

# PLEASE NOTE VENUE

## CHILDREN'S SERVICES PORTFOLIO DECISION SCHEDULE



Tuesday 13<sup>th</sup> November 2007

at 10.00 am

in the Blue Room, Avondale Centre,  
Dyke House, Hartlepool  
(Raby Road entrance)

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

1. **KEY DECISIONS**

No items

2. **OTHER ITEMS REQUIRING DECISION**

2.1 2007-08 Capital Works Programme – Update – *Director of Children's Services*

3. **ITEMS FOR DISCUSSION / INFORMATION**

3.1 Progress report for the Connexions Delivery Plan 2007-08 – *Director of Children's Services*

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

No items

### EXEMPT ITEMS

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

5. **ITEMS FOR DISCUSSION / INFORMATION**

5.1 Children's Homes: Regulation 33/34 Reports – *Director of Children's Services*  
(Para 1)

## **CHILDREN'S SERVICES PORTFOLIO**

Report to Portfolio Holder  
13<sup>th</sup> November 2007



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

**Subject:** 2007-08 CAPITAL WORKS PROGRAMME -  
UPDATE

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### **SUMMARY**

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

To provide the Portfolio Holder with an update on progress in relation to the 2007/08 Children's Services Capital Works Programme.

To identify specific variations in the cost of individual schemes and seek approval to those variations.

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

Report providing revised costs of previously agreed projects.  
Updated programme of works for 2007/08.

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

The Portfolio Holder is responsible for monitoring the Children's Services Capital Programme.

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

Non key decision (implementing an earlier key decision).

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

Children's Services Portfolio Holder meeting 13<sup>th</sup> November 2007.

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

That the revised costs for specific projects be approved.

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

**Subject:** 2007-08 CAPITAL WORKS PROGRAMME -  
UPDATE

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## **1. PURPOSE OF REPORT**

- 1.1 To provide the Portfolio Holder with an update on progress in relation to the 2007/08 Children's Services Capital Works Programme.
- 1.2 To identify specific variation in the cost of individual schemes and seek approval to those variations

## **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 Capital Works Programme for 2007/08. That report and the programme of works was accepted.
- 2.2 In June 2007, a further report was submitted revising one element of the works programme – the Access Programme. Again that report was approved.
- 2.3 On 10<sup>th</sup> July 2007, a further report was submitted addressing variations in costings relating to both the 2006/07 works programme and the 2007/08 programme. That report and the variations in costings were approved.
- 2.4 This report represents a further step in the ongoing process of keeping the Portfolio Holder up to date with developments in the Capital Works Programme.

## **3. UPDATE**

- 3.1 The majority of individual projects included in the programme have been successfully achieved. A clear timetable is in hand for those schemes still outstanding.
- 3.2 Client (school) concerns were expressed in relation to two individual schemes (Barnard Grove Pipework and Dyke House boiler work). In both cases further investigation took place involving all parties and lessons were taken on board to avoid similar situations developing in the future.

3.3 The Portfolio Holder's attention is drawn to **Appendix 1** which provides an overview of the works programme under the three separate funding streams.

In particular, attention is drawn to eight schemes, two new and six where there has been a significant increase to the original approved cost for those projects.

PROJECT	Original cost	New cost
<b>i) Brougham – window replacement</b> In an effort to speed up the window replacement programme a further £6,000 LA funds (from the Modernisation Fund) has been added to match the school's contribution of £6,000.	£14,000	£20,000
<b>ii) Eldon Grove – classroom extension</b> The original estimate was made over 18 months ago, costs have risen and the work has proved to be more extensive than originally envisaged.	£100,000	£154,000
<b>iii) Grange – install new kitchen</b> The original estimate was made over 18 months ago, costs have risen and the work has proved to be more extensive than originally envisaged.	£90,000	£132,000
<b>iv) Lynnfield – replace boiler plant</b> An extra contingency has been set against this scheme, however, the 'final' cost is expected to be much closer to the original estimate.	£85,000	£95,000
<b>v) Rossmere – new scheme</b> Imminent failure of a boiler in the kitchen has necessitated its replacement		£7,000
<b>vi) West Park – security fencing</b> Cost still to be confirmed but developments regarding the type of fencing and associated works suggest a possible increase in costs.	£40,000	£50,000
<b>vii) Brierton - roofworks</b> Whilst on site, it became apparent that further sections of the roof needed repairing/replacing as a matter of some urgency. Additional works were authorised at the time.	£38,000	£45,000
<b>viii) Dyke House – new scheme</b> Over a period of time the school has been monitoring the deteriorating condition of the flooring in three rooms (office/meeting areas). Investigation confirmed that repair was not an option and replacement was agreed in order to prevent the floors becoming a safety risk.		£7,000

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 There have been both positive and negative impacts of cost variations. These are highlighted in **Appendix 1**.
- 4.2 The net effect on overall expenditure is expected to be marginal, moving from £2,133,000 to £2,135,000 and still well within overall budget of £2.2 million (the balance at this stage is held in reserve in case of any unexpected developments).

#### **5. RISK MANAGEMENT**

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

#### **6. RECOMMENDATIONS**

- 6.1 That the revised costing relating to the 2007/08 Capital Works Programme, as shown in **Appendix 1**, be approved.

#### **7. CONTACT OFFICER**

Alan Kell, Asset Manager, Children's Services, telephone 523051.

## 2.1 APPENDIX 1

### 2007/08 CAPITAL WORKS PROGRAMME – REVISED COSTINGS

#### PRIMARIES:

		Mod '000	Access '000	RCCO '000	Revised Cost
Barnard Grove	Roofwork	68			No change
	Pipework 1 <sup>st</sup> phase	14			No change
Brougham	Boiler replacement	6			Withdrawn
	Refurbish toilets			30	26
	Window replacement	14			20*
	Resurface playground			10	No change
Clavering	Roofwork	47			No change
	Caretaker's bungalow roofworks	20			21
	Pipework 1 <sup>st</sup> phase	18			16
Eldon Grove	Classroom extensions			100	154*
Fens	Boiler plant	82			No change
	Complete electric works	15			14
	Pipework 1 <sup>st</sup> phase	18			13
Golden Flatts	Window replacement	82			No change
Grange	Window replacement	47			No change
	New kitchen			90	132*
Jesmond	Lighting to car park			11	10
Kingsley	Caretaker's bungalow roofworks	20			21
	Caretaker's bungalow heating	6			No change
	Windows	131			No change
Lynnfield	Boiler plant	85			95*
	Refurbish toilets	43			No change
Rift House	Nursery boiler/roof	28			No change
	Window replacement	63			No change
	Disabled toilet		22		No change
	Improve entrance		9		No change
Rossmere	Pipework	13			No change
	Window replacement	43			No change
	Install lift		29		No change
	Kitchen boiler			new	7*
St Helen's	Boiler house roofwork	5			No change
Stranton	Caretaker's bungalow roofwork	20			21
	Window replacement	35			No change
Throston	Show er room		8		7
Ward Jackson	Caretaker's bungalow roofwork	20			21
	Window replacement	59			35
West Park	Roofwork	50			35
	Caretaker's bungalow heating	6			No change
	Pipework	18			10
	Security fencing			40	50*
	Access ramps/lift		37		33
	Disabled toilet		34		No change
West View	Window replacement	33			No change
	Pipework	18			No change
<b>Sub totals</b>		<b>1127</b>	<b>139</b>	<b>281</b>	<b>1609</b>

## 2.1 APPENDIX 1

### SECONDARIES:

		Mod '000	Access '000	RCCO '000	Revised Cost
Brierton	Roofwork	38			45*
	Fire alarm – upgrade system	30			27
Dyke House	Resurface car park			20	No change
	Replace boilers			60	No change
	Renew floors			new	7*
High Tunstall Manor	Roofwork	143			No change
	Fire alarms - upgrade system	65			46
	Stageworks (access)		18		19
St Hild's	Henry Smith site maintenance			5	Alternative budget
Catcote	Caretaker's bungalow roofworks	20			No change
	Window replacement	31			No change
	<b>Sub totals</b>	<b>327</b>	<b>18</b>	<b>85</b>	<b>418</b>

### MISC:

Various	Kitchen interlocks	30			20
Barnard Grove Greatham	Refurbish toilets			60	No change
Various	ICT ventilation units			25	20
Various	Classroom ventilation			30	3
Various	Soundfield Amplification		11		5
	<b>Sub totals</b>	<b>30</b>	<b>11</b>	<b>115</b>	<b>108</b>
<b>TOTALS</b>		<b>1484</b>	<b>168</b>	<b>481</b>	
<b>GRAND TOTAL</b>		<b><u>2133</u></b>			<b><u>2135</u></b>

\* see Paragraph 3.3 of main report

## **CHILDREN'S SERVICES PORTFOLIO**

Report to Portfolio Holder  
13 November 2007



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

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

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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 second quarter of 2007/08

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

The Report summarises progress over the second 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 13<sup>th</sup> November 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 Service

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

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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 second 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 transferred 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.

There are a small number 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), Education Welfare Service, Millennium Volunteers and Teenage Pregnancy Support Service (Objectives 3.2, 8.1, 19.1) - Connexions has a good history of working with each of these 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 the loss of the Connexions Locality Manager. 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. However, recent meetings with HYPED, Education Welfare Service and Teenage Pregnancy Support Service have moved this forward.
- Website (Objectives 13.2 & 39.2) – Connexions work 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 remains ongoing. This work has required close collaboration with other Tees Valley authorities post disaggregation.
- Draft and implement improvement action plan re "*Cannot Be Contacted*" young people (Objective 37.1). The action plan has not been drafted yet but this has not deterred the service from exploring and developing new and innovative approaches to the location of young people who according to our records "*Cannot Be Contacted*".

Action is being taken as outlined above to address these issues. In addition work is continuously 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.

With regards to progress against actions highlighted in the Quarter One report, significant progress has been made with ICT systems which have provided improved monitoring of young people's access and the delivery of robust performance management systems.

#### 4. RECOMMENDATIONS

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

**6. BACKGROUND PAPERS**

Delivery Plan (**APPENDIX 1**)

**7. CONTACT OFFICER**

Sue Johnson, Assistant Director, Planning & Service Integration

### 3.1 APPENDIX 1

#### 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	Support for young people to have a healthy lifestyle	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

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		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 through activities such as PAYP programme		Ongoing	😊	Connexions
		1.4	Delivery of condom distribution and Chlamydia testing services in the One Stop Shop	Development of local Publicising Positive Activities strategy, which meets requirements of Education & Inspection Act 2006  Sufficient numbers of staff trained  Promoting the availability of services to young people		From Jan 07  Ongoing  Ongoing	😊  😊	Children's Services  Children's Services / Connexions
2	<b>To support the Teenage Pregnancy Strategy (TPS) in reducing U18 conception rates</b>	2.1	Further development of strategic and operational contributions to Teenage Pregnancy Strategy (TPS)	Senior management participation in TPS  Working in partnership with the range of agencies delivering services and support to pregnant young women and teenage parents	15% reduction in U18 conceptions by 2004 and 55% by 2010  60% of 16-19 year old mothers to be in EET provision by 2010	2010  2010	😊	Locality Manager/ TPS Coordinator
		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

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		2.3	Improve Information Sharing between Connexions and Teenage Pregnancy Support Service, to support MI Requirements	Scheduled 'case management' meetings attended by Connexions PA and TPSS worker		No less than bi-monthly	😊	TPSS worker / Link PA
		2.4	Direct delivery of PA support to expectant mothers and teenage parents	Working practises reflective of partnership agreement and ethos		Ongoing	😊	
		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	To further develop partnership working with Young People's Substance Misuse Services	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

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		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 undertaken it in previous 12 month period	100% of new PA staff	Ongoing	😊	Children's Services
4	To further develop partnership working with organisations working with young people experiencing mental health issues	4.1	Joint working arrangements with CAMHS consolidated	Scheduled referral & case meetings		Bi-monthly	😊	Link PA / CAMHS nominated link
		4.2	PAs upskilled to improve delivery of services to young people experiencing mental health problems	Continued delivery of training on Mental Health issues for young people	Basic Awareness for all PAs; Enhanced training for some	Ongoing	😊	Children's Services
				Appropriate referrals to specialist services		Ongoing		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	5.1	Representation and contribution to the Local Safeguarding Children Board	Representation in the Board meetings and participation its sub-groups.	Connexions representation at 100% of LSCB meetings	March 2008	😊	Children's Services
				Support for local activities		Ongoing		Connexions
		5.2	Relevant information about young	Adherence to Data		Ongoing	😊	Connexions

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
	<b>safeguard them from harm</b>		people is effectively shared between Connexions and all relevant agencies	Protection legislation		2008		IWIS Programme Board
		5.3	Adherence to Hartlepool Local Safeguarding Children's Board Child (LSCB) Protection Procedures	Rollout of the ISA framework, with appropriate information sharing within legislation and guidance  All PAs to participate in Child Protection training  Designated Child Protection workers identified within the local Service  Prompt child protection referrals in line with LSCB procedures	100% PA attendance  2 HMT members to continue in the role  Designated CP workers to review all referrals to ensure adherence to policies and timescales	Ongoing  Within 1 working day of referral  Ongoing	😊	Children's Services / HMT  HMT  HMT
		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	All delivery staff are Enhanced CRB checked and given appropriate induction, before one to one delivery with young people commences  Strategic links embedded and reflected in operational practices  Continued participation in strategic and operational planning groups	100% of delivery staff	Ongoing  Ongoing	😊	Children's Services  Connexions  HMT








	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
		5.5	Ensure young people from Black and ethnic minority communities, travellers, asylum seekers and refugees have opportunities to gain full access to services and the needs of all young people growing up in an increasingly diverse society are met	Effective use of data, including incident reporting, to establish and effectively implement local working arrangements	Analysis of incident data reported to Equality & Diversity Working Group and used to inform future practice	Ongoing	☺	Connexions
					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	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

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
	Framework							
7	<b>Connexions Hartlepool has an effective approach to Health &amp; Safety</b>	7.1	Health and Safety mechanisms designed to minimise risk to young people embedded within local practice	<p>Adherence to council Health and Safety policies and procedures by all staff and by young people</p> <p>Robust generic health and safety risk assessments for all types of activity with young people</p> <p>EVC training for key members of staff</p>	<p>All staff inducted to HBC H&amp;S policies and procedures</p> <p>All young people advised of their own responsibilities relating to H &amp; S, particularly during activities</p> <p>Risk assessments for all bespoke activities completed within required timescales prior to commencement</p> <p>To have Delivery partners confirm their ability to conform to H &amp; S requirements</p> <p>100% of HMT</p>	<p>April 2007</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>		<p>Children's Services / Connexions</p> <p>Children's Services / PAs/ HMT</p> <p>Connexions / Delivery partners</p> <p>Children's Services / Connexions</p>

### 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 Education Welfare 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		

	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 APIR framework	100% T1 pupils to have an APIR profile and an action plan (or an equivalent) in	Ongoing	☺	Connexions / Schools / Partner Agencies





	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

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
11	Support schools to develop CEG and greater personalisation of the curriculum to engage all young people	11.1	Integration of mechanisms to support schools to develop CEG provision, into Children's Services Department	<p>PAs to identify Schools requiring additional support in developing CEG curriculum</p> <p>CEG development embedded within a broader 'Challenge &amp; Support' function of HBC, which includes information resources and training for school staff</p>		<p>Ongoing</p> <p>April 2007</p>	<p>😊</p> <p>😊</p>	<p>Lead PA/ CEG Curriculum Adviser</p> <p>Children's Services</p>
12	Support young people to access personal development opportunities	12.1	Young people able to access a range of personal and social developmental opportunities	<p>Collaborative working embedded within a strategic and operational level within the local service</p> <p>Information on activities provided by statutory and voluntary youth services disseminated to young people via PAs</p>		Ongoing	😊	Connexions
13	Support One Stop Shops, schools and colleges to develop modern and informative libraries which include careers information resources	<p>13.1</p> <p>13.2</p>	<p>Provide a comprehensive range of 'Learning', 'Leisure' and 'Life' information in a variety of formats</p> <p>Raise the profile of the website as a viable CEG resource</p>	<p>Nominated staff appropriately supported within OSS</p> <p>Training to develop staff and partner's web knowledge and competencies</p>	3 staff / locality	<p>Ongoing</p> <p>March 2008</p>	<p>😊</p> <p>😊</p>	<p>HMT / PAs</p> <p>Children's Services / 14-19 Strategy Board</p>

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountabil ity
		13.3	Provide advice and financial support to schools and colleges to enable 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"				
		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		March 2008		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



	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 staff or 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

	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 CYYP Plan 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	H & S assessments completed prior to activity within required timescales      100% meetings	Ongoing	☺	PAYP team  Children's Services
				Closer working with Pas delivering NEET reduction		Ongoing		PAYP team

	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)	work Consolidate operational linkages to Hartlepool Interventions Panel / Youth Inclusion Support Panel Contribution to improved behaviour, reduction in crime, anti-social behaviour and truancy Connexions representatives to attend FSP/YISP	<i>Targets to be confirmed by Safer Hartlepool Partnership</i> 100% attendance	Ongoing  Ongoing  March 2008		Connexions   HMT
		17.5	Support the development and delivery of the YJB funded Y.I.P. Programme	Confirmation of YJB funding				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

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountabil ity
				<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% Y11 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	Individual vocational support offered to 'Looked After' young people, where appropriate	Link PAs provided with names of LA pupils	100% of LA students identified	Ongoing	☺	Children's Services / Connexions

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
21	In partnership with the Local Learning Partnership, promote the development of appropriate needs-led learning provision and promote post 16 participation in EET provision	21.1	Participate in local strategies to support the themes of life long learning	Representation on the Hartlepool Lifelong Learning Partnership meeting and collaborative working with LLP partners	100% attendance  Connexions contribution is understood by all	Bi-monthly	N/A	Children's Services
				Exploration of funding opportunities to develop further provision		Ongoing		Children's Services / Connexions
		21.2	Enhance current E2E and other work based learning provision on offer to young people	Participation in local E2E / WBL planning groups		Monthly	😊	Connexions
		21.3	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
				Provision is planned to ensure underachieving groups of young people receive targeted support		Ongoing		Children's Services
		21.4	Monitor the effectiveness of The Guarantee of Training and Extended Guarantee	Information collated and shared with the LSC and GONE and SCYPG		March 2008	😊	Children's Services

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
22	<b>An effective NEET and Not Known reduction strategy</b>	22.1	Further development of the local NEET strategy	Continuous improvements to the local NEET strategy, which achieves a stronger performance  PA delivery supports young people in removing their barriers to progression into EET  Publication of National NEET strategy  Strengthening collaborative working	NEET Target: 8.9% (LAA)  7.6% (indicative target)  All young people registered as NEET are followed up by Pas and actively supported	End 2007  End 2010  Ongoing	☺	Children's Services / 14-19 Strategy Board
								HMT / PAs
								DfES
		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			☺	HMT / PAs
								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  Sharing of relevant information by local Colleges and work based learning providers, to support annual destination survey	NK to be no more than 8.4%	April 2007 / November 2007  October 2007	☺	Colleges / WBL Providers
								Partner Agencies

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				Support from other agencies relating to the annual destination survey		October 2007		
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	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



	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
25	To provide access to universal services to young people in Work Based Learning (WBL) settings, in order to support engagement with post 16 learning	25.1	Ongoing development of Partnership Agreements with WBL providers to ensure that young people are able to access Connexions	Agreements detailing roles and responsibilities reviewed	100% WBL Providers	December 2007	☺	Connexions / 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

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
								Providers
26	<b>To provide additional services targeted at young people in WBL settings with needs unlikely to be met through the universal service</b>	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	<b>Manage delivery of the Hartlepool On Track (HOT) Project</b>	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>	<i>45 yp engaged/ annum; 39 positive destinations</i>	March 2008	☺	Children's Services
28	<b>Contribute to the delivery of Connect To Work Project</b>	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	<b>Contribute to the delivery of the Goalz Project</b>	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	SLA agreed			☺	

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
			Goalz post 16 employability worker	Identify opportunities for the worker to integrate into 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	<p>PAs notified of forthcoming PEP meetings</p> <p>Connexions PAs to contribute to Personal Education Plans for young people, aged 13 and above, who enter the Looked After system, where appropriate</p>	100% PEPs	Ongoing	☺	Children's Services / Connexions
		31.2	Operational protocols strengthened between Connexions and Leaving	Improved data sharing mechanisms established	All young Care Leavers aged 16 and	Ongoing	☺	Connexions/ Children's


	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
			Care services	Connexions contribution to the preparation and implementation of the Pathway Plan established, with particular emphasis upon delivery of impartial IAG to support progression	above notified to Connexions  Attendance at 100% Pathway Plans			Services
32	<b>Improve EET outcomes for teenage mothers</b>	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	<b>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</b>	33.1	Young people supported to access post 16 EET provision	Information shared on all students with SEN from Y9 – Y14  Interview, assess and action plan  Linkages maintained with agencies delivering services to promote progression into post 16 EET provision  Integrate Disability PA into local structures, within Connexions and other	All young people requiring a s140 assessment  Participation in the multi-agency SEN / Disability Partnership Board	Ongoing  December 2007, 2008	😊	Children's Services  Connexions  Connexions /

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				SEN / Disability services within Children's Services  Regular liaison with a named DEA from Job Centre Plus				Children's Services
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  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	Review current agreement with JC+ to ensure its fit for purpose'  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 move 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>	<p>Destination and Tier information collated on 100% of 13 – 19 year olds</p>	<p>Ongoing</p> <p>June 2007</p>	☹	<p>Connexions</p> <p>HMT</p>

	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>

	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	Access for all young people to services at a time, location and in a form that meets their needs	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	100% of young people identified as requiring interpretation services receive them	March 2008	☺	Children's Services
		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		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



	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

	Objective		Key Results Drivers	Critical Success Factors	Targets (where applicable)	Timescales	Progress	Accountability
				Service o HYPED o CAMHS  Improve information from partners on the tracking of young people, particularly vulnerable groups				Children's Services
		41.3	Strengthen and refine operational arrangements with other partner organisations	Refine arrangements with: o B76 Barnado's o Millennium Volunteers	Collaborative working to promote youth participation	Ongoing	😊	Connexions /
		41.4	Opportunities to develop new partnership relationships maximised	Participation at key strategy/operational groups within the locality	Decisions to be aligned with developing Integrated youth support services	Ongoing	😊	Children's Services
42	Appropriate preparatory arrangements for supporting HBC's Annual Performance Assessment	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