SURE START GOVERNANCE & ACCOUNTABILITY GUIDANCE

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SURE START GOVERNANCE AND ACCOUNTABILITY

1. INTRODUCTION

1.1 The Sure Start Programme has experienced substantial growth and investment since it was first introduced in the north of Ireland in 2000/01. The Department of Education (DE) is currently investing around £23m per annum in the 2013/14 financial year towards Sure Start, enabling the provision of support to around 43,450 children aged under 4 and their families\(^1\). 33,360 children aged 0-4\(^2\) are registered with Sure Start projects\(^3\).

1.2 There are now 35 Sure Start Projects, covering at least the top 20% most disadvantaged wards, with plans in progress to further extend services to the top 25% over the current budget period. Significant progress continues to be made, through a proactive partnership approach, with services developed and expanded to meet the needs of families with young children, applying the principles of emerging research findings and putting this into practice where possible.

1.3 DE considers it timely and appropriate to review and update the arrangements for governance and accountability of Sure Start to ensure the Department is fulfilling its obligations in this respect.

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\(^1\) Number of Eligible Children Aged 0-4 Living in Sure Start Ward – Census 2011  
\(^2\) Children aged 0-3 inclusive are eligible to access Sure Start services. De-registration to take effect on 4\(^{th}\) birthday unless there are extenuating family circumstances which should be documented.  
\(^3\) Number of Children Registered Aged 0-4 – Sure Start Play Database April 2013
2. **SURESTART POLICY**

2.1 The first years of a child’s life are of critical importance for his/her future development and well-being. It is during these early months and years that a high percentage of learning takes place, attitudes are formed, first relationships are made, concepts are developed and the foundations for later skills and learning are built. The consensus of researchers is that investment in early childhood is cost effective and can yield lasting benefits. In particular, the impact which early childhood services can have on disadvantaged children is significant.

2.2 The policy objective of Sure Start is to work with parents and children aged under four in areas of disadvantage to promote the physical, intellectual, social and emotional development of pre-school children to ensure they can flourish at home and when they get to school.

2.3 Sure Start services are currently delivered in at least the top 20% most disadvantaged wards and Super Output areas as measured by the Multiple Deprivation Measure (MDM) 2010. In May 2012, Minister O’Dowd announced additional funding to expand Sure Start Services to reach the 25% most disadvantaged wards in the north of Ireland.

2.4 Expansion of Sure Start to the top 25% disadvantaged areas will be on a phased approach over the current budget period (2011/15), as resource allows.
3. AIMS AND POLICY OUTCOMES OF SURE START

3.1 The aims of Sure Start are to:

- improve the ability to learn by encouraging stimulating play, improving language skills and the early identification and support of children with learning difficulties;
- improve health by supporting parents in caring for children and promoting children's health and development;
- improve social development by supporting the development of early relationships between parents and children, good parenting skills, family functioning and early identification and support of children with emotional, learning or behavioural difficulties.

3.2 Sure Start programmes have been designed specifically to reflect and respond to local needs. For that reason, each Sure Start project is unique in terms of the services it provides and the manner in which it provides them. There are, however, core elements which must feature in any Sure Start programme. These core elements include:

- outreach and home visiting services, to make contact as early as possible in a child's life and draw families into using other services;
- family support including befriending, social support and parenting information, both group and home based;
- good quality play, learning and childcare experiences for children (both group and home based);
- primary and community health care and advice;
- Speech language and communication support;
- support for all children in the community recognising their differing needs

Sure Start does not itself provide specialist services, projects need to ensure that their services are accessible to all families in the designated area.
3.3 The Expected Policy Outcomes of Sure Start are:

- Improved language skills.
- Early identification of developmental delay.
- Improved access to services.
- Enhanced parenting skills.
- Effectively integrated services.

4. MONITORING AND EVALUATION

4.1 DE requires Sure Start Projects to develop a Business Plan, in line with the budget period, with an annual Budget and Activity Plan and Performance Management Report. This allows for a more considered strategic and operational planning approach, with an emphasis on Outcome Focused planning and self evaluation. As part of the Business planning process, Sure Start outcomes are currently aligned to the 6 High Level Outcomes of Our Children & Young People – Our Pledge - a 10 Year Strategy for Children and Young People in NI (2006-16).

4.2 Activities planned by Sure Start projects should be structured under the headings of the Sure Start core services in order that it is clear to which high level Sure Start aim they contribute.

<table>
<thead>
<tr>
<th>Sure Start aims</th>
<th>Sure Start core services</th>
</tr>
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<tbody>
<tr>
<td>Improve the ability to learn by encouraging stimulating play, improving language skills and the early identification and support of children with learning difficulties</td>
<td>- Good quality play, learning and childcare experiences for children (both group and home based)</td>
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<td></td>
<td>- Speech language and communication support</td>
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<tr>
<td>Improve health by supporting</td>
<td>- Primary and community health</td>
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parents in caring for children and promoting children’s health and development

- Support for all children in the community recognising their different needs

**Improve social development by supporting the development of early relationships between parents and children, good parenting skills, family functioning and early identification and support of children with emotional, learning or behavioural difficulties.**

- Family support including befriending, social support and parenting information, both group and home based
- Outreach and home visiting services, to make contact as early as possible in a child’s life and draw families into using other services.

### 4.3 Sources of information which are useful to monitor and evaluate the effectiveness of the Sure Start programme include:

- Sure Start Play database;
- Data on the number of children and families availing of Sure Start services;
- Data on the types of services and programmes run under the Sure Start policy;
- Mapping and analysis of services;
- Best practice examples of effective practice;
- Findings from Independent Evaluation; and
- Inspection reports.
5. REQUIREMENT FOR GOOD GOVERNANCE AND ACCOUNTABILITY

BACKGROUND

5.1 DE has been working jointly with the Health and Social Care Board (HSCB) and Childcare Partnerships (CCPs) to consider the current governance and accountability arrangements for Sure Start. The Lead and Accountable Bodies are fulfilling a vital role in directing and supporting the Sure Start Projects at a localised level. Likewise the work of each Sure Start Management Committee is considered to be fundamental to the effective management of each Sure Start at an operational level. The aim of this guidance is therefore to reaffirm and define the roles and responsibilities of all bodies with a responsibility for Sure Start at a strategic and operational level.

5.2 Good governance and accountability is essential in order to ensure that Sure Start, as a commissioned service, is working to achieve its overall purpose in an effective, efficient and ethical manner and ensuring the proper use of public money. Each body or organisation within the Sure Start governance structure has therefore a duty and responsibility to meet these requirements.

6. ROLES AND RESPONSIBILITIES

6.1 DE, as the lead Government Department for the Sure Start Programme, has overall responsibility for the strategic development and policy for the Programme, with a duty to ensure the proper use of public money for the purposes for which it is given. This is achieved by working in conjunction with the HSCB through the CCPs, which have responsibility for ensuring that the Sure Start Projects comply with the Department’s policy and financial requirements.
6.2 The Lead and Accountable Bodies of each Sure Start are crucial to the governance and accountability process, bringing a wealth of experience and knowledge mainly in the areas of health and/or children’s services, providing an integrated approach to working with and supporting each Sure Start Project while linking closely with the Childcare Partnerships.

6.3 Partnership working is one of the fundamental principles of Sure Start. The Sure Start Management Committees, whose membership reflects local stakeholders (including parents), are best placed to identify and respond to the needs of local communities, aligning them with DE policy requirements and leading the Sure Start Project at an operational level, with corporate accountability to the CCPs. The Sure Start Managers are an integral part of this process.

6.4 The Appendices attached to this document outline in detail the roles and responsibilities of each Body within the governance and accountability structure.

7. SURE START FUNDING

7.1 Sure Start is a service commissioned by DE through the HSCB. The funding should therefore only be used for the purposes for which it is given.

7.2 Summary Terms and Conditions of Funding

- Each partner is responsible for delivery of specified objectives and outcomes within a specified budget.

- Each partner is responsible for keeping proper accounts and records for seven years.

- DE and its agents (including internal and external audit) have
the right to access all records and accounts relating to the Sure Start project.

- All Sure Start funded staff must be an integral part of the Sure Start team.

- Publicity requirements must be complied with.

- Suspected or actual fraud must be reported immediately.

The Department and HSCB (via the CCPs) have the right to withhold payments in specified circumstances.

7.3 Further guidance may be provided by DE on specific elements of funding as and when required.

8. EMPLOYING STAFF

8.1 It has been normal practice for the Sure Start Lead or Accountable Body to act as employer for the Sure Start manager and other Sure Start staff, although other partners can employ staff where appropriate. The Sure Start Management Committees do however need to have a clear understanding of the arrangements within the Project for employing and line-managing staff.

8.2 Some Sure Start services may be provided directly by the Project, while others may be provided under contract from another partner organisation. Staff may be employed directly or seconded to the project by partners or other agencies. Line management, reporting arrangements and terms and conditions for these different staffing situations can best be supported by written understanding between the Accountable Body on behalf of the Sure Start Management Committee and the partner organisation.
8.3 Relationships, responsibilities and reporting lines between project manager, other managers, and the CCP must be clear and documented. Lines of accountability should be clearly indicated in the Sure Start Project Business Plan.

9. MANAGEMENT CHARGES

9.1 Appropriate management charges should be agreed, where applicable, between the HSCB (via the CCPs) and the relevant partner organisation(s).

9.2 DE will provide a framework to ensure charges are proportionate and equitable.

9.3 Appendix 9 sets out the governance structures for Sure Start, including line management responsibility.

10. COMMUNICATION AND PUBLICITY

10.1 The Department expects a corporate image of Sure Start to be promoted in all publications and events, with the Sure Start logo clearly displayed along with an acknowledgement/logo of DE and the Childcare Partnership CCP, to reflect the source of funding and the nature of partnership working.

10.2 Promoting a Corporate Image in Publicity Events

- DE, the CCP and Sure Start should all be clearly acknowledged.
- All publications (e.g. Annual Reports) should clearly promote and acknowledge Sure Start.
- The Sure Start logo (as may be defined by DE) should be clearly
included on letterheads, leaflets, flyers, etc. along with the CCP and DE logo displayed as the funding source.

- Both Sure Start and DE should be clearly acknowledged as a funder in any accounting statements produced by individual partners.

10.3 Positively Promoting Sure Start Through Publicity

- Partners should always work collectively to ensure maximum exposure for Sure Start.

- Partners should seek to establish good links with local media to achieve additional opportunities for promoting Sure Start.

- Try to get local parents involved in any Sure Start publicity event as it provides a human interest dimension to any event.

- If children are to be included in Sure Start publicity events/photographs/websites, always ensure that parental permission has been given.

- DE should be acknowledged as the funding source for Sure Start in all publicity materials including Sure Start newsletters and Sure Start websites.

11. SURE START REPRESENTATION

11.1 Representation for Sure Start rests with DE unless this role is delegated to the CCPs. Where an individual employed by a Sure Start is asked for information, comments or views on a strategic policy matter, or any other
matter relating to Sure Start, this should be referred to DE through the Childcare Partnership.

11.2 No member of the Sure Start Management Committee or any individual employed by Sure Start at operational level can presume to represent the Sure Start Programme in its entirety, and can only represent his/her Sure Start Project with the agreement of the Childcare Partnership.

12. ASSET MANAGEMENT

12.1 Any required leases for property in connection with Sure Start programme administration or delivery should be secured with the agreement of the CCPs and in accordance with procedures agreed with DE.

13. RECORDS MANAGEMENT

13.1 Sure Start projects should ensure that all records are retained securely and in accordance with the appropriate records management procedures.
Roles and Responsibilities
Sure Start Governance and Accountability

APPENDIX 1

ROLE OF THE DEPARTMENT OF EDUCATION

Overview of Role

DE – Early Years Team – supports the strategic development of the Sure Start Programme, including regular monitoring and review, in conjunction with the Health and Social Care Board and through the Childcare Partnerships.

Main Role & Responsibilities

- Policy development and implementation.
- Evaluation of the effectiveness of policies.
- Responsible for the effective implementation of Sure Start in the north of Ireland, and the proper use of public money
- Ensure funding for Sure Start as part of the DE budget process, within the constraints of the overall budget.
- Allocation of Sure Start funding to the Health and Social Care Board/Child Care Partnerships.
- Provide support to the Sure Start programme to ensure that the interests and responsibilities of the Department’s Accounting Officer have the necessary frameworks and mechanisms in place to meet their essential requirements.
Sure Start Governance and Accountability  
(Role of Department of Education)

- Support for the development of the Sure Start programme at area and regional level, including sharing of good practice.

- Development of appropriate mechanisms to promote and maintain effective communication across the region.
ROLE OF CHILDCARE PARTNERSHIPS

Overview of role

The CCPs serve as the Executive Arm of the HSCB and have responsibility for ensuring that Sure Start projects comply with the policy and financial requirements of DE Early Years Team, and the HSCB.

Main roles and responsibilities

- Support the strategic development of the Sure Start programme on a local and regional basis.

- Ensure the effective development and delivery of the Sure Start programme within the respective CCP areas.

- Undertake assessment, selection, and implementation of Sure Start projects and processes in line with statutory regulations and relevant guidance.

- Agree with the Sure Start Management Committee the appropriate project level outcomes and impact indicators and targets.

- Monitor project output, outcomes, and impact as part of the ongoing business planning cycle.
• Ensure that projects have adequate information systems for internal management of the project and to provide the necessary output, outcomes and impact.

• Ensure that projects are aware of and adhere to expenditure eligibility requirements as determined by DFP and guided by HSCB/DE.

• Agree with the HSCB specific financial information to be provided by the Management Committee

• Agree with the HSCB the appropriate level of management charges, where applicable, to be paid to relevant partner organisations.

• Ensure that monitoring and evaluation processes meet with CCP and DE requirements.

• Agree the relevant and emerging standards to ensure relevant quality outcomes and ensure training for Project staff where necessary.

• Ensure that projects supply appropriate, accurate, and timely information.

• Review project monitoring data on a quarterly basis.

• Submit returns to DE within the required timescales.

• Facilitate negotiations as required between Sure Start Projects and other agencies.
Sure Start Governance and Accountability
(Role of Childcare Partnerships)

The CCP can raise their own concerns with the Lead/Accountable Body and/or Management Committee when necessary, to ensure the fiduciary responsibilities of the HSCB and DE are met in relation to the financial management of Sure Start funds, the overall effectiveness of partnership arrangements, and to ensure that the Sure Start project continues to meet local need.
ROLE OF HEALTH AND SOCIAL CARE BOARD – FINANCE

Overview of Role

The HSCB is responsible for the management and oversight of funding provided by DE in relation to Sure Start. Funds are allocated to the Board by DE for dissemination to the Sure Start projects, and the relationship between DE and the HSCB is managed by a Service Level Agreement (SLA). The Board is required to adhere to the accountability and governance arrangements therein to safeguard the use of public money.

Main roles and Responsibilities of Finance Department within the HSC Board

- Work collaboratively with CCP Managers to co-ordinate and disseminate funding to all Sure Start projects in line with the agreed budget plans which have been approved by the CCPs and DE.

- Profile and monitor levels of Sure Start spend, against initial allocations, reporting to DE as required.*

- Arrange drawdown requests to DE in a timely manner in line with agreed protocols.*
Sure Start Governance and Accountability
(Role of Health and Social Care Board – Finance)

- Identify and highlight any areas of spend at variance with agreed budgets (underspend and overspend) and regularly liaise with CCP Managers to ensure that all operational matters have been taken into account before reporting the predicted / actual position as appropriate to DE.

* Further detailed guidance has been provided for HSCB Finance Department on agreed protocols
Sure Start Governance and Accountability

APPENDIX 4

ROLE OF LEAD BODY

Overview of role

The Lead Body facilitates development of a local partnership and promotes a partnership approach to delivering services through Sure Start to address identified needs. The functions of the Lead Body in relation to Sure Start should be determined by the Management Committee (including arrangements for partnership working at a local level, staff training and line management arrangements, etc). Lead bodies should make a clear distinction between their role as lead body for a Sure Start project and the entirety of their work as prescribed by their governing document.

Main Role and responsibilities

- Build ownership at a local level, setting the tone for constructive collaboration & active participation by all stakeholders in a fair manner and with the support of a member of senior management.

- Has a decision making role as a member of the Management Committee

- Promote participation of stakeholders, provide guidance and promote solutions.

- Ensure on behalf of the Management Committee that a system of line management is in place for the Sure Start manager and other Sure Start staff where he/she is employed by the Lead Body.

- Provide leadership to facilitate planning & development
• Promote synergy between partner organisations & the local community

• Provide ongoing practical support to the Sure Start Project eg access to training/specialist advice

• Where the Lead Body has concerns that the Management Committee is operating outside its terms of reference or to the detriment of the Sure Start Project, concerns should be raised with the Management Committee in the first instance, and where concerns persist, raised with the CCP.

• Ensure that explicit links are made with the CCP.

The CCP can raise their own concerns with the Lead/Accountable Body and/or Management Committee when necessary, to ensure the fiduciary responsibilities of the HSCB and DE are met in relation to the financial management of Sure Start funds, the overall effectiveness of partnership arrangements, and to ensure that the Sure Start Project continues to meet local need.
ROLE OF ACCOUNTABLE BODY

Overview of role

The Accountable Body provides administrative and financial support and advice to the Sure Start Management Committee. The functions of the Accountable Body should be determined by the Management Committee (including the timing of payments, use of standing orders, standing financial instructions, provision of management information). Accountable bodies should make a clear distinction between their role as accountable body for a Sure Start project and the entirety of their work as prescribed by their governing document.

Main roles and responsibilities

- Ensure that allocated funds are utilised according to the agreed Business Plan

- Ensure that monitoring and audit arrangements are in place and maintained efficiently.

- The Accountable Body may administer or commission services which cover the full range of Sure Start functions, as agreed by the Management Committee and which are reflected in the Business Plan. These may be outside the organisations core business.

- Has a decision making role as a member of the Management Committee
If the Accountable Body has issues of concern in relation to financial management, this should be brought to the Chair of the Management Committee in the first instance. If concern persists the Accountable Body must then advise the Childcare Partnership.

The CCP can raise their own concerns with the Lead/Accountable Body and/or Management Committee when necessary, to ensure the fiduciary responsibilities of the HSCB and DE are met in relation to the financial management of Sure Start funds, the overall effectiveness of partnership arrangements, and to ensure that the Sure Start Project continues to meet local need.
SURE START MANAGEMENT COMMITTEE

Overview of Role

- The Sure Start Management Committee is the main driver of the Sure Start project as a commissioned service, having responsibility for the project's operational management. The Committee is responsible for ensuring the achievement of Sure Start aims and objectives at a local level, and for the financial probity of the project, being corporately accountable to the Childcare Partnerships.

Main role and responsibilities

- Secure and maintain detailed knowledge of the local community to ensure that the Sure Start project can develop and respond to identified need.

- Promote collective ownership of the Sure Start project, ensuring that the achievement of Sure Start aims and objectives at local level are co-ordinated.

- Ensure effective partnership working within the project, demonstrating commitment to a partnership approach (individually and collectively).
APPENDIX 6

(Sure Start Management Committee)

- Ensure a corporate approach to decision making on which services or activities should be developed and delivered within the objectives of the Sure Start Programme, in line with DE policy and in consultation with the Childcare Partnerships, as a commissioned service.

- Ensure that all core services are in place with appropriate Project support.

- Ensure that activities badged as Sure Start services are managed entirely within the budget allocated by DE, without supplement from other sources.

- Promote shared responsibility for Sure Start aims and objectives rather than using Sure Start to promote the aims of a particular agency/professional group.

- Ensure there are appropriate robust management and reporting systems in place to enable the Committee to fulfil its role in all aspects of managing the Project, including staff management, and both the performance and finances of the project.

- Ensure that the project budget is adhered to, and that remedial actions are taken on a timely basis with the prior approval of the Childcare Partnership.

- Ensure proper evaluation of the Sure Start Project through the annual process of business planning and reviews, supported by reflective planning as appropriate.
• Committee members should be aware of conflicts of interest\(^4\) which should be declared appropriately, and agree not to improperly share information from one organisation with the other.

• Agree a contract of confidentiality within the Committee in relation to issues discussed and opinions expressed.

• Ensure reasonable actions to safeguard and manage project assets.

The CCP can raise their own concerns with the Lead/Accountable Body and/or Management Committee when necessary, to ensure the fiduciary responsibilities of the HSCB and DE are met in relation to the financial management of Sure Start funds, the overall effectiveness of partnership arrangements, and to ensure that the Sure Start Project continues to meet local need.

\(^4\) For the purposes of this document “conflict of interest” is defined as any circumstances in which the interest of a Committee member may conflict, or have the potential to conflict with other interests, whether directly or indirectly. Such situations may occur where a member of the Sure Start Management Committee is also a member of another Management Committee or employed by another Organisation which receives funding through Sure Start for providing a service, or has an interest in providing such a service.
Structure of the Management Committee and related business matters

- Committee members should be drawn from active stakeholders in the local community who are reflective of the demography of the areas served, in order to ensure impartiality and a multi agency/partnership approach.

- There should be an overall balance of representation from the following key groups:
  - Statutory authorities – i.e. Health and Social Care Board/Trust & Education
  - Voluntary Organisations
  - Community Organisations
  - Parents

- Membership should include at least one representative from each of the Sure Start Lead and Accountable Bodies.

- No more than 40% of Committee Members should represent organisations receiving direct Sure Start funding.

- Good practice would advocate a minimum membership of 10 with a maximum that is manageable to ensure the effectiveness of the Committee.
• It is recommended as good practice that the Committee should review its membership in line with the business planning cycle to ensure proper sectoral representation. The tenure of membership should be agreed to maintain a balance of continuity and a healthy turnover, thus helping to ensure openness and accountability.

• Appropriate induction should be provided for new members to the Committee.

• When matters are under discussion relating to the commissioning of specific services or activities a member with an interest in providing that service should withdraw from the debate and the decision making process.

• All records and documents relating to Committee business should be maintained (including minutes of meetings). Such records are disclosable to Childcare Partnerships on request.

• The CCPs may provide further guidance as and when required to ensure good practice in respect of the operation of the Sure Start Committee.
FURTHER GUIDANCE

Guidance on governance issues, standards and the Code of Practice relating to the voluntary and community sector in the north of Ireland may be obtained from the DIY Committee Guide website at the link below.

www.diycommitteeguide.org

Further information may also be found on the Northern Ireland Council for Voluntary Action (NICVA) website at the link below.

www.nicva.org
ROLE OF SURE START MANAGEMENT COMMITTEE

CHAIRPERSON

Overview of role

The Chairperson of the Sure Start Management Committee has a strategic role in representing the vision and purpose of the Sure Start Project, which is reflective of the policy of the DE.

Main roles and responsibilities

- Set a positive tone for the Management Committee business, ensuring that the Committee functions properly and that matters are dealt with in an efficient manner, promoting collaborative working to ensure effective partnership processes.

- Promote collaborative working among all Committee members.

- Ensure an understanding of operational matters

- Liaise and assist the Sure Start manager in preparation for Management Committee meetings.

- Ensure proper documentation is maintained, including signing off minutes of meetings to ensure that they are an accurate and fair account of Committee business.
• Ensure that all monitoring and evaluation requirements are met.

• Promote a positive image of the Sure Start Project and communicate effectively its vision and purpose.

• Work collaboratively with the Sure Start manager to represent the Sure Start Project, at external meetings and events.

• Maintain an awareness of current issues that may impact on the Project.

• Liaise with the Childcare Partnerships (CCPs) with regard to the development of the Sure Start Programme/Project.

• It is recommended as good practice that the Committee should review the appointment of the Chairperson in line with the 3 year business planning cycle to ensure fairness and transparency and the effective functioning of the Committee. Consideration should be given to the tenure of office, in order to maintain a balance of continuity and expertise but also opportunities for a fresh and innovative approach.⁵

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⁵ The DIY Committee Guide (http://www.diycommitteeguide.org/article/help-electing-office-bearers) provides guidance on the selection and tenure of a Chairperson, including factors to consider in order to prevent difficult situations arising.
ROLE OF SURE START MANAGER/CO-ORDINATOR

Overview of role

The Sure Start manager is responsible for the operational management of the Sure Start Project on a daily basis.

Main roles and responsibilities

- Reports to the Sure Start Management Committee through the Committee Chairperson in relation to the effective operation of the Project: day-to-day operational management and co-ordination. This includes those managers who are employed by the Lead Body.

- Share models of good practice to help influence the reshaping of core services in conjunction with the CCP.

- Report on financial and operational monitoring and evaluation to their Management Committee and ultimately to the CCPs.

- Support the project to meet all monitoring requirements as outlined by DE and CCPs.

- Ensure ongoing communication, advice and the dissemination of information, and reports to the Management Committee.
Sure Start Governance and Accountability
Role of Sure Start Manager

- Accountable to the Management Committees for ensuring the aims and objectives of the Sure Start Project are achieved through the development of the business plan.

- Promote the vision for all the Project staff, of working for and representing Sure Start, regardless of the employing body.

- Responsible for ensuring effective staff management for the delivery of quality programmes and services (i.e. supervision, job performance/appraisals, training, recruitment, disciplinary, staff development, etc.).

- Responsible for informing the CCP, through the Management Committee, of issues of concern that could impact on the effective delivery of programmes or services (i.e. staff/user complaints, disciplinary matters, potential public perception etc.).

- Promote a positive image of Sure Start, including inclusion of both the Sure Start and DE logo in publicity materials.

- Responsible for submission of annual business plans and quarterly returns to the CCP.