

# PLEASE NOTE VENUE

## CHILDREN'S SERVICES PORTFOLIO

## DECISION SCHEDULE



Tuesday 10th July 2007

at 10.00 am

in Conference Room 1, Belle Vue Community, Sports and Youth Centre,  
Kendal Road, Hartlepool

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

1. **KEY DECISIONS**

1.1 Play Strategy 2006 – 2011 – *Director of Children's Services*

2. **OTHER ITEMS REQUIRING DECISION**

2.1 Revised Costings relating to the 2007/08 Capital Works Programme  
2006/07 Capital Works Programme – *Director of Children's Services*

2.2 Connexions Delivery Plan 2007/08 Progress Report – *Director of Children's Services*

3. **REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**

None



# Play Areas within Hartlepool



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**Sub Title:** Play Areas  
**Scale:** 1:19,000  
**Date:** 30th January 2007  
**Drawn By:** Parks & Countryside BU

Hartlepool Borough Council  
Parks and Countryside  
Suite 8, Municipal Buildings  
Church Square  
Hartlepool, TS24 7EQ  
Tel: 01429 523524  
Fax: 01429 523450



# Action Plan

DRAFT ONLY

## ACTION PLAN – HARTLEPOOL PLAY STRATEGY

### Objective 1 – Develop a Coordinated Approach to Play

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/PRelated Strategies	Resources
Develop Play Partnership and Strategy	Identify Play Partners to develop Play Strategy & Action Plan.	June 2006	Hartlepool Borough Council and other partners	Develop Play Partnership	Children Centres & Extended Schools Strategy, 10 year childcare strategy ECM	Play Officer & Childcare Officers Time
	Ensure that the Partnership meets on a regular basis to plan strategically for play.	Ongoing	As above	Play partnership monitoring action plan outcomes	As above	As above and Lead Partners time
	Identify and redress any gaps in representation of the Play Partnership	Ongoing	As above	Diverse range of partners represented on the Play Partnership	As above	As above and lead partners time
	The Play Partnership will develop and implement the Strategy and action plan	April 2007 - December 2010 (Strategy & action plan)	As above	To deliver the outcomes identified within the action plan	As above	As above and partners within the action plan and play portfolio. Identify additional funding to undertake projects.
	The Play Partnership will advise and support play opportunities within the Hartlepool area.	Ongoing	As above	The number of play opportunities will be increased	As above	Play & Childcare Officers time, Play Partnership, Children Centres and Extended Schools, Voluntary & Community sector Funding

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/R related Strategies	Resources
	The Play Partnership will review, monitor and evaluate the action plan, including the play portfolio bids to the Big Lottery	Ongoing	As above	The objectives in the action plan will be met	As above	Play & Childcare Officers Time, Play Partnership
	The Play Partnership will carry out an audit of existing play provision in Hartlepool	July 2006 and on an annual basis	HBC and relevant partners	To identify existing and the inclusion of new provision within the audit	As above	As above
	The Play Partnership will carry out comprehensive consultation with children, young people, parents and groups with regard to play opportunities	July 2006 - ongoing	Project organisers, Children Centres & Extended Schools, Youth Service, Play Development Team	Identify the needs, of play provision and identify these through the action plan and implement recommendations. To be carried out on a termly basis	ECM, 10 Year Childcare Strategy, Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities, Open Spaces and Leisure Facility Strategy, Participation Strategy	Play & Childcare Officers Integration Support Managers Community Involvement Workers Play Partnership Voluntary & Community Sector
	The Play Partnership will ensure that ongoing consultation will take place with children and young people to address any changes in need with regards to play opportunities and those outcomes identified in the action plan	As above	As above	As above	As above	As above

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/R related Strategies	Resources
	Raise the profile of the Play Partnership through its work	Ongoing	Play Champion, Play Partnership and Play Development Team	Promote the Play Partnership and its work 4 times a year to identify the success's of the plan and BIG Play Programme	ECM, Children Centres & Extended Schools	Play & Childcare Officers Time, Play Champion's time Public Relations Department Marketing Strategy Funding
	Review and evaluate the impact of the work of the Play Partnership	Ongoing	Children & Young Peoples Partnership	Strategy and action plan fulfilling expectations of children and young people	As above	Play Officer time
	Consultation on draft Play Strategy	March - June 2007	Play Partnership Play Development Team	Play strategy finalised	As above Neighbourhood Action Plans	Play & Childcare Officers time
	The Play Strategy to be endorsed by the Portfolio Holder	July 2007	Play Partnership	Play Strategy endorsed	As above	Director of Children's Services, Children's Services Portfolio Holder Play & Childcare Officers Time
	Ensure that the Play Strategy is delivered in accordance with the agreed aims, recommendations and actions	June 2007 – Dec 2010	Play Champion, Play Partnership, Children & Young People's Partnership, Project Deliverers, Play Development Team	Increased and accessible play opportunities for children & young people in Hartlepool	As above	Play & Childcare Officers time Play Partnership Play Champion

## ACTION PLAN – HARTLEPOOL PLAY STRATEGY

## Objective 2 – Increase Play Space and Opportunities

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
Increase Parks and Open Spaces usage	Audit of current provision of fixed play equipment and areas of future development, working in partnership with relevant departments and outside agencies	March 2007 – April 2008	HBC Regeneration and Planning, Parks and Countryside,, Friends of public parks groups Children and Young People Children's Services	Provide play space for approx 7,600 children and young people over a 3 year period using local parks and open space places  Improve the standard of fixed play equipment	Open Space Strategy Fixed Play Equipment Strategy Children and Young People Plan Neighbourhood Action Plans Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities, Children Centre & Extended Schools	Parks & Countryside Officer time BIG Lottery Fund  Fixed play equipment budget
	Identify funding sources to develop and enhance fixed play and open space	Ongoing	HBC Regeneration & Planning, Parks & Countryside	Increase the amount of play space available  Improve the quality and standard of equipment	As above	Parks & Countryside Officer Time  Fixed Play Ground Budget
	Consult with children and young people with regards to the provision of fixed play and usage of open play space	March 2007 – ongoing	HBC, Capita Symonds, Play Development Team	Findings of the consultation will be addressed	As above	Parks & Countryside Officer Time  Play Development Officer Time
Increase access and usage of school	To work in partnership with all schools to raise	April 2007 – 2010	The Play Partnership	Increase the use of school grounds during	Children and Young Peoples Plan	School Budgets Extended Schools

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
Facilities and playing fields	the importance of using school grounds for play space		Integrated Support Managers Schools Young People & Play Coordinator Voluntary Sector Children's Services	out of school hours to deliver play opportunities for children, young people and their families by 5 schools each year and creating access for 100 children each year	Children Centres & Extended Schools Strategy Neighbourhood Action Plans Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities	Budget Integrated Support Managers Play Officer Time Funding sourced via the voluntary sector Play Programme funding – BIG Lottery Healthy Eating Initiatives
	To promote to all schools the importance and benefit of having skilled play staff and resources to ensure inclusive and quality play experiences.	As above	Integration Support Managers - Locality Programme  Sports Development  Childcare Development Workers	5 schools per year will offer a wider range of play experiences for children and young people during their break times and out of school hours	As above	Training resources Community Involvement Workers
	Increase out of hours use of all school buildings for play opportunities	As above	Healthy Eating Coordinator  Schools/ Early Years Centres  Voluntary and Community Groups	Enable 5 schools per year to provide holiday play activities for children & Young People	As above	As above
Increase the use of Community and Council Buildings to deliver Play Opportunities	Develop a network of local venues, easily accessible on foot or without private transport.	April 2007 – ongoing	Play Partnership Youth Service HBC Depts Voluntary & Community Sector	Increase the number of venues available locally for play opportunities by a minimum of 3 each year	Culture, recreation & Sports Strategy  Children Centres & Extended Schools Strategy  Local Transport Plan	Play Officer Time Training Funding Integrated Support Manager Youth Workers Community Workers



## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	Deliver a Summer Play scheme programme for children aged 5 – 16 years across Hartlepool	August 2007 - ongoing	Children's Services – Play Development Team Voluntary & Community Groups	Provide a minimum of 254 places per year		Play Officer time Training Grant Funding Play Leaders Voluntary & Community Groups
	Identify potential venues for use as play provision such as libraries, leisure centres and museums.	As above	As above	The number of play opportunities in community & council buildings to be increased by 15 per year	Library Plan Time to Play (DCMS) Community Strategy	Officer time BIG Lottery Funding Play Staff Training
	Audit existing play opportunities within these venues and fill the identified gaps to meet local needs	July 2006 - ongoing	As above	Provide an extra 500 hours of play opportunities in areas that have little or no current play provision	Open Space & Leisure Facility Strategy Neighbourhood Action Plans Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities Children Centres & Extended Schools Strategy	Play Officer time BIG Lottery Funding Play Opportunities Pool Fund Staff Resources Training Integrated Support Manager
Increase access to play opportunities in rural areas	Identify both indoor and outdoor space with potential for developing as opportunities for children's play.	July 2006 - ongoing	HBC Depts Play Partnership Parish Councils Schools Voluntary & Community Sector	Provide 4 play sessions per week each year in the rural villages	Open Space and Leisure Facility Strategy Children Centres & Extended Schools Strategy	Play Officer time BIG Funding Play Staff

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	Work in partnership with schools and village halls to increase opportunities for play	May 2007 - ongoing	As above	3 rural schools and village halls will provide access to offer play opportunities	Culture, Recreation & Sports Strategy  Fixed Playground Strategy	Play Officer time Funding Training Resources
	Explore sources of funding for mobile play provision to support rural areas	July 2007 – ongoing	As above, plus Business Support Officer	Increase the amount of funding available to provide sustainable play opportunities in rural areas	Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities  10 Year Childcare Strategy	Grants BIG Lottery Play Programme Playful Ideas Awards for all School Budget Parish Council funds Business Support Officer/Play Officer
	Ensure a programme for the use of a mobile play service is identified and implemented and explore the inclusion of story telling activities within this service	January 2008 – ongoing	Voluntary Sector, Play Partnership, Parish Council, Play Development Team Library Service	Provide a programme of activities 4 days per week for approx 400 children & young people per year	As above	BIG Lottery Funding Play Officer Time Play Staff Resources
	Monitor and evaluate demand and use of the mobile play project.	March 2008 – ongoing quarterly	As above	Knowledge of numbers of children using provision and changes addressed if needed	As above	Play Officer time
	Monitor the quality and take up of play opportunities in a rural area.		As above	As above	As above	As above

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/R related Strategies	Resources
	Support continuing development of existing play opportunities within rural areas.		As above	4 rural areas will be offered support to develop existing play opportunities	As above	As above
	Identify further areas for support and development		As above	Increase the number of groups by 2 each year to be supported and developed		Play Officer time Resources Funding
Increase inclusive play opportunities for disabled children	Review the quality and quantity of inclusive and other services offering play opportunities for disabled children.	October 2006 – ongoing	HBC Depts Play Partnership KIDS' Voluntary & Community Sector Schools Children Centres & Extended Schools	Ensure that all play services offer provision for disabled children by 2011	ECM 10 Year Childcare Strategy Children Centres & Extended Schools Strategy Local Transport Plan Inclusion Framework Action Plan	Play Officer time Integrated Support Managers Family Resource Workers Voluntary & Community Sector
	Work in partnership with all relevant agencies to offer support and advice to providers who offer inclusive play services.	June 2006 – ongoing	As above Transport groups Support workers	Advice and support will be available to all play providers to enable them to offer fully inclusive services	Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities Neighbourhood Action Plans DDA	Play Officer time Voluntary & Community Sector time Funding Resources
	Identify implications of the DDA on children's play opportunities,	May 2007 - ongoing	KIDS Equality & Diversity Officer	Deliver 2 training session/awareness days per year to	As above	Play Officer time KID's Training



## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/R Related Strategies	Resources
	support play organisations to implement provisions of the act.		Play Development Training Providers Children centres & Extended Schools	ensure that organisations are meeting standards		Funding Resources Training & Recruitment Officer time
	Develop an action plan to increase inclusive play opportunities for disabled children in partnership with existing providers	October 2006 – December 2007	As above	Meet the recommendations identified within the Inclusion Framework Action Plan	As above	As above
Increase access to play opportunities for vulnerable groups of children, particularly children from minority communities such as: Looked after children, homeless families, black minority ethnics, travelling communities, refugees and families suffering from domestic violence.	Identify the barriers that prevent marginalized groups of children from accessing play opportunities.	October – December 2007	HBC Depts, Hartlepool Housing Children Centres & Extended Schools Schools Voluntary & Community Sector	Increase the number of play opportunities for vulnerable children	ECM  10 Year Childcare Strategy Housing Strategy Teenage Pregnancy Strategy	Play Officer time Integrated Support Managers Community Involvement Workers Voluntary Groups
	Work in partnership with agencies to enable access and develop play opportunities for children from vulnerable groups.	January 2008 – onwards	Children's Fund Salam Centre Women's Aid Resettlement Services New Deal for Communities	As above	Culture, Recreation and Sports Strategy Participation Strategy Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities, Youth Service Plan Children Centres & Extended Schools	As above, plus Funding Resources Training
	Build on existing outreach programmes and continue to identify play needs.	January 2008 – onwards	As above	Increase the number of outreach programmes by 2 per year		Play Officer time Voluntary Groups Community Involvement Workers BIG Lottery Fund
	Review the quality and quantity of play services offered to	July 2008 – ongoing	As above	Approx 510 children & young people from marginalise groups will		As above

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	marginalized children.			have access to play opportunities		
	Work with children Centres and Extended schools to support, assess and monitor the access of services from marginalized groups.	April 2007 – 2010	As above	Increase access to Children Centres & Extended Services of children & young people from marginalised groups	As above	Play Officer time Community Involvement Workers Integration Support Managers Extended Schools Budget
	Increase play opportunities and support for looked after children and young people in care	January 2008 – ongoing	As above	Increase the number of looked after children accessing play opportunities	As above	Play Officer time Resource Workers Direct Payments Funding
Develop play resources and scrap materials to support local groups working with children and young people, including schools	Continue to support the development of a play resource centre, with scrap materials, loan and hire of equipment and bulk buy materials to enable groups to offer a wide range of creative play opportunities at a low cost	June 2005 - ongoing	Hartlepool Families First Children's Services Local Business's Voluntary & Community Groups Childcare Providers Schools Play Providers	Increase the number of groups and individuals accessing affordable craft and scrap resources by 5% each year	Environmental/Waste Management Strategy ECM Children Centre & Extended Schools Strategy	Childcare Development Worker time Funding Resources MAC's Staff
	Support the development of new initiatives in existing services	July 2006 - ongoing	As above	Provide 12 creative workshops to groups and schools each year	As above	MAC's Staff Funding Training
	Collection and Identifying the use of recyclable materials	June 2004 - ongoing	Local Business's	Increase the number of recyclable materials by 15% each year	As above	MAC's Staff Transport Funding Local Business's

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/R related Strategies	Resources
Raise the profile of play and promote the importance of play.	Ensure that all partners formally adopt the play strategy; promote the strategy to all services that have an impact on play.	Sept 2007	Play Partnership HBC Dept's Voluntary & Community Sector Schools Health Children's Centres & Extended Schools Childcare Providers Parents Housing Participation Strategy CIS	All partners adopt and sign up to strategy	ECM  Children Centres & Extended Schools Participation Strategy Housing Strategy Inclusion Framework Plan Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities Youth Service Plan Library Plan Culture, Recreation & Sports Strategy	Play Officer time Marketing Play Partnership
	Hold conference and events for adults involved in children's play to promote the importance of and potential impact different strategies may have on play opportunities.	May 2008	As above	Hold 1 conference and at least 2 events per year to promote the importance of play	As above	Funding Play Officer time Resources Equipment
	Ensure input from children and young people in the conference.	May 2008	As above	Involvement of at least 10 of young people participating in conferences	As above	As above
	Promote the	August 2007 –	As above	Increase the number of	As above	As above



## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	importance of play to parents and local communities through events and play days, including National Play day.	onwards		play days by 3 each year		
	Ensure the support of parents and local communities to promote play.	August 2007 – onwards	As above	Involve at least 30 parents within local community groups to promote play	As above	Locality Integration Support Managers Community Involvement Workers Play Officer Funding Resources
	Ensure the value of play is promoted in all direct and commissioned services.	March 2007 – onwards	As above	All partners adopt play values and principles	As above	
	Health Visitors to promote the importance of play to parents and carers through visits and promotional health materials.	June 2007 – onwards	As above	Ensure that all Health Visitors are aware of the importance of play	As above	
	Ensure all information regarding groups, activities and holiday schemes within Hartlepool are updated within the Children's Information Service and Children's Service Directory.	Ongoing	As above	CIS has updated information on play related activities on a monthly basis	As above	Marketing & Childcare Officer time CIS Staff
				Increase the number of enquires to the CIS on play related activities	As above	
	Incorporate Play	Sept 2007	As above	Ensure that all	As above	Relevant Officers time

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	Strategy and Action Plan into departmental and planning procedures			relevant departments incorporate the strategy & action plan into their plans		
	Promote the importance of play within children centres and extended school settings.	June 2007 – ongoing	Children Centres & Extended Schools	Increase play activities in Children Centres & Extended School Services	As above	Play Officer time School Staff Resources Training Integrated Support Managers Community Involvement Workers
	Promote the importance of play in other early years settings, including private day nursery	June 2007 - onwards	Early Years providers Day Nursery Managers Early Years Consultants Under 5's Early Years Officers Early Years Coordinator	Increase play activities in early years settings and private day nurseries	As above	Play Officer time Early Years providers Childcare Development Workers under 5's Resources Training

## ACTION PLAN – HARTLEPOOL PLAY STRATEGY

## Objective 3 – Develop the Quality of Play Opportunities

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
Develop the quality of play opportunities	Work with existing and new groups to ensure that they meet the relevant national standards for play provision.	June 2006 – ongoing	Play Partnership HBC Colleges and Training Providers Childcare Providers Early Years Consultants Children Centres & Extended Schools Parks & Countryside Recruitment & Training Officer Voluntary & Community Sector	The number of registered play and out of schools providers that achieve good or above improves	Children's Workforce Strategy ECM Children Centres & Extended Schools Fixed Playground Strategy Performance & Achievement Delivery Plan Children Act 2006 Local Safeguarding Children Plan 10 Year Childcare Strategy	Childcare Development Workers Officer time Staff within registered settings Training Resources
	Ensure that all staff and volunteers working with children and young people have the necessary checks.	June 2006 – ongoing	HBC Ofsted All child and play care providers	All staff/volunteers working with children with enhanced CRB check	As above	Hartlepool Borough Council – Human Resources Staff within settings Funding
	Offer support and training to those providing play opportunities.	June 2006 – ongoing	HBC Colleges Training Agencies  Recruitment & Training Officer  Early Years Team	Provide a minimum of 15 training sessions per year  Increase the number of people receiving a recognised qualification by 10% per year	As above Workforce Development Plan	Resources Training Recruitment & Training Officer Funding College Tutors Childcare Development Staff Play Officer



## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	Carry out an audit of existing training opportunities and training needs in play and play work. Use existing audits to support this work.	Annually	All providers of play and childcare  HBC Recruitment & Training Officer Colleges	Identify gaps in training needs	As above	Recruitment & Training Officer time
	Work with existing training providers to ensure that there is a wide range of training available from basic level 1 to a more substantial level 6 to take into account the different career aspirations of adults involved in working with children.	April 2007 – ongoing	As above	Increase the levels of qualification based training available to level 6	As above	Recruitment & Training Officer time Funding Resources Transformation Fund
	Develop holiday play scheme staff induction standard at level 3	May 2008	Play Development Team Early Years Team Recruitment & Training Officer	Increase the number of sessional staff accessing level 3 training by 10% each year	As above	As above Play Officer
	Monitor the delivery of training programmes to ensure that they are meeting the needs of play providers.	Ongoing	Recruitment & Training Officer  Colleges	Training Needs are met as identified in the training audit	As above	Recruitment & Training Officer
	Establish a comprehensive	Ongoing	As above	Comprehensive evaluation process is	As above	As above

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/R Related Strategies	Resources
	evaluation process that includes feedback from participants.			created		
	Use existing quality assurance standards to measure the quality of play provision	Ongoing	Early Years Team Childcare & Play providers	Increase the number of settings obtaining Quality Assurance Awards	As above	Childcare Development Workers time Staff time Funding Training
	Support Play Providers to work within the quality assurance schemes	Ongoing	As above	As above	As above	As above
	Review the quality and play value of fixed play equipment and open spaces using recognised assessment toolkit.	Ongoing	Parks & Recreation, Community Services Dept	Improve the standard of fixed play equipment and open spaces	Fixed Play Equipment Strategy  Open Spaces & Leisure Facility Strategy  Cultural Strategy	Parks & Countryside Officer time Funding
	Monitor the creation and retention rate of jobs within the play field		HBC Recruitment & Training Officer CIS Tees childcare jobs website	Increase the number of jobs created by 15 over the 3 years. Retain employment within the play work field	Workforce Development Plan	Recruitment & Training Officer Childcare Development Officer BIG Lottery Fund

## ACTION PLAN – HARTLEPOOL PLAY STRATEGY

### Objective 4 – Further develop processes that facilitate the participation of children, young people and local communities

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/PR related Strategies	Resources
Ensure that children and young people are represented in the decision making process concerning all types of play opportunities.	Link into existing work that has been carried out by Hartlepool's Children's Fund and the development of the Participation Strategy.	Ongoing	HBC Dept's Play Partnership Housing Voluntary & Community Sector Play Providers Schools Children Centres & Extended Schools New Deal for Communities Hartlepool Children's Fund	125 children & young people participating and consulting on play issues  Play development in line with needs of children and young people	Participation Strategy ECM  Open Space & Leisure Facility Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities Youth Service Plan Children's Fund Plan	Play Officer time Senior Education Officer/Children Fund Manager Resources
	Establish suitable and appropriate mechanisms to include them in all consultation on issues about play	July 2006 – ongoing	As above	As above	As above	As above
	Ensure a fully inclusive representation of children and young people is used in any consultation process with regards to play, including disabled children, marginalised groups and looked after children	July 2006 – ongoing	As above	Play development in line with needs of children and young people	As above	As above Voluntary sector

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	Increase the confidence of all involved, but in particular younger children's abilities to participate in consultation processes.	July 2006 – ongoing	As above	Hold 2 events per year to enable younger children to engage in consultation.	As above	Play Officer time Childcare Development Workers Training Funding Resources Schools Nursery provision Play groups/Parent & Toddler groups
	Support children and young people's voices in relation to play space in new and existing housing developments.	October 2008 - onwards	Housing Planning Regeneration Parks & Open Spaces	Views of children & Young people are taken into account	As above	Play Officer time Participation Officer Young Peoples time Resources Youth Service Voluntary Sector
	Carry out feasibility studies and consultations around additional space and facilities.	March 2007 – onwards (Open Space & Facility Strategy)	Planning Play Development Parks & Open Spaces Schools Voluntary/Community Groups	Hold 2 events per year to obtain the views of children in relation to play  Play development in line with the needs of children and young people	As above	Officer time Parks & Countryside Officer Children & Young People Regeneration & Planning Funding
	Review and evaluate set priorities, goals and targets for the next 3 years and ensure these take into account the need to bring new children and young people into the consultation process.	Quarterly, Half Yearly & Annually	HBC Children & Young People	Priorities, goals & Targets of the action plan are being met and as above	As above	As above

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	Use existing and develop impact assessments criteria to use in consultation with play providers and end users to determine the effect of action on children's play opportunities.	Ongoing	Parks Play Development Children's Fund Children Centres & Extended Schools Voluntary & Community Sector Play Providers	Assessment criteria developed and tested  Improved quality of play provision	As above	Parks & Country side Officer time  Children, young people and parents
	Monitor and review, if necessary revise the impact assessment criteria.	July 2008	As above	Review assessment criteria and took it on an annual basis  Improved quality of play provision	As above	Parks & Country side Officer
	Ensure that play providers in Hartlepool have the opportunity to engage in wider debates and consultations about play and play work developments.	Ongoing	Play Development Play Providers Children Centres & Extended Schools	Engage with at least 10 groups per year to be involved in the wider debate and consultation process about play and play work developments  Wide range of partners involved in planning of play provision	As above	Play Officer time Participation Officer Voluntary & Community Groups Resources
Increase the engagement of local communities to deliver play opportunities	Work in partnership with existing community led providers of play to develop and support the expansion of play	Ongoing	Play Partnership HBC, Dept's Voluntary & Community Sector Childcare Providers Play Providers	Increase community participation In local areas by 10% each year  Wider range of	Participation Strategy ECM Schools Neighbourhood Action Plans Children Centres &	Play Officer time Training BIG Lottery Funding Resources

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	opportunities in local communities and identify potential providers within the local communities.		Libraries Community and Leisure facilities Training Providers Safer Hartlepool Partnership	organisations delivering play opportunities  Increase the number of partner organisations working with the local community by 5 each year	Extended Schools Youth Service Plan Culture, Recreation and Sport Strategy Community Safety Strategy Hartlepool Housing Strategy	
	Develop a comprehensive programme of support for community led schemes that can increase play opportunities for children (training, fund raising, good work practice	Ongoing	As above	Develop a programme of support to include: Grant Funding 6 training sessions per year Visit identified groups on a monthly basis  Improved quality in play provision	As above	Grant Funding Training Resources Play Officer time Childcare Development Workers time Recruitment & Training Officer
	Monitor the numbers of community led provision and evaluate the quality and access for children.	Annually	As above	Increase the number of community led projects  Increased accessibility to play provision	As above	Play Officer time Childcare Development Worker Time
	Make links and work with Community wardens to inform them on the play strategy and action	March 2008	Community Safety Play Development	Hold an awareness raising event on an annual basis, to identify support and training needs	As above	Play Officer time Training Funding Community Wardens Out Reach Youth



## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	plan, to enable appropriate engagement with children and young people on the street.					Workers
	Work with community groups to promote multi cultural activities, engage the disenfranchised and empower local people to take an active role in community life and development.	January 2008 – onwards	Salaam Centre Women's Aid Neighbourhood Services/Housing Children Centres & Extended Schools	Hold 2 multi events per year, to include training	As above	Play Officer time Funding Resources Training Childcare Development Worker Community Network Staff Community Involvement Workers
	Encourage the use of localised facilities by the local community.	February 2008 – onwards	Schools Community Buildings, libraries, leisure buildings	Improved accessibility to play provision	As above	Play Officer time Resources Community Buildings Co ordinators
	Groups working with local communities adopt the play strategy and action plan	January 2008	All groups working with local communities	Improved quality of play provision	As above	Play Officer Time Play Champion

## ACTION PLAN – HARTLEPOOL PLAY STRATEGY

### Objective 5 – Offer all children and young people the opportunity to experience acceptable risks in play

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
Create stimulating and challenging play experiences and environments to enable children and young people to encounter acceptable risks	Develop creative landscaping and challenging equipment in school grounds.	Ongoing	Schools Parks & Countryside Regeneration & Planning	Increase the number of creative & challenging open play spaces	ECM Open Space and Leisure Facility Strategy Children Centres & Extended Schools Strategy Neighbourhood Action Plans Community Strategy Community Strategy Fixed Playground Strategy	Funding Training Parks & Countryside Officer Regeneration & Planning Schools Resources
	Undertake enforcement inspections on a risk rated basis.	Ongoing	Parks & Countryside	Maintain the quality of play spaces/Fixed Play Equipment		Parks & Countryside Officer Planning Officers
	Review management and maintenance of current play facilities, including fixed play equipment.	Ongoing	As above	Improve the quality of play spaces and fixed play equipment		Parks & Countryside Officer
	Develop play rangers to engage with children and young people to offer a safe play environment to enable them to encounter challenge in play.	January 2008	HBC, Play Partnership, Voluntary & Community Sector Training & Recruitment Officer	Provide 500 informal supervised play session each year	As above	Play Officer Time Voluntary & Community Groups BIG Lottery funding Schools Play Opportunities Fund Library service Summerhill Countryside Park
	Develop the use of open spaces in a creative way to offer	Ongoing	Play Development Parks & Countryside Regeneration &	Increase the number of children accessing open spaces	As above	As above

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/R related Strategies	Resources
	free imaginative play.		Planning			
	Support the training of Health & Safety advisors and play providers in managing risk in play provision.	Ongoing	Parks & Countryside, Play Development, Training Agencies ROSPA	Play providers attending 2 training sessions per year  Improved quality in play provision	As above	Parks & Countryside Officer Play Officer Health & Safety Officers Recruitment & Training Officer Funding
	Health Visitors and therapists to inform parents and carers on risk and play in the home and local area.	June 2007	Health, Play Development, Children Centres & Extended Schools, Health & Safety Officer	As above	As above	Health Visitors Play Officer Integration Support Managers Community Involvement Workers Children's Centre Staff, and as above
	Raise general awareness on issues relating to safety and acceptable risk in play.	Ongoing	Play Development, NPFA, Play England, ROSPA	Hold 1 event per year	As above	Play Providers Health & Safety Officers ROSPA Parks & Countryside and as above
	Carry out regular Health & Safety inspections of play sites to assess repair needs, accessibility and quality of play value.	Ongoing	Parks & Countryside Health & Safety Officer	Inspections carried out weekly	As above	Parks & Countryside Officers Health & Safety Officers
	Review previous risk assessments against managing the risk in terms of providing play provision.	Ongoing	As above	Risk assessments appropriate to play opportunity  Play provision		As above

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	To continually up date and re assess risk assessments.	Ongoing	As above	As above		As above
	Educate children and young people in awareness of taking risks and how they manage that risk to ensure their own safety.	Ongoing	Play Rangers, Play workers, Childcare Providers, Voluntary & Community Sector, Schools, Children Centres & Extended Schools, Health	Hold 1 event per year to raise awareness of children taking risks	As above	Play Rangers Community Wardens Schools Children's Centres & Extended Schools Play Providers
Ensure that all play providers meet relevant standards for safe guarding and protecting children	Ensure all play providers have a robust child protection policy in place and review mechanisms	Ongoing	Local Safe Guarding Unit Childcare and Play Providers	All settings will have a child protection policy and receive relevant training	Local Safe Guarding Children Board Plan ECM 10 Year Childcare Strategy Neighbourhood Action Plans Children Centres & Extended Schools Strategy	Funding Play Officer time Training Resources Recruitment & Training Officer Childcare Development Workers Ofsted
	Arrange for play providers to have an understanding of Health & Safety regulations and ensure that they are all adhered to.	Ongoing	Training Agencies HBC, Dept's	Provide 2 session per year in relation to Health & Safety		Recruitment & Training Officer
	IWIS Programme Training and common assessment framework training	Ongoing	Children's Services Regional Training Brokerage	All providers have undertaken multi agency training in integrated working & Information Sharing	As above	Children's Services Regional Training Brokerage All staff working with children & young people

## ACTION PLAN – HARTLEPOOL PLAY STRATEGY

### Objective 6 – Improve safe accessibility within formal and informal play settings

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/PR Related Strategies	Resources
Increase the availability of transport.	Consult with play providers, children, parents and their carers about their need for transport.	July 2006– ongoing	HBC, Voluntary & Community Groups	Provide free transport to BIG Lottery funded projects and other play facilities	Transport Plan Community Safety Strategy ECM,	Project Officer Time BIG Lottery funding Transport Providers
	Work in partnership with providers of transport, both public, private and voluntary on how best to offer groups transport to access provision.	June 2006 – ongoing	Transport organisations Voluntary & Community Sector Youth Service Schools Neighbourhood Services	To increase the use of accessible transport by families and children to access play opportunities	Transport Plan, Community Safety Strategy	Transport Providers
	Identify resources to make transport available for children to enable them to access play opportunities.	January 2008 - onwards	As above	Maximise the use of both community and public transport use  Accessible play opportunities	As above	Project Officer time Transport Providers BIG Lottery Funding
	Work in partnership with transport planners to develop a transport system that enables children to access play opportunities widely and safely.	January 2008	Planning Dept's Housing Associations & Developers Highways	Increase the number of services and routes to enable children access to better play	As above	Public Transport Providers Planning Department Highways

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/R Related Strategies	Resources
	Monitor use of transport to ensure it is used in the most effective way.	December 2008	Highways & Transport Voluntary & Community Groups, local public transport providers	As above	Transport Plan	Highways Planning Play Officer Voluntary & Community Sector
	Review the transport needs of children and young people and respond to their needs.	As above	As above	As above	As above	As above
Develop Safer routes to play areas	Include play in the road safety audit system.	March 2008	Highways & Transport, Community Safety, Community Wardens	Increase the number of safer routes to play	As above Community Safety Strategy Neighbourhood Action Plans	Highways Transport
	Prioritise traffic calming measures.	March 2008	Highways & Transport, Housing Developments	Increase the number of street play opportunities	Transport Strategy, Neighbourhood Action Plans, Community Safety Strategy	Highways Housing Developers Planning Neighbourhood Services
	Work with relevant agencies to raise awareness of play and its importance within the local community and barriers to accessing play provision.	June 2008- ongoing	Play Champion, Play Partnership Highways Neighbourhood Services Voluntary & Community Groups	Deliver 1 awareness raising event each year to raise awareness	Neighbourhood Action Plans, Children Centres & Extended Schools Strategy	Play Officer Highways Neighbourhood Services Community Safety Police Voluntary & Community Groups Planning & Regeneration
	Raise awareness amongst children and young people with regards to accessing play safely.	Ongoing	Childcare & Play Provider, Schools, Children Centres & Extended Schools	Deliver awareness raising session in 5 localities across the town	Children Centres & Extended Schools Strategy Neighbourhood Action Plans	Play Officer Childcare Development Worker Integration Support Managers



## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
					ECM, 10 Year Childcare Strategy	Community Involvement Workers Schools Highways/Road Safety
	Increase the number of 'walking bus' schemes within schools.	Ongoing	Schools, Children's CCES, Childcare Dev Workers Voluntary & Comm Groups, Play Development, Childcare Dev Worker	Increased number of walking bus schemes by 2 each year	10 Year Childcare Strategy, ECM, Children Centres & Extended Schools Strategy	Schools
Ensure that all play areas are accessible and safe	Ensure that there is adequate lighting within, to and from play areas	Ongoing?	Neighbourhood Services	Increased lighting to enable children & young people to play safely	Community Safety Strategy Neighbourhood Action Plans	Neighbourhood Services
	Ensure that play areas are free from dog fouling, litter, drug related items and vandalism.	Ongoing	Neighbourhood Services Parks & Countryside	Provide a cleaner, safer environment for children & young people to play in	Neighbourhood Action Plans Open Space & Leisure Facility Strategy Community Safety Strategy	Neighbourhood Services Community Wardens Community Police Parks & Countryside
	Maintain and increase outreach work to enable children to access provision.	January 2008	Youth Service, Play Rangers, Play Development Team, Sports Dev, Community Wardens	Increase the amount of outreach play provision	ECM Youth Matters Children Centres & Extended Schools Strategy, Community Safety Strategy, Neighbourhood Action Plans	BIG Lottery Funding Sports Development Team Play Officer Youth Workers Voluntary & Community Sector Resources
	Negotiate provision of new play facilities or enhancement of existing facilities as part of planning permission of residential	April 2008	Planning, Housing, Voluntary & Community Sector, Play Development, Parks & open Spaces	Increase the number of play facilities within residential developments	Open Space & Leisure Facility Strategy, Housing Strategy	Play Officer Housing Developers Housing Hartlepool New Deal for Communities Planning & Regeneration

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	development					Parks & Countryside
	Ensure that when planning permission is sought for play facilities that the needs of disabled users are addressed	Sept 2007 - ongoing	As above, including children & young people	All play facilities are fully accessible	Strategy and Action plan for Children and Young People with learning difficulties and/or disabilities, Inclusion Framework Action Plan Open Space & Leisure Facility Strategy	Parks & Countryside Planning
	Provide clear accurate information about play opportunities, activities and facilities.	Ongoing	CIS, Children's Services Parks & Countryside	CIS and related service directories are updated on a regular basis	ECM, Sure Start Operational Plan	Childcare & Marketing Officer Resources CIS Staff

## ACTION PLAN – HARTLEPOOL PLAY STRATEGY

### Objective 7 – Sustainability of Play Provision

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/PR Related Strategies	Resources
Ensure access to appropriate funding can be achieved and provision can be sustainable.	Identify relevant funding sources to maximise the provision of new and existing play opportunities.	January 2008 – onwards	BIG Lottery HBC Voluntary & Community Sector Children's Centres & Extended Schools	Successful funding application to enable increased access to play opportunities	Children Centres & Ext Schools  10 yr Childcare Strategy  Corporate Plan	Play Officer Business Support Officer BIG Lottery Funding Other Grant Funding Bodies Integration Support Managers
	Work in partnership with local authority departments to ensure that budgets can be pooled to support the work of the play partnership and its objectives.	Ongoing	Play partnership	Increased amount of pooled funding available to provide increased access to play opportunities	Open Space & Leisure Facility Strategy Children's Centres & Extended Schools Strategy Looked After Children with Learning Difficulties and/or Disabilities Neighbourhood Action Plans	All departments Identified Budgets Business Support Officer Integration Support Managers
	Support voluntary organisations, Children's Centres & Extended Schools to access funding to provide free or low cost provision.	Ongoing	HBC – Children's services	Increase the number of groups accessing funding by 6 each year	Open Space & Leisure Facility Strategy Children's Centres & Extended Schools Strategy Neighbourhood Action Plans	Play Officer time BIG Lottery Fund Play Opportunities Grant Pool Voluntary Sector Grants Integrated Support Managers

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	Identify funding and other resources that can support a comprehensive training and development programme.	Ongoing	HBC Colleges Training Organisations	Increase the number of training opportunities and participants by 5% each year	Children's Workforce Development Plan	Workforce Development Fund (Sure Start Grant) College/Trainers time Resources Transformation Fund Recruitment & Training Officer
	Work with partners to identify funding to increase investment in provision for play for older children.	Ongoing	HBC Children Centres & Extended Schools, Play Partnership, Private & Voluntary Sector BIG Lottery	Increase the number of play/ leisure facilities for older children by 8% each year	Youth Service Plan Open Space & Leisure Facility Strategy	Youth Service Voluntary & Community Sector Play Officer Parks & Countryside Business Support Officer Sport & Recreation
	Support and develop new initiatives through the BIG Lottery Fund Children's Play Programme.	January 2008 – 2010	HBC Voluntary Sector	8 organisation supported and at least 11,000 children & young people accessing play opportunities over a 3 year period		Play Partnership Play Officer Partner organisations Independent Grants Panel BIG Lottery Funding Play Opportunities Fund Voluntary Sector Funding
	Provide advice and support to groups when developing business plans and cash flow forecasts to ensure that the project(s) are fully sustainable.	Ongoing	HBC – Children's services	Increase the number of groups becoming sustainable		Business Support Officer

## APPENDIX B

Objectives	Actions	Key Milestones	Lead Agency/ Potential Partners	Outcomes	Links to CYP/Related Strategies	Resources
	Review and monitor spend of BIG Lottery funding to ensure that funded projects are meeting the terms and conditions of the grant.	2008 - 2010	HBC Play Partnership	That all funded projects are meeting the terms and conditions of the approved grant		Play Officer time Play Partnership Independent Grants Panel
	Work with local business's to seek and secure funding and other resources to promote play in local communities and raise the awareness of partnership working.	Ongoing	HBC Play Partnership Local Business's Children's Centres & Extended Schools Voluntary & Community Sector	Increase funding contributions from Business investors		Business Support Officer Play Officer Play Partnership Play Champion Voluntary & Community Sector Integration Support Managers Community Involvement Workers

DRAFT ONLY

## **PORTFOLIO OF PLAY PROJECTS**

### **Hartlepool Families First**

To provide free accessible play in the rural villages in Hartlepool. The service will be delivered by the playbus, and in community buildings within 3 of the villages. Positive, inclusive play experiences for children aged between 0 – 8 years. The service will provide 4 sessions per week for 50 weeks of the year.

Total funding across 3 years £82,548.00

### **HBC Summerhill Visitor Centre and Countryside Park**

The park aims to make the site more accessible and provide exciting and fun activities for children visiting Summerhill. Transport links are very poor; therefore the organisation will work with the community and other transport providers to make the site more accessible for the children of Hartlepool. The centre will employ specialist workers to provide craft and activity sessions, using the conservation, outdoor sport and archaeological aspects of Summerhill. The project will operate during the summer months.

Total funding across 3 years £50,000.00

### **Owton Fens Community Association**

This project is a voluntary partnership of 6 community groups based in the South of the town. The groups will provide additional play opportunities for children and young people aged between 0 – 16 years. Funding will provide an additional 500 hours of free play opportunities. The project will also provide play opportunities between 6 – 11 holiday weeks a year dependent on funding.

Total funding across 3 years £24,522.00

### **West View Project**

This project will deliver a range of free activities and services to children and young people both within West View and other areas of the town. This includes a community club and play activities. The play activities include specialist adventure activity programmes through holidays supported by highly skilled playworkers. The project will also include experimental outdoor learning opportunities for children in local schools.

The money will fund a rolling programme of recreational activities to include the appointment of 2 posts to deliver specialist activities.

Total funding across 3 years £56,745.00



**Central Library – Tales in the Trees/ Words in the Woods**

This project will fund an environmental story teller throughout the summer months to work in local parks and nature reserves delivering literacy through natural play, using natural materials such as, earth, sand, leaves and water. Each session will be directly linked to follow up sessions in community libraries.

The project would fund travel, promotion, marketing and the cost to engage community story tellers.

Total funding across 3 years £6,802.46

**Stranton/Lynnfield Play Rangers**

This project will employ Play Rangers to provide informal supervision for local children accessing 2 local school fields for 'free play'. Children will be able to access the school fields and Community Learning Centres to engage in games and recreational activities. The project is looking to provide free play activities during the day in the summer months and reduced sessions on an evening during the winter months.

Total funding across 3 years £55,242.00

**Clavering Primary School**

The project would like to increase a current Cool Project at the school to provide 2 sessions per week. The project delivers a service to children aged between 8 and 12 years of age and also wishes to extend the age range to 14 years.

The project will link into the project to be delivered by West View Project and provide funding to play staff to carry out the activities.

Total funding across 3 years £2,403.00

**B76 Art Reach Project**

The project will expand its Art Reach Project, whereby young people can explore issues through the medium of art, drama and film making. The organisation will provide an additional session per year which consists of a 20 week programme culminating in the production of a short film.

Total funding across 3 years £18,195.00

## **CHILDREN'S SERVICES PORTFOLIO**

Report to Portfolio Holder  
10<sup>th</sup> July 2007



**Report of:** Director of Children's Services

**Subject:** REVISED COSTINGS RELATING TO THE:  
2007/08 CAPITAL WORKS PROGRAMME  
2006/07 CAPITAL WORKS PROGRAMME

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### **SUMMARY**

#### **1. PURPOSE OF REPORT**

- To seek approval for the revised list of costings relating to the 2007/08 Capital Works Programme.
- To seek retrospective approval to the cost of specific projects included in the 2006/07 Capital Works Programme.

#### **2. SUMMARY OF CONTENTS**

- Report requiring decision.
- Revised programme of works for 2007/08.
- Reference to specific schemes from the 2006/07 works programme.

#### **3. RELEVANCE TO PORTFOLIO MEMBER**

The Portfolio Holder is responsible for all matters relating to Children's Services.

#### **4. TYPE OF DECISION**

Non key decision (implementing an earlier key decision).

#### **5. DECISION MAKING ROUTE**

Children's Services Portfolio Holder meeting 10<sup>th</sup> July 2007.

#### **6. DECISION(S) REQUIRED**

- That the revised costings for the 2007/08 Works Programme be approved.
- That the revised costs for specific projects from the 2006/07 be approved.

**Report of:** Director of Children's Services

**Subject:** REVISED COSTINGS RELATING TO THE:  
2007/08 CAPITAL WORKS PROGRAMME  
2006/07 CAPITAL WORKS PROGRAMME

## 1. PURPOSE OF REPORT

- 1.1 To seek approval for the revised costings relating to the 2007/08 Capital Works Programme as detailed in **Appendix 1**.
- 1.2 To seek approval for the revised costings for specific projects from the 2006/07 Capital Works Programme.

## 2. BACKGROUND

- 2.1 On 16<sup>th</sup> March 2007, the Director of Children's Services submitted to the Children's Services Portfolio Holder a report outlining the overall Capital Works Programme for 2007/08.
- 2.2 The report provided detail of the funding available and a proposed list of projects to be achieved during the year. At that stage, the costs identified against individual schemes were estimates based on a technical evaluation of what was required.  
  
The works programme was approved.
- 2.3 The 2006/07 works programme was approved in a similar manner a year earlier. That programme is now essentially complete, with final costs agreed by the appropriate parties.

## 3. UPDATE – 2007/08 PROGRAMME

- 3.1 The majority of projects included in the 2007/08 programme are now fully costed. A number of schemes have come in well within the original estimate/budget whilst other schemes have been quoted at a higher rate. Where necessary and appropriate such schemes have been modified within the confines of the original budget. Where schemes have gone significantly over the original estimate and it would be impractical to modify the scheme, then the revised cost is accepted only if sufficient funds are available within the overall programme.
- 3.2 **Appendix 1** provides an overview of the overall programme showing the revised cost alongside the original, approved figure.

#### 4. UPDATE – 2006/07 PROGRAMME

- 4.1 In essence, the whole costing process for any capital project breaks down into three distinct stages:
- The original estimate;
  - The agreed price following the contractors' assessment of the scheme;
  - The actual, final agreed price confirmed and accepted by all parties.
- 4.2 It is normal practice and perfectly acceptable for the final agreed cost of a project to vary from the original price estimates as change orders and minor variations occur whilst on site. Generally such variations are modest and over the year the pluses and minuses between schemes tend to balance each other out.
- 4.3 With the vast majority of final agreed prices now confirmed, the overall position for 2006/07 is that we have successfully completed our overall works programme within the overall budget. It is however, appropriate and pertinent to draw the Portfolio Holder's attention to three specific schemes which have gone significantly above their original cost estimates:

School/Project	Original Cost Estimate (£)	Final Agreed Price (£)
Brougham Primary – roofworks	10,000	32,862
Manor College – SEN Resource Area	45,000	135,333
Stranton Primary – heating system	175,000	216,629

- 4.4 In overall terms these increase in costs have been covered by cost reductions elsewhere in the programme. There are however particular circumstances surrounding the above three schemes which the Portfolio Holder may care to note:
- Brougham roofworks – the original estimate was based on a particular section of roofing which was causing problems. Further inspection and testing once works had commenced revealed further major weaknesses in the roofing structure which needed to be addressed as a matter of urgency.
  - Manor SEN Resource Area – following extensive discussions with the College, the SEN Manager and the Council's Architectural Division, it was determined that the needs of the SEN pupils at Manor would be best served by expanding on existing SEN facilities within the College. This revised proposal involved refurbishing the existing College library as an SEN Resource Area and resiting the library. The increase in costs were met by a combination of College funds and the deferment of a proposal to install a new fire alarm system within the College.

- iii) Stranton Primary heating system – whilst the final figure is still to be confirmed, early indications are that ongoing problems on site have led to an extended contract period and a significant increase in costs. To what extent the client will be expected to meet these additional costs is still to be resolved.

## 5. FINANCIAL IMPLICATIONS

- 5.1 The revised costs in relation to the 2007/08 Works Programme are still well within the overall budget.
- 5.2 Notwithstanding significant cost increases in a minority of schemes (see paragraph 4.3) the overall cost of the 2006/07 programme is currently assessed as being approximately £30,000 under budget. These funds are automatically carried forward into 2007/08.
- 5.3 During 2007/08, Members will be kept informed of developments to the Capital Works Programme via Capital Monitoring Reports take to Cabinet on a quarterly basis. In addition, direct reports will be presented to the Portfolio Holder for Children's Services at appropriate intervals in order to monitor progress.

## 6. RISK MANAGEMENT

- 6.1 This report is concerned with the maintenance, protection and development of Council assets i.e. school buildings.
- 6.2 The programme of works referred to in this report has been compiled on the basis of buildings showing clear signs of failure, addressing these issues removes a significant element of risk.

## 7. RECOMMENDATIONS

- 7.1 That the revised costings relating to the 2007/08 Programme of Works, as shown in **Appendix 1**, be approved.
- 7.2 That the additional costs appertaining to three schemes from the 2006/07 Programme of Works:

Brougham Primary – roof works  
 Manor College – SEN Resource Area  
 Stranton Primary – heating system

be approved retrospectively.

- 8. **CONTACT OFFICER** - Alan Keil, Asset Manager, Children's Services, telephone 523051.

## 2007/08 CAPITAL WORKS PROGRAMME – REVISED COSTINGS

### PRIMARIES:

		Mod ' 000	Access ' 000	RCCO ' 000	Revised Cost
Barnard Grove	Roofwork	52			68,264
	Pipework 1 <sup>st</sup> phase	18			14,130
Brougham	Boiler replacement	6			No change
	Refurbish toilets			30	n/c
	Window replacement	15			13,915
	Resurface playground			28	9,986
Clavering	Roofwork	56			46,555
	Caretaker's bungalow roofworks	20			n/c
	Pipework 1 <sup>st</sup> phase	18			n/c
Eldon Grove	Classroom extensions			100	n/c
Fens	Boiler plant	85			82,121
	Complete electric works	15			n/c
	Pipework 1 <sup>st</sup> phase	18			n/c
Golden Flatts	Window replacement	60			82,233
Grange	Window replacement	54			46,563
	New kitchen			90	n/c
Jesmond	Lighting to car park			11	n/c
Kingsley	Caretaker's bungalow roofworks	20			n/c
	Caretaker's bungalow heating	6			n/c
	Windows	95			130,631
Lynnfield	Boiler plant	85			n/c
	Refurbish toilets			30	42,907
	Disabled toilets		30		Withdrawn
Rift House	Nursery boiler	22			n/c
	Roofwork (Nursery)	6			n/c
	Window replacement	87			62,940
	Disabled toilet		30		21,725
	Improve entrance (New Access initiative)				9,000
Rossmere	Pipework (final phase)	12			12,954
	Window replacement	60			43,446
	Install lift		40		29,250
St Helen's	Boiler house roofwork	5			n/c
Stranton	Caretaker's bungalow roofwork	20			n/c
	Window replacement	40			34,911
Throston	Shower room (New Access initiative)				7,875
Ward Jackson	Caretaker's bungalow roofwork	20			n/c
	Window replacement	56			59,016
West Park	Roofwork	50			n/c
	Caretaker's bungalow heating	6			n/c
	Pipework 1 <sup>st</sup> phase	18			n/c
	Security (fencing/CCTV)			40	n/c
	Access ramps		25		14,625
	Install lift (New Access initiative)				21,725
	Disabled toilet (New Access initiative)				33,500
West View	Window replacement	60			32,999
	Pipework 1 <sup>st</sup> phase	18			n/c
<b>Sub totals</b>		<b>1,103</b>	<b>125</b>	<b>329</b>	



**SECONDARIES:**

		Mod ' 000	Access ' 000	RCCO ' 000	Revised Cost
Brierton	Roofwork	60			37,750
	Fire alarm – upgrade system	30			n/c
Dyke House	Resurface car park			25	20,014
	Replace boilers			60	n/c
High Tunstall Manor	Roofwork	121			143,829
	Fire alarms - upgrade system	30			n/c
	Electrical works	35			n/c
	Stageworks (access)		25		18,000
St Hild's	Henry Smith site maintenance			5	n/c
Catcote	Caretaker's bungalow roofworks	20			20,000
	Window replacement	35			30,659
<b>Sub totals</b>		<b>331</b>	<b>25</b>	<b>90</b>	

**MISC:**

Various	Kitchen interlocks	30			n/c
Various	Refurbish toilets			45	60,000
Various	Ventilation (ICT rooms)			25	n/c
Various	Classroom ventilation (pilot schemes)			30	n/c
Various	Soundfield Amplification/Radio Hearing Aids		17		11,300
<b>Sub totals</b>		<b>30</b>	<b>17</b>	<b>100</b>	

<b>TOTALS</b>	<b>1,464</b>	<b>167</b>	<b>519</b>
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<b>GRAND TOTAL</b>	<b><u>2,150,000</u></b>		<b><u>2,131,823</u></b>
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## **CHILDREN'S SERVICES PORTFOLIO**

Report to Portfolio Holder

10 July 2007



**Report of:** Director of Children's Services

**Subject:** CONNEXIONS DELIVERY PLAN 2007-08  
PROGRESS REPORT

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### **SUMMARY**

#### **1. PURPOSE OF REPORT**

To inform the Portfolio Holder of the progress made towards achieving actions in the Connexions Local Delivery Plan for the first quarter of 2007/08.

#### **2. SUMMARY OF CONTENTS**

The Report summarises progress over the first quarter of 2007/08 on actions within the Plan.

#### **3. RELEVANCE TO PORTFOLIO MEMBER**

The Portfolio Holder is responsible for Connexions issues.

#### **4. TYPE OF DECISION**

Non-key.

#### **5. DECISION MAKING ROUTE**

Children's Services Portfolio Holders meeting 10 July 2007.

#### **6. DECISION(S) REQUIRED**

The Portfolio Holder is requested to note the progress made towards achieving key outcomes in the Plan.

**Report of:** Director of Children's Services

**Subject:** CONNEXIONS DELIVERY PLAN 2007-08  
PROGRESS REPORT

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## 1. PURPOSE OF REPORT

To inform the Portfolio Holder of the progress made towards achieving actions in the Connexions Local Delivery Plan for the first quarter of 2007/08.

## 2. BACKGROUND

Since the inception of Connexions in 2002, there has been a requirement for an annual Local Delivery Plan. From April 2007, Connexions' funding, delivery and responsibility for performance targets transfers to Hartlepool Borough Council. The Portfolio Holder endorsed the Local Delivery Plan on 16 March 2007. At that meeting, the Portfolio Holder requested updates on progress and performance.

## 3. SUMMARY OF PERFORMANCE AND PROGRESS ON ACTIONS AND PERFORMANCE INDICATORS IN THE PLAN

Progress is recorded using a visual 'smiley faces' format, as follows:



Where action / target has been achieved or is on target



Where there is slippage in action / target being achieved within a specified timescale




Highlighting weak performance and/or unlikely to be achieved

A number of activities in the Plan are ongoing in nature and are not time bound, such as the delivery of information, advice and guidance to young people in schools.

Of those actions with timescales, the vast majority are on target for completion.

There are no actions highlighted that are unlikely to be achieved in 2007/08. The draft delivery plan 2007-08 is attached as **Appendix 1**.

There are a handful of areas highlighted with , where there is some slippage in actions / targets being achieved within stated timescales:

- Partnership working with HYPED (Young People's Substance Misuse Team) and Education Welfare Service (Objectives 3.2, 3.3 & 8.1) - Connexions has a good history of working with both organisations but there has been some slippage in the *reviewing* of those partnership arrangements. This can be attributed to an increase in the local management team's workload from disaggregation and significant staff changes within one of the services. Whilst this has not impacted negatively upon joint working, it has meant that the effectiveness of collaboration has not been reviewed (and the need for any improvement activity identified and implemented). Review meetings are being planned with HYPED and Education Welfare to move this forward.
- Diversity in young people's access to the service (Objective 5.5) - There are two elements to this area of work ensuring diversity in access; and being able to monitor and review this. There has been some slippage in the latter, due to some ICT problems with the CCIS electronic database. A new and upgraded system, hosted by Stockton Borough Council, went live on 14 June and it will now be possible to monitor young people's access.
- Website (objective 13.2 & 39.2) – Connexions is working with others within Children's Services and across the Tees Valley to look at how the website can be utilised to support information, advice and guidance to young people and promoting positive activities.
- Delivery of robust performance management systems (Objective 21.4, 37.1) – largely focused around difficulties in ICT system, as described above. Recent implementation of the new and improved system will remedy the difficulties that were being experienced.

Action is being taken as outlined above to address all these issues. Additional work is being undertaken to review the service's NEET (not in education, employment or training) reduction strategy; NEET performance being a key outcome in the Every Child Matters (ECM) framework.

#### **4. RECOMMENDATIONS**

The Portfolio Holder is recommended to note the contents of this Report and receive further updates.

#### **5. CONTACT OFFICER**

Sue Johnson, Assistant Director, Planning & Service Integration.






**CONNEXIONS SUPPORTS YOUNG PEOPLE TO HAVE A HEALTHY LIFESTYLE, INCLUDING THE BEST POSSIBLE PHYSICAL, MENTAL, EMOTIONAL AND SEXUAL HEALTH**



	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
1	<b>Support for young people to have a healthy lifestyle</b>	1.1	Young people supported to access appropriate and high quality health-related information, advice and guidance	Comprehensive range of health related information in a variety of formats available in the One Stop Shop and other Access Points, and on the website		Ongoing	😊	Children's Services
				All PAs trained in health related issues, including: Substance misuse, sexual health and contraception and mental health	100% current delivery staff achieved All new staff to receive appropriate training	Ongoing Ongoing	😊	Children's Services
		1.2	Further development of strategic and operational planning with local drug services, Primary Care Trust, Teenage Pregnancy Support Service and Child and Adolescent Mental Health Services (CAMHS)	Appropriate linkages established with relevant partners to support signposting / brokerage activities by PAs; operational practice to reflect partnership agreements and ethos	Reductions in U18 conception rates and signposting of young people with substance misuse issues to appropriate agencies	Ongoing	😊	Children's Services
				Participation in the Children and Young People's Strategic Partnership (CYPSP) forum		100% of meetings		Tbc
		1.3	Young people supported to access / signposted to high quality leisure and sporting activities	Appropriate linkages maintained; capacity of partners to deliver activities enhanced		Ongoing	😊	Connexions

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		1.4	Delivery of condom distribution and Chlamydia testing services in the One Stop Shop	<p>through activities such as PAYP programme</p> <p>Development of local Publicising Positive Activities strategy, which meets requirements of Education &amp; Inspection Act 2006</p> <p>Sufficient numbers of staff trained</p> <p>Promoting the availability of services to young people</p>		<p>From Jan 07</p> <p>Ongoing</p> <p>Ongoing</p>	<p></p> <p>☺</p>	<p>Children's Services</p> <p>Children's Services</p> <p>Children's Services / Connexions</p>
2	To support the Teenage Pregnancy Strategy (TPS) in reducing U18 conception rates	2.1	Further development of strategic and operational contributions to Teenage Pregnancy Strategy (TPS)	<p>Senior management participation in TPS</p> <p>Working in partnership with the range of agencies delivering services and support to pregnant young women and teenage parents</p>	<p>15% reduction in U18 conceptions by 2004 and 55% by 2010</p> <p>60% of 16-19 year old mothers to be in EET provision by 2010</p>	<p>2010</p> <p>2010</p> <p>Ongoing</p> <p>No less than bi-monthly</p>	<p>☺</p> <p>☺</p> <p>☺</p>	<p>Locality Manager/ TPS Coordinator</p> <p>TPS Coordinator</p> <p>TPSS</p>
		2.2	Operational protocols reviewed relating to collaborative working with Teenage Pregnancy Support Service (TPSS)	Continued deployment of Teenage Pregnancy Support Service Advisers		Ongoing	☺	TPS Coordinator
		2.3	Improve Information Sharing between Connexions and Teenage Pregnancy Support Service, to support MI Requirements	Scheduled 'case management' meetings attended by Connexions		No less than bi-monthly	☺	TPSS



## APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		2.4	Direct delivery of PA support to expectant mothers and teenage parents	PA and TPSS worker  Working practises reflective of partnership agreement and ethos		Ongoing	 	worker / Link PA
		2.5	Delivery of 'Wise Up' sexual health and contraception clinic in the One Stop Shop	Wise Up clinic actively promoted by Connexions and the Primary Care Trust's Health Promotion Service		Weekly		
3	<b>To further develop partnership working with Young People's Substance Misuse Services</b>	3.1	Further development of strategic and operational contributions to the Young People's Substance Misuse Strategy	Continued attendance at Safer Hartlepool Young People's group  Minutes received from the DAT JCG's meetings	100% of young people with an identified drug problem referred to an appropriate specialist service	Ongoing		Connexions / DAT Coordinator
		3.2	Development of collaborative working with HYPED Young People's Substance Misuse Team	Memorandum of understanding reviewed and adjusted	100% of young people with substance misuse issues offered appropriate support to engage in education, employment and training	April 2007		Locality Manager / HYPED
		3.3	Improved awareness of issues relating to substance misuse for young people amongst PA teams	Substance Misuse training delivered to all those staff who have not previously	100% of new PA staff	Ongoing		

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				undertaken it in previous 12 month period				Children's Services
4	To further develop partnership working with organisations working with young people experiencing mental health issues	4.1 4.2	Joint working arrangements with CAMHS consolidated PAs upskilled to improve delivery of services to young people experiencing mental health problems	Scheduled referral & case meetings Continued delivery of training on Mental Health issues for young people Appropriate referrals to specialist services	Basic Awareness for all PAs; Enhanced training for some	Bi-monthly Ongoing Ongoing	 	Link PA / CAMHS nominated link Children's Services Connexions PAs Connexions

## Section Two: STAY SAFE

**CONNEXIONS CONTRIBUTES TO THE PROTECTION OF YOUNG PEOPLE AND WITH THE SUPPORT OF OTHER KEY PARTNERS, HELPS SAFEGUARD THEM FROM HARM**

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
5	Connexions to contribute to the protection of all young people, including the most vulnerable and with the support of other key partners, help safeguard them from harm	5.1 5.2	Representation and contribution to the Local Safeguarding Children Board Relevant information about young people is effectively shared between Connexions and all relevant agencies	Representation in the Board meetings and participation in its sub-groups. Support for local activities Adherence to Data Protection legislation Rollout of the ISA framework, with	Connexions representation at 100% of LSCB meetings	March 2008 Ongoing Ongoing 2008	 	Children's Services Connexions Connexions IWIS Programme Board



# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		5.3	Adherence to Hartlepool Local Safeguarding Children's Board Child (LSCB) Protection Procedures	<p>appropriate information sharing within legislation and guidance</p> <p>All PAs to participate in Child Protection training</p> <p>Designated Child Protection workers identified within the local Service</p> <p>Prompt child protection referrals in line with LSCB procedures</p>	<p>100% PA attendance</p> <p>2 HMT members to continue in the role</p> <p>Designated CP workers to review all referrals to ensure adherence to policies and timescales</p> <p>100% of delivery staff</p>	<p>Ongoing</p> <p>Within 1 working day of referral</p> <p>Ongoing</p>	<p>😊</p>	<p>Children's Services / HMT</p> <p>HMT</p> <p>HMT</p> <p>Children's Services</p>
		5.4	PAs engaging and working with vulnerable groups of young people: homeless; substance misusers; self-harmers; looked after young people and care leavers; and young offenders	<p>Strategic links embedded and reflected in operational practices</p> <p>Continued participation in strategic and operational planning groups</p>		<p>Ongoing</p> <p>Ongoing</p>	<p>😊</p>	<p>Connexions</p> <p>HMT</p>
		5.5	Ensure young people from Black and ethnic minority communities, travellers, asylum seekers and refugees have opportunities to gain	<p>Effective use of data, including incident reporting, to establish and effectively implement local working arrangements</p>	<p>Analysis of incident data reported to Equality &amp; Diversity Working Group and used to inform future</p>	<p>Ongoing</p>	<p>😊</p>	<p>Connexions</p>

## APPENDIX 1






	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
			full access to services and the needs of all young people growing up in an increasingly diverse society are met		practice  Identification and analysis of positive interventions in relation to BME issues	Ongoing		Connexions
		5.6	Participation in local Crime & Disorder and Prevention initiatives and planning groups, including the multi-agency Hartlepool Interventions Project (HIP)/ Youth Inclusion Support Panel, the Youth Inclusion Programme (YIP) and the Safer Hartlepool Young People's Group	Attendance at meetings;  PAs ability to signpost some young people via the Panel. For some young people, access to Connexions is supported by the Panel process	Connexions contribution to the local Preventative Strategy is explicit and understood by all	Ongoing  Ongoing	☺  ☺	HMT / Pas  HMT
		5.7	Participation in, and support for local anti-bullying initiatives / strategies / policies	Young people able to access appropriate support  Linkage with Children's Service Anti-Bullying Coordinator				
6	To make effective use of the new Common Assessment Framework	6.1	The new <i>Common Assessment Framework</i> (CAF) is embedded within local practice	The new framework is introduced within reasonable timescales	All PAs to be trained in the new framework within agreed timescales	To be confirmed	☺	Children's Services
7	Connexions Hartlepool has an	7.1	Health and Safety mechanisms designed to minimise risk to young	Adherence to council Health and Safety policies	All staff inducted to HBC H&S policies	April 2007		Children's Services /

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
	<b>effective approach to Health &amp; Safety</b>		people embedded within local practice	and procedures by all staff and by young people	and procedures  All young people advised of their own responsibilities relating to H & S, particularly during activities	Ongoing	😊	Connexions  Children's Services / PAs/ HMT
				Robust generic health and safety risk assessments for all types of activity with young people	Risk assessments for all bespoke activities completed within required timescales prior to commencement	Ongoing		Connexions / Delivery partners
					To have Delivery partners confirm their ability to conform to H & S requirements	Ongoing		
				EVC training for key members of staff	100% of HMT	Ongoing		Children's Services / Connexions

## Section Three: ENJOY AND ACHIEVE

## CONNEXIONS SUPPORTS YOUNG PEOPLE TO ENJOY THEIR TEENAGE YEARS AND ACHIEVE THEIR ASPIRATIONS

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
8	<b>Contribute to improving attainment and behaviour amongst young people and reducing truancy and exclusions</b>	8.1	Further development of partnership activity with the EducationWelfare Service aimed at reducing truancy and promoting inclusion	Agreement reviewed and revisions incorporated into local practice	Children's Services : 94% attendance target 2007	Summer 2007		Children's Services / Connexions
		8.2	Improvement activities implemented relating to PA deployment and support to young people via extended schools	Identification of opportunities to deliver via Children's Centres & extended schools strategy  Review of existing deployment	Young people are able to access Connexions via extended schools provision	Ongoing		Connexions /
		8.3	Positive PA / Young people relationships support commitment of young people to their education and maximise achievement	Opportunities to access universal and targeted Connexions services offered to young people	All young people	Ongoing		All
9	<b>To provide access to universal services for all young people aged 13 to 16 in school settings</b>	9.1	Partnership Agreements with Schools reviewed and re-negotiated to reflect developing practice in 07/08	Review all Agreements  Amendments to reflect the outcomes of the reviewing process  Strategic Partnership Agreements underpinned by operational Annual Intervention Plans	100% Schools	September 2007		HMT/ Senior Management Team in School  HMT/ Lead PAs
		9.2	Connexions input explicit across Y8 – Y11, with evidence of diversity and	All Y11 pupils to have access to Careers Advice	100% of Y11 student needs assessed via	Ongoing		

## APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
			progression	and Guidance via group interventions  1 to 1 interviews / drop-in provision available for individual students in School  Mechanisms to increase the delivery of progression information to Y9 students strengthened with schools	'Getting Connected and 'Pupils Needs Analysis'	July 2007		Lead PAs/ Connexions Coordinator
		9.3	Accountability and reporting mechanisms in place	Reports summarising Connexions delivery in Schools  Audit tool developed and implemented across Connexions Tees Valley to evidence Connexions' resource contribution	Bi-annual Reviews  3 per annum per school	Termly	😊	Connexions/ Schools  Connexions
		9.4	Effective promotion of Connexions activity to young people, parents/carers and staff	Designated Connexions display area updated termly  Opportunities identified by PAs and school and facilitated by both parties		Ongoing	😊	Connexions/ Head Teachers
10	To provide additional services targeted at young people in school	10.1	Provide additional support via targeted individual or group work for those young people within T1 & T2, and/or signposting	Use of Getting Connected and Pupil Needs Analysis Use of APIRF framework	100% T1 pupils to have an APIR profile and an action plan (or an equivalent) in	Ongoing	😊	Connexions / Schools / Partner Agencies

## APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
	<b>settings with needs unlikely to be met through the universal service</b>			and action plan (where required) with the student  Multi-agency intervention or specialist services secured where assessment indicates appropriate level of need  Mapping and supporting school based and external agencies' service provision and initiatives	place			
		10.2	Further development of joint working arrangements with partner agency staff working in schools and school based initiatives	Clarity of roles with EWOs, Learning Mentors and School Nurses.		September 2007	☺	Connexions/ Partner Agencies
		10.3	Compliance with statutory requirements under s140 LSA to provide coordinated support for young people with Learning Difficulties and Disabilities (LDD)	Provision of lists of all students with SEN from Y9-Y11  Contribution to s140 assessment and action planning  PA input identified from within each PA team to support progression	Contribution to all s140 assessments  100% attendance at 14+ reviews	End 2007 (annually thereafter)  Ongoing	☺	Children's Services  Link PAs
		10.4	Work alongside the 'Goalz' project, an ESF Co Financed Project	PA participation in the identification and support of targeted young people		Ongoing		PAs
11	<b>Support schools to</b>	11.1	Integration of mechanisms to support	PAs to identify Schools		Ongoing	☺	Lead PA/

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
	develop CEG and greater personalisation of the curriculum to engage all young people		schools to develop CEG provision, into Children's Services Department	requiring additional support in developing CEG curriculum  CEG development embedded within a broader 'Challenge & Support' function of HBC, which includes information resources and training for school staff		April 2007	☺	CEG Curriculum Adviser  Children's Services
12	Support young people to access personal development opportunities	12.1	Young people able to access a range of personal and social developmental opportunities	Collaborative working embedded within a strategic and operational level within the local service  Information on activities provided by statutory and voluntary youth services disseminated to young people via PAs		Ongoing	☺	Connexions
13	Support One Stop Shops, schools and colleges to develop modern and informative libraries which include careers information resources	13.1	Provide a comprehensive range of 'Learning', 'Leisure' and 'Life' information in a variety of formats	Nominated staff appropriately supported within OSS	3 staff / locality	Ongoing	☺	HMT / PAs
		13.2	Raise the profile of the website as a viable CEG resource	Training to develop staff and partner's web knowledge and competencies		March 2008	☺	Children's Services / 14-19 Strategy Board
		13.3	Provide advice and financial support to schools and colleges to enable					

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
			them to offer a comprehensive range of education and careers information				😊	



## Section Four: MAKE A POSITIVE CONTRIBUTION

**CONNEXIONS SUPPORTS ALL YOUNG PEOPLE TO ENGAGE IN LAW ABIDING AND POSITIVE BEHAVIOURS AND IN DECISION MAKING TO SUPPORT THEIR LOCAL COMMUNITY**

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
14	<b>Further develop opportunities for young people to be influential in the design, delivery, evaluation and continuous improvement of Connexions</b>	14.1	New methods for local young people to influence service design and delivery identified and embedded within local structures with Hartlepool's Participation Strategy	System developed with young people Model disseminated to enable wider participation	Regular youth participation group maintained	March 2008	☺	Link PA / HMT
		14.2	Systematic feedback of young people's views on service delivery collected	Strengthen procedures for "Your Views"			☺	Connexions
		14.3	Continued participation by young people in staff recruitment and selection processes	Accreditation of 'Job Wise' programme Young people receive appropriate training	Young people involved in selection of all PAs and operational staff	September 2007	☺	HMT Connexions
		14.4	Continued involvement of young people in the Self-Assessment process	Young people's feedback report produced and linked with Improvement Activities			☺	Connexions
		14.5	Further development of the 'Rewards and Incentives' framework for young people's involvement; vouchers for involvement in recruitment and selection	Ongoing evaluation of rewards by young people		March 2008	☺	Children's Services

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
15	<b>Further development of mechanisms to encourage and assist young people's engagement and participation</b>	15.1	Support personal development opportunities available for local young people's participation	Young people's support needs identified. Areas of support (training, briefing, transport etc) developed and responsibilities defined and communicated	Remit of local participation groups clearly defined with appropriate support mechanism developed	Ongoing	☺	Connexions
				Support Plan developed locally		April 2006	☺	HMT / Lead PAs
		15.2	Take learning from the Connexions Youth Charter Awards developed by young people	Exploration with key stakeholders		March 2008	☺	Children's Services
		15.3	Ensure young people's involvement is representative of a range of diverse backgrounds	Further work developed to encourage wide participation and work with partners to consult with and involve vulnerable or isolated young people in feedback.		Ongoing	☺	HMT
16	<b>Capacity Building for young people's participation within Connexions strategy and other local forums</b>	16.1	Widened engagement with Young People's Groups and other agencies / initiatives developing youth participation	Local youth participation groups aware of Connexions principles and able to contribute to service planning, delivery and evaluation	Progress made to quality standards for involving young people	March 2008	☺	HMT / Link Pas
		16.2	To support the development of standards and shared values amongst for active involvement with key statutory and voluntary youth	Participation in local participation forums and support for the developing town wide strategy		March 2008	☺	Children's Services

## APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		16.3	services  Support young people to have a voice and influence in the emerging Children's Trust	Exploration of using Young Peoples Charter Award  Local user groups to contribute to CYYPlan consultation		February 2006	☺	Children's Services
17	<b>Continue to develop diversionary activities for vulnerable young people via the Positive Activities for Young People (PAYP) programme</b>	17.1	Further development of PAYP activity programmes informed by young people's feedback and participation	Feedback questionnaires for all activities  Wider consultation with young users, through evaluation	100% activities evaluated	Ongoing	☺	Connexions / Partners  PAYP team and partners
		17.2	Delivery of a wide variety of activities to engage and motivate targeted young people during school holiday periods	APIR completed on targeted young people ]		Ongoing to March 2008	☺	PAYP team
		17.3	Provision of more intensive PA support to young people 'at risk'	Robust referral and tracking systems, Health and Safety Assessments, parental consent forms obtained.  SLA letters of contracts  Engagement with young people  Delivery of one to one support during term time  Closer working with Pas delivering NEET reduction work	H & S assessments completed prior to activity within required timescales          100% meetings	Ongoing       Ongoing	☺       ☺	PAYP team       Children's Services       PAYP team

## APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		17.4	Consolidate PAYP linkages to other services delivering the Preventative agenda, including the Youth Inclusion Programme (YIP)	Consolidate operational linkages to Hartlepool Interventions Panel / Youth Inclusion Support Panel	<i>Targets to be confirmed by Safer Hartlepool Partnership</i>	Ongoing	☺	Connexions
		17.5	Support the development and delivery of the YJB funded Y.I.P. Programme	Contribution to improved behaviour, reduction in crime, anti-social behaviour and truancy  Connexions representatives to attend FSP/YISP  Confirmation of YJB funding	100% attendance	Ongoing  March 2008	☺	HMT  Connexions / YOS
18	<b>Consolidate work with YOS, the Police and other local partners in initiatives to promote law abiding and positive behaviour and in reducing youth offending</b>	18.1	Consolidation of the integration of Connexions activity into local preventative services	Linkages between PAYP and local preventative services explicit and understood by all  Support the developing YIP programme		Ongoing  March 2008	☺	HMT
19	<b>Support young people to improve their range of achievements via volunteering activity</b>	19.1	Young people supported to access appropriate voluntary opportunities	Effective signposting to Millennium Volunteers and other deliverers  Review Partnership	None established  Operational practice	March 2008  September	☺	Connexions  Millennium

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				<p>Agreement with Millennium Volunteers; operational practices to reflect partnership agreement</p> <p>Publicising Positive Activities as per requirements of the Education and Inspection Act 2006</p>	to reflect ethos of partnership working	2007		<p>Volunteers (MV)/ Connexions</p> <p>Children's Services</p>

## Section Five: ACHIEVE ECONOMIC WELL-BEING

**CONNEXIONS PROVIDES IMPARTIAL HIGH QUALITY INFORMATION, ADVICE AND GUIDANCE TO ENCOURAGE AND SUPPORT  
YOUNG PEOPLE TO ENTER AND REMAIN IN EDUCATION, EMPLOYMENT AND TRAINING**

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
20	<b>Ensure effective progressions for Y11 pupils into post 16 education, employment or training (EET)</b>	20.1	Impartial Information, Advice and Guidance (IAG) to support successful progression to post 16 provision delivered to Y11 pupils via group and individual interventions	Utilise Getting Connected and Pupil Needs Analysis information  Delivery of information on financial support, such as EMA and Care To Learn	100% Y 11 offered opportunity to access	Ongoing	☺	Link PAs
		20.2	Delivery of progression information to Y9 to enhance their career exploration skills	Positive negotiations with schools to increase delivery to Y9  Access to Y9 facilitated by schools	Achieve a delivery method which enables all Y9 students across Hartlepool access to our progression information	March 2008	☺	14-19 Strategic Board
		20.3	Early identification of Y11 pupils at risk of disengaging from post 16 provisions and becoming NEET	Implementation of local Transition Strategy	100% of students allocated to a named PA	Ongoing	☺	Link PAs / Schools
		20.4		Link PAs provided with names of LA pupils  Individual vocational support offered to 'Looked After' young people, where appropriate	100% of LA students identified	Ongoing	☺	Children's Services / Connexions
21	<b>In partnership with</b>	21.1	Participate in local strategies to	Representation on the	100% attendance	Bi-monthly	N/A	Children's

## APPENDIX 1







	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
	the Local Learning Partnership, promote the development of appropriate needs-led learning provision and promote post 16 participation in EET provision		support the themes of life long learning	Hartlepool Lifelong Learning Partnership meeting and collaborative working with LLP partners	Connexions contribution is understood by all			Services
		21.2		Exploration of funding opportunities to develop further provision		Ongoing		Children's Services / Connexions
		21.3	Enhance current E2E and other work based learning provision on offer to young people	Participation in local E2E / WBL planning groups		Monthly	☺	Connexions
			Participate in local strategies to support the development of the 14-19 agenda on education & skills, particularly around the provision of impartial IAG	Representation on the 14-19 Strategy Board and Operational sub-groups	Connexions contribution understood by all partners	Monthly	☺	14-19 Strategy Board / HMT
				Chair Advice & Guidance Task Group		Bi-monthly		Locality Manager
				Support Schools in CEG improvement activities (Continue to contribute to the Aim Higher strategy		March 2008		Children's Services
		21.4	Monitor the effectiveness of The Guarantee of Training and Extended Guarantee	Provision is planned to ensure underachieving groups of young people receive targeted support		Ongoing		Children's Services
				Information collated and shared with the LSC and GONE and SCYPG		March 2008	☹	Children's Services
22	An effective NEET	22.1	Further development of the local	Continuous improvements	NEET Target:	End 2007	☺	Children's

## APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
	and Not Known reduction strategy		NEET strategy	to the local NEET strategy, which achieves a stronger performance	8.9% (LAA)	End 2010		Services / 14-19 Strategy Board
				PA delivery supports young people in removing their barriers to progression into EET	7.6% (indicative target)	Ongoing		HMT / PAs
				Publication of National NEET strategy	All young people registered as NEET are followed up by PAs and actively supported			DfES
				Strengthening collaborative working				HMT / PAs
		22.2	Increasing participation, achievement and retention levels in post 16 provision	Participation and support for wider multi-agency initiatives to support post 16 EET participation, including LLP activities				Connexions / Partners
		22.3	Maintain the low numbers of 'Not Knowns'	Implementation of Improvement Activities aimed at reducing the number of young people aged 16-18 years with a 'Not Known' destination	NK to be no more than 8.4%	April 2007 / November 2007	☺	Colleges / WBL Providers
				Sharing of relevant information by local Colleges and work based learning providers to support annual destination survey		October 2007		Partner Agencies
				Support from other agencies relating to the		October 2007		



## APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
23	<b>To provide access to universal services for all young people aged 16-19 in college settings, in order to support engagement with post-16 EET provision</b>	23.1	Partnership Agreements with Colleges reviewed and re-negotiated to reflect developing practice and ensure that young people can access Connexions	annual destination survey  Review all Agreements  Strategic Partnership Agreements underpinned by operational Annual Intervention Plans  Operational delivery in Colleges to be well publicised to promote access	100% Colleges  All students offered an opportunity to access Connexions	September 2007  Ongoing  Ongoing		Children's Services / Colleges
		23.2	Transitional support to students entering and leaving Colleges refined	Strengthening transitional activities to ensure operational practice supports transitions	100% students allocated to a named PA	Ongoing		Connexions / Colleges
		23.3	Support CEG delivery in colleges via group and individual interventions	Agree gaps in CEG provision which PAs can support		Ongoing		Connexions / Colleges
24	<b>To provide additional services targeted at young people aged 16-19 in college settings with needs unlikely to be met through the universal service</b>	24.1	Provide additional support via targeted individual or group work for those identified by PA/ College at risk of disengaging from FE provision	Implementation of locality Transition Strategy by PAs	100% identified students receive a minimum of 1 PA intervention	March 2008		Lead PAs / Colleges
		24.2	Identify and support students with LDD	S140 assessments used to highlight additional support needs and transition plans updated	100% identified students offered access to a PA	Ongoing		Connexions / Colleges
25	<b>To provide access to</b>	25.1	Ongoing development of Partnership	Agreements detailing roles	100% WBL Providers	December		Connexions

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
	universal services to young people in Work Based Learning (WBL) settings, in order to support engagement with post 16 learning		Agreements with WBL providers to ensure that young people are able to access Connexions	and responsibilities reviewed		2007		/ WBL Providers
				Each WBL provider to have a designated PA	100% trainees allocated a named PA	Ongoing		Connexions
				Attendance at WBL network meetings	100% of meetings	Bi-monthly		HMT
				High quality referrals forms to providers		Ongoing		Connexions
		25.2	Support E2E delivery and monitor the impact of EMA changes upon engagement, retention and achievement	Each E2E provider to have a designated PA	100% of providers	Ongoing	☺	Connexions
				Regular contact between the PA and E2E provider		Weekly		Link PAs
				Chair & facilitate E2E Practitioner meetings, attended by E2E providers, LSC and Local Authority		Monthly		HMT
		25.3	Support and contribute to the development of Pre-E2E programme	Joint planning with HCFE	<i>To be confirmed</i>	From January 2007	☺	HCFE / Children's Services
				Agree gaps in CEG delivery that PAs could support			☺	
		25.4	Deliver progression information to trainees via group and individual interventions	Access to trainees facilitated by WBL providers	100% trainees offered access	Ongoing		Connexions / WBL Providers

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
26	To provide additional services targeted at young people in WBL settings with needs unlikely to be met through the universal service	26.1	Provide additional support via targeted individual or group work for those identified by PA/WBL Provider at risk of disengaging, and/or signposting	Implementation of Transition Strategy by PAs	100% identified trainees receive a minimum of 1 PA intervention	March 2008	☺	Connexions / WBL Providers / Partner Agencies
		26.2	Identify and support students with LDD	S140 assessments used to highlight additional support needs and transition plans	100% identified students receive PA intervention	Ongoing	☺	Connexions
27	Manage delivery of the <i>Hartlepool On Track (HOT)</i> Project	27.1	Overall management and development of the HOT Project and integration into local services	Achievement of Project outputs and outcomes through provision of intensive PA support  Contribute to strategies delivering services to retain young people's engagement with formal learning, including <i>Connect To Work</i>	45 yp engaged/ annum; 39 positive destinations	March 2008	☺	Children's Services
28	Contribute to the delivery of <i>Connect To Work</i> Project	28.1	Young people offered opportunities to engage with Intermediate Labour Market Project to enhance employability	Suitable young people identified by PAs and signposted to the Project	30 young people on ILM (10 of which are Looked After or Care Leavers)	December 2008	☺	Connexions
29	Contribute to the delivery of the <i>Goalz</i> Project	29.1	Work with Goalz staff in schools	Identification and referral of suitable young people		September 2007	☺	Connexions
		29.2	Maintain shared working arrangements around the hosting of a Goalz post 16 employability worker	SLA agreed  Identify opportunities for the worker to integrate into			☺	

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				local activities and support local initiatives				
30	<b>To further develop partnership working with YOS to improve EET outcomes for young people who offend</b>	30.1	Partnership Agreement reviewed and refined to take account of national and local policy developments	Operational practices reflect partnership agreement	90% of those supervised by YOS in EET	March 2008	😊	Connexions/ YOS
		30.2	Young people supervised by YOS are offered opportunities to access Connexions provision	Signposting to Connexions for all young people at the start and end of involvement with YOS	All young people		😊	
		30.3	Effective deployment of the Placement Officers to support work to improve EET outcomes	Review of operational protocols for the deployment of the Placement Support Officers, employed by Connexions and funded through ISSP and YJB		March 2008	😊	
31	<b>To further develop partnership working with Children's Services to improve EET outcomes for young people 'looked after' and care leavers (also see objective )</b>	31.1	Embed systems for provision of services to Children Looked After	PAs notified of forthcoming PEP meetings  Connexions PAs to contribute to Personal Education Plans for young people, aged 13 and above, who enter the Looked After system, where appropriate	100% PEPs	Ongoing	😊	Children's Services / Connexions
		31.2	Operational protocols strengthened between Connexions and Leaving Care services	Improved data sharing mechanisms established	All young Care Leavers aged 16 and above notified to Connexions	Ongoing	😊	Connexions/ Children's Services

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				Connexions contribution to the preparation and implementation of the Pathway Plan established, with particular emphasis upon delivery of impartial IAG to support progression	Attendance at 100% Pathway Plans			
32	Improve EET outcomes for teenage mothers	32.1	Young mothers are supported to access EET provision	Collaborative working with Teenage Pregnancy Support Services and other agencies and initiatives working to support progressions, including Care2Learn	60% of teenage mothers in EET provision by 2010	2010	☺	Connexions
33	All young people aged 13-25 with SEN are supported in accordance with the SEN Code of Practice and Section 140 of the Learning and Skills Act	33.1	Young people supported to access post 16 EET provision	<p>Information shared on all students with SEN from Y9 – Y14</p> <p>Interview, assess and action plan</p> <p>Linkages maintained with agencies delivering services to promote progression into post 16 EET provision</p> <p>Integrate Disability PA into local structures, within Connexions and other SEN / Disability services within Children's Services</p>	<p>All young people requiring a s140 assessment</p> <p>Participation in the multi-agency SEN / Disability Partnership Board</p>	<p>Ongoing</p> <p>December 2007, 2008</p>	☺	<p>Children's Services</p> <p>Connexions</p> <p>Connexions /</p> <p>Children's Services</p>

## APPENDIX 1


	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				Regular liaison with a named DEAF from Job Centre Plus				
34	To strengthen partnership working with local employment services	34.1	Explore how collaborative working can be strengthened to reduce NEETs, particularly in cohort 18+	Scoping meetings with JC+	1000% vacancy notifications to be inputted onto database within 1 working day	June 2007	☺	Connexions / Job Centre Plus
		34.2	Supporting young people's access to up to date information on vacancies	Vacancy information received from Job Centre Plus		To be confirmed	☺	Connexions
		34.3	Enable young people to register for work or learning, and confirm registration with JC+, where required	Review current agreement with JC+ to ensure its fit for purpose'			☺	
			Utilise JC+ knowledge to upskill PAs with changes in benefits system to ensure that information, advice and guidance re benefits is comprehensive, up to date and accurate	Ensure that 100% of PAs are trained in giving benefits advice to young people			☺	
35	To develop links with local employers	35.1	Increased awareness of Connexions by employers	Improvement action plan drafted and implemented, which includes collaboration with 14-19 activity and Economic Development		June 2007	☺	Connexions

## QUALITY AND MANAGEMENT OF SERVICES

During 2007-08, there will be a lot of activity ' behind the scenes' to integrate Connexions into Children's Services and moved towards a local Integrated Youth Support Service. There are a small number of transitional issues, some of which are being addressed, collectively, by the 5 local authorities in the Tees Valley (via the Disaggregation Planning Group), and others which are matters for the Hartlepool Children's Services.

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
36	<b>Compliance with Client Caseload Information System Specification (CCIS) requirements</b>	36.1	Host arrangement for CCIS secured via a SLA with Stockton Borough Council	<p>SLA sign off</p> <p>Informed approach to transitional MI and CCIS issues via exploration of issues and solutions by Information Management Operational Group (IMOG) and Technical Officers Group (TOG) to inform decision making</p> <p>ICT infrastructure in HOSS which meets needs of the system</p> <p>Local protocols for cross-border tracking established</p>		<p>March 2007</p> <p>March 2007</p> <p>From April 2007</p> <p>March 2007</p>	☺	<p>Planning Group</p> <p>IMOG &amp; TOG</p> <p>HBC</p> <p>LMOG</p>
37	<b>The delivery of robust performance management systems</b>	37.1	Further development of the local MI strategy, including NEET and destination data, in response to CCIS MI developments and improvement agenda	<p>Improve information from partners on the tracking of young people, particularly vulnerable groups</p> <p>Draft and implement improvement action plan</p>	Destination and Tier information collated on 100% of 13 – 19 year olds	<p>Ongoing</p> <p>June 2007</p>	☹	<p>Connexions</p> <p>HMT</p>

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				re "Cannot Be Contacted" young people				
38	The development of a well trained workforce	38.1	Further development of quality standards in professional practice and the Self-Assessment process and Improvement Activities applied to PA delivery	<p>All staff receive annual appraisal and regular one to one supervision with line manager</p> <p>Ongoing delivery of Key Steps; a framework for PA performance evaluations, including Diagnostic Observation and Review, which includes feedback from young people</p> <p>Development of a locality based Induction training programme</p> <p>Delivery of skill based training which positively impacts upon service delivery</p> <p>Adherence to HBC policies and procedures</p> <p>Further development of Improvement Activities focusing upon:</p> <ul style="list-style-type: none"> <li>CCIS</li> </ul>	<p>All staff being supervised every 6 weeks</p> <p>2 Diagnostic Reviews of each PAs per annum</p> <p>80% PA interventions judged as satisfactory or better by observer and young people</p> <p>100% of PAs having, or on the way, to a Level 4 qualification</p> <p>All team members to participate</p>	<p>Ongoing</p> <p>March 2008</p> <p>March 2008</p> <p>Ongoing</p> <p>March 2008</p>		<p>Connexions/HMT</p> <p>Connexions / HMT</p> <p>Connexions</p> <p>Children's Services</p> <p>Connexions</p> <p>Connexions</p>






## APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		38.2	Effective integration of professional development needs into broader council workforce development strategy	<ul style="list-style-type: none"> <li>Team meetings;</li> <li>OSS activity;</li> </ul> Development of a local training strategy		May 2007 Ongoing	☺	Children's Services
39	<b>Access for all young people to services at a time, location and in a form that meets their needs</b>	39.1	Identification of new access points at sites already used by young people	Greater collaboration with the Youth Service  Involvement of young people in identifying access points		March 2008  April 2007	☺  ☹	Children's Services  Planning Group
		39.2	Young people able to access e-information through a Connexions branded website	Agreement reached on the approach to the website over the transitional period, possibly with other LAs		April 2007	☹	Planning Group
		39.3	Use of interpretation and translation services for young people and carers	Staff awareness of how to access services	100% of young people identified as requiring interpretation services receive them	Ongoing	☺	Children's Services
		39.4	Promotion of Connexions Direct	SLA between Connexions Direct and Hartlepool Borough Council  Local marketing material to		Ongoing	☺	Children's Services

# APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				include information about Connexions Direct		Ongoing		
40	<b>Engagement with voluntary and community youth service partners to deliver targeted youth support services</b>	40.1	Develop closer links with other funding / commissioning processes within Children's Services, principally the Youth Service	Coherence with CS Dept processes	100% of grant allocated	From April 2007	☺	Connexions
		40.2	Review processes for monitoring the impact and outcomes of grant funding	Achievement of SLAs and Project outputs and outcomes, and adherence with HBC procedures			☺	Children's Services
		40.3	Development of Quality Standards for all PA delivery from those agencies being commissioned by Connexions	Standards defined and the process to support partners in their implementation and achievement commenced	All recipients to meet a baseline of common standards, which includes having Child Protection & Health & Safety policies	March 2008	☺	Children's Services
41	<b>Further development of joint working arrangements with statutory and voluntary youth support services</b>	41.1	Develop closer working with the Youth Service and collaborate to achieve key outcomes	Review of Partnership Agreement  Visioning exercise by service leads and Asst Director	Opportunities for collaboration maximised	March 2008	☺	Children's Services
		41.2	Joint working arrangements with those statutory agencies with whom Connexions shares national performance targets prioritised, in order to improve EET outcomes for vulnerable young people	Operational arrangements further developed/ strengthened with: o Children's Services o Teenage Pregnancy & TP Support Services o Youth Offending	100% of those agencies	March 2008	☺	Connexions / Children's Services

## APPENDIX 1

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		41.3	Strengthen and refine operational arrangements with other partner organisations	<ul style="list-style-type: none"> <li>Service</li> <li>o HYPED</li> <li>o CAMHS</li> </ul> <p>Improve information from partners on the tracking of young people, particularly vulnerable groups</p>				Children's Services
		41.4	Opportunities to develop new partnership relationships maximised	<p>Refine arrangements with:</p> <ul style="list-style-type: none"> <li>o B76 Bamado's</li> <li>o Millennium Volunteers</li> </ul> <p>Participation at key strategy/operational groups within the locality</p>	<p>Collaborative working to promote youth participation</p> <p>Decisions to be aligned with developing Integrated youth support services</p>	<p>Ongoing</p> <p>Ongoing</p>	 	<p>Connexions /</p> <p>Children's Services</p>
42	<b>Appropriate preparatory arrangements for supporting HBC's Annual Performance Assessment</b>	42.1	Ongoing regular evaluation of PA interventions	Implementation of Key Steps framework and feedback obtained from young people, including "Your Views"	All PAs to have work evaluated and a successful outcome / Your Views utilised by all PAs	Twice / year		Connexions