪ Information on leisure activities for children and young people</li> <li>▪ Advice on how to choose a childcare provider</li> </ul> <p><b>Employers can receive all the above and</b></p> <ul style="list-style-type: none"> <li>▪ Employer packs on childcare and related benefits</li> <li>▪ Up to date and accurate vacancy lists</li> <li>▪ Access to the Recruitment Line services</li> </ul> <p><b>Providers can receive</b></p> <ul style="list-style-type: none"> <li>▪ Access to information about sustainability</li> <li>▪ Access to vacancy lists</li> <li>▪ Access to the Recruitment Line Services</li> </ul>
<b>Administration contact details in event of a query by the national line</b>	Mrs. Wendy Beeton-Townshend Early Years and Childcare Team Judges Lodgings County Hall Walton Street Aylesbury HP29 1UX 01296 38 3308 email: wbeeton@buckscc.gov.uk
<b>Local Social Services Registration and Inspection Service</b>	Aylesbury Vale Area Office 01296 395000 Buckingham Area 01280 815121 Wycombe Area Office 01494 475000 Chiltern/South Bucks Area 01494 729000

**The Buckinghamshire Children’s Information Service has a clear commitment to notify the national childcare information line of any changes to details.**

## Annex 11. Better Partnership Working

Buckinghamshire's Partnership Working Targets for 2001-02	
<b>Target 26</b>	To continue to ensure that the Partnership membership is fully representative and effective in carrying out its key tasks, through regular review of working practices
<b>Target 27</b>	To maximise opportunities for joint working with other departments and organisations to improve coherence and efficiency in local services
<b>Target 28</b>	To develop a range of strategies to ensure the principles of Best Value are applied to the Partnerships activities.

<b>Partnership Working Business Objectives</b>	<b>Partnership Lead Officer</b>	<b>Resourcing</b>
<b><i>Improved Early Years Development and Childcare Partnership Working</i></b>		
1. Review the annual membership asking members to reconfirm their Channels of communication with the body they represent. The full list of Partnership members is given at IP3	Partnership Support Officer	Childcare Grant
2. Review the induction pack for new Partnership members.	Partnership Support Officer	Childcare Grant
3. Provide Partnership members with opportunity to claim expenses incurred when attending Partnership Meetings and related meetings and activities	Partnership Support Officer	Childcare Grant
4. Provide members of the Partnership with drafts of the Plan, to be discussed at Partnership meetings. Wider consultation on the draft Plan will take place in January and February 2001 through a series of meetings in the three Buckinghamshire Districts.	Partnership Support Officer	Childcare Grant
5. Develop a Partnership training programme for members focusing on: <ul style="list-style-type: none"> <li>▪ Partnership exchanges for members.</li> <li>▪ Developing feedback skills to ensure more effective consultation occurs</li> <li>▪ marketing</li> <li>▪ learning about other members and their role and responsibilities</li> </ul> <p>The Partnership also intends:</p> <ul style="list-style-type: none"> <li>▪ to invite members from neighbouring Partnerships to attend Buckinghamshire EYDC Partnership meetings.</li> <li>▪ to develop a membership directory</li> <li>▪ invite a representative from the DfEE Partnership Team to attend a Partnership meeting.</li> </ul>	Partnership Support Officer	Childcare Grant
<b><i>Improved joint working</i></b>		
6. Securely establish the Buckinghamshire Inter-agency Advisory Group, linking strategic developments in Health, Social Services and Education	Head of Years and Childcare	LEA
7. Develop the links already set up with the Luton Partnership for the greater involvement of employers, and explore the possibility of joint activity with other neighbouring Partnerships.	Partnership Support Officer	Childcare Grant
<b><i>Best Value</i></b>		
8. Establish links with comparable Partnerships to establish Benchmarking	Partnership Support Officer	Childcare Grant
9. Continue to provide funding to Parents as First Teachers and Home-Start Wycombe for identified activities ensuring: <ul style="list-style-type: none"> <li>• Joint Service Level agreements are in place with other financial contributors</li> <li>• Activities are monitored termly against the principles of Best Value</li> </ul>	Partnership Support Officer	Childcare Grant

10. All Partnership Sub-groups to identify a performance indicator which can be Benchmarked	Partnership Support Officer	Childcare Grant
11. Evaluate through the Sub-groups all Partnership activities against the 4Cs, <b>Challenge, Compare, Consult and Competition</b>	Partnership Support Officer	Childcare Grant

### 11.1 Transition to Ofsted

<b>Target 29</b>	To ensure the protocol discussed with Ofsted's Early Years Directorate is developed and implemented, including close working relationships with Social Services personnel
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#### Current practice in Buckinghamshire

Buckinghamshire Early Years Development and Childcare Partnership has enjoyed for the most part a positive relationship with the Social Services Children's Day Care Advisors who are the regulatory staff for Buckinghamshire. The following bullet points detail the involvement:

- A Children's Day Care Advisor Team Manager attends all Partnership meetings.
- A Children's day Care Advisor Team Manager attends the following Partnerships Sub-groups
  - Funding
  - Equal Opportunities
  - Special Needs
- A Children's Day Care Advisor attends the following Partnership Sub-groups
  - Training
  - Equal opportunities
  - Quality Assurance
  - Special Educational Needs

Termly liaison meetings with the purpose of updating and informing have been held between officers in the Early Years and Childcare Team and Children's Day Care Advisors.

<b>Business Objectives</b>	<b>Partnership Lead Officer</b>	<b>Resourcing</b>
1. Continue the termly liaison meetings between officers from the Early Years and Childcare team and the Children's Day Care Advisors up until September 2001	Partnership Support Officer	Childcare Grant LEA
2. Continue close liaison between the Partnership and Ofsted's Early Years Directorate and ensure an effective protocol is in place to Ensure the effective delivery of training, advice and information.	Partnership Support Officer	Childcare Grant
3. Invite a regional manager from Ofsted to sit on the Partnership	Partnership Support Officer	Childcare Grant
4. Extended invitations to the regulatory staff to continue to sit on appropriate Sub-groups.	Partnership Support Officer	Childcare Grant

## Annex 12. Cross Referencing to other Plans

The work of the Buckinghamshire Early Years Development and Childcare Partnership and the planning process is closely cross referenced throughout to many other local Plans.

The Partnership seek to work with health, voluntary agencies and other council departments to ensure joined up planning which delivers enhanced, cohesive services to the children, young people and adults in Buckinghamshire.

Set out below is a cross referencing table demonstrating how the Early Years Development and Childcare Partnerships Strategic and Implementation Plan links to other Plans and developments.

Key Area of Work	Early Years Development and Childcare Plan Reference	References to other Plans
<b>Developing links with Employers and increasing their awareness of work-life balance</b>	Strategic Plan Target 22  Implementation Plan ,page 13	Council Plan – Strategic Aim 4
<b>Improving services for children with special educational needs</b>	Strategic Plan Targets 18 and 19  Implementation Plan, page 13	Children’s Services Plan Quality Protects Objective 3 Education Development Plan Priority 6 Social Services Plan for Development Behaviour Support Plan Buckinghamshire’s Special Educational Needs Strategy
<b>Developing Information</b>	Strategic Plan Target 25  Implementation Plan, page 15	Quality Protects Objective 3 and 11 Council Plan Strategic Aim 2
<b>Training for Early Years, Childcare and Playworkers</b>	Strategic Plan Targets 12, 13,14 and 15 Implementation Plan , page 12	Education Development Plan Priority 2 Behaviour Support Plan Quality Protects Objective 11 Lifelong Learning Plan
<b>Improving the Quality of Early Years and Childcare Provision</b>	Strategic Plan Targets 16 and 17 Implementation Plan, page 14	Education Development Plan Priority 2 and 7