

CHILDREN'S SERVICES PORTFOLIO DECISION SCHEDULE



Monday 31st October, 2005

at 11.00 am

in Committee Room "C"

Councillor Hill, Cabinet Member responsible for Children's Services will consider the following items.

1. KEY DECISIONS

1.1 None

2. OTHER ITEMS REQUIRING DECISION

2.1 Draft Children's Centre and Extended Schools Strategy – *Director of Children's Services*

3. ITEMS FOR INFORMATION

3.1 None

4. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

4.1 None

EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985

5. KEY DECISION

5.1 None

6. ITEMS FOR INFORMATION

6.1 Children's Homes: Regulation 33/34 Reports – *Director of Children's Services* (para 6)

7. OTHER ITEMS REQUIRING DECISION

7.1 None

CHILDREN'S SERVICES PORTFOLIO

Report To Portfolio Holder

31st October 2005



Report of: Director of Children's Services

Subject: DRAFT CHILDREN'S CENTRES AND EXTENDED SCHOOLS STRATEGY

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To seek approval to undertake a public consultation exercise on a draft Children's Centres and Extended Schools strategy.

2.0 SUMMARY OF CONTENTS

- 2.1 The government's Ten Year Childcare Strategy published in December 2004 requires local authorities to develop Children's Centres across the borough by 2010. Children's Centres need to offer early education integrated with childcare, family support and outreach to parents and child and family health services.
- 2.2 In addition the local authority are required to ensure that a core offer for extended schools is in place by 2010. The core offer for extended schools consists of study support activities, childcare available 8 am - 6pm, parenting support and swift and easy referral to a range of specialised support services for pupils.
- 2.3 The draft strategy sets out the process of ensuring these two requirements are met and brings them together in one coherent strategy.

3.0 RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Holder has responsibility for Children's Services issues.

4.0 TYPE OF DECISION

Non-key

5.0 DECISION MAKING ROUTE

Children's Services Portfolio Holder meeting 31st October 2005.

6.0 DECISION(S) REQUIRED

To approve the draft Children's Centres and Extended Schools strategy for consultation.

Report of: Director of Children's Services

Subject: DRAFT CHILDREN'S CENTRES AND EXTENDED SCHOOLS STRATEGY

1. PURPOSE OF REPORT

- 1.1 To seek approval to undertake a public consultation exercise on a draft Children's Centres and Extended Schools strategy.

2. BACKGROUND

- 2.1 The Cabinet in September 2003, approved a 'Strategic Proposal for Children's Centres and New Childcare Place Development' to be submitted to the Sure Start Unit in the Department for Education and Skills. The report included the outcomes from a significant consultation exercise on the development of Children's Centres. The majority of responses to the consultation supported the proposal for the location of first five Children's Centres as detailed below. The development of the centres was based on old ward boundaries in accordance with Sure Start guidance.

Brus Ward	St John Vianney Early Years Centre, Sure Start North, Rainbow Day Nursery
Dyke House Ward	Chatham Road Sure Start, Dyke House School and Brougham Primary School
Jackson Ward	Lynnfield Primary School, Playmates Neighbourhood Nursery and Sure Start Central Lowthian Road Centre
Rossmere Ward	Rossmere Way Sure Start Centre, Rossmere and St Teresa's Primary Schools
St Hilda Ward	Kiddikins Neighbourhood Nursery, St Bega's and St Helen's Primary Schools and Sure Start North

- 2.2 In April 2004, the Education Department published a draft Extended Schools Strategy for consultation with a wide range of partners and stakeholders. It set out a number of options for the development of Full Service Extended Schools which were: single school clusters; a neighbourhood management model with one Full Service Extended School in each neighbourhood area; one Full Service school to serve the whole town. The outcomes from the consultation were inconclusive although there was marginal preference for the cluster model. The outcomes were included in the Information Pack for the Children's Services Portfolio Meeting on 14th March 2005.

- 2.3 Following the Government's publication of its 10 Year Strategy for Childcare and Five Year Strategy for Children and Learners the development of Children's Centres and Extended Schools have become strategically interlinked. There is now a requirement for all schools to deliver a core offer of extended services by 2010, which include wraparound childcare from 8am to 6pm, whilst Children's Centres are required to deliver an integrated package of early year's education and care.
- 2.4 The council is also expected to develop a further two Children's Centres by 2008 ensuring that the 30% most disadvantaged areas are reached. By 2010 all children and young in Hartlepool will have access to Children's centre and Extended Schools services.

This strategy will replace all previous plans for Children's Centres and Sure Start local programmes once the strategy has been approved by the Council's democratic processes.

3. PROCESS FOR DEVELOPING STRATEGY

- 3.1 The draft strategy has been prepared in partnership with a small steering group with representatives from the:
- Hartlepool Primary Care Trust
 - North Tees and Hartlepool NHS Trust
 - Children's Services Department
- 3.2 The vision and key principles have been drawn up with a Reference Group made up from a wide range of individuals and organisations including the voluntary and community sectors that are involved in the delivery of services to children and young people. The Reference Group membership is drawn from the following:
- HVDA
 - Sure Start Local Programmes
 - Headteachers
 - School Governors
 - Strategic housing
 - Regeneration
 - PCT
 - Acute Trust
 - TNEY
 - Parents
 - Children's Services
 - Neighbourhood Nursery
 - Youth Offending Service
 - Adult Education

- 3.3 There has been recent extensive consultation with children and young people on Extended Schools provision. The information attained from the consultation has been used to shape future delivery of activities within schools.

4. CONTENT OF STRATEGY

- 4.1 The strategy sets out the vision and principles for Children's Centres and Extended Schools. It gives the background of the strategy along with the process for developing the strategy. It sets out three options for delivering the strategy and concludes with a preferred delivery model.

5. PROPOSED DELIVERY MODEL

- 5.1 Three options are presented within the strategy document with advantages and disadvantages. The options are as follows:
- o Option 1 – Children's Centres and Extended Schools services delivered in local areas based on seven clusters located within the three neighbourhood management areas (North Central, South). Services within each cluster would be supported by a co-ordinator to ensure sustainable and effective delivery at a local level.
 - o Option 2 – The continuation of existing Sure Start Local Programmes delivering Children's Centre Services and Extended Schools operating independently. Services would be managed through individual schools and by organisations.
 - o Option 3 – Children's Centres and Extended Schools services delivered on an area model (North, Central, South). Services within each area would be supported by a manager. Manager would be responsible for working with all organisations across the area.
- 5.2 As stated earlier (paragraph 2.2) consultation on Extended Schools was inconclusive although a cluster model was favoured by some respondents. The outcomes of that consultation were considered alongside a range of other options as set out above for the delivery of services through Children's Centres and Extended Schools, by the Strategic Planning Group. Following careful consideration it is proposed that these services should be developed in three areas of the borough using the Neighbourhood Management Model of North, South and Central (see appendix 1 strategy document for a map detailing the model). This is considered to be the most effective way of delivering sustainable services to local communities, whilst building upon existing good practice.

6. FINANCIAL IMPLICATIONS

None

7. RECOMMENDATIONS

To approve the draft Children's Centres and Extended Schools strategy for consultation.

Children's Centres & Extended Schools 2006 – 2010**Draft Strategy****1.0 Vision**

1.1 During 2004, the Department for Education and Skills (DfES) published a document entitled Every Child Matters: Change for Children which identifies Children's Centres and Extended Schools as a key means of delivering the five outcomes and core services for children, families and local communities. The five outcomes are:

- Be Healthy;
- Stay Safe;
- Enjoy and Achieve;
- Make a Positive Contribution;
- Achieve Economic Wellbeing.

1.2 A reference group consisting of a wide range of partners (see paragraph 4.2) has developed the following vision:

"To develop Children's Centres and Extended Schools to support the delivery of the five outcomes for children and young people as set out in Every Child Matters and to benefit their families and the wider community by helping to deliver coherent multi-agency service delivery in the heart of communities."

1.3 The vision is aligned to the Hartlepool Partnership's 'Vision for Care' and supports the aims of directing support and care to the most needy and as near to their homes as possible.

2.0 Principles

2.1 The vision will be achieved through a set of key principles which build upon the established Sure Start principles that have been broadened to embrace Extended Schools:

- Children and young people, together with parents or carers and other members of the community, consulted and participating in the identification of local needs and shaping of service delivery;
- Access to equitable universal services, alongside targeted and specialist services delivered flexibly to meet individual and local needs;
- Shared commitment to integrated working practices to promote the delivery of the five outcomes for children and young people;
- Effective resourcing, planning and commissioning to develop sustainable services;
- Evidence based practice used to develop high quality continuous improvement through monitoring and evaluation.

3.0 **Background**

- 3.1 Schools have been delivering study support and a range of other activities for many years now and with the onset of the government's Childcare Strategy are now beginning to deliver quality childcare. Sure Start local programmes have been established over the last six years and are specialists in multi agency working.
- 3.2 The Hartlepool Borough Council Cabinet in September 2003, approved a 'Strategic Proposal for Children's Centres and New Childcare Place Development' to be submitted to the Sure Start Unit in the Department for Education and Skills. The report included the outcomes from a significant consultation exercise on the development of Children's Centres. The majority of responses to the consultation supported the proposal for the location of first five Children's Centres as detailed below. The development of the centres was based on old ward boundaries in accordance with Sure Start guidance at that time.

Brus Ward	St John Vianney Early Years Centre, Sure Start North, Rainbow Day Nursery
Dyke House Ward	Chatham Road Sure Start, Dyke House School and Brougham Primary School
Jackson Ward	Lynnfield Primary School, Playmates Neighbourhood Nursery and Sure Start Central Lowthian Road Centre
Rossmere Ward	Rossmere Way Sure Start Centre, Rossmere and St Teresa's Primary Schools
St Hilda Ward	Kiddikins Neighbourhood Nursery, St Bega's and St Helen's Primary Schools and Sure Start North

Progress to date on the development of Children's Centres includes the completion of all capital building work at participating sites and the establishment of working groups consisting of local organisations which are helping shape the development of services. In addition new guidance issued in January 2005 indicates a change in thinking from government with a move towards links with Extended Schools.

- 3.3 In April 2004, the Education Department published a draft Extended Schools Strategy for consultation with a wide range of partners and stakeholders. It set out a number of options for the development of Full Service Extended Schools which were: single school clusters; a neighbourhood management model with one Full Service Extended School in each neighbourhood area; one Full Service school to serve the whole town. The outcomes from the consultation were inconclusive although there was marginal preference for the cluster model. The outcomes were included in the Information Pack for the Children's Services Portfolio Meeting on 14th March 2005. As a result of the consultation 17 schools expressed an interest in developing extended provision. Those schools are:

Primary Schools

Barnard Grove,
West View,
St John Vianney RC,
St Bega's RC,
St Helen's,
Lynnfield,
Ward Jackson,
Stranton,
Rift House,
Kingsley,
Rossmere,
St Aidan's CE,
Grange.

Secondary Schools

St Hild's Secondary School,
Catcote Special School,
English Martyrs RC School,
Access to Learning.

3.4 Following the Government's publication of its 10 Year Strategy for Childcare and Five Year Strategy for Children and Learners the development of Children's Centres and Extended Schools have become strategically interlinked. There is now a requirement for all schools to deliver a core offer of extended services by 2010, which includes childcare from 8am to 6pm, whilst Children's Centres are required to deliver integrated early education and care (The full Core Offer for Children's Centres and Extended Schools respectively are attached as Appendices A and B).

3.5 The Council is also expected to develop a further two Children's Centres by 2008 ensuring that the 30% most disadvantaged areas are reached. By 2010 all children and young in Hartlepool will have access to Children's centre and Extended Schools services.

This strategy will replace all previous plans for Children's Centres and Sure Start local programmes once the strategy has been approved by the Council's democratic processes.

4.0 Process for developing the Strategy

4.1 The draft strategy has been prepared in partnership with a small steering group with representatives from the:

- Hartlepool Primary Care Trust
- North Tees and Hartlepool NHS Trust
- Children's Services Department

4.2 The vision and key principles have been drawn up with a Reference Group made up from a wide range of individuals and organisations including the voluntary and community sectors that are involved in the delivery of services to children and young people. The Reference Group membership is drawn from the following:

- Children's Services Department
- Parents
- Hartlepool Voluntary Development Agency
- Sure Start Local Programmes
- Headteachers
- School Governors
- Strategic housing
- Regeneration
- Primary Care Trust
- North Tees and Hartlepool NHS Trust
- Tees and North East Yorkshire Trust
- Neighbourhood Nursery
- Adult Education
- Youth Offending Service

4.3 There has been recent extensive consultation with children and young people on Extended Schools provision. The information obtained from the consultation has been used to shape future delivery of activities within schools.

5.0 **Introduction to Proposed Strategy**

5.1 **Key Terms:**

Children's Centres serve children aged under five and their families. Children's Centres in disadvantaged areas must provide:

- integrated childcare and education
- a full time early years teacher
- health services
- family support
- a base for childminders
- access to Job Centre Plus

Children's Centres in non-disadvantaged areas will provide some of the above services. **(see appendix A)**

Extended Schools provide a range of services and activities, often beyond the school day, to help meet the needs of children, their families and the wider community **(see appendix B)**

Children and Young People's Plan (CYPP) is a single, strategic, overarching plan for all services affecting children and young people. All local authorities need to produce a plan by April 2006.

Children and Young People's Strategic Partnership (CYPSP) is a forum through which consideration is given to the way in which children and young people's services could be developed and improved, and to make recommendations to the Executive Board.

5.2 **Context**

5.2.1 In mid-2005 the population of Hartlepool was estimated at 89,800. This included 5,200 children aged 0-5 years and 13,200 children aged 5-15 years (JSU, 2005). Population projections for the town show a steadily declining population (1.2% overall decrease between 2000 – 2016) however this comprises a 16% decrease in the number of children under the age of 16 and a 15% increase in the number of adults over the age of retirement.

5.2.2 Hartlepool has an average rank of 18 (most deprived) out of the 354 districts in England. The town comprises 17 wards with 58 Lower Layer Super Output Areas (SOAs) **(see appendix C)**.

- 55.2% (32) of SOAs fall within the most deprived 20% in England;
- 30.7% (23) fall within the most deprived 10%;
- only 1.7% (1 SOA) is within the least deprived 20%;
- none fall within the least deprived 10%.

Factors contributing to the town's high levels of deprivation include:

- 3.9 % overall unemployment rate (compared to 2.3% across the country);
- 24.4% of the town population with health problems;
- 14.7% of the population unable to work due to health problems;
- 68.2 per 1000 of 15 to 17 year olds fell pregnant in 2003 (second only to the District of Easington);
- 62.6% of children in low income families (JSU).

The town is one of 39 sites for New Deal for Communities improvement and currently receives Single Regeneration Budget grant funding for local regeneration.

5.2.3 Educational attainment in Hartlepool is improving. At Key Stage 2 and 3 Hartlepool children are achieving at or above the national average. However, the gap between boys and girls achievement still needs to be addressed.

5.3 Existing provision

5.3.1 Schools: there is 1 maintained nursery school, 30 primary schools, 6 secondary schools, 2 special schools and 1 pupil referral unit in Hartlepool.

5.3.2 Sure Start local programmes: there are three Sure Start local programme areas in Hartlepool covering around 1/3rd of the town.

The first Sure Start local programme (round 2) was established in 2000. This programme covers the south of the town and includes the communities of Seaton Grange and Owton Rossmere. The accountable body for the programme is Hartlepool Borough Council with the Children's Services Department as the employing body.

The second Sure Start local programme was established in 2001 (round 3). The programme covers the north of the town including the communities of the Headland, West View, Central Estate and King Oswy areas. The accountable body for the programme is Hartlepool Borough Council with the Children's Services Department as the employing body.

The third and final Sure Start local programme area was established in 2002 (round 5). The programme covers the centre of the town including the communities of Dyke House, Burbank and Jackson. This Sure Start local programme has extended some of its activities into the Stranton area with funding from New Deal for Communities. The accountable body for the programme is Hartlepool Borough Council with the Primary Care Trust as the employing body.

Sure Start local programmes are supported by staff from the Primary Care Trust and the Children's Services Department and include health visitors, speech and language therapists, community health nurses and family support workers.

5.3.3 Neighbourhood Nurseries: the Neighbourhood Nursery Initiative (2001 – 2004) aimed to increase full day care places for children aged 0-5 years in areas of disadvantage throughout the borough. Little People Day Nursery, Kiddikins Childcare, Playmates Private Day Nursery, Aldersyde Day Nursery, NDNA Regional Centre, Sure Start South's Rossmere Centre and Sure Start Central's Chatham House are all neighbourhood nursery sites offering in excess of 350 day care places.

5.3.4 Children's Centres: there are currently five Children's Centre working groups which meet regularly helping shape the future development of Children's Centre services in the former Brus, St Hilda, Dyke House, Jackson and Rossmere ward boundaries. These groups include representation from parents, childminders and the voluntary sector.

5.3.5 Extended Schools: there is 1 full service extended school (Dyke House Community School) and 17 other schools at various stages of extended development as follows:

- o 100% of Hartlepool schools have some form of out of school learning activity
- o 68% of Hartlepool schools have breakfast clubs
- o 47% are running after school clubs 6% using another group or organisation to provide this service
- o 42% have holiday play schemes and clubs
- o 82% have plans to extend their activities/services
- o Holiday clubs for and on behalf of children, families and schools are offered by a further 16 groups across the town.

5.4 Reach Data

5.4.1 Government guidance confirms the need for each Children's Centre to reach approximately 800 children within their local community. Extended Schools have no specific reach target, however their services should be available to both their own pupils and the wider community. Information

on numbers of children to be reached and potential sites for Children's Centres and Extended Schools can be found in **appendix D**

- 5.4.2 In addition live birth data, population of children aged 0-5 and 5-15 years has been used to determine cluster areas.

5.5 Funding

- 5.5.1 The Local Authority receives Children's Centre funding. Sure Start Local Programmes currently receive a direct grant. However, from April 2006 Sure Start Local Programme and Children's Centre funding will begin to change. Sure Start Local Programme grant will begin to taper and will be replaced by Children's Centre funding by April 2007. It is expected that this will be at a significantly reduced level.

The Local Authority receives grant funding to support the development of Extended Schools and this is anticipated to continue until March 2008. From April 2006 all schools will received an additional direct grant.

- 5.5.2 From April 2006 all local authority funding will be directed to a single pot under a new Local Area Agreement. This means that many grants will no longer be ringfenced. However, Children's Centre and Extended School services remain a council priority.

5.6 Related National Developments

- 5.6.1 Other national developments will have an impact on the development of Children's Centres and Extended Schools. One of the most significant is Information Sharing and Assessment. This consists of four elements: a child index, a Local Service Directory, the concept of a Lead Professional and the Common Assessment Framework.

The Common Assessment Framework will enable the swift and easy referral element of the core offer for Children's Centres and Extended Schools to be delivered.

6.0 Proposed Strategy

6.1 Potential options

The Steering Group has considered a number of options in relation to this strategy before deciding on the preferred model of delivery outlined in paragraph 6.2. The options are set out with the advantages and disadvantages of each considered.

- 6.1.1 Option 1 – Children's Centres and Extended Schools services delivered in local areas based on seven clusters located within the three neighbourhood management areas (North Central, South). Services within each cluster would be supported by a co-ordinator to ensure sustainable and effective delivery at a local level.**

Advantages

- All children, young people and families able to access services both directly and through outreach;
- Covers all age ranges;
- Addresses reduced funding levels;
- Maximises all available funding;
- Engages schools;
- Distinct community focus;
- Reaches all disadvantaged areas.

Disadvantages

- Significant reshaping of Sure Start local programmes;
- Redeployment of staff;
- Existing Sure Start local programme users may feel disadvantaged.

6.1.2 Option 2 – The continuation of existing Sure Start Local Programmes delivering Children’s Centre Services and Extended Schools operating independently. Services would be managed through individual schools and by organisations.

Advantages

- Maintain existing good practice developed through Sure Start local programmes;
- Current staffing patterns maintained;
- Little impact on children and families in existing Sure Start Local Programme areas.

Disadvantages

- Service limited by Sure Start boundaries and therefore inequitable;
- Will not meet the wider Children’s Centres and Extended Schools agenda;
- Currently only covers children aged 0 to 4;
- Present service delivery financially unviable from 2007;
- Sure Start local programme impact data is inconclusive;
- Risk of schools and other community groups not being fully engaged.

6.1.3 Option 3 – Children’s Centres and Extended Schools services delivered on an area model (North, Central, South). Services within each area would be supported by a manager. Manager would be responsible for working with all organisations across the area.

Advantages

- Extends Sure Start model across a wider area;
- Involves Extended Schools;
- Retains existing staffing levels.

Disadvantages

- Management capacity – population and service distribution different in each of the areas;
- Management capacity – the need to liaise with a large number of organisations across an area;
- Risk of schools not being fully engaged – ability to maintain regular liaison with headteachers and governors;
- Risk of voluntary and community groups not being fully involved;
- Risk of low level of local involvement;
- Sure Start impact data is inconclusive.

6.2 Preferred delivery model

6.2.1 As stated earlier consultation on Extended Schools was inconclusive although a cluster model was favoured by some respondents (see paragraph 3.3). The outcomes of that consultation were considered alongside a range of other options as set out above for the delivery of services through Children’s Centres and Extended Schools, by the Strategic Planning Group. Following careful consideration it is proposed that these services should be developed in three areas of the borough using the Neighbourhood Management Model of North, South and Central (See **appendix E**) for a map detailing the model). This is considered to be the most effective way of delivering sustainable services to local communities, whilst building upon existing good practice.

The Neighbourhood Action Plans where they currently exist, indicate that people want to be able to access services within their locality. Discussions with the Acute Trust (midwifery) and Primary Care Trust (health visitors, school nursing) suggests that there is a consensus of opinion that area based models are the way forward.

- 6.2.2 It is proposed that there will be seven Children's Centre and Extended School clusters based across the three areas, with services delivered direct to local communities. In addition there will also be a mobile outreach support facility to ensure all communities (eg rural areas) have access to services.

The seven clusters have been defined by a number of factors which include reach and child population data as well as grouping of schools and other organisations providing services to children and families. For example, a group of schools in the North Hartlepool area have been working together for some months now, sharing grant funding and working in a collaborative way to deliver services and activities. This cluster model enables us to meet the key principles as set out in paragraph 2.1.

- 6.2.3 The area and cluster model would also provide the infrastructure for the delivery of a wider range of integrated services for local communities, in the future. It also enables a strong emphasis on prevention through services being delivered locally. For example, if the Family Support Panel (a multi-disciplinary panel which seeks to support families who are experiencing a wide range of difficulties by facilitating access to services) was devolved to the three areas this would support early intervention improving outcomes for our children, young people and their families.

The model will also help to deliver the Extended Schools 'core offer' in that it will facilitate closer collaboration between schools and reduce the replication of services. Collaboration is at the heart of Extended Schools and by working with community groups, voluntary organisations as well as other partners, schools can continue to focus on raising standards and achievement whilst delivering extended services and activities. It will also enable schools to meet the requirements of the workforce reform agenda, by ensuring that teachers are able to focus upon teaching and learning, and at the same time keep the administrative burden on headteachers to a minimum.

- 6.2.4 The proposed clusters will have no impact upon existing school admission zones.

6.3 Governance and Management

- 6.3.1 The Local Authority is accountable for the delivery of the core offer for Children's Centres and Extended Schools. In addition, the multi agency aspects of the strategy will be monitored through the Children and Young People's Strategic Partnership and to the Hartlepool Partnership. The Children's Services Department will be responsible for the management, monitoring and evaluation of this strategy.

Inevitably, this process may involve the dissolution of the Hartlepool Sure Start Partnership (formerly Hartlepool EYDCP), the three Sure Start local programme boards and the constituted Children's Centre Working groups.

- 6.3.2 The Children's Services Department will employ Co-ordinators to ensure effective service delivery across each cluster. Co-ordinators will liaise with headteachers, professional leads and managers in all sectors and provide a reporting mechanism into existing management structures including governing bodies. These posts may possibly be filled by the redeployment of existing staff.

6.4 Timeline

6.4.1 It is envisaged that this process will take place over two distinct phases.

Phase 1: April 2006 – March 2008

- Sure Start local programmes make the transition to Children's Centres;
- First and second tranche remodelling of Extended Schools;
- Development of second tranche Children's Centres begins;
- Introduction of Co-ordinators for all Children's Centres and Extended Schools Clusters;
- Development of Business Plans to ensure cluster activities and services are sustainable and mainstreamed where appropriate.

Phase 2: April 2008 – March 2010

- Development of the final phase of Children's Centres and Extended Schools in remaining areas;
- Remaining schools delivering the full Extended Schools offer;
- All government targets met;
- Possible appointment of Area Managers to be responsible for service delivery linked to restructuring of the delivery of Children's Services across the borough.

6.5 Managing change

6.5.1 Clearly this phased approach to the delivery of Children's Centres and Extended Schools is a significant change for some organisations, in particular Sure Start local programmes. A change management programme will be established by senior managers within Children's Services to support staff from Sure Start local programmes through the transition to Children's Centres. Clear communication is key to the success of this strategy as well as sensitivity to the impact of change upon individuals and their teams.

6.6 Participation

6.6.1 The views of the local community particularly children and young people are key to the success of locally based services. Cluster Co-ordinators will be responsible for establishing cluster fora to enable children and young people, parents and the wider community to have a voice in the shaping of services at a local level. It is expected that the fora will meet on a regular basis to ensure the services based at a local level are providing the services needed by the community.

6.7 Equality and diversity

6.7.1 It is important that all children and families can access Children's Centres and Extended Schools services wherever they live and whatever their circumstances. The cluster model as set out above will ensure that all families in the local community can contribute to the shaping of services. It will be the responsibility of the cluster co-ordinator to ensure all families are able to access services.

A Diversity Impact Assessment will be carried out for this strategy.

6.8 Sustainability

6.8.1 It is important to develop sustainable services that are based on local needs. Sustainability goes beyond funding. It includes building capacity at a local level. Sustainable services will require a business plan with a coherent funding strategy which clearly sets out individual areas of responsibility. It will be the Cluster Co-ordinator's role to develop a business plan in conjunction with all relevant organisations within the local community.

6.9 Quality Assurance

- 6.9.1 There is no existing model for quality assuring Children's Centres and Extended Schools. There are a number of quality assurance schemes being used by individual partners therefore it is intended that a local framework based on the five outcomes will be developed to ensure consistent quality services are delivered and monitored.

6.10 Monitoring and Evaluation

- 6.10.1 A key part of the process of continuous quality improvement is monitoring and evaluation. The Sure Start Unit will collect monitoring information for Children's Centres and Extended Schools from local authorities based on government targets. In addition local authorities are expected to develop their own performance indicators to ensure services are effective and represent value for money and that the services offered reach all those who need them. In light of this a performance management task group will be set up to identify monitoring requirements for Children's Centres and Extended Schools.
- 6.10.2 The Cluster Co-ordinators will establish clear monitoring and evaluation processes within service level agreements. This information will be fed to Senior Managers within Children's Services. Reports will be presented to the Children Service's Portfolio Holder, the Children and Young People's Strategic Partnership and Hartlepool Partnership as appropriate.

6.11 Consultation

- 6.11.1 It is important that we consult with as many people as possible on the strategy and future location of services.
- 6.11.2 The purpose of the consultation is twofold. Firstly, to consult on the Children's Centres and Extended Schools strategy for Hartlepool. Secondly, to consult on the proposal to reconfigure some existing services and the implementation of further services across the borough.
- 6.11.3 Consultation will begin in November 2005 and will be completed by mid December 2005. Consultation will include an event for children and young people and move on to consultation with all key partners and stakeholders.
- 6.11.4 Information gathered from all consultation events will be used to develop a final draft strategy which will need to be approved by the Children and Young People's Strategic Partnership, Hartlepool Borough Council Cabinet and submitted for information to the PCT Executive and the North Tees and Hartlepool NHS Trust Board.
- 6.11.5 Throughout the life of the strategy the Cluster Co-ordinators will ensure continuous consultation and participation with the community on the shaping and delivery of services.

7. Conclusion

- 7.1 The integrated approach to this strategy will ensure there is holistic support for children and young people's development, and support to families and the wider community. All children and families will have access to a range of high quality services determined by local need based in their community.

APPENDIX A

The Full Core Offer for Children's Centres

First tranche Sure Start funded children's centres must be located in and serve families in one of the 20% most disadvantaged wards and /or pockets of disadvantage.

Children's centres will bring together locally available services and integrate management and staffing structures but will not necessarily be developed on one site. However if a number of sites are used, local authorities must demonstrate that they are close together and that users will be able to access them easily. All children's centres must offer access to the following core services:

- *Early education integrated with child care*
- *Family support and outreach to parents*
- *Child and family health services.*

In addition, it will act as a service hub within the community for parents and providers of childcare services for children of all ages - offering a base for childminder networks and a link to other day care provision, out of school clubs and extended schools. Centres will also have links with local training and education providers, Jobcentre Plus and Children's Information Services.

Early education integrated with day care

- Early education integrated with day care for babies and children until they reach school age*
- Day care suitable for working parents. Minimum of 5 days a week, 48 weeks a year, 10 hours a day
- Nursery places will be open to all, not just families in the immediate area, to provide the best educational outcomes for all children (admission and fee policies will be determined locally).
- Support for childminders, who may also offer wrap around care
- Early identification of children with special needs and disabilities with inclusive services and support for their families
- Local Authorities should ensure that proposed children's centres will have in place strong support for the learning and teaching offered. This should be secured by the employment of qualified teachers in such a way as to secure that all groups of children within the centre have their activities and experiences planned and substantially led by a teacher. The teachers employed should have relevant early years training or experience. We would expect that in most centres the employment of an early years teacher on a half-time basis would achieve this objective. However we would also expect that this would be a minimum which most centres would exceed and that centres offering this as a minimum would build on it over time.

Family support and parental outreach:

- Visits to all children in the catchment area within two months of birth
- Access to specialist services
- Parenting support and information as well as specific support for families in need and 'hard to reach' families
- Providing information and advice on parenting skills at significant transition points for the family (e.g. pre birth, early days, settling into childcare)
- Increasing parents' understanding of their child's development
- Increasing the involvement of fathers.

Child and family health services:

- Ante-natal advice and support for parents
- Information and guidance on breast feeding, hygiene, nutrition and safety
- Identification, support and care for those suffering from maternal depression, ante-natally and post-natally
- Speech and language and other specialist support
- Smoking cessation interventions.

Links with schools and Children's Information Services (CIS):

- Links to local schools, extended schools and out of school activities (holiday play schemes, before/after school play & learning)
- Information to parents/carers about CIS.

Links with Jobcentre Plus:

- Linking in with local arrangements (e.g. via the local authority's service level agreement) for collaboration with Jobcentre Plus Childcare Partnership managers
- Encouragement and support for parents who wish to consider training and employment.

Children's centres can also offer parents help with accessing training, work, advice and information and may well offer a range of other services, including:

- Effective links with further and higher education institutions, and local training providers
- Training for parents, including English as an Additional Language where relevant, Basic Skills, or parenting classes
- Specialist services for children with disabilities
- Benefits advice, including maternity benefits
- Childcare and other services for older children.

Funding for these services may need to be accessed from other sources.

Parental Involvement

- Consultation with parents and carers, including fathers on what services to offer, and systems to get user feedback on services
- Ongoing arrangements in place to ensure parents have a voice
- Mechanisms that enable parents to self refer for services
- Specific strategies to include fathers
- Ensuring family support and health advice is available at times suitable for working parents.

Confidentiality

- Protocols should be in place for effective information sharing, with an appropriate confidentiality policy, to be shared with all users.

Equal opportunities

- Clear written equal opportunities policy for staff and service users
- Access for all local families.

Children's centres will need to demonstrate how they will:

- Plan inclusive services for minority ethnic families

- Consult with families from all ethnic groups in area served by centre
- Implement culturally appropriate services
- Ensure staff in centre represent the cultural mix of the local community
- Ensure that baseline data for the catchment area has reliable demographic data with ethnic breakdown
- Conduct annual monitoring of ethnic mix reached by services
- Consider issues relating to living in a multicultural society and address issues of community cohesion in areas that are ethnically homogenous
- Ensure that all services are inclusive and readily accessible by children and families with disabilities and special needs.

Child protection

- All children's centres will have a child protection policy and written code of behaviour for staff and volunteers, and will work to local Area Child Protection Committee guidance and procedures. This policy must demonstrate how staff working across agencies and professions will work together to ensure children's safety is paramount at all times.

Monitoring

- Local authorities will have to monitor the use and effectiveness of children's centres against the PSA and SDA targets
- Local systems will be needed to manage performance against the strategic plan
- Children's centres will be beacons of quality in children's services, demonstrating reflective practice to ensure continuous improvement

Staff Development

- All centres should have a pro-active approach to training and staff development across professional boundaries
- Some centres may offer training to staff from other local providers and services

APPENDIX B

The Core Offer for Extended Schools

At its most simple, an extended school is one which "provides a range of services and activities often beyond the school day to help meet the needs of its pupils, their families and the wider community".

Many schools are already offering a wide range of services on and around the school site, often in partnership with providers from the private, voluntary and/or community sectors.

Drawing on the experiences of these existing extended schools the Government has developed a core set of extended services, which it would like to see available in or through all schools. Services can be school, home or community-based and could either be provided independently, across a cluster of local schools or in partnership with other providers.

For the primary phase this is:

- A range of study support activities: sports, arts, music, homework clubs, etc
- Parenting support opportunities, including family learning
- Swift and easy referral from every school to a range of specialised support services for pupils
- Childcare available at least 8am-6pm, term time and school holidays

For the secondary phase this is:

- Study support activities: arts, music, opportunities to complete home/course work
- Parenting support opportunities, including family learning
- Swift and easy referral to a range of specialised pupil support services. There may be scope for multi-agency teams on site
- A "youth offer": a range of before and after school and holiday activities to engage young people
- Opening up ICT, sports and arts facilities for use by the wider community

APPENDIX C

IMD2004 and Super Output Areas in Hartlepool

The Index of Multiple Deprivation (IMD) published by the Office for the Deputy Prime Minister (ODPM) in 2004 replaced and updated the previous IMD 2000.

The IMD has been calculated using the new Lower Layer Super Output Areas (SOA) allowing more detailed information on levels of deprivation in smaller areas. SOAs are based on Census Output Areas and have a population of approximately 1500 people. There are 32,842 SOAs in 354 districts (local authorities) in England. These are ranked – 1 being the most deprived and 32,842 being the least.

The IMD uses 37 indicators which are grouped into domains which represent different areas of deprivation. The domains are: Income Deprivation Affecting Children, Income Deprivation Affecting Older People, Income Deprivation, Employment Deprivation, Health Deprivation and Disability, Education Skills and Training Deprivation, Barriers to Housing and Services, Living Environment Deprivation and Crime.

Hartlepool has 58 SOAs:

- 55.2% (32) of SOAs fall within the most deprived 20% in England
- 30.7% (23) fall within the most deprived 10%
- only 1.7% (1 SOA) is within the least deprived 20%
- none fall within the least deprived 10%.
- Hartlepool has an average rank of 18 out of the 354 districts in England.

(Source: Government Office for the North East, Regional Intelligence Team.)

**Children's Centres and Extended School
Lower Layer Super Output Areas in Hartlepool (IMD 2004)**

Ward Name	SOA	Rank of IMD	% deprived in country	Rank in Hartlepool
Hart	E01011969	14489	-	44
Hart	E01011970	12966	-	42
Hart	E01011971	22370	-	55
Hart	E01011972	6970	D	33

Brus	E01011952	1998	B	18
Brus	E01011953	531	A	4
Brus	E01011954	4391	C	24
Brus	E01011992	2431	B	20

St Hilda	E01011992	2431	B	20
St Hilda	E01011993	1551	A	14
St Hilda	E01011994	307	A	1
St Hilda	E01011991	6287	C	32

Throston	E01012004	8558	D	35
Throston	E01012006	4851	C	25
Throston	E01012002	10563	-	37
Throston	E01012005	27128	-	58
Throston	E01012003	23265	-	57

Dyke House	E01011955	1472	A	13
Dyke House	E01011956	349	A	2
Dyke House	E01011957	1933	B	17
Dyke House	E01011958	2213	B	19

Park	E01012003	23265	-	57
Park	E01012005	27128	-	58
Park	E01011982	23253	-	56
Park	E01011983	20331	-	54
Park	E01011966	11456	-	39
Park	E01011965	19883	-	53
Grange	E01011966	11546	-	39
Grange	E01011975	6155	C	31
Grange	E01011976	1680	B	15
Grange	E01011973	626	A	6
Grange	E01011964	5368	C	28
Grange	E01011965	19883	-	53

Stranton	E01011973	626	A	6
Stranton	E01011974	2278	B	21
Stranton	E01012000	388	A	3
Stranton	E01011999	637	A	7

Ward Name	SOA	Rank of IMD	% deprived in country	Rank in Hartlepool
Burn Valley	E01011965	19883	-	53
Burn Valley	E01011964	5368	C	28
Burn Valley	E01011967	13651	-	43
Burn Valley	E01011951	6151	C	30
Burn Valley	E01011950	5549	C	29
Burn Valley	E01011949	2739	B	22

Rift House	E01011982	23253	-	56
Rift House	E01011983	20331	-	54
Rift House	E01011980	1327	A	12
Rift House	E01011981	1838	B	16
Rift House	E01011949	2739	B	22
Rift House	E01011986	14763	-	45
Rift House	E01011984	17911	-	50

Foggy Furze	E01011986	14763	-	45
Foggy Furze	E01011987	9128	D	36
Foggy Furze	E01011985	12876	-	41
Foggy Furze	E01011984	17911	-	50
Foggy Furze	E01012001	645	A	8
Owton	E01011979	1075	A	9
Owton	E01011978	552	A	5
Owton	E01011977	1298	A	11
Owton	E01011962	3021	B	23
Owton	E01011961	5060	C	26

Rossmere	E01011984	17911	-	50
Rossmere	E01011985	12876	-	41
Rossmere	E01011988	5186	C	27
Rossmere	E01011990	7785	-	34
Rossmere	E01011989	1078	A	10
Rossmere	E01011997	18194	-	52

Seaton	E01012000	388	A	3
Seaton	E01012001	645	A	8
Seaton	E01011997	18194	-	52
Seaton	E01011996	10786	-	38
Seaton	E01011995	14820	-	46
Seaton	E01011998	15082	-	47

Fens	E01011989	1078	A	10
Fens	E01011990	7785	-	34
Fens	E0101193	18185	-	51
Fens	E01011961	5060	C	26
Fens	E01011962	3021	B	23
Fens	E01011960	17041	-	48

Greatham, Elwick, Hart: no SOA data available?

Notes

Rank of IMD - 1 most deprived, 32,482 least deprived % deprived in the country - top 5% (1 - 1624) = A, top 10% (1-3248) = B, top 20% (1-6496) = C, top 30% (9744) = D

Rank in Hartlepool - based on the rank of IMD for the 58 SOAs in Hartlepool, 1 being most deprived, 58 being least deprived.

Area	Ward	Potential Site/ Locations	Address Line 1	SOA	% deprived in country	Rank in Hartlepool
North 1	Brus	St John Vianney Primary School	King Oswy Drive	E01011953/1954	A,C	4,24
		Sure Start North (west view)	Miers Avenue	E01011952	B	18
		Rainbow Nursery	Holdforth Road	E01011952	B	18
		St Hilds School	King Oswy Drive	E01011954	C	24
		West View Primary School	Miers Avenue	E01011952/1953	B,A	18,4
		Barnard Grove Primary School	King Oswy Drive	E01011969	-	44
	St Hilda	St Helens Primary School	Durham Street	E01011993	A	14
		St Begas Primary School	Thorpe Street	E01011993	A	14
		Kiddikins Nursery	Throston Street	E01011993	A	14
		Sure Start North (ainderby walk)	Ainderby Walk	E01011994	A	1
	Hart	Clavering Primary School	Clavering Road	E01011971/1972	- , D	55,33
North 2	Dyke House	Brougham Primary School	Brougham Terrace	E010111955	A	13
		Dyke House School	Mapleton Road	E01011955/56/58	A,A,B	13,2,19
		Sure Start Central (chatham house)	Chatham Road	E01011956/1958	A,B	2,19
	Throston	Jesmond Road Primary School	Percy Street	E01012002	-	37
Central 1	Grange	Lynnfield Primary School	Grosvenor Street	E01011973	A	6
		Playmates Nursery	Murray Street	E01011973	A	6
	Stranton	Sure Start Central (lowthian road)	Lowthian Road	E01011974	B	21
	Park	West Park Primary School	Coniscliffe Road	E01011982	-	56
	Elwick	Elwick Hall Primary School	North Lane			
Central 2	Stranton	Stranton Primary Primary School	South Road	E01012000	A	3
		Ward Jackson Primary School	Clarke Street	E01012000	A	3
		St Josephs Primary School	Musgrave Street	E01012000	A	3
	Burn Valley	Eldon Grove Primary School	Eldon Grove	E01011967	-	43

Central 3	Foggy Furze	St Cuthberts Primary School	Stratford Road	E01011986	-	45
		St Aidans Primary School	Loyalty Road	E01011985	-	41
	Rift House	Rift House Primary School	Masefield Road	E01011981	B	16
		NDNA Nursery	Masefield Road	E01011981	B	16
		Kingsley Primary School	Taybrooke Ave	E01011984	-	50
		English Martyrs School	Catcote Road	E01011981	B	16
		Catcote School	Catcote Road	E01011981/1983	B, -	16/54
		Access to Learning	Brierton Lane	E01011980	A	12
South 1	Rossmere	Rossmere Primary School	Catcote Road	E01011988	C	27
		St Teresas Primary School	Callender Road	E01011988	C	27
		Sure Start South (Rossmere Way)	Rossmere Way	E01011988	C	27
		Sure Start South (Lealholm Road)	Lealholm Road	E01011989	A	10
	Seaton	Seaton Carew Nursery Primary School	Elizabeth Way	E01011998	-	-
		Holy Trinity Primary School	Church Street	E01011998	-	-
South 2	Owton	Owton Manor Primary School	Eskdale Road	E01011977	A	11
		Grange Primary School	Owton Manor Lane	E01011962	B	23
	Fens	Fens Primary Primary School	Mowbray Road	E01011961	C	26
	Greatham	Greatham Primary School	Egerton Terrace			

APPENDIX D

Reach Data

The table below shows proposed Children's Centre and Extended School cluster areas with reach data on children aged 0-5 years and 0-15 years (ONS, 2002).

Area	Ward	Potential Site / Locations	Number of children aged 0-5 years	Number of children aged 0-15 years
North 1	Brus	St John Vianney EYC, Sure Start North (West View Annexe), Rainbow NHS Day Nursery, St Hild's Secondary School, Barnard Grove Primary School, West View Primary School	469	1407
	St Hilda	St Helen's Primary School, St Bega's RC Primary School, Kiddikins Neighbourhood Nursery, Sure Start North (Ainderby Walk).	397	1190
	Hart	Clavering Primary School	376	1129
	Total reach		1242	3726
North 2	Dyke House	Brougham Primary School, Dyke House School, Sure Start Central (Chatham House).	514	1542
	Throston	Jesmond Road Primary School	400	1199
	Total reach		914	2741
Central 1	Grange	Lynnfield Primary School and CLC, Playmates Neighbourhood Nursery, Sure Start Central (Lowthian Road).	435	1306
	Park	West Park Primary School.	380	1139
	Elwick	Elwick Hall CE Primary School	97	292
	Total reach		912	2737
Central 2	Stranton	Stranton Primary School and CLC, Ward Jackson Primary School and St Josephs RC Primary School.	353	1060
	Burn Valley	Eldon Grove Primary School	450	1351
	Total reach		803	2411
Central 3	Foggy Furze	St Cuthberts RC Primary School, St Aidan's Primary School	374	1123
	Rift House	Rift House Primary School, NDNA Neighbourhood Nursery, Kingsley Primary School, English Martyr's RC Secondary School, Catcote Special School, Access to Learning.	437	1312
	Total reach		811	2435
South 1	Rossmere	Rossmere Primary School, St Teresas RC Primary School, Sure Start South (Rossmere Way and Leaholm Road).	362	1085
	Seaton	Seaton Carew Nursery School, Holy Trinity Primary School	393	1178
	Total reach		755	2263
South 2	Owton	Owton Manor Primary School, Grange Primary School.	490	1471
	Fens	Fens Primary School	350	1049
	Greatham	Greatham CE Primary School	138	1336
	Total reach		978	3856
	Dalton Piercy		Included in Throston stats	Included in Throston stats
	Total children 0-5 years/ 0-15 years		6415	20169

APPENDIX E

