

SPARKLE (SOUTH WALES) LIMITED



PROPOSED 5 YEAR STRATEGY

What is Sparkle's vision

All children and young people (CYP) with additional needs should be able to achieve their full potential regardless of their disability or learning difficulties. Sparkle will work to achieve this directly with families in Gwent and, with the knowledge gained, influence change across the UK.

What is Sparkle's mission over the next five years?

The charity will work to achieve its vision through advocating for the delivery of Gwent wide integrated and equitable enhanced leisure services for CYP with disabilities and developmental difficulties, along with the provision of family support, while also providing equipment, facilities and training for staff which is not readily available through the health board or local authority areas. The charity will work in collaboration with statutory partners and other voluntary sector organisations in the Gwent area to raise the overall availability, standard and quality of services from children's centres / other venues through the development of fit for purpose, integrated facilities delivering health, social care, leisure and family support services for CYP with disabilities and their families from 'under one roof'. Through robust engagement, research-based service evaluation, benchmarking and effective lobbying of influencers at local and national level, the charity will strive to be at the forefront of delivering what families have told us that they need, and at the same time it will trail blaze for optimal service design in other areas around the UK. The charity will maintain a robust financial plan to ensure sustainability of its vision and mission.

Overarching objectives of the charity

The three primary objectives for the charity over the next 5 years concern:

1. Equitable enhanced service provision for CYP with additional needs across Gwent.
2. Training, educating and working with other providers to enable CYP with additional needs to realise their potential.
3. Advocacy within Gwent, across Wales (and ultimately the UK), to advance the optimal model of care and support.

These objectives and phases of implementation are detailed within appendix 1.

Where will the charity be in 5 years' time?

Sparkle will be the charity that delivers a range of equitable enhanced leisure services and family support across Gwent, from fit for purpose centres / venues, facilitating 'all Gwent' specialist provision to be developed on a 'hub and spoke' model basis, to include leisure, early years and transition.

Sparkle will have developed a range of training packages available to community and statutory partners which will upskill health, social care and community leisure providers to better support and understand the leisure needs of CYP with complex disabilities and thus facilitating a smoother transition to community leisure and sports activities.

Sparkle will be widely recognised as a charity with expertise and knowledge in the development and delivery of enhanced services for CYP with disabilities and their families within Wales and the wider UK.

What will be the charities indicators of effectiveness over the next 5 years?

High levels of satisfaction from CYP, their families and professionals.

Peer group acknowledgement of the effectiveness of Sparkle's methods to enable CYP with disabilities and developmental difficulties better achieve their full potential.

The production of a detailed and accurate data base of key information that is available to substantiate the improvements that Sparkle initiatives have achieved for CYP with disabilities and developmental difficulties and that can provide a 'road map' for other regions wishing to develop similar services.

Equity of enhanced leisure service provision across all areas of Gwent, available to all CYP and families who need and benefit from them.

Improved facilities in the north and west of the patch for the delivery of integrated health, local authority and voluntary sector services to CYP with disabilities and their families, developed in collaboration with statutory agencies and families.

Successful feasibility studies of new models of care/ joint working, to maximise CYP's potential.

Financial sustainability and continued ability to deliver Sparkle services via income generation, through commissioned services and by income generated through the delivery of training packages which educate other providers to enable CYP with additional needs to realise their potential.

What will Sparkle's legacy be from the first 15-20 years of the charity?

Fit for purpose, high quality children's centres / community facilities accessible by all families of CYP with disabilities and developmental difficulties in the Gwent area, with the opportunity to access enhanced leisure provision in specialist settings for all those who need it.

Improvement in the quality and scope of community provision for leisure opportunities for CYP with complex needs.

Tangible improvements in the area of transition from child to adult services and improvements in the life opportunities for young people with disabilities and or developmental difficulties.

A financially sustainable model.

Regional/ national recognition for the development of high quality, fully holistic services for CYP with complex needs.

Appendix 1

Overarching objectives (strategic goals) and phases of implementation

<p>1. Equitable enhanced service provision for CYP with additional needs across Gwent.</p> <p>Sparkle will engage with families and collate evidence of what families say they need in order to be able to sustain normal family life with a child or young person with a disability and or developmental difficulty to care for.</p> <p>Sparkle will develop and deliver enhanced services on an all-Gwent basis using its extensive knowledge and expertise in this area which is recognised by statutory partners and other stakeholders.</p> <p>Sparkle will drive the development of facilities in the north and west of Gwent that promote the one stop shop model, which accelerates integrated multiagency working, and which benefits many families who experience multiple appointments with different specialists.</p> <p>Sparkle will work in partnership with the health board, social care and education and through its fundraising efforts will continue to support the health board to fund equipment and facilities that are used by families within the health boards' catchment area.</p>	
Strategic Goals	Phases of implementation
<p>1.1 General</p> <p>Sparkle services will be delivered in an efficient and effective manner.</p> <p>Sparkle will be a sustainable charity.</p> <p>Sparkle will become recognised as a leading all-Gwent charitable enterprise.</p>	<p>Phase 1/ Year 1: January 2021 – March 2022</p> <ul style="list-style-type: none"> • Continue with the streamlining of existing Sparkle processes and procedures. Action: Several processes have been streamlined and improved, these include: policy sign off, DBS, occupational health, DARCY, session reviews, risk register, payroll, HR and volunteer sign up (internal). Sparkle continues to develop more systems to streamline systems and in the near future we look to improve our leisure booking system. • Complete an in-depth evaluation of the value of Family Liaison and Care Co-ordination service within ISCAN, and ISCAN itself. • Ensure ongoing data collection to determine the impact of Sparkle services on CYP and families. • Achieve sufficient income in line with the Sparkle funding strategy. Action: It was expected that in this period through existing relationships we would receive £24,000, however, we received a total of £41,917. During this period there was no Fundraising

	<p>Manager therefore the target was £0 of the budgeted £45,000. For grants it was predicted we would receive a total of £284,869, however, we exceeded this amount by receiving £509,761. From the café and other activities we expected £47,000 but we received £43,514. The total income for the year was expected to be £400,869 but we exceeded this by £194,323 making a total of £595,192</p> <p>Phase 2 /Year 2: April 2022- March 2023</p> <ul style="list-style-type: none"> • Achieve sufficient income in line with the Sparkle funding strategy. Action: It was expected that in this period through existing relationships we would receive £36,000 however, we received a total of £59,196. A Fundraising Manager wasn't appointed until November 2022 so a target of £45,000.00 was not achieved and the total raised by the Fundraising Manager was £4,781. For grants it was predicted we would receive a total of £305,729, however, we exceeded this amount by receiving £496,322. From the café and other activities, we expected £64,000 but we received £65,263. The total income for the year expected was £450,729, however, we exceeded this amount by £174,833 making a total of £625,562. • Recognition as a leading all-Gwent children's charity. <p>Phase 3 year 3 / 4 April 2023 – March 2025)</p> <ul style="list-style-type: none"> • Achieve sufficient income in line with the Sparkle funding strategy. • Ensure consistency across all sites with equitable access for CYP of all ages. <p>Phase 4 - Year 4 / 5 (2024/2025)</p> <ul style="list-style-type: none"> • Sparkle is recognised nationally with a reputation for delivering the best services to CYP with disabilities and their families. • Achieve sufficient income in line with the Sparkle funding strategy.
<p>1.2 South</p> <p>The charity will continue to develop and deliver a range of enhanced services in the south as part of the Serennu children's centre service delivery.</p>	<p>Phase 1/ Year 1: January 2021 – March 2022</p> <ul style="list-style-type: none"> • Reinstate the full range of Sparkle leisure services in Serennu (post COVID). • Pursue to completion the development of a rebound facility & bouldering wall in Serennu in collaboration with the health board.

	<ul style="list-style-type: none"> • Resolve the issues with RedCap and implement the software across Sparkle. Action: Sparkle decided against introducing the RedCap software due to IT difficulties. In place of this Sparkle developed it's own database that could filter the data for research purposes and to support the leisure team, this is called DARC Y (Details of All Registered Children and Young People), since version one it has been upgraded to a Microsoft List to make the system automated. Currently the IT Officer is developing the database DARC Y to further streamline processes, this includes email notification of changes to DARC Y. Sparkle is also reviewing introducing a leisure system which would allow parents to book onto sessions and events and pay online for sessions. • Resolve the room booking system issue with the health board. Action: All issues have been resolved, it is important that reports are now produced. <p>Phase 2 /Year 2: April 2022- March 2023</p> <ul style="list-style-type: none"> • Consider the boundaries for accessing services at each of the three centres. <p>Phase 3 year 3 / 4 April 2023 – March 2025) Phase 4 - Year 4 / 5 (2024/2025)</p>
<p>1.3 North</p> <p>The charity will engage in the development of a range of enhanced services in the north of the county.</p> <p>Sparkle will work with statutory agency partners to review options in terms of the re-provision of the services currently provided in Nevill Hall children's centre.</p>	<p>Phase 1/ Year 1: January 2021 – March 2022</p> <ul style="list-style-type: none"> • Submit and conclude a feasibility study for a facility in the north to include the appointment of a project support officer, lead trustee as project manager and designated trustees and senior managers to complete the feasibility work. • Advance the leisure options for CYP in the north of Gwent. Action: Currently for CYP in the North of Gwent Sparkle provides 4 weekly play clubs and a weekly youth club. Sparkle is also now providing family events for these families, and have offered them access to Medicinema, family swim and children's parties in Serennu • Develop and implement a funding strategy for the development and delivery of enhanced leisure services in the north (first half of 2021). Within this period there was no Fundraising Manager in place, therefore, the leisure services in the north were funded by the

	<p>following grants; Third Sector Resilience Fund (£45,500), Summer of Fun (£2,000), GAVO (£1,0000), BGCC (£2,898).</p> <ul style="list-style-type: none"> • Deploy the new R&D officer to undertake a consultation with families and professionals in the North in regard to what services and facilities they would like to see. • Continue engagement with Senedd members and key managers in North Gwent in regard to a new facility in north Gwent. <p>Phase 2 /Year 2: April 2022- March 2023</p> <ul style="list-style-type: none"> • Deliver a range of leisure options for CYP in the north of Gwent. Action: Currently for CYP in the North of Gwent Sparkle provides 4 weekly play clubs and 1 weekly youth club. Sparkle are also now providing family events for these families too, and access to enhanced leisure opportunities in Serennu. • Continue to work in partnership with statutory agencies to progress the development of a new facility in the north of Gwent. • Develop the new ‘transition hub’ model in conjunction with further education, employers and adult learning disability teams. <p>Phase 3 year 3 / 4 April 2023 – March 2025)</p> <ul style="list-style-type: none"> • Progress with the development of new facilities in the north of Gwent. • Develop Transition Hub model and explore funding opportunities for Transition Online resource. <p>Phase 4 - Year 4 / 5 (2024/2025)</p> <ul style="list-style-type: none"> • Complete the development of new facilities in the north of Gwent. • Delivery of the transition hub in conjunction with partners in other agencies/ private sector organisations
<p>1.4 West</p> <p>Sparkle, in its role as the charitable partner for the Caerphilly children’s centre, will work in partnership with statutory agencies and existing voluntary sector partners in a review of the need for enhanced, fit for purpose facilities.</p>	<p>Phase 1/ Year 1: January 2021 – March 2022</p> <ul style="list-style-type: none"> • Engage in early discussion with Caerphilly CBC and the health board in terms of children’s centre facilities in the west of Gwent. • Deploy the new R&D officer to undertake a consultation with families and professionals in the west in regard to unmet needs and appropriate facilities.

	<p>Phase 2 /Year 2: April 2022- March 2023 Engage in the development of a range of enhanced services in the west of Gwent. Currently in Caerphilly we are offering 2 weekly play clubs sessions and a weekly Little Stars session. We are also offering family events. Our aim is to develop disability swim/family swim for the families of Caerphilly. Sparkle will also review the need for an additional youth club.</p> <p>Phase 3 year 3 / 4 April 2023 – March 2025)</p> <ul style="list-style-type: none"> • Complete delivery of a full range of leisure services for CYP in the west of Gwent. <p>Phase 4 - Year 4 / 5 (2024/2025)</p> <ul style="list-style-type: none"> • Potential development of new facilities, dependent on consultation exercise, local provision.
<p>2. Training, educating and working with other providers to enable CYP with additional needs to realise their potential.</p> <p>Sparkle will develop a range of tools and training packages available to community and statutory partners which will upskill health, social care and community providers to better support and understand the leisure needs of CYP with complex disabilities and thus facilitate a smoother transition to community leisure and sports activities.</p>	
<p>Strategic Goals</p>	<p>Phases of implementation</p>
<p>2.1 General</p> <ul style="list-style-type: none"> • Increase opportunities for CYP with disabilities and development difficulties to engage in community provisions which are equipped to effectively meet their needs. • Empower, support and build the confidence of CYP to enable them to transition from specialist to integrated community provisions. • Educate and empower community providers, and the wider community to support CYP with complex additional needs. 	<p>Phase 1/ Year 1: January 2021 – March 2022</p> <ul style="list-style-type: none"> • Define the scope of the project (assign a play supervisor to explore this in more detail). Sara Filer was assigned this role. • Develop a project plan – map existing provision / what do we want? / why? / how are we going to deliver this? / cost? • Examine funding streams available. <p>Phase 2 /Year 2: April 2022 – March 2023</p> <ul style="list-style-type: none"> • Secure funding. • Engage with statutory partners with regard to how best we can support their staff in supporting CYP with complex needs.

- Develop a 'seamless' pathway for enhanced activities between specialist and community integrated provision.

- Engage with families to understand barriers & facilitators to their child's engagement in community provision.
- Engage with community providers as to how best we can provide training and education for their staff and other CYP attending the activities.
- Develop a formal accreditation process for community providers.

Phase 3 / Year 3 and 4: April 2023 – March 2025

- Actions not achieved in past year to be prioritised, subject to additional funding to support activity
- Commence delivery of support tools and training packages within the Gwent region.
- Revise and finalise an accreditation process for community providers.
- Identify community partners to avail of our community partnership offer and enter into a commissioning agreement as part of a financially self-sustaining model.
- Pilot and evaluate a model of this training initiative from Serennu, utilising 360 reporting.

3. Advocacy within Gwent, across Wales (and ultimately the UK), to advance the optimal model of care and support.

Sparkle will continue to act as a critical voice / catalyst in influencing the local health board, the 5 local authorities, education and the Regional Partnership Board to pick up tried, tested and evidence-based elements of service delivery (e.g. Helping Hands / Family Liaison / Care Co-ordination) focusing on transition as its key area for development, along with the delivery of an equitable service.

The charity has demonstrated vision, tenacity, commitment, determination, agility, partnership working and leadership for positive change. The charity will continue to raise the profile of children's services in the Gwent area through the on-going development of the Serennu centre which is seen to deliver an excellent model of care by key people who have visited including, Ministers, Children's Commissioner, paediatricians from overseas, influential businesses, etc.

Sparkle will benchmark its services with other Welsh and UK centres to ensure that it continues to deliver the best that families can access and will build networks of other providers with a similar ethos.

The Sparkle charity will continue to be a respected and trusted brand with an excellent reputation and will also keep the CYP and parents at the heart of it's mission and service.

Strategic Goals	Phases of implementation
<p>3.1 General</p> <ul style="list-style-type: none"> • The charity will develop and increase its influence to pressure the health board, Caerphilly, Blaenau Gwent, Torfaen, Newport and Monmouthshire local authorities and politicians as appropriate to develop consistently high quality services from appropriate buildings across Gwent. • The charity will influence the strategic drivers set by both the Children's Partnership Board and Regional Partnership Board • The charity will continue to drive change acting as a positive catalyst through using its voice, experience and expertise as a reputable charity – a respected and trusted brand. • The charity will promote the holistic model of care developed locally, and champion partnership working between statutory and voluntary sectors nationally. • The charity will create a network of organisations with a similar ethos and aims across the UK. 	<p>Phase 1/ Year 1: January 2021 – March 2022</p> <ul style="list-style-type: none"> • The charity will refine and detail a 'transition hub' model, engaging with local partners (in line with strategic goal 2). • The charity will create a database of key influencers to include large business organisations, politicians, LA members, media, professional bodies, children's commissioner (social media, twitter, Sparkle ambassador, media e.g., BBC feature). • Trustees will be tasked with improving influence and will take part in WG working groups as appropriate. • Trustees will be tasked with taking a lead in specific aspects of the strategy to ensure maximum influence in areas that relate to trustee expertise. • A trustee with specialist marketing and influencing skills will be recruited to develop a coherent marketing, influencing and fundraising plan for the medium term. • The charity will use its resources to target politicians and parents in the advocacy of improved facilities and service. • The charity will continue with a benchmarking exercise to identify areas of best practice/ innovative facilities across the UK. <p>Phase 2: 2022 and beyond</p> <ul style="list-style-type: none"> • Partnership working with other providers will form the basis of reports provided to policy makers and published in academic journals. • The charity will host an event with professionals from selected high quality integrated children's centre providers around the UK, to share learning for these services. • The charity will lead an initiative to create a virtual network of providers from other organisations running services / centres of excellence. This work is being led by paediatricians.

	<ul style="list-style-type: none">• A detailed blueprint of what a transition hub consists of and an agreement on joint working within it will be completed.• The charity will actively seek opportunities to provide external training around the model developed in Gwent.• The charity will leverage its digital identity to raise its profile and what it has to offer as a charity.• The charity will develop a transition hub in partnership with children’s and adult social care teams, further education and commercial partners to deliver ‘gold standard’ transition service across Gwent. The hub will showcase and share examples of best practice from around Gwent, conduct robust evaluations of new service developments in transition and facilitate wider recognition of the benefits of enhanced and co-ordinated transition services. <p>Action:</p> <p>2022 – Sparkle presented an in-depth evaluation of ISCAN Care Coordination at the Royal College of Paediatric and Child Health Conference, leading to interest in the service and the Serennu model and a visit from another Welsh Health Board interested in developing more coordinated, integrated services.</p> <p>2023 – Sparkle published an evaluation of the Family Liaison Service in Tizard Learning Disability Review.</p> <p>2023 – The Sparkle R&D Officer had poster presentations on the impact of specialist leisure provision for CYP with disabilities accepted at the Royal College of Paediatric and Child Health Conference and British Academy of Childhood Disability Annual Scientific Meeting. The Sparkle R&D Officer also presented two papers on Sparkle’s model of care at the British Psychological Society annual conference.</p>
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