

CHILDREN'S SERVICES PORTFOLIO DECISION SCHEDULE



Monday 24th April, 2006

at 11.00 am

in Committee Room "C"

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

1. KEY DECISIONS

1.1 None

2. OTHER ITEMS REQUIRING DECISION

2.1 Hard to Place Pupils Protocol - *Director of Children's Services*

2.2 Children's Services Department Plans – Departmental, Divisional and Operational Plans 2006-07 - *Director of Children's Services*

3. ITEMS FOR INFORMATION

3.1 None

4. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

4.1 None

EXEMPT ITEMS

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

5. KEY DECISION

5.1 None

6. ITEMS FOR INFORMATION

6.1 None

7. OTHER ITEMS REQUIRING DECISION

7.1 None

CHILDREN'S SERVICES PORTFOLIO

Report to Portfolio Holder

24th April 2006



Report of: Director of Children's Services

Subject: HARD TO PLACE PUPILS PROTOCOL

SUMMARY

1.0 PURPOSE OF REPORT

1.1 To seek approval for a Hard to Place Pupils Protocol.

2.0 SUMMARY OF CONTENTS

The Government's Five Year Strategy for Children and Learners introduced the issue of the admission of hard to place pupils. Following guidance from the DfES, a draft protocol was established with secondary school headteachers in September 2005, that did not apply to excluded pupils to enable time for further consultation. The attached Hard to Place Pupils Protocol has been agreed with the Admissions Forum and secondary school headteachers and includes excluded pupils.

3.0 RELEVANCE TO PORTFOLIO MEMBER

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

4.0 TYPE OF DECISION

Non-key.

5.0 DECISION MAKING ROUTE

Children's Services Portfolio Holder meeting 24th April 2006.

6.0 DECISION REQUIRED

The Portfolio Holder is asked to approve the Hard to Place Pupils Protocol.

Report of: Director of Children's Services

Subject: HARD TO PLACE PUPILS PROTOCOL

1. PURPOSE OF REPORT

1.1 To seek approval for a Hard to Place Pupils Protocol.

2. BACKGROUND

2.1 The Government's Five Year Strategy for Children and Learners introduced the issue of the admission of hard to place pupils. Paragraph 27 of the strategy indicates that Government expects groups of schools to take collective responsibility for these issues by agreeing, through the Admissions Forum, "...a procedure for allocating hard to place pupils which balances the wishes of parents, the needs of the child and the circumstances of the school, so that no school is obliged to take an unmanageable number of disruptive pupils."

In November 2004, the DfES wrote to all LEAs indicating that, by September 2005, all LEAs must have a protocol for the admission of hard to place pupils. However, the Secretary of State announced in February 2005 that protocols put in place for September 2005 "...need not apply to excluded pupils until such time as schools have agreed with their Authority arrangements for strengthening support available to schools to deal with disruptive pupils."

The guidance provided by the DfES makes it clear that the protocol for the admission of hard to place pupils will apply to all secondary schools, including voluntary aided schools for which the governing body is the admissions authority. Before it comes into force the protocol needs to be agreed with all schools and then formally adopted by the Admissions Forum.

A first draft protocol was agreed by Hartlepool's Admissions Forum at its meeting in June 2005 and was included in the Portfolio Holder's information pack in August 2005. The draft protocol was circulated to all secondary school headteachers who agreed to the implementation of the first draft version in September 2005. It was also circulated to primary school headteachers for information.

2.2 The draft protocol has been designed to:

- Acknowledge the real need of vulnerable young people who are not on the roll of any school to be dealt with quickly and sympathetically;

- Reduce the time that these “hard to place pupils” spend out of school;
- Ensure that schools admit pupils with challenging educational needs on a fair and equitable basis through an objective and transparent process.

2.3 The definition of ‘Hard to Place Pupils’ in the Hartlepool context is:

- Looked After Children;
- Excluded Pupils;
- Children attending Pupil Referral Unit who need to be re integrated back into mainstream education;
- Children who have been out of education for longer than one school term;
- Children withdrawn from school by their family, following problems with their existing school placement;
- Young offenders returning from secure estate;
- Children with a history of serious attendance problems;
- Traveller children;
- Children from immigrant families with English as a second language.

2.4 A set of key principles have also been established which include the following:

- All children are unique and of equal worth. This protocol will focus on the needs of some of the most disadvantaged children and young people in our community;
- The scope of the Hartlepool protocol shall initially be limited to secondary schools, but extended to include primary schools from the Summer Term 2007;
- A Looked After Child will be placed in a school within 20 school days;
- Normal admissions processes and procedures shall be used wherever possible to admit hard to place pupils. The protocol shall only be used when normal processes and procedures have failed to secure a placement;
- This protocol shall be implemented in a manner that is fair and equitable to all schools and that has at its core the key principles of objectivity and transparency;
- No school shall ever be asked to take an excessive or unreasonable number of pupils who have been excluded from other schools;
- Special arrangements will aim to ensure successful reintegration of pupils from the Pupil Referral Unit (PRU);
- Where it is not possible to secure voluntary agreement on the placement of a hard to place pupil, a Placement Panel, consisting of headteachers and Children's Services officers, will make the final decisions on placements; any such decisions will be binding on all parties.

3. PROCESS FOR DEVELOPING THE PROTOCOL

- 3.1 The draft protocol has been prepared in partnership between officers of the Children's Services Department and the secondary school headteachers.

The draft protocol was ratified by the Admissions Forum on the 2nd February 2006 and was formally agreed by the Secondary Headteachers Group on 16th March 2006. Subject to the Portfolio Holder's approval it will be implemented on 2nd May 2006. It should be noted that the draft protocol includes the reintegration of pupils from the Pupil Referral Unit (A2L) into mainstream schools. The draft protocol is attached to this report as **Appendix 1**.

- 3.2 The protocol will be evaluated and reviewed in March 2007 and subject to consultation with primary school headteachers, will be implemented in primary schools at the beginning of the Summer Term 2007.

4. RISK ASSESSMENT

- 4.1 The protocol is designed to manage the following risks:

- Failure to comply with statutory duties;
- Some schools taking disproportionate numbers of vulnerable pupils;
- Vulnerable pupils not securing a school place quickly and missing education and therefore increasing levels of disadvantage.

5. FINANCIAL IMPLICATIONS

None.

6. RECOMMENDATIONS

- 6.1 The Portfolio Holder is asked to approve the Hard to Place Pupils Protocol.

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Hartlepool Borough Council Children Services Directorate

The Admission of Hard to Place Pupils Protocol

Background

The Government's Five Year Strategy for Children and Learners introduced the issue of the admission of hard to place pupils in the context of foundation partnerships (now known as Education Improvement Partnerships). Paragraph 27 indicates that Government will expect groups of schools to take collective responsibility for these issues by agreeing, through the Admissions Forum, "...a procedure for allocating hard to place pupils which balances the wishes of parents, the needs of the child and the circumstances of the school, so that no school is obliged to take an unmanageable number of disruptive pupils."

In November 2004, DfES wrote to all LEAs indicating that, by September 2005, all LEAs must have a protocol for the admission of hard to place pupils. Guidance was provided, attached to the DfES letter and the Secretary of State announced in February 2005 that protocols put in place for September 2005 "...need not apply to excluded pupils until such time as schools have agreed with their Authority arrangements for strengthening support available to schools to deal with disruptive pupils." Having considered the issue carefully, Hartlepool's secondary headteachers recommend that the protocol should apply to excluded pupils from May 2006. The protocol will be formally evaluated during the Spring Term 2007.

Aims of the Protocol

The Protocol has been designed to:

- Acknowledge the real need of vulnerable young people at Key Stages 3 & 4 who are not on the roll of any school to be dealt with quickly and sympathetically;
- Reduce the time that these "hard to place pupils" spend out of school;
- Ensure that schools admit pupils with challenging educational needs on a fair and equitable basis through an objective and transparent process.

Definition of Hard to Place Pupils in the Hartlepool Context

- The following categories are covered by the scope of this Protocol from May 2006:
 - Looked After Children
 - Excluded Pupils
 - Children attending Pupil Referral Unit who need to be re integrated back into mainstream education.
 - Children who have been out of education for longer than one school term.

- Children withdrawn from school by their family, following problems with their existing school placement.
- Young offenders returning from secure estate.
- Children with a history of serious attendance problems.
- Traveller children.
- Children from immigrant families with English as a second language.

Key Principles of this Protocol

Following a period of consultation, the following principles are proposed in order to ensure the successful implementation of the Protocol:

- All children are unique and of equal worth. This Protocol will focus on the needs of some of the most disadvantaged children and young people in our community.
- The scope of the Hartlepool protocol shall initially be limited to secondary schools, but extended to include primary schools from May 2007, subject to a further consultation process.
- A Looked After Child will be placed in a school within 20 school days.
- The Authority's Admission Team shall be fully involved in the process of admitting hard to place pupils to schools
- Normal admissions processes and procedures shall be used wherever possible to admit hard to place pupils. The protocol shall only be used when normal processes and procedures have failed to secure a placement.
- The Authority's Admissions Team will maintain a database all pupils placed under this protocol.
- This Protocol shall be implemented in a manner that is fair and equitable to all schools and that has at its core the key principles of objectivity and transparency.
- No school shall ever be asked to take an excessive or unreasonable number of pupils who have been excluded from other schools.
- The maximum number of previously excluded pupils that an individual school will be asked to admit in any year group shall be 2.
- Special arrangements will aim to ensure successful reintegration of pupils from the Pupil Referral Unit (PRU).
- All secondary schools agree to abide by this Protocol. The position of Aided Schools is accepted and it is acknowledged that the Governing Body is the final arbiter on admissions. However, the Headteachers of Aided Schools have agreed to abide by this protocol in principle.
- Where it is not possible to secure voluntary agreement on the placement of a hard to place pupil, a Placement Panel, consisting of headteachers and Children's Services officers, will make the final decisions on placements; any such decisions will be binding on all parties. The Children's Services Department will appoint a Convenor for the panel, who will also be responsible for the co-ordination of support for pupils placed by the panel where that is appropriate.
- The Placement Panel will take careful note of any genuine reasons for concern about the admission of an individual pupil to a particular school – for example where there is a known history of serious relationship breakdown between the school and the family.

- Schools will not be able to cite over-subscription for not admitting a hard to place pupil who is to be admitted under the terms of this Protocol.
- Hard to place pupils will be given priority over others on waiting lists or awaiting appeal.
- The Local Authority will provide on a case by case basis, additional funding to schools that admit pupils who are formally recognised as hard to place pupils.
- Appropriate support will be made available to individual pupils and to schools, from within the Children's Services Directorate.
- For the voluntary aided schools, where the governing body is the admission authority, governing bodies are asked to agree procedures whereby the headteacher, in consultation with the Chair of Governors, is empowered to make immediate decisions about the admission of a hard to place pupil.
- The existing Managed Moves Protocol will run concurrently with this Protocol (attached as Appendix 2).

Procedure

Wherever possible, hard to place pupils will be admitted to a school using the normal admissions policies and procedures. Where this proves not to be possible, the following procedure will apply:

- 1) A completed referral form is sent to the Admissions Team in the Children's Services Department. Officers of the Admissions Team log the referral in the central database.
- 2) All subsequent communications (telephone, email, letter, meetings) are recorded and logged.
- 3) Officers of the Admissions Team apply the agreed prioritisation system. Schools are ranked in order of next to admit a hard to place pupil.
- 4) Headteacher of the first school in ranking will be contacted by the Admissions Team. Agreement will be sought on the admission of the pupil.
- 5) If placement is agreed, admission will be formalised and induction organised.
- 6) If placement not agreed, the case will be referred to the Placement Panel.
- 7) Placement Panel meets within 10 school days.
- 8) Placement Panel considers implementation of steps 1 – 6 above and decides on the most appropriate placement for pupil.

Prioritisation System

The simplest way of allocating a school place to a hard to place pupil would be through the adoption of a strict rotation system. The data used at both stages One and Two, will be updated during the Spring Term to reflect the annual PLASC return.

Stage One: Schools are initially ranked using the following factors, all with equal weighting:

- Percentage of pupils entitled to free school meals;
- Percentage of looked after children
- Percentage of statemented children
- Percentage of pupils receiving School Action Plus
- Percentage of pupils at EAL Stage 1 & Stage 2

The average percentage score for each school is then calculated by dividing the total by 5.

Stage Two: A population Index is calculated for each school. The population index for the largest school is set at 1.00.

Stage Three: Multiply each school's average percentage score (Stage One) by its population index (Stage Two).

Stage Four: Use the Stage Three result to rank all schools; the school with the lowest score is at the top of the list.

Stage Five: First school on list is invited to admit the first hard to place pupil to be identified.

Stage Six: When a school admits a hard to place pupil it gains points and moves down the list. Points are based on multiplying an initial score, taken from the following table, by its population index (Stage Two). (A table containing the 2006 PLASC data and rankings is attached at Appendix 2).

The first school on the list is invited to admit the first hard to place pupil to be identified. When a school admits a hard to place pupil it gains points and moves down the list.

Points are taken from the following table:

Looked After Child	5
Permanently Excluded Pupil	5
Young offenders returning from secure estate	5
Child attending PRU to be reintegrated	4
Pupil with 3 or more fixed term exclusions	3
Child out of education for longer than one school term	3
Child withdrawn from school by family because of a serious breakdown in relationships	2
Child with history of serious attendance problems moving into the borough	2
Traveller Child	1
Child from immigrant family with English as second language	1

Appendix 1

Revised 30/3/05

Managed Moves Protocol – March 2005

The Managed Move is a preventative course of action aimed at reducing exclusions from school and which helps young people who are experiencing significant problem(s) in school, and where school action has not been able to remedy it. It is not to be used for routine admissions cases.

- Only schools can initiate a Managed Move, and the Headteacher will discuss the issues with the pupil and their parents. The parents written consent should be obtained to begin the process of finding an alternative school. The parents should be asked to identify their preferred guest schools, but should be advised that it may not be possible to accord with their first preference in every case, depending for example, on the number of vacancies in a particular year group. Where there is a person with parental responsibility who does not live with the child, they should also be consulted, though their consent will not normally be required as they do not have day to day responsibility for ensuring that the child is educated.
- The proposal for a managed move should be discussed between the Heads concerned (the 'Gate Keepers' of the process), and the Managed Move Notification Form completed. It is also understood that taking a child might involve a school becoming over subscribed in a particular Year Group.
- When an agreement to proceed in principle has been reached, an "Assessment Meeting" should be arranged by the home school involving the pupil and parents. A link person for each school should be nominated, with the guest school link contacting the LEA Admissions Team to inform them of the move. All the required information about the pupil's previous progress, attainment, behaviour etc., must be made available to the meeting.
- It is never appropriate to seek to conceal from the guest school information which might portray the pupil or parents adversely. Neither may the new school refuse to admit solely on the grounds that the child may have special educational needs or pose behavioural challenges.
- The meeting should involve a representative of the LEA. Other appropriate professionals working with the family, should be invited with the consent of the pupil and parents.
- The pupil must remain on the register of the home school during this period of negotiation about the arrangements. It must be made clear that he or she is not being excluded by this process.
- If a trial admission is agreed, the following arrangements should be recorded in writing, using the format of a Pastoral Support Plan:

- ◆ The starting date and agreed attendance arrangements (which need not be full-time initially);
- ◆ The period of the trial (usually 6 weeks) and the date for a review at the halfway point;
- ◆ The arrangements for reporting and recording the pupil's attendance (This will be kept on the home school's register, using the code for "receiving education off site (present), so long as the pupil is actually in attendance when required. Absences from the guest school which are not approved must be recorded as "unauthorised" by the home school);
- ◆ The arrangements for a weekly progress report to the home school;
- ◆ Details of the curriculum package and pastoral support for the pupil eg., Learning Support Centre, Learning Mentor, Head of Year.
- ◆ Any financial support to be transferred directly between the schools during the trial period;
- ◆ Any other issues needing clarification such as responsibility for transport, involvement of LEA Officers and other professionals.
- If the guest school wishes to end the Managed Move before the trial period is over, the Head must confirm this in writing to the parents, home school Head and the LEA, specifying the date from which the pupil must return to their home school. If the Managed Move runs its specified duration, then the agreed review meeting will determine whether the pupil will return to their home school, be admitted to the guest school on a permanent basis or given an extension to the trial period. Any extension should specify the number of weeks that the trial period is going to be extended by and a new review date.
Further trials to other schools would only be appropriate in exceptional circumstances and if so, must be again confirmed in writing as before.
- On the agreed date, the child must be removed from the admission register of the home school and admitted to the admission register of the new school. Any remaining records should then be formally transferred. Once this has happened, the guest school cannot remove the pupil again except by permanent exclusion. If the move has been unsuccessful, the pupil must return to the home school.
- The Head of the school that no longer has the pupil on their roll should then write to the LEA to confirm the agreed level of funding to be voluntarily deducted from their budget and transferred to the guest school. This will normally be the balance of the age-weighted pupil unit and any additional funding which may have been received through Standards Fund or devolved SEN funding which might reasonably be attached to the individual pupil.

Appendix 2

		STAGE 1						STAGE 2	STAGE 3	STAGE 4
DfES	School Name	% eligible FSM	% LAC	% Statemented	% School Action Plus	% EAL	Total (a)	Population Index (b)	(a) x (b)	Rank
4603	English Martyrs	11.26	0.27	1.15	1.49	1.29	3.09	1.00	3.09	1
4133	High Tunstall	8.18	0.94	3.92	9.72	2.47	5.05	1.05	5.30	2
4134	Manor	20.68	0.58	1.64	4.83	0.39	5.62	1.20	6.75	3
4130	Brierton	26.76	1.07	2.03	3.20	0.00	6.61	1.23	8.13	4
4000	St Hild's	24.79	0.24	2.47	7.05	0.94	7.10	1.44	10.22	5
4131	Dyke House	31.92	1.11	2.22	14.30	0.70	10.05	1.22	12.26	6

CHILDREN'S SERVICES PORTFOLIO

Report To Portfolio Holder

24th April 2006



Report of: Director of Children's Services

Subject: CHILDREN'S SERVICES DEPARTMENT
PLANS – DEPARTMENTAL, DIVISIONAL &
OPERATIONAL PLANS 2006-07

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To approve the Children's Services Departmental Plan 2006-07 – 2008-09 which has been prepared for the Children's Services Department, and to note the Children's Services Divisional Plans and operational plans 2006-07.

2.0 SUMMARY OF CONTENTS

- 2.1 The Children's Services Departmental Plans 2006-07 are attached. In line with Corporate policy there is now a departmental plan and four separate service plans for the divisions within the department. In addition, the operational plans for the individual teams within the department are also attached.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 The report provides the Children's Services Portfolio Holder with information about the work that will be undertaken in the Children's Services Department 2006-07.

4.0 TYPE OF DECISION

- 4.1 Non key decision.

5.0 DECISION MAKING ROUTE

5.1 Children's Services Portfolio Holder 24th April 2006.

6.0 DECISION(S) REQUIRED

6.1 To approve the Children's Services Departmental Plans 2006-07 – 2008-09 and to note the Children's Services divisional and operational plans 2006-07.

Report of: Director of Children's Services

Subject: CHILDREN'S SERVICES DEPARTMENT
PLANS – DEPARTMENTAL, DIVISIONAL &
OPERATIONAL PLANS 2006-07

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to inform the Children's Services Portfolio Holder of the main tasks which will be undertaken during the year 2006-07 by the Children's Services Department. The tasks are set out in relation to the whole department, the four divisions (Performance & Achievement, Safeguarding & Specialist Services, Planning & Service Integration, Resources & Support Services), and individual team plans.

2. BACKGROUND

- 2.1 The last year was a year of major transition for Children's Services in Hartlepool with the establishment of the Children's Services Department in July 2005. A transitional operational plan was produced for the year 2005-06 to reflect this transition and the key activities which would need to be undertaken during the first year of the new department.
- 2.2 A new corporate planning process is now in place and the Children's Services Departmental Plan and the four divisional plans that sit beneath it have been produced in line with corporate planning requirements. The individual operational team plans are specific to the Children's Services Department and maintain previously developed working practices which aim to ensure that individual team members contribute to the overall planning process and can identify their particular areas of work in relation to the aims of the department.
- 2.3 The major strategic planning document for the development of services for children is the Children and Young People's Plan which was agreed by Cabinet on 29th March 2006. The Children and Young People's Plan contains the strategic vision and the detail of activities which will need to be undertaken by a wide range of stakeholders and agencies providing services and support to children in Hartlepool.

- 2.4 The Children's Services departmental plans sit alongside the Children and Young People's Plan. These outline major strategic issues for the department and they also provide the specific detail of the activities which will be undertaken by the department in securing the five outcomes for Hartlepool children of being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well being.
- 2.5 In line with the corporate planning structure, the Children's Services plans also contain a number of specific activities which link directly to the Corporate Plan and through this to the local area agreement. The activities from the Corporate Plan which are included in the departmental plans are those for which the Children's Services Department has direct responsibility for delivery.

3. KEY ELEMENTS OF THE DEPARTMENTAL PLAN

- 3.1 The departmental plan sets out the vision for the Children's Services Department which is the same as that contained within the Children and Young People's Plan. The plan is attached as **Appendix 1**. In view of the generally strategic nature of this plan, it deals not only with the year 2006-07 but also identifies some longer term priorities and is therefore indicated as a plan for 2006-07 to 2008-09. It will be reviewed and refreshed annually along with the divisional and operational plans.
- 3.2 The plan contains an introductory section which sets out how the planning framework operates in Hartlepool. It identifies the department's commitment to partnership working in Hartlepool and it identifies the values to which the department adheres in the way it develops and delivers services.
- 3.3 The plan outlines the key drivers for the activities of the Children's Services Department which are:
- Working to deliver the five outcomes for children as laid down in the Children Act 2004 (be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well being); and
 - Completing the priorities for achieving these as outlined in Hartlepool's Children and Young People's Plan 2006-09.
- 3.4 The second part of the plan is the detailed action plan which identifies the main strategic objectives for the department and the activities which will be needed to achieve them. It is divided into two sections, separating out objectives that are specific to the Children's Services Department and those that are linked directly to the Corporate Plan.

- 3.5 The five key objectives that have been identified specifically for the Children's Services Department for the coming year are as follows:
- To promote the achievement of the best outcomes for all children and young people in Hartlepool so that they are healthy and safe, they enjoy themselves and achieve well, they make a positive contribution and they are helped to achieve economic well being.
 - To develop a highly rated, forward looking department that contributes to the maintenance of excellent council status.
 - To develop efficient co-ordinated working practices within the Children's Services Department that delivers high quality, effective, value for money services.
 - To secure governance arrangements for partnership working.
 - To develop staff capacity to deliver high quality services within the context of the new demands placed on them within the Children's Services Department.
- 3.6 The Operational Plan for Policy Development and Strategic Managements is presented with the departmental plans as it relates directly to senior management's role in delivering this.

4. DIVISIONAL PLANS

- 4.1 There are divisional plans for each of the four divisions within Children's Services:
- Performance & Achievement;
 - Safeguarding & Specialist Services;
 - Planning & Service Integration;
 - Resources & Support Services.
- 4.2 All four of the plans follows a similar structure in line with corporate planning requirements. Each outlines the divisional structure, identifies its areas of responsibility and its priorities for the coming year. These are then followed by a detailed action plan which is in three sections, identifying objectives that link to the Corporate Plan, those that link to the Children's Services Departmental Plan, and those which are specific to the division. These plans and their associated operational plans are attached as **Appendix 2**.

5 OPERATIONAL PLANS

- 5.1 The departmental and divisional plans are underpinned by the individual operational plans for each of the teams within the department.
- 5.2 There has been an emphasis on involving team members in the development of these operational plans, so that the planning process is

driven bottom up as well as top down and every member of the department has the opportunity to see how their work links to the overall objectives for Children's Services.

- 5.3 These operational plans are clearly referenced to activities in corporate, departmental and divisional plans and also demonstrate linkages to the Children and Young People's Plan and the Every Child Matters aims and outcomes. Teams have been required to write specific actions with clear milestones against which progress can be measured.

6 PERFORMANCE INDICATORS

- 6.1 Links to best value performance indicators are identified within the plans. Links to local performance indicators, where appropriate, are also included.
- 6.2 The departmental and divisional plans have a final section, which summarises all the best value performance indicators within that particular plan, and identifies the outturn for 2005-06 and the target for 2006-07. These sections have yet to be completed as the final outturn figures for 2005-06 are projected not to be available until mid April. Work therefore on targets for 2006-07 will be completed during May, in preparation for quarterly reporting on progress.

7 MONITORING AND REVIEW OF THE PLANS

- 7.1 Progress on the plans will be monitored through a range of different systems:
- Review arrangements as required corporately with quarterly reporting to the Portfolio Holder on targets and progress towards achieving priorities;
 - Regular assessment of progress through team meetings;
 - Review of specific activities through the departmental management team.

8 FINANCIAL IMPLICATIONS

- 8.1 The plans are funded from the revenue budget for the Children's Services.

9 RISK ASSESSMENTS

- 9.1 In line with corporate requirements, key risks to achieving the main departmental service objectives have been identified. Controls to

mitigate these risks have been established and will be reviewed quarterly.

10 RECOMMENDATIONS

- 10.1 The Portfolio Holder is requested to formally approve the Children's Services Departmental Plan 2006-07 – 2008-09 and to note the divisional and operational plans for 2006-07 which underpin it.

CHILDREN'S SERVICES DEPARTMENT

Every Child Matters



Children's Services Department

Departmental Plan 2006/07 – 2008/09

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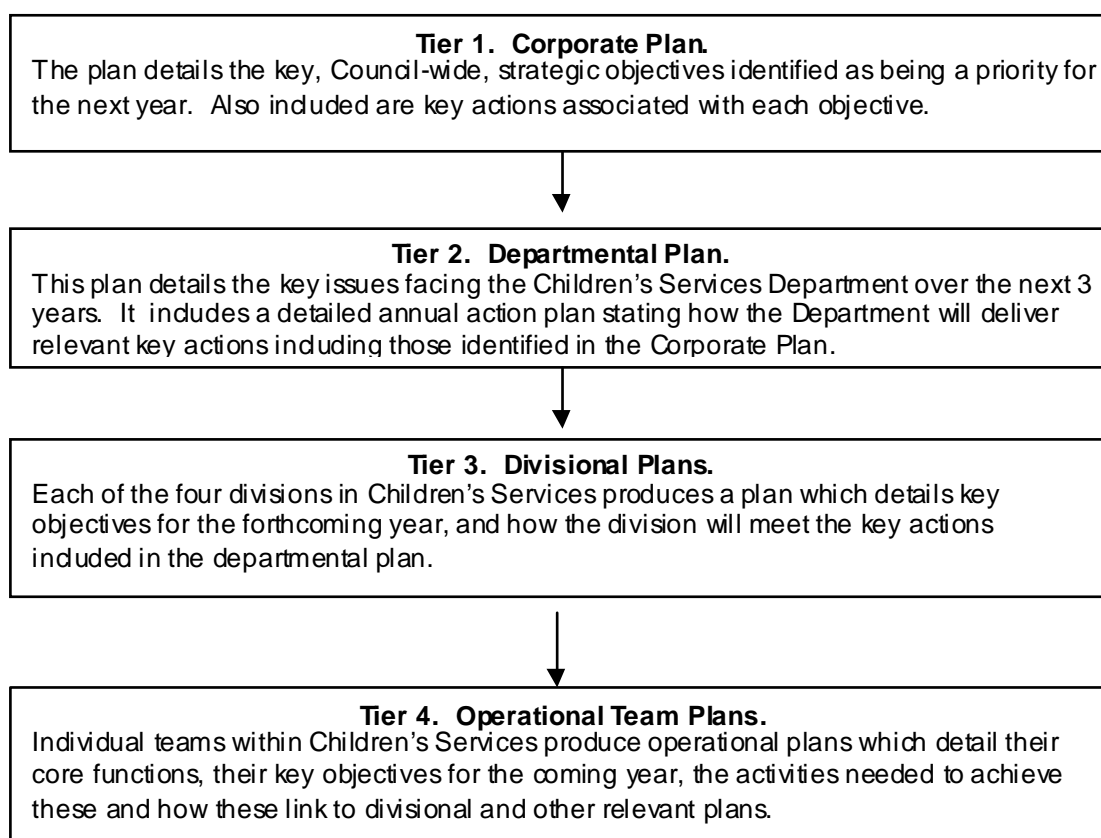
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Introduction

This document is the Children's Services Departmental Plan for 2006/07-2008/09 and forms part of the Council's overall service planning arrangements. The plan details the key priorities and issues facing the department over the next three years, and includes a detailed action plan for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be included.

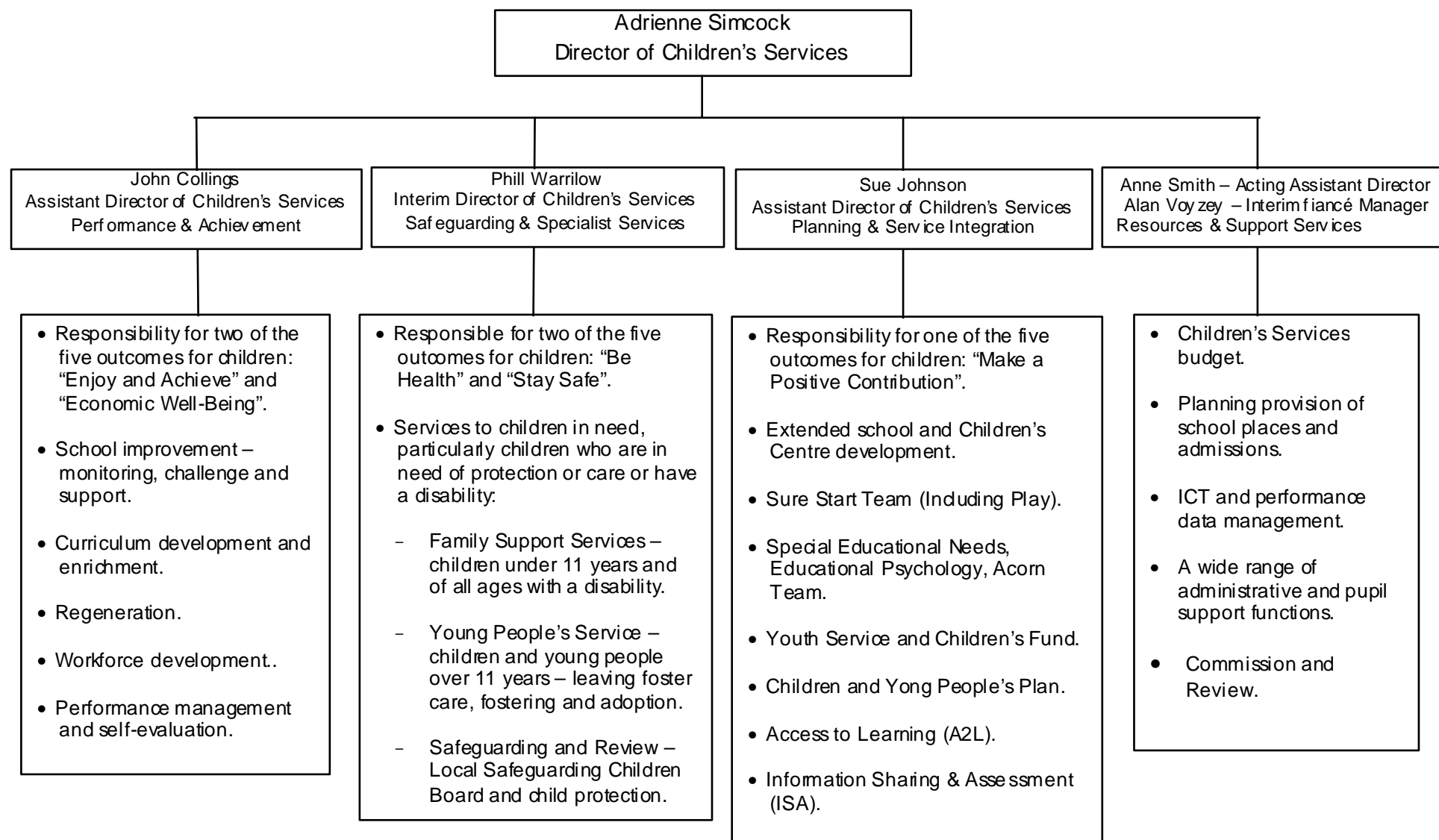
The plan details how the department will meet the Council's key priorities as stated in the Corporate Plan.

This plan should be looked at in conjunction with both the Council's Corporate Plan, and the Children's Services divisional plans, that together form part of the Council's overall service planning arrangements. Figure 1, below, demonstrates how the plans are linked:



This approach ensures that any objective that appears in the Corporate Plan can be traced through to specific actions in divisional plans, and vice versa. It allows the employees delivering services to explicitly see how their actions contribute to the Council's overall objectives.

Departmental Structure



Performance Management

- **Monitoring and Reporting**

The action plan detailing how the department will meet its main objectives for the forthcoming year will be monitored constantly, and a quarterly report will be given to the Portfolio Holder as an update on progress and to highlight any key areas of achievement or concern. Any amendments to the plan will only be made with full agreement of the Portfolio Holder.

- **Reviewing the Plan**

The annual action plan will be constantly monitored and reviewed, with any proposed changes being presented to the Portfolio Holder for agreement.

The overall departmental plan also contains the key priorities for the next three years that will affect the department. These may change over time and may need to be reviewed and updated to reflect changing priorities e.g. in response to new initiatives by central government. A revised departmental plan will be produced annually, to reflect progress and to accommodate any necessary changes.

- **Communication**

The Portfolio Holder will be kept informed about the plan and progress in its delivery by means of reports and, where appropriate, items for the Portfolio Holder's information pack.

External stakeholders will be kept informed of relevant aspects of departmental progress through the existing schedules of meetings and working groups e.g. Director's briefing meetings with Headteachers and school Governors and the Planning and Evaluation Working Groups for the Children and Young People's Plan.

Staff within the department will be kept informed by means of whole staff briefings (three times per year), senior management group monthly meetings, team meetings, the Investors in People Group and the Children's Services Newsletter.

Priorities

- **Vision**

Our vision is that by enabling all children and young people to achieve their full potential, they will have the confidence and ability to enjoy a fruitful and successful life. Our over arching aim is to achieve the best outcomes for all children and young people so that they are healthy and safe, they enjoy themselves and achieve well, they make a positive contribution and they are

helped to achieve economic well being. Services to children and young people in Hartlepool should be organised in such a way that they will help all our young people achieve their full potential and maximise their chances in life by providing integrated provision which is of high quality, effective and excellent value for money.

We believe that services for children and young people should be coherent, easily accessible and responsive to needs. Families can best meet the needs of their children when services are locally delivered and available at the right time. The integration of services for children and young people in settings such as children's centres and extended schools is critical in the delivery of this vision. We believe that targeted support may be needed at all ages and stages of a particular young person's development and that early and effective intervention can reduce barriers that prevent success.

- **Partnership**

The Children's Services Department is committed to working in partnership with other agencies, organisations and stakeholders to achieve its vision for children and young people. It works closely with schools and early years providers to support the delivery of high quality, universal educational opportunities. It works particularly closely with Health and Adult and Community Services in addressing the needs of vulnerable groups, securing effective transition between services and ensuring that access to educational and lifelong learning opportunities is maximised. The department also collaborates with a wide range of partners, including the Diocesan authorities, in addressing issues such as community safety, social inclusion and economic and social regeneration.

The Children's Services Department's relationship with partners is based on a shared acceptance of respective roles, responsibilities and attitudes. We recognize the complex network of accountability in which we all operate, acknowledging the legitimate interests of all children and young people, parents and carers, the public generally, governors, staff and the Council as Children's Services Authority. We are all committed to:

- work with each other to promote and secure high standards;
- zero tolerance of under-performance, with all schools either successful, improving or both;
- continuous improvement through systematic self-evaluation;
- recognize that the role defined for the Children's Services Authority involves both challenge and support, and that intervention should be in inverse proportion to success;
- respect each other's professional views;
- develop and share good practice between schools and between schools and the Children's Services Authority;

Appendix 1

- sustain the excellent partnership working which characterises the educational community and the Local Strategic Partnership Framework in Hartlepool;
- invest time and energy in dialogue and collective developments;
- act openly and even-handedly in our dealings with each other;
- accept that acting in the best interests of the whole community in the town necessitates on occasion compromise and targeting of resources;
- work collectively with each other and with partner agencies and stakeholders to further the interests of the town's young citizens;
- consult each other on issues which affect more than one of us;
- reduce bureaucracy and improve efficiency and value for money in both procuring and providing services;
- sustain the positive image of Hartlepool Children's Services in what we say and do.

In our dealings with individuals, the following values characterise the way we develop and deliver services:

Privacy	The right of individuals to be left alone or undisturbed and free from intrusion or public attention to their affairs.
Dignity	Recognition of the intrinsic value of people regardless of circumstances by respecting their uniqueness and personal needs and treating them with respect.
Independence	Opportunities to act and think without reference to any other person, including a willingness to incur a degree of calculated risk.
Choice	Opportunities to select independently from a range of options.
Rights	Maintenance of all entitlements associated with citizenship.
Fulfilment	Realisation of personal aspirations and abilities in all aspects of daily life.
Inclusion	Equal opportunities to access all mainstream services with appropriate support.

Medium Term priorities

The key drivers for the activities of the Children's Services Department are:

- working to deliver the five outcomes for children as laid down in the Children Act 2004 (be healthy, stay safe, enjoy and achieve, make a positive contribution, achieve economic well being); and
- completing the priorities for achieving these as outlined in Hartlepool's Children and Young People's Plan 2006 – 2009.

The Children's Services Department is a new department that is still establishing itself and has clear aims for its development over the next three years in relation to its culture and ethos, service delivery, governance and the development of staff. These aspirations are reflected in the action plan.

The Children's Services Department will also ensure that the corporate policies in relation to human resource issues, health and safety, equality and diversity and sustainability are strongly embedded within the department.

The Action Plan

The Children's Services Department action plan is attached below. It identifies the main strategic objectives for the department and the activities which will be needed to achieve these. Each division within the Children's Services Department has its own divisional plan which in turn provides more detail about how specific outcomes will be delivered. Individual teams within the divisions have their own operational plans to identify their annual, key objectives and how these link to other plans.

The department's priorities for the next three years include objectives which are linked to corporate objectives that apply to children and young people in relation to:-

- achieving economic well being;
- lifelong learning and skills;
- health and care;
- community safety;
- culture and leisure; and
- strengthening communities.

These are specifically identified in section 2 of the plan for ease of reference.

Children's Services Departmental Action Plan 2006/07

Section 1 - Objectives that are specific to the Children's Services Department

Ref	Objective	Action	Milestone	Responsible Officer	Associated PIs
CSD 1	To promote the achievement of the best outcomes for all children and young people in Hartlepool so that they are healthy and safe, they enjoy themselves and achieve well, they make a positive contribution and they are helped to achieve economic well being.	<ul style="list-style-type: none"> Completion and launch of Children and Young People's Plan (CYPP) 2006 – 2009. Monitor and facilitate the delivery of the specified activities within the CYPP 2006 – 2009. 	Apr 06 Mar 07 Mar 08 Mar 09	SJ SJ	BV 38-41 BV43a-b BV 50 BV 161-162 BV 181a-d BV 194a-b BV 197 BV 221a-b LPI SS 9 LPI ChS 2-3 LPI ED 2-3 LPI ED 4a-b
CSD 2	To develop a highly rated, forward looking department that contributes to the maintenance of excellent council status.	<ul style="list-style-type: none"> Embed processes for self-evaluation in line with the requirements of APA and JAR. Raise the profile the Department regionally and nationally by contributing to regional initiatives and national strategies. 	06-07	JC AS	
CSD 3	To develop efficient, co-ordinated working practices within the Children's Services Department that deliver high quality, effective and value for money services.	<ul style="list-style-type: none"> Review and rationalise existing service strategies and plans. 	Jul 06	SJ	

Ref	Objective	Action	Milestone	Responsible Officer	Associated PIs
		<ul style="list-style-type: none"> Establish cross-departmental and integrated teams in relation to specific tasks and/or identified groups of children e.g. Planning and Evaluation Group, LAC, SEN/Disabilities. Information Sharing and Assessment project plan in place with clear milestones for development. Work with Corporate Strategy and Partners to promote the effective use of ICT across the department and develop an ICT strategy linked to national strategies. 	Mar 07 May 06 Jun 06	SJ/PW SJ ASm	
CSD 4	To secure governance arrangements for partnership working.	<ul style="list-style-type: none"> Establish a Children's Trust and commissioning framework. 	Mar 07	AS/PW	
CSD 5	To develop staff capacity to deliver high quality services within the context of the new demands placed on them within the Children's Services Department.	<ul style="list-style-type: none"> Development of a workforce strategy for the department. Obtain IIP status for the department. 	Sep 06 Mar 07	JC/SJ SJ	

Section 2 – Objectives that are linked directly to the Corporate Plan

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Corporate Plan objective: To support young people to gain suitable employment				
JE 7	Work with Connexions service and other agencies to achieve NEET targets agreed with GONE	12/06	SJ	BVPI 221 a, b
Corporate Plan objective: Raise achievement and standards of attainment for children and young people in the early years, primary and secondary phases of education				
LL 1	Challenge and support schools to improve performance at Key Stage 1 faster than national rate.	09/09	JC	LPI – ED2, 3 LPI – ED 4a, b BV 40 BV 41 BV 194 a,b
LL 2	Challenge and support schools to improve performance at Key Stage 3 faster than national rate in English, science and ICT. Targets agreed with DfES are achieved.	09/09	JC	BV 181a-d
LL 3	Work with schools to increase the percentage of 16 year olds achieving grades A* - G and A* - C increases in English and mathematics faster than the national rate.	09/09	JC	BV 38 BV 39
LL 4	Work with schools and other agencies to increase the performance of looked after children, LAC make better than expected progress.	09/10	JC/PW	BV 50 BV 161

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Corporate Plan objective: Pupils excluded from schools are successfully reintegrated into mainstream settings				
LL 7	Work with schools and other agencies to increase the percentage of excluded pupils reintegrated into mainstream settings.	09/10	JC/SJ	LPI ChS 2 LPI ChS 3
Corporate Plan objective: Number of young people engaged in education and training, including higher education is improved				
LL 8	Work with schools, colleges, training providers and other agencies to achieve NEET targets agreed with GONE and Connexions.	12/06	SJ	BV 221a, b
Corporate Plan objective: Be healthy				
HC 4	Work with partner agencies, young people, schools and families to reduce under 18 conception rate by 55%	01/10	PW	BVPI 197
HC 5	Engage in further discussion with partner agencies regarding improvements in Child and Adolescent Mental Health Services (CAMHS)	04/07	PW	
Corporate Plan objective: Specific care issues in relation to children and young people who are looked after are addressed				
HC 6	Increase the number and range of foster and adoptive placements to meet local needs.	03/09	PW	BV 49
HC 7	Reduce the number of placement moves for looked after children and increase the stability of placements.	03/09	PW	BV 49

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Corporate Plan objective: Stay safe				
CS 11	Develop partnership arrangements to address the concerns of children and young people about bullying.	03/07	JC	
CS 10	Develop the work of the Local Safeguarding Children Board.	03/09	PW	BV 162 LPI SS9
Corporate Plan objective: Enjoy and Achieve – Quality and range of recreational activities for children and young people improved				
CL 4	Increase the number and quality of safe and accessible places for Hartlepool children and young people to play and socialise.	03/09	SJ	
CL 5	Work with partners, especially the voluntary sector, to provide a range of affordable, accessible, challenging and rewarding recreational activities for all children and young people, especially those who are socially excluded.	03/09	SJ	
Corporate Plan objective: To empower local people to have a greater voice and influence over local decision making and the delivery of services				
SC 1	Work with Hartlepool Participation Network to ensure that children and young people are central to the development of a participation strategy that sets standards and includes involvement in democratic processes.	03/07	SJ	

Corporate Plan objective: Children and young people from minority communities are engaged and enabled to participate				
SC 12	Children's Services Race Equality Group will develop strategies to ensure that children and young people from black and minority ethnic communities, travellers, asylum seekers and refugee communities have opportunities to gain full access to services and that the needs of all children growing up in an increasingly diverse society are met.	03/07	JC	
Corporate Plan objective: Raise aspirations and awareness of enterprise and employment options among young people				
LL 7	Work with schools, colleges and business to raise aspirations and awareness of the options open to young people.	06/07	JC	

Performance Indicators

The action plan detailed a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For those indicators that are only collected on an annual basis please indicate so in the 'Quarter 1 Target' Column.

Ref	Definition	Outturn 2005/06	Target 2006/07	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BV 38	Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A* - C or equivalent.						
BV 39	Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 or more GCSEs or equivalent at grades A* - G including English and Maths.						
BV 40	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test.						
BV 41	Percentage of pupils in schools maintained by the local education authority						

Ref	Definition	Outturn 2005/06	Target 2006/07	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
	achieving Level 4 or above in the Key Stage 2 English test.						
BV 43a	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001 and set out in Annex A of the SEN Code of Practice.						
BV 43b	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001 and reproduced in Annex A of the SEN Code of Practice.						
BV 50	The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a						

Ref	Definition	Outturn 2005/06	Target 2006/07	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
	GNVQ.						
BV 161	The ratio of the percentage of those young people who were looked after on 1st April in their 17th year (aged 16) who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19.						
BV 162	The percentage of child protection cases which were reviewed regularly as a percentage of those cases that should have been reviewed during the year.						
BV 181a	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in English.						
BV 181b	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or						

Ref	Definition	Outturn 2005/06	Target 2006/07	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
	above in the Key Stage 3 test in Mathematics.						
BV 181c	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.						
BV 181d	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 teacher assessment in ICT.						
BV 194a	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 English.						
BV 194b	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 Mathematics.						
BV 197	Percentage change in the number of conceptions amongst 15 - 17 year olds.						
BV 221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people						

Ref	Definition	Outturn 2005/06	Target 2006/07	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
	who participate in youth work in the local authority area.						
BV 221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work.						
LPI SS 9	% of child protection registrations that are re-registrations.						
LPI ChS 2	The percentage of permanently excluded pupils offered full time alternative educational provision of 21 hours or more. (Formerly BV PI 159).						
LPI ChS 3	Number of pupils permanently excluded during the year from all schools maintained by the local children's services authority per 1,000 pupils at all maintained schools. (Formerly BVPI 44).						

Ref	Definition	Outturn 2005/06	Target 2006/07	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
LPI ED2	Percentage of 3 year olds w ho participate in accessing a good quality free early years place.						
LPI ED 3	The number of childcare places per 1,000 population.						
LPI ED 4a	Average point score at Key stage 2 of pupils taking Key Stage 2 exams w ho moved school at least once after the normal admission date.						
LPI ED 4b	Difference in point score betw een mobile pupils and all pupils taking Key stage 2 exams.						



Children's Services Department

Operational Team Plan 2006/07

for the

Policy Development & Strategic Management Division

This document contains the Operational Team Plan for 2006 / 07 for the Policy Development & Strategic Management Division of Children's Services. It forms part of the Council's overall service planning arrangements. The plans detail the key operational issues facing the teams over the next year, and how they will be addressed.

The plans should be looked at in conjunction with the Council's Corporate Plan, and the departmental and divisional plans for Children's Services, that together form part of the Council's overall service planning arrangements. **Figure 1**, below, demonstrates how the plans are linked:

Tier 1. Corporate Plan.

The plan details the key, Council-wide, strategic objectives identified as being a priority for the next year. Also included are key actions associated with each objective.

Tier 2. Departmental Plan.

This plan details the key issues facing the Children's Services Department over the next three years. It includes a detailed annual action plan stating how the Department will deliver relevant key actions including those identified in the Corporate Plan.

Tier 3. Divisional Plans.

Each of the four divisions in Children's Services produces a plan which details key objectives for the forthcoming year, and how the division will meet the key actions included in the departmental plan.

Tier 4. Operational Team Plans.

Individual teams within Children's Services produce operational plans which detail their core functions, their key objectives for the coming year, the activities needed to achieve these and how these link to divisional and other relevant plans.

This approach ensures that any objective that appears in the Corporate Plan can be traced through to specific actions in divisional plans, and vice versa. It allows the employees delivering services to see how explicitly their actions contribute to the Council's overall objectives.

The plans are linked to the activities in the Children & Young People's Plan (Hartlepool's overarching strategic plan for children) and demonstrate how the teams will focus on the five national outcomes for children:

- Be healthy;
- Stay safe;
- Enjoy and achieve;
- Make a positive contribution;
- Achieve economic well-being.

These national outcomes and their associated aims are shown below numbered for ease of reference. Each operational plan demonstrates its link to these five outcomes.

EVERY CHILD MATTERS: OUTCOMES FRAMEWORK

Outcomes	01	Be healthy	02	Stay safe	03	Enjoy and achieve	04	Make a positive contribution	05	Achieve economic well-being
Aims	A1	Physically healthy	B1	Safe from maltreatment, neglect, violence and sexual exploitation	C1	Ready for school	D1	Engage in decision making and support the community and environment	E1	Engage in further education, employment or training on leaving school
	A2	Mentally and emotionally healthy	B2	Safe from accidental injury and death	C2	Attend and enjoy school	D2	Engage in law-abiding and positive behaviour in and out of school	E2	Ready for employment
	A3	Sexually healthy	B3	Safe from bullying and discrimination	C3	Achieve stretching national educational standards at primary school	D3	Develop positive relationships and choose not to bully or discriminate	E3	Live in decent homes and sustainable communities
	A4	Healthy lifestyles	B4	Safe from crime and anti-social behaviour in and out of school	C4	Achieve personal and social development and enjoy recreation	D4	Develop self-confidence and successfully deal with significant life changes and challenges	E4	Access to transport and material goods
ChildServ - 0604.24 - App 1 - Departmental Plans					Hartlepool Borough Council					

	A5	Choose not to take illegal drugs	B5	Have security, stability and are cared for	C5	Achieve stretching national education standards at secondary school	D5	Develop enterprising behaviour	E5	Live in households free from low income
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Policy Development & Strategic Management Operational Plan 06 / 07

The Policy Development and Strategic Management function of the Children's Services Department will incorporate the planning and management of education services, children's social services, youth service, play, out of school learning and the Children's Fund, ensuring that the statutory functions of the Children's Services authority are discharged. This function also incorporates support services to staff based at the Civic Centre and the outlying centres.

RESOURCES

The resources available to the Policy Development and Strategic Management function of the Department for 2006 / 07 are as follows:

Employees	£ 594,266
Other direct costs	£ 42,384
Support recharges	£ 0
Income	£ - 14,482
Total net cost :	£ 622,168

This financial resource encompasses the Education Strategic Management function. The strategic management costs in relation to Children's Social Services, the Children's Fund and the Youth Service are embedded within the operational costs of those areas and have not yet been disaggregated.

Policy Development & Strategic Management Operational Plan 06 / 07

Purpose	Core functions
<p>Senior managers have responsibility for structuring services to deliver the five national outcomes for children.</p> <p>Senior managers oversee all functions of the emerging Children's Services Department and play a leading role in fulfilling the Council's corporate aims to:</p> <ul style="list-style-type: none"> • help all individuals, groups and organisations realise their full potential; • ensure the highest quality opportunities in education, lifelong learning and training; • raise standards of attainment. <p>Policy development and strategic management also plays a lead role in furthering all departmental objectives and, in particular:</p> <ul style="list-style-type: none"> • planning and securing the provision of effective, efficient, high quality, well managed and appropriate children's services; • ensuring cost effective use of resources available and maximising access to external funds, developing public/private partnerships where appropriate; • developing integrated children's services; • safeguarding children; • providing sufficient, effective and high quality youth services to meet young people's needs. 	<p>Lead, plan and manage the Children's Services Department.</p> <p>Ensure policy priorities reflect national and local needs.</p> <p>Promote activities which contribute to the Hartlepool Community Strategy.</p> <p>Ensure all statutory duties are carried out effectively and efficiently and that statutory and non statutory plans are prepared and delivered as required.</p> <p>Ensure that relationships with schools are managed in accordance with the statutory code of practice and the LA Compact agreement.</p> <p>Promote community cohesion.</p> <p>Provide professional advice on matters relating to early years development, education, children's services and the youth service to members and officers of the Council.</p> <p>Investigate and resolve complaints.</p> <p>Secure the effective use of Information and Communication Technology (ICT) in order to increase efficiency within schools and the Children's Services Department.</p> <p>Carry out statutory duties in relation to health and safety, risk management and equal opportunities and secure the provision of employment functions for staff employed in schools in the department and in other locations.</p> <p>Promote staff attendance through effective implementation of corporate procedures and regular monitoring of progress on targets.</p> <p>Promote staff development to improve effectiveness and future potential.</p> <p>Provide appropriate administrative, clerical and secretarial support across the department, thereby assisting in the effective delivery of services.</p> <p>Ensure the completion and implementation of all statutory and operational plans and monitor and review existing plans.</p> <p>Monitor performance of schools, children's services, the youth service, education other than at school and review target levels.</p> <p>Contribute to the Comprehensive Performance Assessment (CPA) Action Plan as required.</p>

Policy Development & Strategic Management Operational Plan 06 / 07

Action from Corp/Dept/ Divisional Plans	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 1	Monitor and facilitate the delivery of the specified activities within the CYPP 2006 – 2009.	<ul style="list-style-type: none"> Launch CYPP. Distribute widely to partners and stakeholders. Monitoring and evaluation systems in place through Planning and Evaluation Group. 	Apr 06 Jun 06 Jun 06	SJ SJ SJ		CYPP	1 - 6	A1-5 B1-5 C1-5 D1-5 E1-5	
CSD 2	Embed processes for self-evaluation in line with the requirements of APA and JAR.	<ul style="list-style-type: none"> Complete APA data set. Develop a timetable for self evaluation planning which incorporates CYPP, APA and JAR requirements. 	May 06	JC					
CSD 2	Raise the profile the Department regionally and nationally by contributing to regional initiatives and national strategies.	<ul style="list-style-type: none"> Attendance of DCS at regional DCS meetings. Attendance by CSMT at DfES regional and national events. Contribute to FINE action plan via SDIG. Contribute to the regional Chief Advisers group Enjoy & Achieve project. 	Bi-monthly Bi-monthly	AS SJ JC		FINE action plan			

Appendix 1

Action from Corp/Dept/ Divisional Plans	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD3	Review and rationalise existing service strategies and plans.	<ul style="list-style-type: none"> Audit all existing plans. Consideration by SMG Identify any activities which can be included in first review of CYPP or other plan. Include these in reviews of CYPP or other appropriate plans. 	May 06 Jun 06 July 06 Mar 07	SJ SJ JC/SJ/PW SJ		CYPP			
CSD 3	Establish cross-departmental and integrated teams in relation to specific tasks and/or identified groups of children e.g. Planning and Evaluation Group, SEN/ Disabilities.	<ul style="list-style-type: none"> Co-location of SEN/disability team. Review steering groups for 5 outcome areas established by PEG. Review of other structures to identify potential for further integration following 2nd tier appointments. 	Apr 06 Apr 06 Sept 06	SJ/PW JC/SJ/PW AS		CYPP SEN/ Disability plan	1-5	A1-5 B1-5 C1-5 D1-5 E1-5	
CSD 3	Information Sharing and Assessment project plan in place with clear milestones for development.	<ul style="list-style-type: none"> Project team established. Project plan produced and agreed by CSMT. 	Apr 06 May 06	SJ/PW SJ		CYPP			

Action from Corp/Dept/ Divisional Plans	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	Work with Corporate Strategy and partners to promote the effective use of ICT across the department and develop an ICT strategy linked to national strategies.	<ul style="list-style-type: none"> Departmental ICT strategy completed with clear milestones for development. 	Jun 06	ASm		Departmental ICT strategy			OD 8/05 OD 19/05
CSD 4	Establish a Children's Trust and commissioning framework.	<ul style="list-style-type: none"> Review of CYPSP linked to review of Hartlepool Partnership. Establishment of new partnership agreement. 	Dec 06 Mar 07	AS/PW		CYPP	1 - 5	A1-5 B1-5 C1-5 D1-5 E1-5	
CSD 5	Development of a workforce strategy for the department.	<ul style="list-style-type: none"> Establish strategy development group. Audit of workforce skills. Complete strategy (working draft). 	Apr 06 Jun 06 Sept 06	JC/SJ PW/JC JC/SJ		CYPP	1 - 5	A1-5 B1-5 C1-5 D1-5 E1-5	
CSD 5	Obtain IIP status for the department.	<ul style="list-style-type: none"> New IIP group established and meeting regularly. Development plan in place. Accreditation completed. 	Apr 06 Jun 06 Mar 07	SJ		CYPP Workforce Strategy (in preparation)			

Action from Corp/Dept/ Divisional Plans	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
SC 12	Children's Services Race Equality Group will develop strategies to ensure that children and young people from black and minority ethnic communities, travellers, asylum seekers and refugee communities have opportunities to gain full access to services and that the needs of all children growing up in an increasingly diverse society are met.	<ul style="list-style-type: none"> Ensure completion of 2006/07 diversity impact needs assessments on all departmental plans and policies. Develop an action plan for the CSD. 	May 06	AH		CYPP E&A 3.3.4 3.4.5 PC 4.3.3			

AS – Adrienne Simcock JC – John Collings

SJ – Sue Johnson

PW – Phill Warrilow

AH – Andy Hagon

CHILDREN'S SERVICES DEPARTMENT

Every Child Matters



**Performance and
Achievement**

Divisional Plan 2006/07

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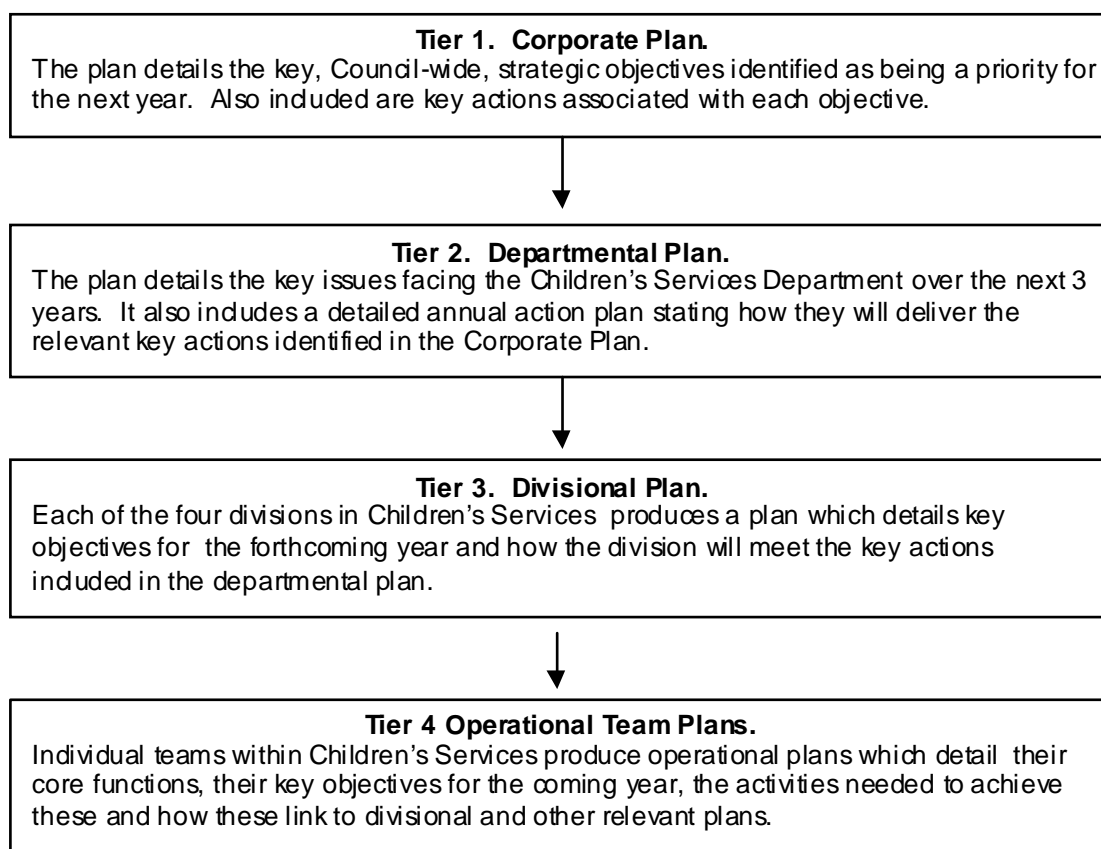
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Introduction

This document is the Performance and Achievement Divisional Plan for 2006/07 and forms part of the Council's overall service planning arrangements. The plan details the key priorities and issues facing the division over the next year, and includes a detailed action plan showing how these priorities will be delivered.

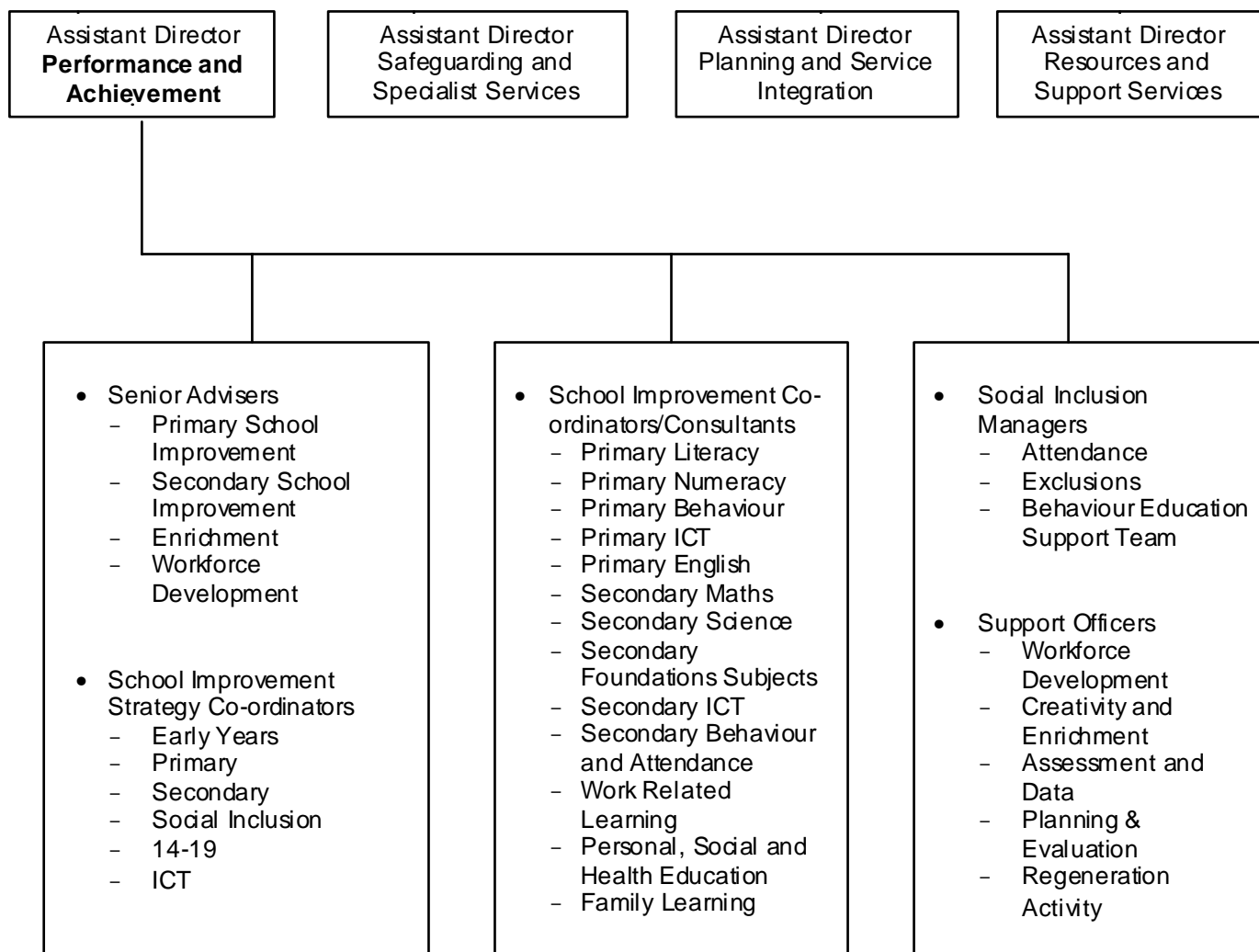
The plan details how the division will meet the Council's key priorities as stated in the Corporate Plan and the Children's Services Department's key priorities as stated in the Children's Services Departmental Plan 2006/07-2008/98.

This plan should be looked at in conjunction with both the Council's Corporate Plan, and the Children's Services Departmental Plan, that together form part of the Council's overall service planning arrangements. Figure 1, below, demonstrates how the plans are linked: -



This approach ensures that any objective that appears in the Corporate Plan can be traced through the departmental plan to specific actions in the divisional plan, and vice versa. It allows the employees delivering services to see explicitly how their actions contribute to the Council's overall objectives.

Service Structure



The Performance and Achievement Division is responsible for:

- Two of the five outcomes for children: 'Enjoy and Achieve' and 'Economic Well-being'.
- School improvement – monitoring, challenge and support.
- Curriculum development and enrichment.
- Regeneration.
- Workforce development.
- Performance management and self-evaluation.

The services within the division are largely universal services. Staff work mainly at the interface with schools. For example, link advisers and school co-ordinators should spend at least 80% of their time on direct school-related support and challenge. Some services within the division are more targeted because they are designed to address the needs of vulnerable children and young people, e.g. Looked After, pupils at risk of disaffection and disengagement etc.

Curriculum enrichment covers a range of activities designed to enhance the quality and broaden the range of educational activity in schools, e.g. gifted and talented, healthy schools, outdoor education and out of hours learning / study support.

This division is also responsible for taking forward specific regeneration activity and provides the link between regeneration projects such as Neighbourhood Renewal and New Deal for Communities and schools.

Two services provided by the division stretch across all aspects of Children's Services. Workforce Development not only supports and challenges schools to implement, workforce remodelling, but is responsible for developing a strategy for the Children's Services workforce across a range of providers. This division also leads on performance management and self-evaluation across the Children's Services Department.

Staff in the division have close links with:

- Schools
- Other education providers, e.g. college and universities
- DfES
- OfSTED / CSCI and other inspection regimes
- GONE
- Regeneration agencies, e.g. NDC
- Other agencies, e.g. Health, Police etc.

Performance Management

- **Monitoring and Reporting**

The action plan detailing how the division will meet its main objectives for the forthcoming year will be monitored constantly, and reported to the Children's Services Management Team (CSMT) on a quarterly basis. Any amendments to the plan will only be made with full agreement of CSMT.

- **Reviewing the Plan**

The action plan will be reviewed on a quarterly basis, with any proposed changes being presented to CSMT for agreement.

- **Communication**

Staff within the Performance and Achievement Division will be kept informed about progress and developments by:

- Regular team meetings e.g. Advisers, School Improvement Strategy team etc.
- Wider team meetings / briefings led by the Assistant Director
- Children's Services senior manager' meetings
- Operation plan progress reports.

Priorities

Priorities for the Performance and Achievement Division link to its key role in:

- Taking forward the “Enjoy and Achieve” and “Achieving Economic Well-Being” outcomes of the Every Child Matters agenda
- School improvement
- Curriculum enrichment
- Regeneration activities
- Workforce development
- Performance management and self-evaluation.

Key issues for 2006/2007 are:

- Improving performance in schools faster than the national rate of improvement, particularly in KS1, KS3 (English, science and ICT) and KS4 (GCSE English and mathematics).
- Working with schools and other agencies to improve the performance of vulnerable children and young people, e.g. Looked After, underachieving boys etc.
- Improving the rate of reintegration of excluded pupils into mainstream settings.
- Working with partners to reduce the numbers of young people not in education, employment and training beyond the age of 16.
- Developing a Workforce Development Strategy.
- Developing a framework for the self-evaluation of Children's Services which informs the APA/JAR/CYPP processes.

In addition, the division is responsible for two of the five ‘Every Child Matters’ outcomes for children:

- Enjoy and Achieve
- Economic Well-being

Managers within the Performance and Achievement Division of Children's Services will ensure that corporate policies in relation to human resource issues, health and safety, equality and diversity and sustainability are strongly embedded within the division.

The divisional action plan for 2006/2007 is attached below. It identifies the main strategic objectives for the division and the activities which will be needed to achieve these. Each team within the division has its own operational team plan which provides more detail about how specific outcomes will be delivered, giving annual key objectives and how these link to other plans.

The action plan is in three sections. Section 1 contains priorities that link directly to Hartlepool's Corporate Plan. Section 2 contains priorities that link directly to the Children's Services Plan. Section 3 contains priorities specific to the Performance and Achievement Division.

Performance and Achievement Action Plan 2006/07

The action plan is split into three main parts. Sections 1 and 2 are those objectives that have been identified in the Children's Services Departmental Plan. Section 1 details those objectives that can be linked to the Council's Corporate Plan, and section 2 details those that are specific to the Children's Services Department.

Section 3 are those objectives that have been identified as being a priority for the division, but have not specifically been included in the Council's Corporate Plan or the Children's Services Departmental Plan.

Section 1 – Objectives that are linked to the Corporate Plan, through the Children's Services Departmental Plan

Ref:	Action	Milestone	Responsible Officer	Associated Pls
Departmental Plan objective: Challenge and support schools to improve performance and Key Stage 1 faster than national rate		Corporate Plan Reference: Raise achievement and standards of attainment for children and young people in the early years, primary and secondary phases of education		
LL 1	Implement the activities in the Early Years and Primary Schools (Improvement) Plan, including: <ul style="list-style-type: none"> • development of an integrated strategy for under 5s (CYPP 3.2.1) • development of a strategy for Children's Centre and Extended Schools (CYPP 3.2.2) • challenging and supporting all schools to improve the quality of educational provision and improvement outcomes for all children (CYPP 3.3.1) • monitoring of provision in all schools and implementation of a strategy for intervention, challenge and support to ensure acceptable standards (CYPP 3.3.2) • support for primary schools in self-evaluation to ensure continuous improvement in teaching and learning (CYPP 3.3.3) • monitoring patterns of underperformance amongst vulnerable groups of children and taking action to address inequalities, (eg) underachieving boys and LAC (CYPP 3.3.4) 	07	JSW	BV 40 BV 41 BV 194a BV 194b LPI – ED4a LPI – ED4b

Appendix 2

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective Challenge and support schools to improve performance and Key Stage 3 faster than national rate in English, science and ICT. Targets agreed with DfES are achieved.		Corporate Plan Reference: Raise achievement and standards of attainment for children and young people in the early years, primary and secondary phases of education		
LL 2	Implement the activities in the Secondary Schools (Improvement) Plan, including: <ul style="list-style-type: none"> challenging and supporting schools to improve the quality of educational provision and improve outcomes for pupils at KS3 (CYPP 3.3.1) monitoring provision in all schools and implementing a strategy for intervention, challenge and support to ensure acceptable standards (CYPP 3.3.2) supporting schools in self-evaluation to ensure continuous improvement (CYPP 3.3.3) monitoring patterns of underperformance amongst vulnerable groups and take action to redress inequalities, (eg) LAC and underachieving boys (CYPP 3.3.4) 	06/07	MA/GC	BV 181a BV 181b BV 181c BV 181d

Appendix 2

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective. Work with schools to increase the percentage of 16 year olds achieving grades A* - G and A* - C increases in English and mathematics faster than the national rate.		Corporate Plan Reference: Raise achievement and standards of attainment for children and young people in the early years, primary and secondary phases of education		
LL 3	<p>Implement the activities in the Secondary Schools (Improvement) Plan, including:</p> <ul style="list-style-type: none"> challenging and supporting schools to improve the quality of educational provision and improve outcomes for pupils at KS3 (CYPP 3.3.1) monitoring provision in all schools and implementing a strategy for intervention, challenge and support to ensure acceptable standards (CYPP 3.3.2) supporting schools in self-evaluation to ensure continuous improvement (CYPP 3.3.3) monitoring patterns of underperformance amongst vulnerable groups and take action to redress inequalities, (eg) LAC and underachieving boys (CYPP 3.3.4) 	06/07	MA/GC	BV 38 BV 39 BV 50 (LAC)

Appendix 2

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: Work with schools and other agencies to increase the performance of looked after children, LAC make better than expected progress		Corporate Plan Reference: Raise achievement and standards of attainment for children and young people in the early years, primary and secondary phases of education		
LL 4	Implement the activities in the Social inclusion (Improvement) Plan, including: <ul style="list-style-type: none"> • ensuring LAC receive the education and training they need (CYPP 3.7.1) • ensuring all PEPs are effective and implemented (CYPP 3.7.2) • informing schools and other providers about the needs of LAC (CYPP 3.7.3) • supporting and encouraging LAC and their carers to participate in a range of cultural and leisure activities to develop individual interests (CYPP 3.7.4) • monitoring and improving the achievement, school attendance and cultural experiences of LAC and ensuring that additional educational support is provided to those LAC who need it (CYPP 3.7.5) • ensuring that the attendance of LAC is maximised and that permanent exclusion is avoided (CYPP 3.7.6) • working with partners to encourage the participation of LAC and care leavers in post-16 education and training 	06/07	ZW and <ul style="list-style-type: none"> - JSW - KD - JS - MA - GC - TA - KA - JW 	BV 50 BV 161

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: Work w ith schools and other agencies to increase the percentage of excluded pupil reintegrated into mainstream settings		Corporate Plan Reference: Pupils excluded from mainstream schools are successfully reintegrated into mainstream settings		
LL 5	<ul style="list-style-type: none"> • Implement the activities in the Social inclusion (Improvement) Plan, including: <ul style="list-style-type: none"> - working w ith partners, especially the voluntary sector, to address the needs of these vulnerable children and young people (CYPP 3.4.5) - ensuring that those w ho have been permanently excluded attend appropriate alternative settings w hich are aimed at securing reintegration • Completion of a reintegration strategy for pupils from A2L. • Implementation of the strategy, target of 20 pupils reintegrated by March o7. 	May 06 May 06-Mar 07	ZW IM IM	LPI ChS 2 LPI ChS 3

Appendix 2

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: Work with schools, colleges and businesses to raise aspirations and awareness of the options open to young people.		Corporate Plan Reference: Raise aspirations and awareness of enterprise and employment options among young people.		
LL 7	Implement the appropriate actions in the 14-19 and Employability Improvement Plan, including: <ul style="list-style-type: none"> ensuring young people are helped to prepare for working life (CYPP 5.2) ensuring 14-19 education and training is planned and delivered so that underachieving groups receive targeted support (CYPP 5.3.4 and 5.3.5) helping children and young people who are looked after to achieve economic well being (CYPP 5.6) helping children and young people who have learning difficulties and/or disabilities to achieve economic well being (CYPP 5.7) 	06/07	TA	BV 161 (LAC) BV 221a BV 221b (Youth Work)
Departmental Plan objective: Develop partnership arrangements to address the concerns of children and young people about bullying.		Corporate Plan objectives: Stay Safe		
CS 11	Appoint an anti-bullying co-ordinator	May 06	ZW	
Departmental Plan objective: Children's Services ASGE Equality Group will develop strategies to ensure that children and young people from black and minority ethnic communities. Travellers, asylum seekers and refugee communities have opportunities to gain full access to services and the needs of all children growing up in an increasingly diverse society are met.		Corporate Plan Reference: Children and young people from minority ethnic communities are enjoyed and enabled to participate.		
SC 12	Implement activities in the social inclusion improvement plan.	06-07	ZW	

Section 2 – Objectives that are linked to the Children's Services department plan

Ref:	Action	Milestone	Responsible Officer	Associated Pls
Departmental Plan objective: To develop a highly rated forward looking department that contributes to the maintenance of excellent council status.				
CSD 2	Embed processes for self-evaluation in line with the requirements of APA and JAR: <ul style="list-style-type: none"> • review the membership, role and responsibility of the Planning and Evaluation Group (PEG) • produce an annual planning and evaluation cycle which accommodates departments, corporate and external requirements. • Brief and inform relevant officers in planning and evaluation requirements • Train senior managers in the skills required for self-evaluation and effective planning. 	06/07	JC JC SJ/JC SJ/JC/PW	
Departmental Plan objective: To develop staff capacity to deliver high quality services within the context of the new demands placed on them within the Children's Services Department.				
CSD 5	Develop a workforce strategy for the department. <ul style="list-style-type: none"> • Implement the activities in the Workforce Development Plan 	06/07	SJ/JC JL	

Section 3 – Objectives that are specific to the Performance and Achievement Division

Ref	Objective	Action	Milestone	Responsible Officer	Associated PIs
PA 1	Ensure the contribution of all partners across Children's Services and from other agencies in implementing actions which deliver the outcomes of Every Child Matters, specifically Enjoy and Achieve (Outcome 3) and Achieving Economic Well-Being (Outcome 5).	<ul style="list-style-type: none"> • Implement activities in the Performance and Achievement Operational Plan in relation to: <ul style="list-style-type: none"> – School improvement, challenge and support – Early Years and primary schools – Secondary schools – 14-19 and employability – ICT and Hands On Support – Social Inclusion – Workforce Development – Enrichment 	0/07	JC	BV 38, 39, 40, 41, 45, 45, 50, 181 a,-d, 221 a,b, 222 a,b, 161, 162, 197 LPI ED 2, 3, 4a,b LPI ChS 2, 3 L:PI SS 10

Performance Indicators

The action plan detailed a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For those indicators that are only collected on an annual basis please indicate so in the 'Quarter 1 Target' Column.

Ref	Definition	Outturn 2005	Target 2006	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BV 38	Percentage of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*-C or equivalent	48.7%	52%	N/A	N/A	N/A	N/A
BV 39	Percentage of 15 year old pupils in schools maintained by the local education authority achieving five GCSEs or equivalent at grades A*-G including English and Maths.	84%	90.6%	N/A	N/A	N/A	N/A
BV 40	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 mathematics test.	77.6%	84%	N/A	N/A	N/A	N/A
BV 41	Percentage of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.	77.1%	78%	N/A	N/A	N/A	N/A

Appendix 2

Ref	Definition	Outturn 2005	Target 2006	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BV 45	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority	8.07%	8%	N/A	N/A	N/A	N/A
BV 46	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	5.14%	5.1%	N/A	N/A	N/A	N/A
BV 181a	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in English	66.7%	70%	N/A	N/A	N/A	N/A
BV 181b	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics.	69.41%	73%	N/A	N/A	N/A	N/A
BV 181c	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	63.9%	73%	N/A	N/A	N/A	N/A

Appendix 2

Ref	Definition	Outturn 2005	Target 2006	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BV 181d	Percentage of 14 year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 teacher assessment in ICT.	59.1%	70%	N/A	N/A	N/A	N/A
BV 194a	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 English.	22%	29%	N/A	N/A	N/A	N/A
BV 194b	The percentage of 11 year old pupils achieving Level 5 in Key Stage 2 Mathematics.	34%	35.2%	N/A	N/A	N/A	N/A
BV 221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people who participate in youth work in the local authority area.	New BVPI For 05-06	No target set				
BV 221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work.	New BVPI For 05-06	No target set				

Appendix 2

Ref	Definition	Outturn 2005	Target 2006	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BV 222a	Percentage of integrated early education and childcare settings funded or part-funded by the local authority where leaders have a qualification at Level 4 or above	New BVPI 05-06	Target set on former definition	N/A	N/A	N/A	N/A
BV 222b	Percentage of integrated early education and childcare settings funded or part-funded by the local authority that have input from staff with graduate or post graduate qualifications in teaching or child development.	New BVPI 05-06	Target set on former definition	N/A	N/A	N/A	N/A
LPI ED2	Percentage of 3 year olds who participate in accessing a good quality free early years place.	93.45%	96%	N/A	N/A	N/A	N/A
LPI ED 3	The number of childcare places per 1,000 population.	197	220	N/A	N/A	N/A	N/A
LPI ED 4a	Average point score at Key stage 2 of pupils taking Key Stage 2 exams who moved school at least once after the normal admission date.	26.3	26.0	N/A	N/A	N/A	N/A

Appendix 2

Ref	Definition	Outturn 2005	Target 2006	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
LPI ED 4b	Difference in point score between mobile pupils and all pupils taking Key stage 2 exams.	-1.1	-2.2	N/A	N/A	N/A	N/A
LPI ChS 2	The percentage of permanently excluded pupils offered full time alternative educational provision of 21 hours or more. (Formerly BVPI 159)	New local PI	85%	N/A	N/A	N/A	N/A
LPI ChS 3	Number of pupils permanently excluded during the year from all schools maintained by the local children's services authority per 1,000 pupils at all maintained schools. (Formerly BVPI 44)	1.4%	BVPI deleted for 05/06. Now Local PI 1.7%				
LPI ChS 4	Percentage of schools maintained by the local education authority subject to special measures. (Formerly (BVPI 48)	0%	BVPI deleted for 05-06 now local PI	N/A	N/A	N/A	N/A
BV 50	The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ.	15.4%	60%	N/A	N/A	N/A	N/A

Appendix 2

Ref	Definition	Outturn 2005	Target 2006	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BV 161	The ratio of the percentage of those young people who were looked after on 1st April in their 17th year (aged 16) who were engaged in education, training or employment at the age of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19.	0.83	1				
BV197	Percentage change in the number of conceptions amongst 15 - 17 year olds.	-9.9%	-35.84%				
LPI SS 10	Health of children looked after	88.8	85				



Children's Services Department

Operational Team Plan 2006/07

for the

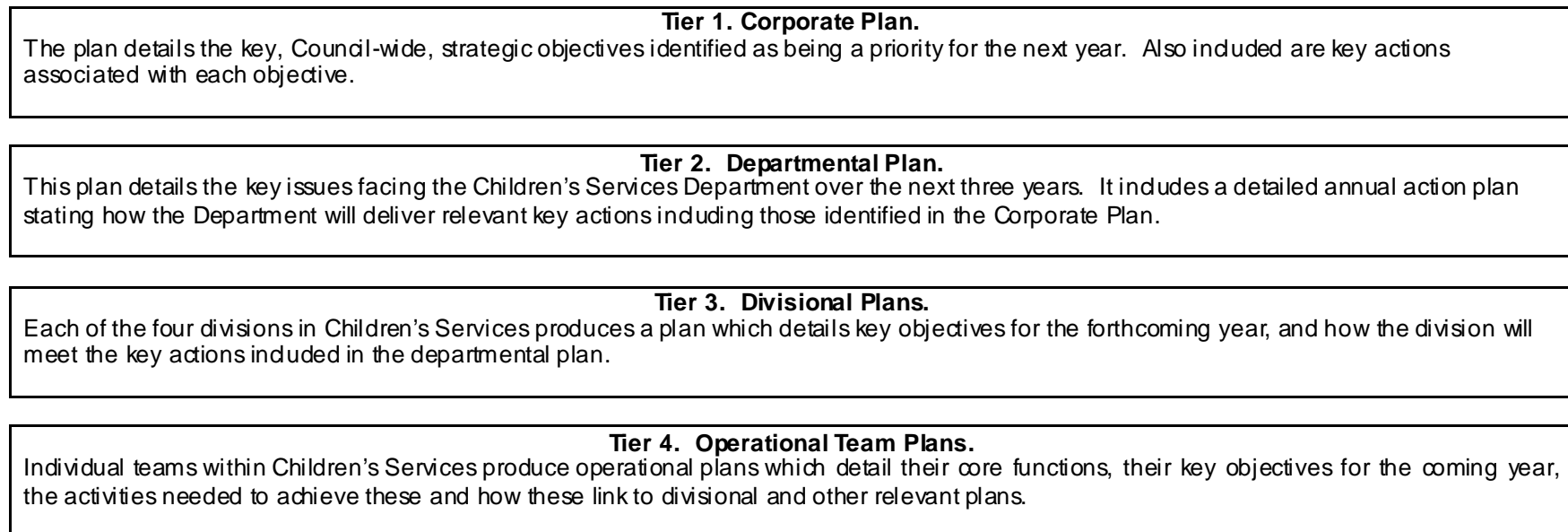
Performance & Achievement Division

Appendix 2

This document contains the Operational Team Plan for 2006 / 07 for the Performance & Achievement Division of Children's Services. It forms part of the Council's overall service planning arrangements. The plans detail the key operational issues facing the teams over the next year, and how they will be addressed.

The plans should be looked at in conjunction with the Council's Corporate Plan, and the departmental and divisional plans for Children's Services, that together form part of the Council's overall service planning arrangements. Figure 1, below, demonstrates how the plans are linked:

Figure 1



This approach ensures that any objective that appears in the Corporate Plan can be traced through to specific actions in divisional plans, and vice versa. It allows the employees delivering services to see how explicitly their actions contribute to the Council's overall objectives.

The plans are linked to the activities in the Children & Young People's Plan (Hartlepool's overarching strategic plan for children) and demonstrate how the teams will focus on the five national outcomes for children:

Appendix 2

- Be healthy;
- Stay safe;
- Enjoy and achieve;
- Make a positive contribution;
- Achieve economic well-being.

These national outcomes and their associated aims are shown below numbered for ease of reference. Each operational plan demonstrates its link to these five outcomes.

EVERY CHILD MATTERS: OUTCOMES FRAMEWORK
--

Outcomes	01	Be healthy	02	Stay safe	03	Enjoy and achieve	04	Make a positive contribution	05	Achieve economic well-being
Aims	A1	Physically healthy	B1	Safe from maltreatment, neglect, violence and sexual exploitation	C1	Ready for school	D1	Engage in decision making and support the community and environment	E1	Engage in further education, employment or training on leaving school
	A2	Mentally and emotionally healthy	B2	Safe from accidental injury and death	C2	Attend and enjoy school	D2	Engage in law-abiding and positive behaviour in and out of school	E2	Ready for employment
	A3	Sexually healthy	B3	Safe from bullying and discrimination	C3	Achieve stretching national educational standards at primary school	D3	Develop positive relationships and choose not to bully or discriminate	E3	Live in decent homes and sustainable communities
	A4	Healthy lifestyles	B4	Safe from crime and anti-social behaviour in and out of school	C4	Achieve personal and social development and enjoy recreation	D4	Develop self-confidence and successfully deal with significant life changes and challenges	E4	Access to transport and material goods
	A5	Choose not to take illegal drugs	B5	Have security, stability and are cared for	C5	Achieve stretching national education standards at secondary school	D5	Develop enterprising behaviour	E5	Live in households free from low income

Performance & Achievement Operational Plan 06 / 07

The Performance and Achievement function of the Children's Service Department incorporates direct challenge and support to schools to improve educational provision and outcomes for children and young people. It provides the strategic lead in implementing the Enjoy and Achieve and Achieving Economic Well-Being outcomes of Every Child Matters. This function also participates in and supports the implementation of the other three outcomes.

This division performs a range of functions including:

- Self evaluation and performance management for Children's Services;
- monitoring the quality of education provided by all schools;
- early identification and provision of effective support to schools causing concern;
- providing differentiated support and challenge to all schools to improve the quality of education;
- governor support to schools;
- support and challenge schools to raise standards in the early years, primary and secondary phases;
- working with partners to support and challenge schools to raise quality of provision and standards in the 14-19 phase;
- support to schools in implementing work related learning, enterprise and employability;
- provision of a Hands On Support service for schools in order to improve the quality of teaching and learning in ICT;
- support and challenge to schools to improve attendance, behaviour and to reduce exclusions;
- support and challenge to schools to improve provision and educational outcomes for vulnerable pupils;
- support to schools in enriching the curriculum and provision;
- support and challenge to schools to use regeneration resources to improve standards of achievement of the most vulnerable children and young people;
- development and implementation of a Workforce Development Strategy.

RESOURCES (*Provisional*)

The resources available to the Performance and Achievement function for 2006 / 07 are as follows:

Employees	£ 2,314,566
Other direct costs	£ 7,937,854
Support recharges	£ 259,992
Income	£-9,200,648
Total net cost	£ 1,311,765

Performance & Achievement Operational Plan 06 / 07

Purpose	Core functions
<p>Lead on the Implementation of the Enjoy and Achieve and Achieving Economic Well-Being strands of the CYPP and support in the implementation of the other three strands;</p> <p>Review school standards, setting challenging LA targets which will ensure real and sustainable progress through the preparation and implementation of the Divisional and associated operational plans for school improvement;</p> <p>Support and challenge schools in achieving their targets, advising on a range of issues from the delivery of the school curriculum to individual pupil support;</p> <p>Monitor and advise schools on school self evaluation, the quality of teaching, the overall quality of education and leadership and management as a means to improving pupil achievement and attainment;</p> <p>Maximise use of funding including grants from external sources to further the work of the Children's Services Department in supporting schools, raising pupil achievement and promoting lifelong learning;</p> <p>Develop and implement projects and activities aimed at promoting social inclusion;</p> <p>Support and challenge schools to improve attendance and reduce the level of exclusions, both permanent and fixed term;</p> <p>Support parents in ensuring that their children attend school (or the appropriate educational establishment) and to enforce the law in relation to attendance;</p> <p>Promote understanding of vulnerable groups such as travellers, asylum seekers, minority ethnic pupils and looked after children and challenge and support schools to meet their needs more effectively so that they achieve high standards of achievement.</p>	<p>The overall aim of the Performance and Achievement division is to challenge and support schools in improving the quality of education and to raise standards of attainment. This aim relates directly to the corporate aims of the Council in relation to lifelong learning and skills and to Outcome three and five of Every Child Matters. In taking forward this aim our objectives are:</p> <ul style="list-style-type: none"> • To lead on the implementation of the Enjoy and Achieve and Achieve Economic Well-Being outcomes of Every Child Matters; • To improve the overall quality of education and leadership in schools as a means of improving pupils' performance levels; • To support all schools in their efforts, particularly those schools identified as causing concern or those who could fall into that category; • To ensure an appropriate curriculum is identified and delivered to all pupils, including those with particular needs, and to assist teachers in that process; • To contribute to the preparation, monitoring and review of the CYPP in collaboration with schools and partner agencies to contribute to the improvement of educational attainment; • To develop projects and initiatives aimed at promoting social inclusion and reducing the number of pupils excluded from school; • To ensure that the LA's statutory duties and responsibilities in relation to school attendance and behaviour are discharged and that these support school improvement; • To implement the Children's Services Workforce Development Strategy; • To ensure that the LA's statutory duties and responsibilities with regard to child employment and performance licensing are fulfilled; • To enable access to education for vulnerable children and to challenge and support schools in ensuring that such children make progress and achieve at least in line with their peers.

Performance & Achievement Operational Plan 06 / 07

Action from Corp/Dept/ Divisional Plans	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
LL1-7	<ul style="list-style-type: none"> Parents and carers receive support in helping their children to achieve. Early years provision promotes development and well being and helps Hartlepool children to meet early learning goals. Ensure that educational provision 5 – 16 is of good quality. Enable and encourage children and young people to attend and enjoy school and to achieve highly. All children and young people access a range of cultural, recreational activities including play and voluntary learning. Children and young people who are looked after are helped to enjoy and achieve. Children and young people with learning difficulties and/or disabilities are helped to enjoy and achieve. 	<ul style="list-style-type: none"> Implement activities in the Challenge and Support to Schools plan 	06-07	JC	LPI ChS4		03 04 05	C1-5 D1-5 E1,2,5	
LL1-7 SC 11 SC 12		<ul style="list-style-type: none"> Implement activities in the Social Inclusion Improvement Plan 	06-07	ZW	BV45,46,5016 1,162 LPI ChS2,3		02 03 04 05	B3-5 C1-5 D1-5 E1-5	
LL1-7		<ul style="list-style-type: none"> Implement activities in the Enrichment and Improvement Plan 	06-07	KA	LPI SS10 BV 197		01 03 04 05	A1-5 C15 D4-5 E1-2	
LL1		<ul style="list-style-type: none"> Implement activities in the Early Years and Primary Schools Improvement Plan 	06-07	JSW,JS,KD	BV 40,41, 194a,b LPIED 2, 3, 4a,b,	CYPP E&A 3.1 3.2 3.3 (5-11) 3.4 3.6 3.7 3.8	03	C2,4,5	
LL2, 4, 7		<ul style="list-style-type: none"> Implement activities in the Secondary Schools Improvement Plan 	06-07	MA, GC	BV 38, 39, 181a-d				
LL2, 3, 4, 7		<ul style="list-style-type: none"> Implement activities in the 14-19 and Employability Improvement Plan 	06-07	TA	BV 38, 39, 221a,b BV 161 BV 181d		03 04 05	C2, 4, 5 D5 E1-2	
LL1-7		<ul style="list-style-type: none"> Implement activities in the ICT / Hands On Support Improvement Plan 	06-07	JW			03 04 05	C3-5 D5 E1-2	
CSD 5		<ul style="list-style-type: none"> Implement activities in the Workforce Development Plan 	06-07	JL	BV 222 a,b		01 02 03 04 05	A1-5 B1-5 C1-5 D1-5 E1-5	

Appendix 2

Action from Corp/Dept/ Divisional Plans	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 2 PA 1	To self evaluate the work of the Children's Services Department To meet all corporate and external evaluation requirements. To achieve value for money.	<ul style="list-style-type: none"> Implement a programme for performance management of the Children's Services Department. 	60-07	JC SJ PW AS	All		01 02 03 04 05	A1-5 B1-5 C1-5 D1-5 E1-5	

CHILDREN'S SERVICES DEPARTMENT

Every Child Matters



Safeguarding and Specialist Services

Divisional Plan 2006/07

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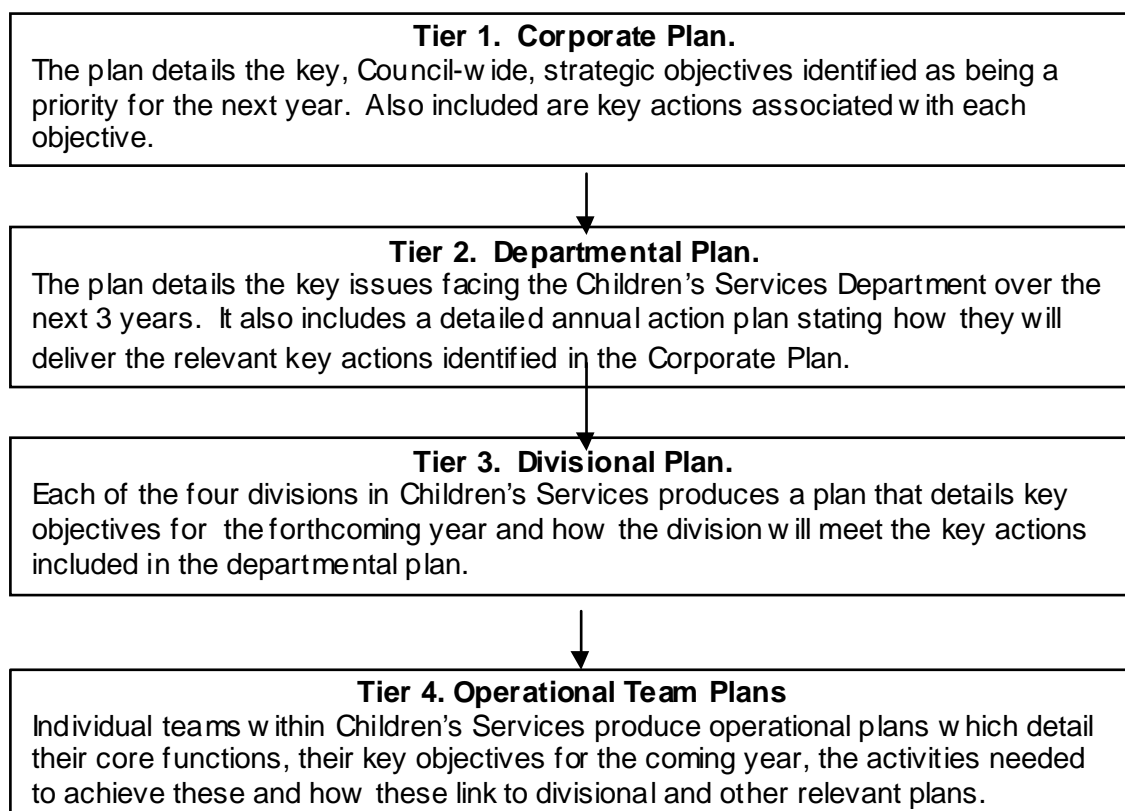
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Introduction

This document is the Safeguarding and Specialist Services Divisional Plan for 2006/07 and forms part of the Council's overall service planning arrangements. The plan details the key priorities and issues facing the division over the next year, and includes a detailed action plan showing how these priorities will be delivered.

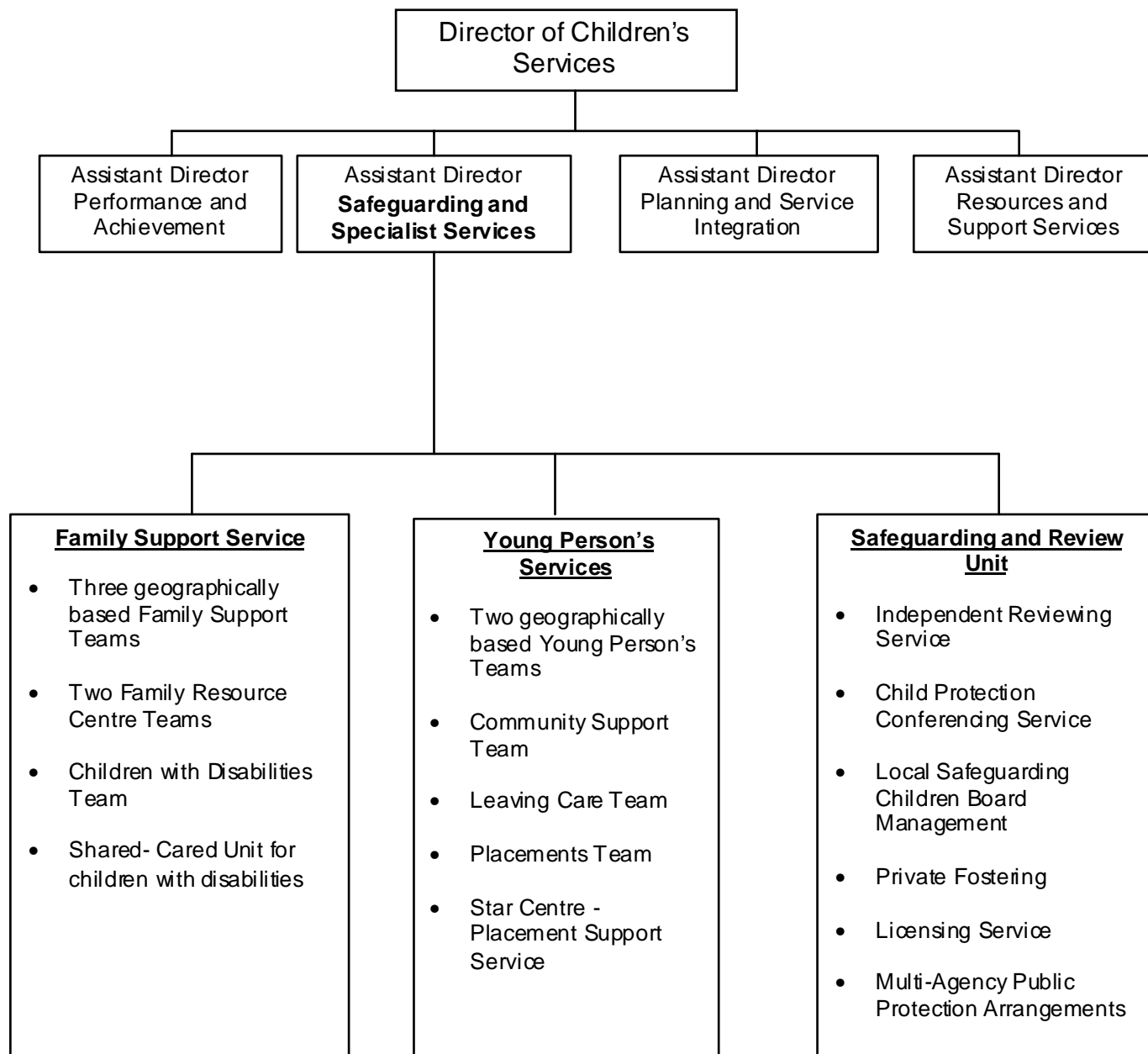
The plan details how the division will meet the Council's key priorities as stated in the Corporate Plan and the Children's Services Department's key priorities as stated in the Children's Services Departmental Plan 2006/07-2008/09.

This plan should be looked at in conjunction with both the Council's Corporate Plan, and the Children's Services Departmental Plan, that together form part of the Council's overall service planning arrangements. Figure 1, below, demonstrates how the plans are linked: -



This approach ensures that any objective that appears in the Corporate Plan can be traced through the departmental plan to specific actions in the divisional plan, and vice versa. It allows the employees delivering services to see explicitly how their actions contribute to the Council's overall objectives.

Service Structure



The Safeguarding and Specialist Services Division is responsible for:

- Two of the five outcomes for children: 'Be Healthy' and 'Stay Safe'.
- Services to children in need, particularly children who are in need of protection or care or have a disability.
- Family Support Services – children under 11 years and of all ages with a disability
- Young People's Service – children and young people over 11 years – leaving care, fostering and adoption.
- Safeguarding and Review – Local Safeguarding Children Board and child protection.

The services within the division are specialist services, fulfilling the Council's personal social services functions for children. This division provides specialist services to reduce incidents of child abuse and neglect, safeguard and promote the life chance benefits for children in public care and the safety and well-being of children in need, particularly those children who have a disability.

Given the nature of the work, staff within the division have close links with the Primary Care Trust and other NHS partners, the Police Service, Connexions, the Probation Service, Courts and the Child and Family Court Advisory Support Service (CAFCASS).

There are also close links with the Community, Voluntary and Independent Sector, who play a major part in delivering services to children in the Borough.

Resources

The total net budget for Safeguarding & Specialist Services is £9.5m. This is apportioned across four main areas of expenditure:

- Staffing – social workers; social care workers & support staff;
- Placement Services – Adoption & Fostering Allowances;
- External Placements – Independent residential & fostering placements;
- Safeguarding & Review - Local Safeguarding Children Board.

In addition, the £9.5m contains a number of specific grants allocated by central government. These include: -

- Children's Services Grant (part);
- Teenage Pregnancy Grant;
- Child & Adolescent Mental Health Services Grant.

Performance Management

- **Monitoring and Reporting**

The action plan detailing how the division will meet its main objectives for the forthcoming year will be monitored constantly, and reported to the Children's Services Management Team (CSMT) on a quarterly basis. Any amendments to the plan will only be made with full agreement of CSMT.

- **Reviewing the Plan**

The action plan will be reviewed on a quarterly basis, with any proposed changes being presented to CSMT for agreement.

- **Communication**

Staff within the Safeguarding and Specialist Services Division will be kept informed about progress and developments by means of regular management and team meetings. The Assistant Director and Heads of Business Units meet fortnightly, Heads of Business Units and Team Managers meet weekly and Team Managers and their teams also meet weekly. There is a monthly Performance Management Meeting involving the Assistant Director, Heads of Business Units, Team Managers and other first line managers.

Priorities

Priorities for the Safeguarding and Specialist Services Division link to its key role in protecting children and providing stability and improved life chance benefits to looked after children, children with disabilities and children in need.

Key issues for 2006/2007 are:

- Improving transition planning between children's services and adult social services,
- Increasing the number of Direct Payments
- Improving educational attainment and school attendance of looked after children,
- Increasing the number and range of foster placements to meet local need,
- Increasing the number of looked after children placed for adoption,
- Developing the work of the Local Safeguarding Children Board,
- Reviewing services to children with disabilities,
- Improving performance management.

In addition, the division is responsible for two of the five 'Every Child Matters' outcomes for children:

- Be Healthy
- Stay Safe.

Managers within the Safeguarding and Specialist Services Division of Children's Services will ensure that corporate policies in relation to human resource issues, health and safety, equality and diversity and sustainability are strongly embedded within the division.

The divisional action plan for 2006/2007 is attached below. It identifies the main strategic objectives for the division and the activities that will be needed to achieve these. Teams within the division's Business Units have developed operational plans, which provides more detail about how specific outcomes will be delivered, giving annual key objectives and how these link to other plans.

The action plan is in three sections. Section 1 contains priorities that link directly to Hartlepool's Corporate Plan. Section 2 contains priorities that link directly to the Children's Services Plan. Section 3 contains priorities specific to the Safeguarding and Specialist Services Division.

Safeguarding and Specialist Services Action Plan 2006/07

The action plan is split into three main parts. Sections 1 and 2 are those objectives that have been identified in the Children's Services Departmental Plan. Section 1 details those objectives that can be linked to the Council's Corporate Plan, and section 2 details those that are specific to the Children's Services Department.

Section 3 are those objectives that have been identified as being a priority for the division, but have not specifically been included in the Council's Corporate Plan or the Children's Services Departmental Plan.

Section 1 – Objectives that are linked to the Corporate Plan, through the Children's Services Departmental Plan

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: Work with Connexions Service and other agencies to achieve NEET targets agreed with GONE.		Corporate Plan Reference: Young people are supported to gain suitable employment		
JE7	<ul style="list-style-type: none"> Implement and monitor arrangements for transition planning Ensure that a comprehensive system for Direct payments is in place 	Apr 06 Apr 07	SO'C SO'C	

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: Work with schools and other agencies to increase the performance of looked after children, LAC make better than expected progress		Corporate Plan Reference: Raise achievement and standards of attainment of children and young people in early years, primary and secondary phases of education		
LL 4	<ul style="list-style-type: none"> Implement Df ES guidance on education of LAC Review arrangements for accommodating older teenagers Monitor school admissions and absences of all LAC 	Oct 06 Sept 06 Apr 06	JM JM JM	CF/C24
Departmental Plan objective: Increase the number and range of foster and adoptive placements to meet local needs		Corporate Plan Reference: Specific care issues in relation to children and young people who are looked after are addressed		
HC 6	<ul style="list-style-type: none"> Implement and monitor the Adoption and Fostering Action Plans Develop opportunities with independent providers to complement the fostering service 	Apr 06 Mar 07	JM PW	CF/B7 CF/A1 (BV49)
Departmental Plan objective: Reduce the number of placement moves for LAC and increase the stability of placements		Corporate Plan Reference: Specific care issues in relation to children and young people who are looked after are addressed		
HC 7	<ul style="list-style-type: none"> Strengthen adoption planning and increase the number of children placed for adoption Develop and implement scheme for Special Guardianship Orders 	Oct 06 Jun 06	PW	CF/D35 CF/C23 (BV 163)

Ref:	Action	Milestone	Responsible Officer	Associated Pls
Departmental Plan objective: Develop the work of the Local Safeguarding Children Board		Corporate Plan Reference: Stay safe		
CS 10 (CYPP 2.2.1)	<ul style="list-style-type: none"> Review the sub group arrangements and composition of the LSCB to better reflect the wider agenda of keeping children safe. Review capacity of Safeguarding & Review Unit to ensure participation of LAC in Reviews. Increase the number of staff trained to identify risks of harm and how to manage them. <ul style="list-style-type: none"> Review LSCB multi-agency training programmes to meet local needs of all levels of training. Develop LSCB guidance on safe vetting of adults involved with children. 	Mar 07	PW	
		Oct 06	PW	CF/C63
		Mar 07	AMcM	CF/C64
		Oct 06	AMcM	CF/A3

Section 2 – Objectives that are linked directly to the Children's Services Departmental Plan

Ref:	Action	Milestone	Responsible Officer	Associated Pls
Departmental Plan objective: To secure governance arrangements for partnership working.				
CAD 4	Review services to children with disabilities with a view to establishing lead commissioning, integrated service and pooled budget.	Mar 07	SJ/ PW	

Section 3 – Objectives that are specific to the Specialist and Safeguarding Services Division

Ref	Objective	Action	Milestone	Responsible Officer	Associated PIs
SASS 1	Improve performance management	<ul style="list-style-type: none">• Implement regular monthly performance management meetings• Ensure regular monitoring of key performance data	Apr 06 Apr 06	PW PW	

Performance Indicators

The action plan detailed a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For those indicators that are only collected on an annual basis please indicate so in the 'Quarter 1 Target' Column.

Ref	Definition	Outturn 2005/06	Target 2006/07	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BV 49 PAF A1	Stability of placements of looked after children	15.1% *	14%	3%	6%	9%	14%
BV 163 PAF C23	Adoptions of children looked after	6% *	8%	2%	4%	6%	8%
PAF A3	Re-registrations on the child protection register	16.7% *	15%	4%	8%	12%	15%
PAF B7	Children looked after in foster placements or placed for adoption	88% *	90%	90%	90%	90%	90%
PAF C24	Children looked after absent from school	TBC**	10%	2.5%	5.0%	7.5%	10%
PAF C63	Participation of looked after children in reviews	67.4% *	80%	80%	80%	80%	80%
PAF C64	Timing of Core Assessments	93.8% *	95%	95%	95%	95%	95%
PAF D35	Long-term stability of children looked after	48.4% *	55%	55%	55%	55%	55%

* figures for 2004/05 used. Outturn figures 2005/06 not yet available.

** To be confirmed – previous figure not reliable.



Children's Services Department

Operational Team Plans 2006/07

for the

Safeguarding & Specialist Services Division

This document contains the Operational Team Plans for 2006 / 07 for the Safeguarding & Specialist Services Division of Children's Services. It forms part of the Council's overall service planning arrangements. The plans detail the key operational issues facing the teams over the next year, and how they will be addressed.

The plans should be looked at in conjunction with the Council's Corporate Plan, and the departmental and divisional plans for Children's Services, that together form part of the Council's overall service planning arrangements. Figure 1, below, demonstrates how the plans are linked:

Tier 1. Corporate Plan.

The plan details the key, Council-wide, strategic objectives identified as being a priority for the next year. Also included are key actions associated with each objective.

Tier 2. Departmental Plan.

This plan details the key issues facing the Children's Services Department over the next three years. It includes a detailed annual action plan stating how the Department will deliver relevant key actions including those identified in the Corporate Plan.

Tier 3. Divisional Plans.

Each of the four divisions in Children's Services produces a plan which details key objectives for the forthcoming year, and how the division will meet the key actions included in the departmental plan.

Tier 4. Operational Team Plans.

Individual teams within Children's Services produce operational plans which detail their core functions, their key objectives for the coming year, the activities needed to achieve these and how these link to divisional and other relevant plans.

This approach ensures that any objective that appears in the Corporate Plan can be traced through to specific actions in divisional plans, and vice versa. It allows the employees delivering services to see explicitly how their actions contribute to the Council's overall objectives.

The plans are linked to the activities in the Children & Young People's Plan (Hartlepool's overarching strategic plan for children) and demonstrate how the teams will focus on the five national outcomes for children:

- Be healthy;
- Stay safe;
- Enjoy and achieve;
- Make a positive contribution;
- Achieve economic well-being.

These national outcomes and their associated aims are shown below numbered for ease of reference. Each operational plan demonstrates its link to these five outcomes.

EVERY CHILD MATTERS: OUTCOMES FRAMEWORK
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Outcomes	01	Be healthy	02	Stay safe	03	Enjoy and achieve	04	Make a positive contribution	05	Achieve economic well-being
Aims	A1	Physically healthy	B1	Safe from maltreatment, neglect, violence and sexual exploitation	C1	Ready for school	D1	Engage in decision making and support the community and environment	E1	Engage in further education, employment or training on leaving school
	A2	Mentally and emotionally healthy	B2	Safe from accidental injury and death	C2	Attend and enjoy school	D2	Engage in law-abiding and positive behaviour in and out of school	E2	Ready for employment
	A3	Sexually healthy	B3	Safe from bullying and discrimination	C3	Achieve stretching national educational standards at primary school	D3	Develop positive relationships and choose not to bully or discriminate	E3	Live in decent homes and sustainable communities
	A4	Healthy lifestyles	B4	Safe from crime and anti-social behaviour in and out of school	C4	Achieve personal and social development and enjoy recreation	D4	Develop self-confidence and successfully deal with significant life changes and challenges	E4	Access to transport and material goods
	A5	Choose not to take illegal drugs	B5	Have security, stability and are cared for	C5	Achieve stretching national education standards at secondary school	D5	Develop enterprising behaviour	E5	Live in households free from low income

Family Support Business Unit Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated Pls	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CYPP 2.2.1 Increase the number of staff trained to identify risks of harm and how to manage them.	Reduce the harm caused by illegal drugs and alcohol misuse	<ul style="list-style-type: none"> Working group to be established to review the 'Hidden Harm' recommendations. Continue to improve liaison and establish effective multi-agency working with Hartlepool Substance Misuse Service.(HSMS) Review social work input into the Women Only clinic run by HSMS. Launch recently developed assessment tool and revised protocol. Ensure social workers and support staff have appropriate awareness and knowledge to work with substance misusing carers and protect their children from harm. 	May 06	Head of Business Unit (HOBU) Safeguarding Unit HOBU Team Managers		CYPP	01 02	A5 B1	
			Sept 06				01 02	A5/ B1	
			May 06	FST2 Team Manager.		Training Plan S'guarding Board	01 02	A5/ B1	
			Sept 06	HOBU			01 02	A5/ B1	
			Mar 07	HOBU Team Managers			01 02	A5/ B1	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CO 45	Reduce incidents of domestic violence and the effects on children and families.	<ul style="list-style-type: none"> Oversee the LPSA2 Perpetrator and Operation Outreach Projects. 	Mar 09	HOBu	LPSA2 Agreement	Community Safety partnership S'guarding Board	SS	B1/ B2/ B5	
		<ul style="list-style-type: none"> Ensure perpetrators of domestic violence are referred to the perpetrator programme and children referred for therapeutic input if this is appropriate. 	Mar 07	Team Managers Social Workers			SS	B1/ B2/ B5	
CSD 1	Reduce the incidents of child abuse and neglect.	<ul style="list-style-type: none"> Team Managers ensure that issues raised in referrals are addressed within initial assessments. 	Mar 07	Team Managers Social Workers	1704		02	B4	
		<ul style="list-style-type: none"> Increase percentage of initial assessments completed in 7 working days to 80%. 	Mar 07	Team Managers Social Workers Social Workers			02	B4	
		<ul style="list-style-type: none"> Ensure that management information regarding the completion of initial assessments is entered timely into Carefirst. 	Mar 07	Admin Team Leader and Team Clerks. HOBu Team Managers Safeguarding Unit			02	B4	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> Agree what constitutes a Core Assessment and produce guidance on how these should be recorded on Carefirst. 	Apr 06	Social Workers Team Clerks. HOB Team Managers	C64 1705	S'guarding	02	B1,2 &4	
		<ul style="list-style-type: none"> Agree a process for collating and writing core assessments within the context of the Integrated Children's System. 	Dec 06		C64 1705	S'guarding	02	B1,2 &4	
Reduce the number of placement moves for LAC and increase the stability of placements HC 7	Improve placement choice and stability for looked after children	<ul style="list-style-type: none"> Foster Carer Agreements to be more explicit in respect of the support to be provided to support placements. 	Apr 06	Team Managers Social Workers	A1/D35/B7	MALAP	02	B5	
		<ul style="list-style-type: none"> Embed the practice of holding disruption meetings after a permanent placement breaks down and ensure lessons are learned from this process. 		HOB Team Managers Social Workers Safeguarding	A1/D35/B7	MALAP S'guarding	02	B5	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> Review permanency planning process. Continue to promote kinship placements. 	Apr 06	HOBUs, Team Managers HOBUs Team Managers		C23	02	B5	
							02	B5	
LL 4	Improve educational attainment of looked after children.	<ul style="list-style-type: none"> Develop system to indicate when PEPs need reviewing. Work with colleagues from Children's Services to avoid children being excluded from school. Follow up why any looked after child has had less than 93% attendance at school. 	Jul 06 Mar 07 Mar 06	HOBUs Team Manager Social Workers HOBUs Team Managers, Social Workers.		A2 A2/C24 C24/A2	03 04 03	C2 D2 C2	
	Ensure the views of children and young people are listened to and acted upon.	<ul style="list-style-type: none"> Wherever possible social workers to endeavour to arrange reviews outside of school hours. Social Workers, support staff and foster carers to utilise various means of gaining children's views in order to promote and encourage them participating in their reviews. 	Apr 06 Apr 06	Team Managers Social Workers IRO's Team Managers Social Workers IRO's Foster Carers/ residential staff.	C63 C63	MALAP Action Plan MALAP Action Plan	04 04	D1 D1	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	Families are offered timely and co-ordinated support to prevent the need for children and young people to be looked after.	<ul style="list-style-type: none"> Contribute to the development of the Common Assessment and Lead Professional process and assist with any pilot, e.g. Children's Fund. 	Apr 06 - Mar 07		E44		01 02		
	Increase the number of staff trained to identify risks of harm and how to manage them.	<ul style="list-style-type: none"> Each team to identify their training needs to contribute to the development of the Safeguarding and Specialist Services Training Plan. Each Team to have three Team Away Days per year to look at particular practice issues. Unit Development sessions to be held quarterly to look at particular issues. Support the trainee social worker scheme. 	Dec 06 Apr 07 Apr 07 Sept 06	Team Managers Social Workers Team Managers Social Workers. HOBUS Team Managers Social Workers. Team Managers		Training Plan Training Plan Training Plan Training Plan	02 02 02 02	B1 B1 B1 B1	

Disability Team Operational Plan 2006/07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
Work with Connexions Service and other agencies to achieve NEET targets agreed with GONE Young people are supported to gain suitable employment (Corporate Plan) JE 7	All disabled young people who require adult services transfer to them appropriately and experience a coordinated transitions process	<ul style="list-style-type: none"> Finalise protocol developed with adult social care colleagues and partner agencies. Ensure that all young people transferring to adult social care have a person centred plan that considers their health needs Ensure that all young people transferring to adult social care are known about and appropriate plans made prior to their 18th Birthday. Monitor the number of young people (Aged 14+) with a completed transitions plan. 	Mar 06	Transitions Steering Group	SS (LAC) 23	Disability / SEN Action Plan	02	B5	
				Team Manager Children Disability Team Transition Forum	SS (LAC) 23	Disability / SEN Action Plan	01	A1-5	
			Mar 07		SS (LAC) 23	Disability / SEN Action Plan	02	B5	
			80% by Mar 07	SEN / Disability Team	SS (LAC) 23	Disability / SEN Action Plan	02	B5	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	Ensure the views of children and young people with a disability are listened to and acted upon.	<ul style="list-style-type: none"> Promote the participation of disabled children and young People in their Looked After Reviews by supporting their attendance or for those unable to attend or communicate verbally ensuring their views are sought via other methods i.e. pictorial, symbolic. Seek contributions from children / young people to their assessments by making the process more meaningful / user friendly. Increase the proportion of children / young people involved in and contributing to service design and development. 	Apr 06	Team Manager Social Workers	C63	Disability / SEN Action Plan CYPP 4.4.3	04	D1	
			Mar 07	Team Manager Social Worker	C64	Disability / SEN Action Plan	04	D1	
			Mar 07	Team Manager Social Workers Residential Unit	C63	Disability / SEN Action Plan	04	D1	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	A Care Co-ordination Process that is well established and embedded in practice which facilitates pre school children receiving joint assessment and co-ordinated package of care.	<ul style="list-style-type: none"> Explore extending care co-ordination to older age groups and further development of the care co-ordination assessment and service provision. Further develop multi agency assessments and complete the development of family held records. 	Mar 07	Team Manager of Disability Team Care Co-ordinator		Disability / SEN Action Plan	02	B5	
			Mar 07	Team Manager of Disability Team Care Co-ordinator		Disability / SEN Action Plan	02 01	A1-4	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	Direct payment and appropriate support are available for all eligible families	<ul style="list-style-type: none"> • Work alongside colleagues from adult social care to finalise policy and procedure to ensure a comprehensive system for Direct payment is in place. • Promote Direct Payments with new and existing service users including those from B&EM group • Increase the number of families accessing Direct Payments • Support and encourage children / young people to participate in a range of appropriate leisure activities. 	<p>Jun 06</p> <p>5 new Direct payment packages to be established by Mar 07</p>	<p>Direct Payments Steering Group</p> <p>Direct Payments Steering Group Social Workers Team Manager Social Workers</p>	<p>C51</p> <p>C51</p> <p>E67/C51</p>	<p>Disability / SEN Action Plan</p> <p>Disability / SEN Action Plan</p> <p>Disability / SEN Action Plan</p> <p>Disability / SEN Action Plan</p>	<p>05</p> <p>01 05</p> <p>05 04</p> <p>03</p>	<p>E1</p> <p>A1-4</p> <p>C4</p>	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
Review services to children with disabilities with a view to establishing lead commissioning, integrated service and pooled budget.	A choice of short break care opportunities are available for children with disabilities and their families	<ul style="list-style-type: none"> Review the use of Exmoor Grove Community Home Implement Best Value recommendations regarding the management arrangement for the Disability Family Resource Workers. Consider the merging of the Disability Family Resource Workers and the Residential Social Care Officers into one staff group. 	<p>Mar 07</p> <p>Mar 07</p>	Assistant Director (S&S Services)	E67	Disability / SEN Action Plan	02	B5	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	Children and young people with learning disabilities live in safe environment and are protected from abuse and exploitation	<ul style="list-style-type: none"> Control and restraint policy to be developed and implemented. All residential Social Care Officer, family resource workers and disability team Social Workers to be trained in 'Team Teach' Specialist training to be undertaken in respect of non-verbal communicating children / young people Review of policies and procedures in relation to the service provided by the residential short break unit. 	May 06	Head of Business Unit (HOBUS)		Disability / SEN Action Plan	02	B1/B5	
			Sept 06	Team Manager Residential Unit Manager Social Care Workers HOBUS		Disability / SEN Action Plan	02	B1/B5	
			Mar 07	Team Manager Residential Unit Manager Social Care Workers		Disability / SEN Action Plan	02	B1-B5	
			Mar 07	Team Managers Social Workers Residential Social Care Officers Team Manager Residential Manager HOBUS		Disability / SEN Action Plan	02	B5	

Young People North & South Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
HC 4	Reduce the teenage conception rate for young people involved with social care element of Children's Services through implementation of teenage pregnancy action plan	<ul style="list-style-type: none"> Produce and distribute PHSR Information pack to Looked After Children of appropriate age and understanding Create website with young people to access information to assist them in relation PHSR. Add a training module on PHSR to the Fostering training programme. 	Oct 06	TM (North)		CYPP 1.5.1	01	A3	
			Mar 07	TM (North)			01	A3	
			Oct 06	Placement Team Manager			01	A3	
HC 5	Improve the health of children and young people.	<ul style="list-style-type: none"> Produce a report making recommendations in relation to the receipt of CAMHS services. Implement the recommendations of the report 	Jul 06	TM (North)	PAF C19	MALAP Action Plan 1d	01	A2	
			Mar 07	TM (North)	PAF C19		01	A2	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CO 41	Reduce the harm caused by illegal drugs and alcohol misuse.	<ul style="list-style-type: none"> All staff to receive training to enable them to recognise illegal drug use and alcohol misuse, and refer to specialist services appropriately. Expand the data collection and analysis in relation to drugs and alcohol misuse. 	Mar 07	TM's (North and South)			01	A5	
			Dec 06	HOBUE			01	A5	
CO 45	Reduce incidents of domestic violence and the effects on children and families.	<ul style="list-style-type: none"> Expand the data collection and analysis in relation to Domestic Violence. 	Mar 07	HOBUE	BVPI 176	CYPP 1.1.10	02	B1	
HC 7	Improve placement choice and stability for looked after children.	<ul style="list-style-type: none"> Increase the percentage of initial assessments completed in 7 working days to 90%. Increasing the support to ensure that LAC only move as part of a planned process. 	Mar 07	TM's (North and South)	PAF A1 BVPI 49 PAF D35	CYPP 2.7.2	02	B5	
			Mar 07	HOBUE	PAF A1 BVPI 49 PAF D35		02	B5	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> Change of school only to be done after agreement at a looked after review AND in consultation with LAC Co-ordinator. Ensure representative from Education is included in the Looked After Panel. Ensure that all LAC have SGO considered as an outcome at every LAC review, and pursue appropriate actions. 	Sept 06 Sept 06 Oct 06	TM's (North and South) HOBUS TM's (North and South)	PAF A2 BVPI 50 PAF B7	MALAP Action Plan 3k	03 02 03 02	C2 B4 C2 B1 & B5	
	Ensure the views of children & young people are listened to and acted upon.	<ul style="list-style-type: none"> Increase by 5% the number of children involved in service design. 	Mar 07	Participation Officer	PAF C63	MALAP Action Plan 4p	04	D1	
		<ul style="list-style-type: none"> Increase the proportion of looked after children who are involved in contribution to service design and development. 	Mar 07	Participation Officer		MALAP Action Plan 4o	04	D1	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CS 8	Reduce the re-offending rates of looked after children.	<ul style="list-style-type: none"> Focus on preventative work. YOS to provide training to staff and foster carers. 	Mar 07	TM's (North and South)	PAF C18	MALAP Action Plan 2i	02	B4	
			Sept 06	TM's (North and South)	PAF C18	MALAP Action Plan 2i	04	D2	
						MALAP Action Plan 2i	02	B4	
						MALAP Action Plan 2i	04	D1	

Leaving Care Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
JE 7 HC 6	Commission weekend support for care leavers.	• Consultation with young people.	Jun 06	Leaving Care Team Manager		2.7.2	02	B5	
		• Benchmark with other authorities.	Aug 06	Leaving Care Team Manager			05	E1	
		• Consultation with stakeholders.	Sept 06	Leaving Care Team Manager			04	D4	
		• Commission service.	Nov 06	Leaving Care Team Manager			02	B5	
CO 41	Reduce the harm caused by illegal drugs and alcohol misuse.	• All staff to receive training to enable them to recognise illegal drug use and alcohol misuse, and refer to specialist services appropriately.	Mar 07	Leaving Care Team Manager		01	BH	A5	
		• Expand the data collection and analyses in relation to the use of illegal drugs and alcohol misuse.	Mar 07	Leaving Care Team Manager			01	A5	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
LL 8	Maintain/improve the number of care leavers 16+ in education, employment or training.	<ul style="list-style-type: none"> Increase the educational opportunities for young parents 	Oct 06	Leaving Care Team Manager	PAF A4 BVPI 161	MALAP 5s	05	E1	
LL 8	Improve the economic well being of Looked After children	<ul style="list-style-type: none"> Leaving Care Team Manager to provide training for foster carers in relation to ensuring that LAC have appropriate documentation. (passports etc) 	Mar 07	Leaving Care Team Manager	5.6.1 5.6.2	05	EWB	D4	

Placement Team Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	Implement lessons learned from review of disruption meetings.	<ul style="list-style-type: none"> Report and action plans created, implemented and reviewed. 	Quarterly feedback to DMM	HOBUs	PAF A1 PAF D35		02	B5	
HC 7	Provide residential component of STAR Centre.	<ul style="list-style-type: none"> Obtain CSCI registration. Create the residential timetable. Consult on development with young people via participation group. Out of hours telephone support for foster carers to be provided 	Jun 06	STAR Centre Manager	PAF A1 PAF D35	2.7.2	02	B5	
			Jun 06	STAR Centre Manager	PAF A1 PAF D35		02	B5	
			Mar 07	STAR Centre Manager	PAF A1 PAF D35		02	B1 B5	
			Jun 06	STAR Centre Manager	PAF A1 PAF D35		02	B1 B5	
	Reduce the harm caused by illegal drugs and alcohol misuse.	<ul style="list-style-type: none"> All staff and foster carers to receive training to enable them to recognise drug and alcohol misuse in young people, and refer to specialist services appropriately. 	Mar 07	Placement Team Manager	PAF C19		01	A5	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
HC 7	Improve placement choice and stability for looked after children.	<ul style="list-style-type: none"> Create child friendly foster carer profiles for use in the matching process. This will include contributions from children previously placed. Evaluate commissioning process in relation to external placements. 	Oct 06	Placement Team Manager	PAF A1 PAF D35	2.7.2	02	B1 B5	
			Oct 06	PLIO (yps) Commissioning Manager			02 03 04 05	B1-2 B5 C2 C4 D4 E1 E3	
		<ul style="list-style-type: none"> Increase number of mainstream carers by 7 Increase number of Band 5 carers by 4 	Mar 07	Placement Team Manager	PAF A1 PAF D35	MALAP Action Plan 2e	02	B1 & B5	
			Mar 07	Placement Team Manager	PAF A1 PAF D35	MALAP Action Plan 2e	02	B1	
		<ul style="list-style-type: none"> Achieve all kinship carers approval within 6 weeks Revise Permanency Planning mechanism 	Mar 07	Placement Team Manager			02	B5	
			Jul 06	PLIO	PAF D35 PAF B7		02	B5	
		<ul style="list-style-type: none"> Ensure all LAC have SGO's considered as an outcome at LAC reviews 	Mar 07	HOBUS and S&R Manager	PAF B7		02	B5	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> Establish corporate agreement to a SGO allowance scheme that does not act as a financial disincentive 	Jul 06	HOBUE	PAF B7 PAF D35		02	B5	
CS 8	Reduce the re-offending rates of looked after children.	<ul style="list-style-type: none"> Focus on preventative work. YOS to provide training to staff and foster carers. 	Mar 07	Placement Team Manager	PAF C18	MALAP Action Plan Ref 2i	02	B4	
CO 45	Reduce Incidents of Domestic Violence (DV) and the effects on children and families	<ul style="list-style-type: none"> Input to Placement Staff from DV Co-ordinator Audit of all carers on knowledge / training of DV issues Provide input to carers from supervising social worker on effects of DV 	Oct 06 Monitored via supervision and to be in place by Dec 06 Mar 07	Placement Team Manager Placement Team Manager Placement Team Manager		1.1.10	02 02 02	B1 B1 B1	
	Improve the health of looked after children and young people	<ul style="list-style-type: none"> Introduce health care programme to foster carers 	Mar 07	Placement Team Manager	PAF C19	MALAP Action Plan 1a CYPP 1.5	01	A4	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	Increase the number of direct payments	<ul style="list-style-type: none"> Consult with children and young people on this issue 	Dec 06	Placement Team Manager			01 02 03 04 05	All 5	
	Reduce the incidents of child abuse and neglect	<ul style="list-style-type: none"> Revise procedure in respect of complaints against foster carers following issue of forthcoming national guidance Implement and monitor revised arrangement with HR 	Dec 06 Dec 06	Placement Team Manager HOBUS		2.3	02 02	B1 B1	
	Improve educational attainment of looked after children	<ul style="list-style-type: none"> All foster carers will attend PEP meetings Devise system that allows Foster carers to alert child's social worker on the first day child is missing from placement Ensure that all LAC at educational Keystages have access to a computer within their foster household 	Dec 06 Mar 07	Placement Team Manager Placement Team Manager / PLIO Placement Team Manager	PAF A2 PAF A2	MALAP Action Plan 3k Foster Care Inspection Report 2005	03 02 03	C2 & C5 B5 C4	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	Increase the number of LAC participating in their reviews	<ul style="list-style-type: none"> Foster carer to encourage LAC to attend and participate in their review 	Mar 07	Placement Team Manager	PAF C63	MALAP Action Plan 4p CYPP 4.1	04	D1 & D4	

Safeguarding and Review Unit Operational Plan 06-07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CS 10	Improve arrangements for private fostering	<ul style="list-style-type: none"> Formulate strategy and obtain formal agreement by LSCB Develop and agree publication material Circulation of publicity documentation Circulate publicity material 	Jun 06	AMdM		CYPP 2.5	02	B5	
			Jul 06	AMdM					
			Aug 06	YB					
			Sept 06	LY					
CS 10	Improve arrangements for private fostering	<ul style="list-style-type: none"> Formally agree procedure through LSCB Ensure procedure is incorporated into child protection procedures Develop training in relation to procedure Monitor effectiveness of procedure via operational practice sub group 	May 06	AMdM		CYPP 2.5	02	B5	
			May 06	YB					
			Sept 06	AMdM					
			Sept 06	YB					
			Jan 07						
			May 07						
CS 10	Improve arrangements for MAPPA	<ul style="list-style-type: none"> Formulate protocol re: roles & responsibilities of staff via existing multi-agency group Obtain formal agreement by LSCB 	May 06	AMdM		CYPP 2.2			
			Jun 06	AMdM		CYPP 2.4			

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> Monitor effectiveness via LSCG quarterly reports. 	Sept 06 Dec 06 Mar 07	AMdM					
SSS 1	Improve information in relation to CP	<ul style="list-style-type: none"> Establish an agreed multi-agency information sharing protocol. Explore opportunities to send information electronically. Maximise opportunities via ESCR & ICS. 	Oct 06 Aug 06 Jul 06	AMdM/ LY YB YB/L Y		CYPP 2.2 CYPP 2.3 CYPP 2.4	02	B1	
SS 1	To improve the performance management information in respect of looked after children	<ul style="list-style-type: none"> Produce LAC quarterly reports. Develop a procedure for children placed in Hartlepool from other localities and children missing from care. Ensure both Pulse and Carefirst hold consistent, accurate information. 	Apr 06-Feb 07 Sept 06 May 06	CJ AMdM/CJ LY	LAC	CYPP 2.5	02	B5	
SS 1	Develop quality performance information in relation to CP process	<ul style="list-style-type: none"> Investigate number of children on the CP register, consider repercussions and revise existing protocol. 	Jun /Jul 06	AMdM	CP	CYPP 2.4	02	B1	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> Consider the number of ICCs, analyse trends and consider implications. Produce quarterly reports. 	Aug 06 Apr 06-Mar 07	AMdM JR					
CS 10	Implement new requirements for children placed for adoption	<ul style="list-style-type: none"> Take into account legislation and clarify roles and responsibilities of the IRO. 	May 06	AMdM		CYPP 2.2 2.5 4.5 5.7	2.2 2.5 4.5 5.7		

AMdM – Anne McMorris

YB – Yvonne Beal

LY – Linda Young

CJ – Carole Jackson

JR – Jenny Riley

CHILDREN'S SERVICES DEPARTMENT

Every Child Matters



Planning and Service Integration

Divisional Plan 2006/07

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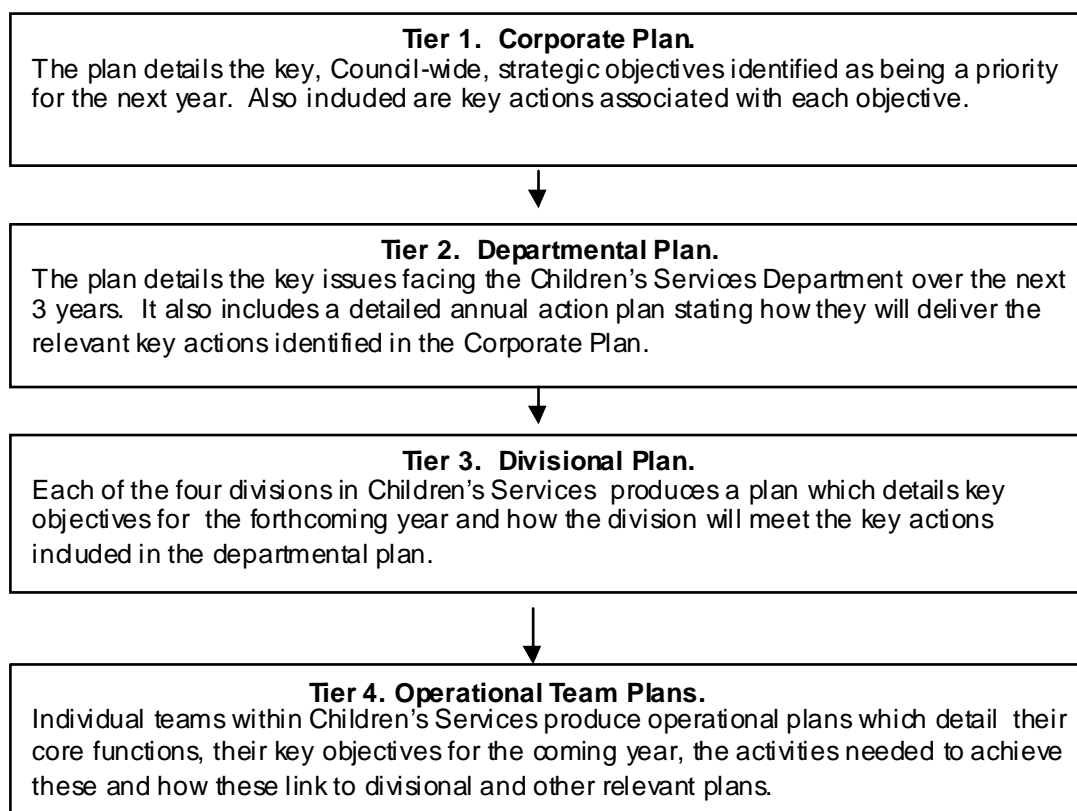
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Introduction

This document is the Planning and Service Integration Divisional Plan for 2006/07 and forms part of the Council's overall service planning arrangements. The plan details the key priorities and issues facing the division over the next year, and includes a detailed action plan showing how these priorities will be delivered.

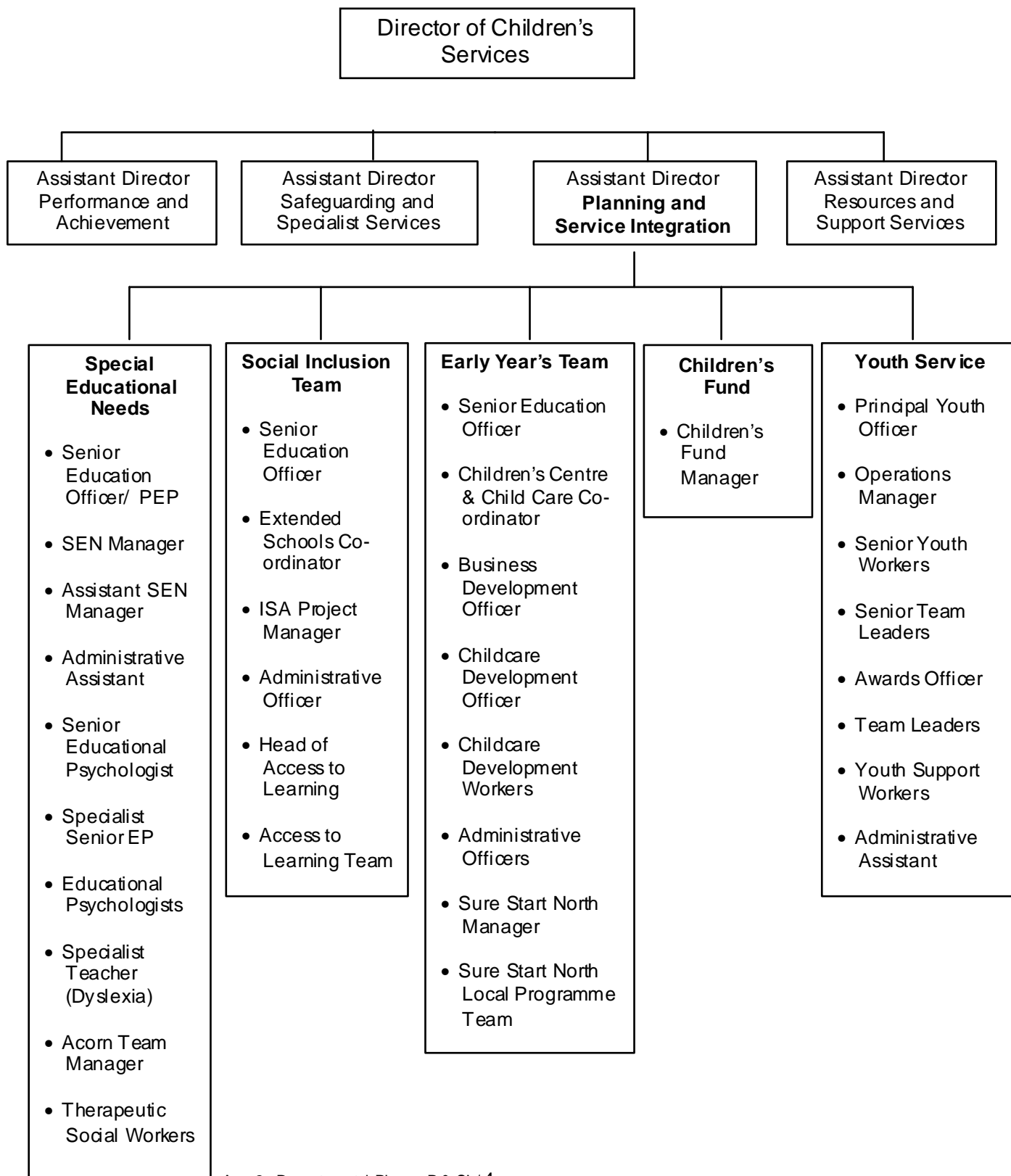
The plan details how the division will meet the Council's key priorities as stated in the Corporate Plan and the Children's Services Department's key priorities as stated in the Children's Services Departmental Plan 2006/07-2008/98.

This plan should be looked at in conjunction with both the Council's Corporate Plan, and the Children's Services Departmental Plan, that together form part of the Council's overall service planning arrangements. Figure 1, below, demonstrates how the plans are linked: -



This approach ensures that any objective that appears in the Corporate Plan can be traced through the departmental plan to specific actions in the divisional plan, and vice versa. It allows the employees delivering services to see explicitly how their actions contribute to the Council's overall objectives.

Service Structure



The Planning and Service Integration Division is responsible for:

- One of the five outcomes for children: 'Make a Positive Contribution'.
- Extended School and Children's Centre Development.
- Sure Start Team (including play).
- Special Educational Needs, Educational Psychology, Acorn Therapeutic Team.
- Youth Service.
- Children's Fund.
- Children and Young People's Plan.
- Access to Learning (A2L).
- Information Sharing and Assessment.
- Children and Young Peoples Strategic Partnership.

The services within the division are largely targeted services. A large section of children, young people and their families access many of the services out of choice but the services can also offer more in depth, targeted support for vulnerable children and those with a range of additional needs. Given the nature of the work, staff within the division have close links with teams providing universal services and specialist services e.g. the Special Educational Needs Team is co-located with the Disabilities Team within the Safeguarding and Specialist Services Division and the development of Extended Schools and Children's Centres is dependent on close, joint working with schools. There are strong links with a range of other agencies which provide support to children and young people and their families e.g. the Youth Offending Service, Connexions, the Voluntary and Community Sector, CAMHS (Child and Adolescent Mental Health Service) and the Learning Disabilities Service.

Performance Management

- **Monitoring and Reporting**

The action plan detailing how the division will meet its main objectives for the forthcoming year will be monitored constantly, and reported to the Children's Services Management Team (CSMT) on a quarterly basis. Any amendments to the plan will only be made with full agreement of CSMT.

- **Reviewing the Plan**

The action plan will be reviewed on a quarterly basis, with any proposed changes being presented to CSMT for agreement.

- **Communication**

Staff within the Planning and Service Integration Division will be kept informed about progress and developments by means of the weekly meetings for team managers with the assistant director and by managers' briefings with their teams and individual staff reviews.

Priorities

Priorities for the Planning and Service Integration Division link to its central role in establishing joined up working across the Children's Services Department, providing as it does, services that are mainly targeted and that link closely with teams providing universal and specialist support for children and young people.

Key issues for 2006/2007 are:

- The launch of the Children and Young People's Plan.
- The completion of a new, joined up action plan for children with special educational needs and disabilities.
- Agreeing a town wide strategy for developing extended schools and children's centres.
- Completion of a town wide play strategy.
- Completion of a Participation Strategy for children and young people.
- Reviewing the structure of the Family Support Panel.
- Responding to Youth Matters green paper and visioning for an integrated youth support service.
- Completion of the project plan for ISA (Information Sharing and Assessment).
- Taking the lead in obtaining Investors in People status for the Children's Services Department.
- Implementation of the protocol for 'hard to place' pupils and a reintegration strategy for pupils from A2L.
- Promoting the development of town wide approaches to delivering psychology and therapeutic inputs.
- Implement arrangements for designated person for dealing with allegations of abuse against Children's Services Department staff.

In addition, the division is responsible for one of the five 'Every Child Matters' outcomes for children:

- Make a Positive Contribution.

Managers within the Planning and Service Integration Division of Children's Services will ensure that corporate policies in relation to human resource issues, health and safety, equality and diversity and sustainability are strongly embedded within the division.

The divisional action plan for 2006/2007 is attached below. It identifies the main strategic objectives for the division and the activities which will be needed to achieve these. Each team within the division has its own operational team plan which provides more detail about how specific outcomes will be delivered, giving annual key objectives and how these link to other plans.

The action plan is in three sections. Section 1 contains priorities that link directly to Hartlepool's Corporate Plan. Section 2 contains priorities that link directly to the Children's Services Plan. Section 3 contains priorities specific to the Planning and Service Integration Division.

Planning and Service Integration Action Plan 2006/07

The action plan is split into three main parts. Sections 1 and 2 are those objectives that have been identified in the Children's Services Departmental Plan. Section 1 details those objectives that can be linked to the Council's Corporate Plan, and section 2 details those that are specific to the Children's Services Department.

Section 3 are those objectives that have been identified as being a priority for the division, but have not specifically been included in the Council's Corporate Plan or the Children's Services Departmental Plan.

Section 1 – Objectives that are linked to the Corporate Plan, through the Children's Services Departmental Plan

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: Work with Connections service and other agencies to achieve NEET targets agreed with GONE		Corporate Plan Reference: Young people are supported to gain suitable employment		
JE 7	Work with 20 young people on a 1:1 basis from a designated area of the town, referred by Connexions. Work with 20 Y11 pupils, identified as at risk of becoming NEET, on an individual and group basis on entry to further education, employment or training.	Annual programme Mar 06 – Nov 06	PD PD	221a-b 221a-b
Departmental Plan objective: Work with schools and other agencies to increase the percentage of excluded pupils reintegrated into mainstream settings		Corporate Plan Reference: Pupils excluded from schools are successfully reintegrated into mainstream settings.		
LL 5	<ul style="list-style-type: none"> Completion of a reintegration strategy for pupils from A2L. Implementation of the strategy, target of 20 pupils reintegrated by March 07 	May 06 May 06 Mar 07	IM IM	
LL 5	Implementation of the protocol for 'Hard to Place Pupils'.	May 06	IM	

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: Increase the number and quality of safe and accessible places for Hartlepool children and young people to play and socialise		Corporate Plan Reference: Enjoy and Achieve – Quality and range of recreational activities for children and young people improved		
CL 4	Launch and development of play strategy	Apr 06	DS	
CL 4	Complete refurbishment of Boys' Welfare club to improve environment and comply with DDA requirements.	Jun 06	PD	
Departmental Plan objective: Work with partners, especially in the voluntary sector to provide a range of affordable, accessible, challenging and rewarding recreational activities for all children and young people, especially those who are socially excluded.		Corporate Plan Reference: Enjoy and Achieve – Quality and range of recreational activities for children and young people improved		
CL 4	<ul style="list-style-type: none"> Hartlepool Children's Fund, with partners from the voluntary sector, will develop, maintain and provide a range of recreational activities to children and families that will be accessible through professional or self referral. Review and evaluation of current Children's Fund services. 	Sept 06	JR	
CL 4	Encourage Extended Schools to engage with local community and voluntary groups to deliver A broad range of activities after school inline with the Core Offer.	Mar 07	IM	

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: Work with Hartlepool Participation Network to ensure that children and young people are central to the development of a participation strategy that sets the standards and includes involvement in democratic processes.		Corporate Plan Reference: To empower local people to have a greater voice and influence over local decision making and delivery of services.		
SC 1	Hartlepool Children's Fund will provide leadership and support to partners, children and young people in the development of a Participation Strategy that ensures all children and young people have an effective voice in Hartlepool. Draft Participation Strategy in place	Sept 06	JR	
Departmental Plan objective: Children's Services Race Equality Group will develop strategies to ensure that children and young people from black and minority ethnic communities; travellers, asylum seekers and refugee communities have opportunities to gain full access to services and that the needs of all children growing up in an increasingly diverse society are met.		Corporate Plan Reference: Children and young people from minority ethnic communities are engaged and envisaged to participate are diverted from anti-social behaviour and crime.		
SC 12	Review all Children's Fund Services policies around Equality and Diversity.	Sept 06	JR	

Section 2 – Objectives that are linked directly to the Children's Services Departmental Plan

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: To promote the achievement of the best outcomes for all children and young people in Hartlepool so that they are healthy and stay safe, they enjoy themselves and achieve well, they make a positive contribution and they are helped to achieve economic well being.				
PSI 1	Completion and launch of Children and Young People's Plan (CYPP) 2006 - 2008	Apr 06	SJ	
PSI 2	Monitor and facilitate the delivery of the specified activities within the CYPP due for completion in 2006/2007.	Mar 07	SJ	
Departmental Plan objective: To develop efficient, co-ordinated working practices within the Children's Services Department that delivers high quality, effective and value for money services.				
PS 3	Review and rationalise existing service strategies and plans.	Jul 06	SJ	
PSI 4	Establish cross-departmental and integrated teams in relation to specific tasks and /or identified groups of children e.g. Planning and Evaluation Group, LAC, SEN/Disabilities.	Mar 07	SJ/PW	
PSI 5	Information Sharing and Assessment project plan in place with clear milestones for development.	May 06	SJ	
Departmental Plan objective: To develop staff capacity to deliver high quality services within the context of the new demands placed on them within the Children's Services Department.				
PSI 6	Development of a workforce strategy for the department.	Sept 06	SJ/JC	
PSI 7	Obtain IIP status for the department.	Mar 07	SJ	

Section 3 – Objectives that are specific to the Planning and Service Integration Division

Ref	Objective	Action	Milestone	Responsible Officer	Associate d PIs
PSI 8	Ensure contribution of all partners across Children's Services and from other agencies to support progress on the outcome 'Make a positive contribution'.	<ul style="list-style-type: none"> Monitoring sub group of Planning and Evaluation Group for the CYPP established. 	Apr 06	SJ	
PSI 9	Agreeing a tow n wide strategy for developing extended schools and children's centres. Sure Start Governance	<ul style="list-style-type: none"> Second draft consultation completed. Final strategy approved by Cabinet. 	Apr 06 Jun 06	DS/IM	
PSI 10	Promote joining up of services for children w ith disabilities and SEN	<ul style="list-style-type: none"> Complete w orking draft of new joint action plan for children w ith disabilities and SEN. Finalise plan. Promote joint w orking arrangements by co-location of SEN/Disability teams. 	Apr 06 Jul 06 Apr 06	SJ/SO'C SJ/SO'C	BVPI 43a BVPI 43b
PSI 11	Respond to Youth Matters green paper and develop a vision for an integrated youth support service in Hartlepool.	<ul style="list-style-type: none"> Initial presentation w ith key partners Visioning exercise w ith partners Broad outline for future completed. 	Jun 06 Sept 06 Dec 06	PD PD PD	
PSI 12	Promoting the development of tow n wide approaches to delivering psychology and therapeutic inputs.	<ul style="list-style-type: none"> Develop joint family w orking by Acorn and Educational Psychology teams – identify project involving 2 family therapy cases. Ensure partners aw are of range of services Educational Psychology and Acorn teams can offer including sharing information through a tow n wide mental health event. 	Jan 07 Mar 07	DQ DQ	

Ref	Objective	Action	Milestone	Responsible Officer	Associated PIs
PSI 13	Implement arrangements for designated person for dealing with allegations of abuse against Children's Services staff.	<ul style="list-style-type: none">• Role and remit identified in line with new 'Working Together'.• Information disseminated to Children's Services staff	Jun 06	SJ	

Performance Indicators

The action plan detailed a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For those indicators that are only collected on an annual basis please indicate so in the 'Quarter 1 Target' Column.

Ref	Definition	Outturn 2005/06	Target 2006/07	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BV 221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work.						
BV 222a	Percentage of integrated early education and childcare settings funded or part-funded by the local authority where leaders have a qualification at Level 4 or above.						
BVPI 43a	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001 and set out in Annex A of the SEN Code of Practice.						

Ref	Definition	Outturn 2005/06	Target 2006/07	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BV 43b	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including exceptions under the Education (Special Educational Needs) (England) (Consolidation) Regulations 2001 and reproduced in Annex A of the SEN Code of Practice.						



Children's Services Department

Operational Team Plans 2006/07

for the

Planning & Service Integration Division

This document contains the Operational Team Plans for 2006 / 07 for the Planning & Service Integration Division of Children's Services. It forms part of the Council's overall service planning arrangements. The plans detail the key operational issues facing the teams over the next year, and how they will be addressed.

The plans should be looked at in conjunction with the Council's Corporate Plan, and the departmental and divisional plans for Children's Services, that together form part of the Council's overall service planning arrangements. Figure 1, below, demonstrates how the plans are linked:

Tier 1. Corporate Plan.

The plan details the key, Council-wide, strategic objectives identified as being a priority for the next year. Also included are key actions associated with each objective.

Tier 2. Departmental Plan.

This plan details the key issues facing the Children's Services Department over the next three years. It includes a detailed annual action plan stating how the Department will deliver relevant key actions including those identified in the Corporate Plan.

Tier 3. Divisional Plans.

Each of the four divisions in Children's Services produces a plan which details key objectives for the forthcoming year, and how the division will meet the key actions included in the departmental plan.

Tier 4. Operational Team Plans.

Individual teams within Children's Services produce operational plans which detail their core functions, their key objectives for the coming year, the activities needed to achieve these and how these link to divisional and other relevant plans.

This approach ensures that any objective that appears in the Corporate Plan can be traced through to specific actions in divisional plans, and vice versa. It allows the employees delivering services to see explicitly how their actions contribute to the Council's overall objectives.

The plans are linked to the activities in the Children & Young People's Plan (Hartlepool's overarching strategic plan for children) and demonstrate how the teams will focus on the five national outcomes for children:

- Be healthy;
- Stay safe;
- Enjoy and achieve;

- Make a positive contribution;
- Achieve economic well-being.

These national outcomes and their associated aims are shown below numbered for ease of reference. Each operational plan demonstrates its link to these five outcomes.

EVERY CHILD MATTERS: OUTCOMES FRAMEWORK
--

Outcomes	01	Be healthy	02	Stay safe	03	Enjoy and achieve	04	Make a positive contribution	05	Achieve economic well-being
Aims	A1	Physically healthy	B1	Safe from maltreatment, neglect, violence and sexual exploitation	C1	Ready for school	D1	Engage in decision making and support the community and environment	E1	Engage in further education, employment or training on leaving school
	A2	Mentally and emotionally healthy	B2	Safe from accidental injury and death	C2	Attend and enjoy school	D2	Engage in law-abiding and positive behaviour in and out of school	E2	Ready for employment
	A3	Sexually healthy	B3	Safe from bullying and discrimination	C3	Achieve stretching national educational standards at primary school	D3	Develop positive relationships and choose not to bully or discriminate	E3	Live in decent homes and sustainable communities
	A4	Healthy lifestyles	B4	Safe from crime and anti-social behaviour in and out of school	C4	Achieve personal and social development and enjoy recreation	D4	Develop self-confidence and successfully deal with significant life changes and challenges	E4	Access to transport and material goods
	A5	Choose not to take illegal drugs	B5	Have security, stability and are cared for	C5	Achieve stretching national education standards at secondary school	D5	Develop enterprising behaviour	E5	Live in households free from low income

Access to Learning Operational Plan (A2L) 06 / 07

The Access to Learning's principal roles are:

- to ensure the discharge of the LA's statutory duty to make arrangements for the provision of suitable education at school or otherwise than at school for those children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless such arrangements are made for them;
- to discharge the local authority's statutory duties in respect of making appropriate provision for pupils with Statements of Special Educational Needs for Emotional and Behavioural Difficulties.

RESOURCES

The resources available to this function of the Department for 2006 / 07 are as follows:

Employees	£ 827,856
Other direct costs	£ 142,394
Support recharges	£ 36,977
Income	£ -153,568
Total net cost	<hr/> £ 853,659

Access to Learning Operational Plan 06 / 07

<i>Purpose</i>	<i>Core Functions</i>
<p>To establish systems and processes which will promote the re-integration of pupils into mainstream schools.</p> <p>To ensure that all permanently excluded pupils are offered full-time education.</p> <p>To ensure that Key Stage 4 pupils have the necessary skills and encourage them to take up further education, training or employment.</p> <p>To provide continuity of education for sick children.</p> <p>To ensure that appropriate educational provision is in place for pregnant pupils and school aged parents.</p> <p>To provide education (inc. full National Curriculum entitlement) for EBD pupils in KS2, KS3 and KS4.</p>	<p>Ensure that appropriate and high quality provision is made for:</p> <ul style="list-style-type: none">• pupils who require access to education otherwise than at school.• EBD pupils. <p>Promote re-integration of permanently excluded pupils into mainstream education.</p> <p>Promote the transition of KS4 pupils educated otherwise than at school into further education, training or employment.</p>

Access to Learning Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated Pls	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
To plan for the further development of EBD provision to meet the demand for additional places CSD1	Prepare for expansion in provision Full EBD provision on site for agreed target group	<ul style="list-style-type: none"> Identify the number of places required for Sept 07. Address accommodation requirements. Works undertaken. Provision in place. Staffing in place to match numbers. 	Mar 07 Sept 06 Apr 07	IM/SJ/KMD/VAB	Plan for additional provision is in place. Full NC available. Premises suitable. Staffing structure approved and delivered.	BH 1.4.6 1.4.7	01 03	A2 C2	
To promote the appropriate reintegration of permanently excluded pupils into mainstream education CSD3	A2L and schools working together to better manage reintegration of pupils into mainstream education and the provision of suitable curriculum opportunities Provide an agreed induction process for permanently excluded pupils into A2L	Enhance links with mainstream schools to develop opportunities for reintegration by: <ul style="list-style-type: none"> Identifying key staff in all schools and at A2L. Protocol agreed so that timescales, issues and review dates can be set at first meeting after the time of exclusion. Agreeing a differentiated approach for each pupil Preparing individual pupil plans/profiles. Monitoring progress at regular agreed intervals (every three weeks). 	Sept 06 Jun 06 Apr 06	KMD/AN/VA B/EKV	Regular links between key staff Policy and protocol in place and being monitored Plans in use Reviews take place regularly	E&A 3.5.1	01 03 04	A2 C1-2 C4-5 D2 D4	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
To promote the successful transition of the Y11 cohort into employment, further education or training JE 7	A2L pupils are successfully accessing CEG advice	Timely transition advice with the pupil and relevant Connexions advisers, including Goalz staff <ul style="list-style-type: none"> • Provide career interviews. • Access to Career fairs. 	Apr 06	KMD Connexions staff	At least 90% of Y11 cohort make the successful transition		03 04 05	C2 C4-5 D2 D4 E1-2	
Enable KS4 pupils to receive support in raising aspirations and employability through mentoring support and relevant courses JE7	Pupil aspirations are raised	Careers advice available including <ul style="list-style-type: none"> • Access to Connexions Advisor from Y9 onwards. • Provide appropriate programmes and courses. • Support pupils at point of transition to achieve individual goals. • Work with Connexions service to utilize expertise. • In conjunction with pupils develop individual learning plans. • Monitor, review and evaluate the impact of provision. 	Sept 06 Jun 06 Apr 06 Sept 07	KMD	90% of pupils make successful transition post 16+ as above as above SLA set up and agreed Key stage 4 pupils have ILPs SSE shows impact	AEWB 5.2.3 5.2.4 5.2.5 5.2.6	03 04 05	C2 C4-5 D2 D4 E1-2	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
To ensure that appropriate educational provision is in place for pupils who are not able to attend school because of sickness, pregnancy or parenthood CSD1	Appropriate provision in place	<ul style="list-style-type: none"> • Liaise with Educational Welfare re attendance at school 	Mar 06	JW/AN	Provision in place and being monitored	E&A 3.5.1 3.5.2	01	A2-4	
		<ul style="list-style-type: none"> • Liaise with home/school to ensure pupils are making satisfactory progress 	Mar 06	AN	Positive relationship with home/school Education on offer evaluated regularly		03	C2 C4-5	
To improve the quality of leadership and management at A2L CSD5	To make the task of supporting and challenging all staff a central core of the work of the managers of A2L	Produce a School Self Evaluation Framework to ensure school is able to produce evidence of progress <ul style="list-style-type: none"> • Identify and address areas of concern and underperformance • Identify programmes of support and challenge 	Sept '06 Sept '06 Sept '06	Headteacher	SSE is effectively in place SEF on line Plans for improvement in place Plans for improvement in place		01 02 03 04 05	A2 A4 B3-4 C1-3 D1-5 E1-2	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
To implement and complete all appropriate aspects of school 'cause for concern' Action Plan within the timescale identified	To develop a clear role and purpose for A2L Improve systems of working and improve communications	<ul style="list-style-type: none"> Meet with appropriate LA managers to agree way forward Discuss with stakeholders and produce documentation to be shared with all parties Ensure Governance issues are addressed 	May 06	JC/IM/MA/EKV/JW/KMD/Headteacher	Clear role and function for A2L agreed and publicized		01	A2	
			Jun 06				02	A4	
			Jun 06	Management Committee	Sub committees established		03	B3-	
							04	4	
							05	C1-3	
								D1-5	
								E1-2	

IM – Ian Merritt

KMD – Kirsten Dinsdale

SJ – Sue Johnson

VAB – Val Burton

EKV – Elizabeth Kipling-Vasey

JW – Jackie Webb

JC – John Collings

MA – Mike Ashfield

AN – Angela Noble

Acorn Team Operational Plan 06 / 07

The role of the Acorn team is to provide a therapeutic service for children and young people who have emotional difficulties which affect their behaviour and achievement at school. It also offers advice and support to the families of such children and young people, and to professionals. It fulfils the Parent Partnership function for the local authority in relation to children with special educational needs.

The Service Manager carries out the local authority responsibilities in relation to child protection issues as defined in Section 175 of the Education Act 2002.

RESOURCES

The resources available to the Acorn function for 2006 / 07 are as follows:

Employees	£ 137,168
Other direct costs	£ 10,939
Support recharges	£ 72,027
Income	£ - 30,000
Total net cost	<hr/> £ 190,134

Acorn Team Operational Plan 06 / 07

Purpose	Core functions
<p>Enabling children to achieve their maximum potential, helping them to overcome emotional and behavioural problems which may be hindering their ability to learn.</p> <p>Offering support, advice and assistance to parents who are experiencing difficulty in coping with parenting.</p> <p>Offering support, advice and assistance to parents of children who have special educational needs.</p> <p>Contributing to the development of an Education Service where both children and parents are valued as partners.</p> <p>Play an effective role in the safeguarding and promoting the welfare of children within a multi-agency forum.</p> <p>Contribute to the delivery of the Behaviour and Education Support Team.</p>	<p>Provide therapeutic support to children whose educational progress has been delayed due to difficult personal circumstances.</p> <p>Provide advice and support to schools and parents in respect of children who are experiencing learning/emotional difficulty.</p> <p>Fulfil the department's requirement in respect of the role of Parent Partnership Services</p> <p>Offer a mediation service to pupils, staff and parents to resolve issues of concern.</p> <p>Provide training, guidance and support for school staff, and day care provider staff involved in Early Years, in relation to safeguarding and promoting the welfare of children.</p> <p>Contributing, as appropriate, in the development of procedures in relation to safeguarding issues.</p> <p>Provide consultation in planning and implementing projects identified within the Behaviour and Education Support Team.</p>

Acorn Team Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
PSI 12	Joint working with EP team especially in relation to Family Therapy	<ul style="list-style-type: none"> Up date skill and train staff where necessary. Identify specific case to pilot work 	Mar 07	EP Team/ Acorn Team		1.4.1	01	A2 B5	
PSI 12	Keep team literature up to date together with working practices	<ul style="list-style-type: none"> Regular review and up date information leaflets and circulate to partner agencies 	Apr 06	Acorn Team		1.4.3 1.4.7 2.2.2	01 02 04	A2 B3 B5 D3	
PSI 13	Management of allegations of abuse against staff	<ul style="list-style-type: none"> Ensure that named professional is in place to undertake responsibilities Guidelines produced and launched within LSCB procedures 	Jun 06	AH		2.3.2	02	B1	
PSI 10	Embed the Govt. requirement in respect of Parent Partnership Services within the Therapeutic team	<ul style="list-style-type: none"> Up skill team members in respect of SEN requirements and ensure minimum standards are met 	Jun 06	AH	BVPI 43a & 43b	2.2.2	01 02 03	A1 A2 B3 B5 C2	

AH – Anne Hutson

Children's Fund Operational Plan 06 / 07

Hartlepool Children's Fund has five key priority areas for service provision.

- Priority 1 will be the further development of the Family Support Panel. The Partnership is developing these projects based on the Youth Justice Board's Youth Inclusion Support Panel guidance.
- Priority 2 will be the Family Befriending Service that operates across the Children's Fund and will link closely with Priorities 1,3 & 4.
- Priority 3 will be the Activity Centres that provide services directly to children and families. The plan is to provide an activity centre in the North, Centre and South of the Town.
- Priority 4 will be Mentoring that provides training for volunteers and a one to one service for those children who struggle with group interventions.
- Priority 5 will be Participation. This element will move away from the project based work so successfully provided within Children's Fund by Barnardos Hartbeat and will focus on participation in its wider sense across the Borough. This will include the development of the children and young people's participation strategy.

RESOURCES

The resources available to Hartlepool Children's Fund for 2006 / 07 are as follows:

Central costs	£ 64,300
Vol Sector Services	£ 269,103
Other Services	£ 77,200
 Total Grant 06/07	 £ 410,603
Carry over	£ 0
 Total Budget	 <hr/> £ 410,603

Children's Fund Operational Plan 06 / 07

Purpose	Core functions
To provide a range of preventative services for children and families who are in danger of social exclusion.	<p>Monitoring of services commissioned by the Children's Fund Partnership for family support, out of school activities, mentoring activities and participation.</p> <p>Development of a Participation Strategy.</p> <p>Development and commissioning of services aimed at preventing crime and social exclusion.</p> <p>Development of partnerships with voluntary sector organisations.</p>

Children's Fund Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 1	Continue the development of the Family Support Panel.	<ul style="list-style-type: none"> Develop processes to involve a wide range of partners linked by information sharing, service provision and positive outcomes for families. Identify and recruit appropriate organisational representatives to join the panel. Identify need and provide training opportunities for Family Support Panel members 	200 Children supported by the panel in 06 / 07.	Children's Fund Manager. YOS Manager Children's Fund Manager. YOS Manager		CYPP	01 02 03 04		
CSD 1	Provide the Family Befriending Service that operates across the Children's Fund	<ul style="list-style-type: none"> Continue to monitor service being provided by Hartlepool Families First. Continue to support the development of Hartlepool Families First Befriending Service through attendance at management group. 	Monitor quarterly returns Attendance at monthly meetings	Children's Fund Manager.		CYPP Operational outcomes 05/06 will continue see appendix	01 02 03 04 05	A4 B1 B4 B5 D1-2 E1-3	
CL 4	Provide Activity Centres that provide services directly to children and families in the North, Centre and South of the town	<ul style="list-style-type: none"> Continue to monitor service being provided by Manor Residents Association, West View Project and Belle Vue Centre. 	Monitor quarterly returns	Children's Fund Manager.		CYPP Operational outcomes 05/06 will continue see appendix	01 03	A1-2 A4 C2 C4 D1-4	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> Investigate further links between the Activity Centres and local extended school initiatives. 	Provide linkage opportunities to providers.	Children's Fund Manager					
CSD 1	Provide mentoring that provides training for volunteers and a one to one service for those children who require one to one interventions	<ul style="list-style-type: none"> Continue to monitor service being provided by Barnardos Hartbeat 	Monitor quarterly returns	Children's Fund Manager.		CYPP Operational outcomes 05/06 will continue see appendix	01 02 03 04	A2 A4 B1 B3 C2 C4 D2 D4	
SC 1	Support the development of participation across the borough.	<ul style="list-style-type: none"> The development of a participation strategy for Hartlepool Children's Services. Manage the development of Hartlepool Participation Network 	Draft strategy by Sept 06	Children's Fund Manager		CYPP	04	D1-5	
CSD 3	Support the development of the NSF projects provided for 14 to 19 year olds.	<ul style="list-style-type: none"> Monitor the services provided by Barnardos B76, Belle Vue, West Vue and OFCA. Provide linkages to other preventative projects through the Family Support Panel or other referral process 	Monitor quarterly returns Explore opportunities for linkages and establish by May 06	Children's Fund Manager Children's Fund Manager			01 02 04 05	A2 B3 C2 D1-5 E1-2	
SC 12	Review all Children's Fund service policies around Equality and Diversity.	<ul style="list-style-type: none"> Develop process and evaluate services. 	Sept 06	Children's Fund Manager			02 03 04	B1-3 C4 D1 D3	

ECM Outcomes and Outputs 2005/06**Quarter :****Provider : Activity Centres**

Target	Measure (evidence base)	ECM outcome	Service Users QTR 1	Number Taking Part	Quarter 1	
					Target	Actual
To promote awareness of a range of physical activities	% of children who take part in at least 1 or 2 new physical activities (Personal contact log/contact sheet) - OUTPUT	ENJOY AND ACHIEVE	35	29	75%	
To promote awareness and enjoyment of a range of physical and other activities	% of children who regularly attend (ie have valid reason when not attending) after their one month induction - OUTCOME/OUTPUT	ENJOY AND ACHIEVE	35	34	85%	
To promote awareness and enjoyment of a range of physical and other activities	% of children who state they have enjoyed the activities they have undertaken (evaluation questionnaires) - OUTCOME	ENJOY AND ACHIEVE	35	29	75%	
Help children make progress towards reaching their personal goal	% of children who have progressed half way or higher in programme evaluation by the final evaluation - OUTCOME	ENJOY AND ACHIEVE	35	24	55%	
To raise awareness of various healthy meals and how to provide them	% of children who take part in healthy eating sessions - OUTPUT	BE HEALTHY	35	35	80%	
To raise awareness of various healthy meals and how to provide them	% of children who would consider eating a new 'healthy' food regularly (programme evaluation) - OUTCOME	BE HEALTHY	35	35	45%	
To increase childrens self esteem	% of children who have an increased feeling of self esteem (programme Evaluation) - OUTCOME	BE HEALTHY	35	24	80%	
To give young people a safe environment in which they feel safe to discuss personal issues (ie bullying, personal safety),	% of children who discuss personal issues with staff (personal contact logs) - OUTPUT	STAY SAFE	35	35	90%	
To give young people a safe environment in which they feel safe to discuss personal issues (ie bullying, personal safety),	% of children who feel able to talk to the staff about personal issues (programme evaluation) - OUTCOME	STAY SAFE	35	35	90%	

TO BE COMPLETED QUARTERLY ON A CUMULATIVE BASIS AND RETURNED BY JULY 30th**By email to westviewproject@btinternet.com**

NB Service users include referrals and siblings

Educational Psychology Operational Plan 06 / 07

The Educational Psychology function of the Department includes:

- The development and support of initiatives to bring about positive change at the individual, family, group and/or organisational level, through solution-focussed diagnostic and therapeutic interventions.
- The development and support of initiatives to address the developmental and psychological needs of all pupils.
- Offering advice with regard to children with Special Educational Needs (SEN), which includes:
 - consultation, training and advice in relation to pupils at School Action of the SEN Code of Practice;
 - the assessment and re-assessment of individual pupils;
 - the review of pupils at School Action Plus of the SEN Code of Practice;
 - offering advice on the need for statutory assessment;
 - contributing to annual or transitional reviews; and
 - providing training for local authority and school staff, parents and pupils on issues relating to psychology and SEN.

RESOURCES

The resources available to this function of the Department for 2006 / 07 are as follows:

Employees	£ 221,050
Other direct costs	£ 18,360
Support recharges	£ 40,677
Income	£ -14,000
<hr/>	
Total net cost	£ 266,087

Educational Psychology Operational Plan 06 / 07

Purpose	Core functions
<p>To help make it possible for every child to achieve the 5 national outcomes for children.</p> <p>To promote the application of psychology to the education, well-being, health, and safety, of children and young people so that they can grow to be responsible, effective agents of change in their own lives and in the life of the community.</p> <p>To offer investigative assessment and therapeutic psychological interventions in order to support teachers, parents, carers and others, in their relationships and work with children and young people.</p> <p>To offer advice and support on the assessment and management of pupils with SEN.</p>	<p>Consultation with children and young people, teachers, parents, carers, other professionals.</p> <p>Assessment of individual children and the situations and contexts within which they are located.</p> <p>Therapeutic Intervention.</p> <p>Training and coaching children and young people, teachers, parents, carers, other professionals.</p> <p>Working collaboratively with a range of partners who have equal but complementary expertise.</p>

Educational Psychology Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
PSI 12	To promote the development of town wide approaches to delivering psychology and therapeutic inputs.	<ul style="list-style-type: none"> Develop solution-finding service with another partner (CAMHS / ACORN) for foster-carers and children placed with them, to avoid placement breakdown, based at the Star Centre. 	Mar 07	KB		BH 1.4	02	B5	
							04	D4	
		<ul style="list-style-type: none"> To examine and adapt initial foster carer training courses with focus on child development, in collaboration with Social Care. 	Mar 07	KB			02	B5	
							04	D4	
		<ul style="list-style-type: none"> To promote pupil Drop-In service within town schools. To ensure partners are aware of range of services Educational Psychology and Acorn teams can offer including sharing information through a town wide mental health event. 	Mar 07	DQ			01	A2	
			Mar 07	DQ			04	D4	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
PSI 12	To develop collaborative, transparent, problem-solving alliances with partner services.	<ul style="list-style-type: none"> Clinical psychologist from CAMHS and Educational psychologist from EPS to set up a forum which will convene on a regular basis to collaborate over: <ul style="list-style-type: none"> Individual casework General issues relevant to both partners 	Jan 07	DQ		BH 1.4	01	A2	
PSI 12		<ul style="list-style-type: none"> To develop joint assessment protocols with partner services e.g. Learning Disability Teams (Health and Children's Services) 	Mar 07	AB		E&A 3.1 3.1.4	03	C2	
PSI 12	To develop collaborative, transparent, problem-solving alliances with partner services.	<ul style="list-style-type: none"> Develop joint family working by Acom and Educational Psychology teams – identify project involving 2 family therapy cases. 	Jan 07	DQ / CS		BH 1.4	O2	B5	
CSD 1 and PSI 10	To develop solution-focussed practices in relation to children with SENs.	<ul style="list-style-type: none"> Delivery of training course to SENCOs on carrying out solution-focussed meetings, combined with follow-up modelling and coaching sessions in school. 	Mar 07	KB / KC / CS		E&A 3.8	03 04	C2, 4 D4	

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> To implement preventative, support service for those children (and their families) who have social and/or communication difficulties by developing the operation of an outreach team To raise children's awareness and support them in developing personal responsibility for their own behaviour change, by the implementation of a universal, whole-class, proactive programme – 'Kidskills' 	<p>Jan 07</p> <p>Dec 06</p>	<p>AB</p> <p>CS</p>			<p>02</p> <p>03 04</p>	<p>B5</p> <p>C4 D2, 34,5</p>	

CS – Colette Shearer AB – Alix Barker

Placement & Provision, Statutory Assessment & Maintenance of Statements Operational Plan 06 / 07

These functions in the Department perform a range of activities which are related to the discharge of LA responsibilities with regard to the assessment and review of children and young people with special educational needs and securing provision for pupils with special educational needs.

RESOURCES

The resources available to this function of the Department for 2006 / 07 are as follows:

Employees	£ 108,211
Other direct costs	£ 2,044,156
Support recharges	£ 17,022
Income	£ -160,325
Total net cost:	<hr/> £ 2,009,064

Placement & Provision, Statutory Assessment & Maintenance of Statements Operational Plan 06 / 07

Purpose	Core functions
<p>Promote joining up of services for children with disabilities and SEN.</p> <p>Discharging the LA's statutory responsibilities to identify and assess pupils with special educational needs including the early identification of pre-school children.</p> <p>Discharging the LA's statutory responsibilities to review statements of special educational needs on at least an annual basis.</p> <p>Making appropriate provision for pupils with special educational needs as outlined in their statements.</p> <p>Reducing the time children with statements of special educational need have to await placement as specified in their statements.</p> <p>Ensuring that wherever possible and practicable parental preference for pupils with special educational needs are met.</p> <p>To ensure that the views of children and young people with special educational needs are listened to and where possible and practical are met.</p> <p>Increasing the opportunity for more children with statements of special educational need to be educated in mainstream schools, in line with the Education Authority's policy on inclusive education.</p> <p>Reducing the number of children who require a statement of special educational need.</p> <p>Securing the provision for pupils with statements of special educational need outside the Borough where there is no appropriate provision within Hartlepool.</p> <p>Ensuring close collaboration takes place between Children's Services Department, Social Care and the Health Authority in placing children outside of the Borough particularly when placing on a residential basis.</p> <p>Ensuring that children are placed in schools which can meet their educational, care and medical needs and that this represents the most cost-effective option in terms of the resources available.</p> <p>Ensuring that the needs of the pupils educated outside HBC are regularly monitored and reviewed and consideration given to their return to a school in Hartlepool at the earliest opportunity.</p>	<p>Assist in the early identification and assessment of pupils with special educational needs.</p> <p>Give priority to appropriate provision for pupils with special educational needs within mainstream schools, within the borough and in line with parental preference, with a view to raising their attainment.</p> <p>Monitor and review the progress of pupils with special educational needs.</p> <p>Monitor out of Borough provision of educational services to pupils with special needs.</p> <p>Develop advice, guidance and support to enable schools to deliver effective programmes of education to pupils with special educational needs.</p>

Placement & Provision, Statutory Assessment & Maintenance of Statements Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
Promote joining up of services for children with Disabilities and SEN PSI 10	Identify and develop areas of work with the Disability team (Children and Families)	<ul style="list-style-type: none"> Working groups to be established with named lead officers from the joint teams to look at: <ul style="list-style-type: none"> Joint assessment Process for additional support at school and at home Access to equipment and associated technology in school and at home Joint budget for children and young people with complex needs. To raise the awareness of staff of all schools to the work of the joint SEN /disability team 	Jun 06 Jun 06 Jun 06 Jun 06 Jul 06	SEN Manager Team Manager Disability Team SEN Manager Team Manager Disability Team		CYPP E&A 3.8	03		
To maintain efficient performance on key indicators during the transition to Children's Services CSD2	Maintain high levels of service delivery during a period of change (including completing of statutory assessments within prescribed timescales).	<ul style="list-style-type: none"> Completion of statutory assessments within prescribed time limits. 	Apr 06 to Mar 07	SEN Manager	BVPI 43 (a) BVPI 43 (b)				

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
To ensure that children and young people are central to the development of the service SC1	Ensure the views of children and young people with special educational needs are listened to and where possible and practicable are acted upon.	<ul style="list-style-type: none"> In connection with Annual Reviews of statements to raise the percentages of children and young people who: <ul style="list-style-type: none"> Complete their pupils view form currently (61%) and Participate in their reviews in person currently (52%). 	Apr 06 – Mar 07	SEN Manager		CYPP E&A 3.8	04	D1	
Dev't of future provision for SEN	Further extend the developing role of special schools	<ul style="list-style-type: none"> External evaluation of progress of guest pupils to take place 	Jan 07	SEN Manage		CYPP E&A 3.8	03	C1-5	

Sure Start Team Operational Plan 06 / 07

The Sure Start Partnership aims to maximise the access the sources of funding available in support of the activities set out in the Sure Start Operational Plan.

The funds that currently exist include:

- Sure Start Grant
- SSA funding for Children's Information Service
- SSA funding for Area SENCO and Qualified Teacher Support
- Children's Centres
- Community Pool
- Play development budget.

The Sure Start Partnership uses the above income to fund the activities set out in the Operational Plan. This includes funding the Department's Sure Start team led by the Assistant Director, Planning and Service Integration.

The team works closely with other partners in the preparation and delivery of projects designed to support young children living in disadvantaged areas and their families and to improve educational outcomes for these children.

RESOURCES

The resources available to this function of the Department for 2006 / 07 are as follows:

Play Development

Employees	£ 823,781
Other direct costs	£ 82,811
Support recharges	£ 52,513
Income	£ -700,673
Total net cost	£ 258,432

Sure Start Team – General Sure Start Grant

Revenue	£ 1,522,934
Revenue (Sure Start loc programmes)	£ 2,217,862
Capital	£ 801,135
LA Funding	£ 125,000

Sure Start Team Operational Plan 06 / 07

Objectives	Core Functions
<p>Enabling parents and carers to seek employment.</p> <p>Creating jobs in childcare and improving the economy.</p> <p>Promoting lifelong learning and improving skills.</p> <p>Ensuring high quality and integrated health, family and education services for young children and their families.</p> <p>Strengthening communities and community activity.</p>	<p>To promote partnership working with health and social care services, the voluntary sector and private sector and others to raise educational standards and promote social inclusion.</p> <p>To implement the Ten Year Childcare Strategy.</p> <p>To service the Sure Start Partnership (formerly the Early Years Development and Childcare Partnership), prepare and implement the Sure Start Operational Plan and oversee spending against the Sure Start Grant and play development budget.</p> <p>To lead the development of Children's Centres across the town.</p> <p>To lead and manage the Sure start Local Programme in North Hartlepool.</p> <p>To promote the development of a highly qualified childcare workforce.</p> <p>To organise and run an effective Children's Information Service.</p>

Sure Start Team Operational Plan 06 / 07

Action from Corp/Dept/ Divisional Plans	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
Ensure all parents have access to information re: childcare and other Children's Services CSD 3	To integrate Children's Services Directory with Children's Information Service (CIS)	<ul style="list-style-type: none"> CIS staff undertake further training re: Children's Services Directory Information for CS directory inputted on iChiS Marketing campaign to highlight both CIS and directory Regular monitoring of information held on iChiS 	Children's Services Directory live April 06 Marketing campaign April 06	FM Information officers (CIS)		3.2.2			
Develop Children's Centres and Extended Schools strategy PSI 9	To ensure all children have access to a Children's Centre and/ or Extended School	<ul style="list-style-type: none"> Consultation on draft strategy Amend to produce final strategy Approval – cabinet Produce final project plan to develop CC/Ext Schs services across the town Produce staffing structures for the Children's Centres Consultation on staffing structures 	Consultation 21 st Mar – 13 th Apr Apr /May 06 Jun 06 Jun 06 Jul/Aug 06 Sept 06	Senior Children's Services Officers (Ext Schools and Early Years)	DfES target – 2 further CCs by 08	1.1.1, 1.1.2, 1.1.8, 1.1.9, 1.1.11, 1.2.3, 1.2.5, 1.4.1, 1.6.2, 2.1.1, 2.2.1, 3.1.1, 3.1.2, 3.2.1,	01 02 03 04 05	A1-5 B1-5 C1-5 D1-5 E3 E5	

Appendix 2

Action from Corp/Dept/ Divisional Plans	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
Develop early years and childcare workforce strategy (alongside departmental workforce strategy) CSD 5	Ensure that all early years and childcare practitioners are highly trained and effective	<ul style="list-style-type: none"> Session of all stakeholders to discuss 10 year childcare strategy workforce implications Develop draft workforce strategy Develop operational/training programme for workforce development 	Apr 06 Jun - Jul 06 Jun - Jul 06	Childcare Development Officer Recruitment and training co-ordinator	DfES target - All full daycare settings to be professionally led by 2015 BVPI 222a, b		03	C2-4	
Develop a play strategy CL 4	Ensure that all children have access to free play opportunities	<ul style="list-style-type: none"> Launch of development of play strategy Steering group set up Project plan produced (in line with Big Lottery Fund) Application for Big Lottery Funding submitted 	Apr 06 May 06 May 06 Nov 06	Play Co-ordinator	Play strategy needs to be in place to receive Big Lottery Funding	3.6.1 3.6.2 3.6.3	03	C4	

Youth Service Operational Plan 06 / 07

The Youth Service is a complex network of providers including, for example, community groups, voluntary organisations, health, youth justice, etc., as well as the local authority. The latter plays an important role in harnessing the endeavours of partners in facilitating access to personal and social development for 13-19 year olds in our town. This can include diverse issues such as drugs or leisure facilities and can assist in the achievement of shared targets in community order and safety, health, citizenship, education, training and employment.

CORE FUNCTIONS AND OBJECTIVES

The diversity of Youth Services is underpinned by having in place a shared set of values and by the use of distinctive methods (e.g. group work), which seek to promote learning and achievement through relationships with adults and peers, that have been freely chosen by young people themselves.

This particular combination of goals, methods and values characterises youth work. In Hartlepool it occurs in different contexts where we offer building-based provision in both our own and others' premises, detached/mobile work, targeted work and participation work. We also commission work from other providers in the town and are ourselves commissioned by others. Furthermore we work in partnership with providers to deliver programmes of common interest. The service has a curriculum it offers our young people as an entitlement. This includes eight areas of work:

- A voice for young people
- Opportunity to explore issues
- A safe and welcome environment
- Opportunities for activity, participation and fun
- Personal and social development
- Information
- Residential and international experiences
- Volunteering and community involvement

There is significant overlap between this curriculum and the five outcomes of Every Child Matters. We have started to rationalise our curriculum in line with Be Healthy; Stay Safe; Enjoy and Achieve; Make a Positive Contribution; and Achieving Economic Well Being. We have produced an interim poster, which has initiated this process.

The service is thus in a good position to complement the work of colleagues within Children and Young People's Services, in delivering excellent services. Specifically it can contribute by:

- Providing a wide range of services, developed and delivered in partnership with key agencies.
- Specialising in the direct involvement of young people in the design, delivery and quality assurance of programmes.
- Working on the streets and in generic provision with young people to provide a safe and friendly environment where issues can be shared and addressed.
- Employing strategies to secure an effective and efficient workforce.
- Providing relevant and high quality opportunities to young people in changing environments.

RESOURCES.

Youth Service resources for 2006 / 07 are as follows:

Employees	£ 652,757
Other direct costs	£ 332,922
Support recharges	£ 19,419
Income	£ -45,522
<hr/>	
Total net cost	£ 959,576

The results of the Green Paper consultation will be available shortly, and these will obviously inform our emerging agenda. However, we are seeking to be pro-active in this area, and will embark on a "visioning" process, with our partners, to establish an appropriate framework for integrated youth support services in Hartlepool.

Recently, our service has suffered from recruitment and, particularly, retention issues which we have begun to address via our Staffing Issues Review Action Plan. Further support to the process will be achieved, given the implementation of the Staff Development Framework and the appointment of three professional youth workers. Issues have been further exacerbated by the long-term sickness of 50% of the Senior Youth Work Team.

The plan concentrates on **new** initiatives and developments and consequently does not cover the whole scope of the service. It refers to corporate, departmental, divisional and service priorities, which further translate into greater detail in the Senior Youth Worker and Project Planning documentation.

Youth Service Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 1	To develop the quality of youth work provision.	<ul style="list-style-type: none"> Deliver further training to sessional staff on recorded and accredited outcomes. 	Delivered training week August 06.	P.D./B.R.	Staff recording outcomes more accurately.	PC 4.4.1 AEWB 5.2.1	03	C4	
		<ul style="list-style-type: none"> Appoint 3 professional youth workers to manage Brinkburn, Rossmere and Boys Welfare projects, to increase quality assurance capacity. 	Reports/ re-structure completed Apr 06 Appoint by Aug. 06 Induct Sept. 06	P.D.	Staff working effectively in projects		03	C4	
		<ul style="list-style-type: none"> Introduce and underpin new staff development framework within service. 	Introduce in training week Apr 06. Meet with team leaders to underpin roles and responsibilities May 06 Implement systems June 06. Completed May 06.	B.R.	Staff better supported, supervised and effective in their work. Roles and responsibilities understood and carried out effectively.	PC 4.1.1 AEWB 5.2.1	03	C4	
		<ul style="list-style-type: none"> Review, improve and implement Child Protection Policy. 		P.D./B.R.	New policy implemented.				
				P.D.		SS 2.2.1 231/242	02	B1	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 1	To review and develop the quantity of youth provision in line with need and resources.	<ul style="list-style-type: none"> Review and revise level and scope of mobile/detached provision across town. Deploy mobile in communities with no local youth facility. Refurbish Boys Welfare provision towards standard of existing building stock. 	Services reviewed by May 06. Revised projects based on need and resource in place by Aug. 06. Works completed Jun 06.	B.R. P.D.	Staff working effectively across the town, and accessing appropriate groups of young people. Building in operation and groups reintegrated BVPI 221a+b	SS 2.3.1 PC 4.2.1 EA 3.6.1 3.6.2+3.	01 02 03	A3 B4 C4	
CSD 1	To deliver curriculum inputs based on issues affecting Hartlepool young people.	<ul style="list-style-type: none"> All projects to deliver at least one issue-based input on each of: <ul style="list-style-type: none"> Sexual Health Alcohol + Drugs Bullying Homophobia Work with Boys + Young Men Healthy Eating All young people involved in projects to have the opportunity to participate in a residential experience. 	Issues delivered at best times for each project. All to be completed by Mar 07. Projects offer and plan with young people residentials by Mar 07.	All face-to-face delivery staff. PD/BR Senior Youth Workers and Team Leaders.	Positive outcomes for young people in their attitudes and behaviours in respect the issues addressed. BVPI 221a+b Personal development and raised self-esteem. Young people participate in residentials. BVPI 221a+b	BH 1.2.4 SS 2.2.2 EA 3.3.4 BH 1.2.2 EA 3.6.1 3.6.2 + 3 PC 4.4.1	01 02 03 04 03	A1-5 B3 C4 D1,3,4 C4	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
JE 7 SC 12	To further develop and maintain work with under-represented groups within the youth service, either directly or with appropriate partners.	<ul style="list-style-type: none"> Development of project work with the following groups of young people: <ul style="list-style-type: none"> B.M.E. C.L.A. Disability. N.E.E.T. The context of the development will be the expressed needs of the groups identified from the relationships formed. 	Research, contacts, needs and potential established by Aug. 06. Appropriate projects developed by Nov. 06. Projects established by Feb. 07.	A.H. to lead with support from B.R. and other Senior Workers and team leaders.	Positive outcomes for the young people in respect of their expressed need BVPI 221 a+b.	BH 1.5.4 EA 3.3.4 3.4.5, 3.6.3, 3.7.1/4/5 3.8.5/8. PC 4.3.2 4.4.1-3, AEWB 5.3.2/3/4	02 03 04 05	B1,3, 5 C4 D1,4 E1,2	
SC 1	To develop a "voice" for the young people of Hartlepool, both within the youth service and town-wide.	<ul style="list-style-type: none"> Review plan with SYW. Establish a system for regular consultation and involvement of young people in youth service activity. Actively work with Participation Network to establish participation strategy for Hartlepool. Develop closer working links with schools, colleges and training Develop project work from the needs expressed in those links. Develop Young People Group to oversee spend of Youth Opportunities Fund. 	May 06. Dec.06. Developed with Network over 06/7. Mar 07. Mar 07. Mar 07.	Senior Youth Worker when appointed. Supported by all staff. Senior Youth Worker. Senior Youth Worker and A.H. Senior Youth Worker. P.D. / Senior Youth Worker.	Systems established. BVPI 221 a+b. Strategy developed. Links established and needs assessed. Project work started. Fund administered. BVPI 221 a+b.	PC 4.3.3 4.4.1 /3. PC 4.1.1	01 03 04 05	A2 C4 D1,4 E2	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 5	To develop and secure effective recruitment and retention systems for the youth service. (See also staff development framework).	<ul style="list-style-type: none"> Monitor staffing issues action plan and respond appropriately. Submit Framework to NYA for accreditation. Initial presentation and discussion with key partners. Visioning exercise undertaken with partners. Establish broad outline for the future. 	Review Jun 06.	BR/PD	Plan reviewed and actions taken. Framework accredited. Foundations established.	SS 2.3.2	01	A1-5	
			May 06.	BR/PD			02	B1-5	
			Jun 06	PD			03	C1-5	
			Sept 06	PD			04	D1-5	
			Dec 06	PD			05	E1-5	
PSI 11	To respond to Youth Matters and develop, with partners, a vision for an integrated youth support framework in Hartlepool.				Options and models explored. Broad outline established.				

PD – Peter Davies

BR – Brian Robinson

CHILDREN'S SERVICES DEPARTMENT

Every Child Matters



Resources and Support Services

Divisional Plan 2006/07

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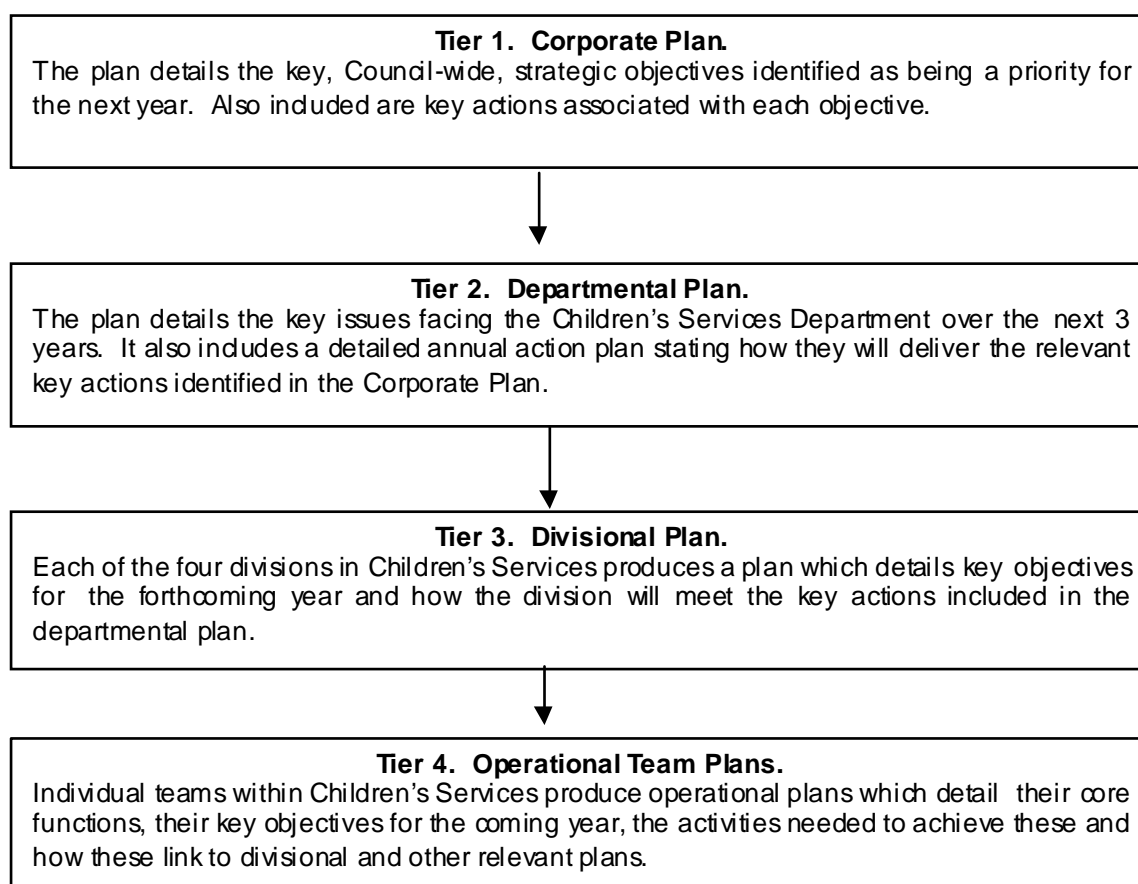
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Introduction

This document is the Resources and Support Services Divisional Plan for 2006/07 and forms part of the Council's overall service planning arrangements. The plan details the key priorities and issues facing the division over the next year, and includes a detailed action plan showing how these priorities will be delivered.

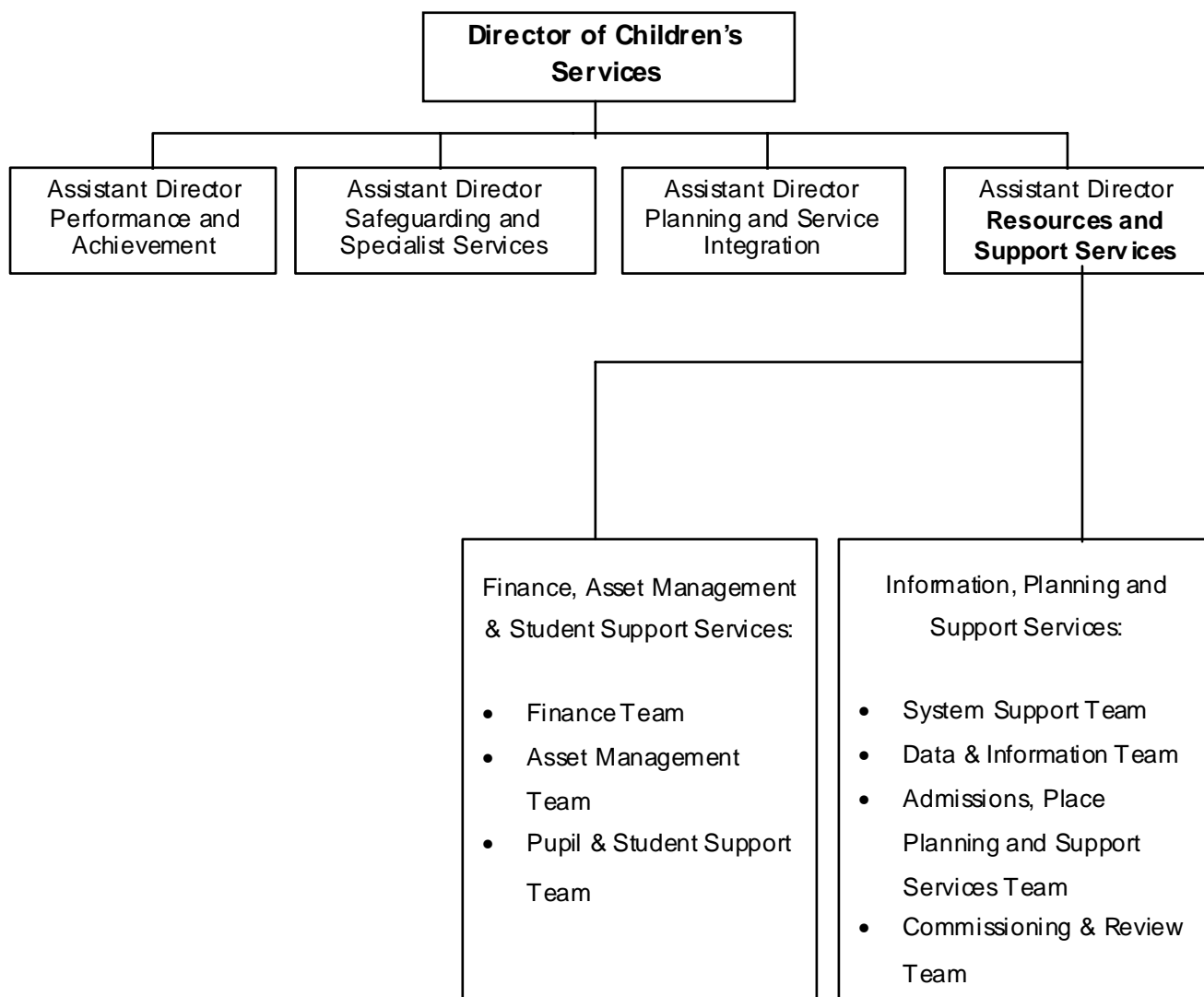
The plan details how the division will meet the Council's key priorities as stated in the Corporate Plan and the Children's Services Department's key priorities as stated in the Children's Services Departmental Plan 2006/07-2008/98.

This plan should be looked at in conjunction with both the Council's Corporate Plan, and the Children's Services Departmental Plan, that together form part of the Council's overall service planning arrangements. Figure 1, below, demonstrates how the plans are linked: -



This approach ensures that any objective that appears in the Corporate Plan can be traced through the departmental plan to specific actions in the divisional plan, and vice versa. It allows the employees delivering services to see explicitly how their actions contribute to the Council's overall objectives.

Service Structure



The Resources and Support Services Division is responsible for:

- School Admissions
- Children's Services budget
- Planning and provision of schools places
- ICT
- A wide range of administrative and pupil support functions
- Commissioning and review
- Complaints
- Performance Management
- Transport
- Free School Meals
- Swimming
- Carlton Outdoor Centre

The services within the division support the rest of the department in the delivery of the Children and Young People's Plan (CYPP) and Every Child Matters. Given the nature of the work, staff within the division have close links with all teams providing targeted, universal and specialist services.

The services link with departments across the council, the Council's Strategic Partner Northgate, Northern Grid for Learning and Voluntary agencies.

Performance Management

- **Monitoring and Reporting**

The action plan detailing how the division will meet its main objectives for the forthcoming year will be monitored constantly, and reported to the Children's Services Management Team (CSMT) on a quarterly basis. Any amendments to the plan will only be made with full agreement of CSMT.

- **Reviewing the Plan**

The action plan will be reviewed on a quarterly basis, with any proposed changes being presented to CSMT for agreement.

- **Communication**

Staff within the Resources and Support Services Division will be kept informed about progress and developments by means of the weekly meetings for team managers with the assistant director and by managers' briefings with their teams and individual staff reviews.

Priorities

Priorities for the Resources and Support Services Division link to its key role in supporting services across the department in the delivery of the CYP and the Every Child Matters Agenda.

Key issues for 2006/2007 are:

- Development and implementation of the ICT Strategy.
- Review of the School Admissions Policy and ensuring parents are provided with appropriate information to make an informed choice.
- Implementation of the new Complaints Legislation.
- Finance – implementing multi year budgets for schools.
- Building schools for the Future (BSF).
- Review of current Transport Policy.

Managers within the Resources and Support Services Division will ensure that corporate policies in relation to human resource issues, health and safety, equality and diversity and sustainability are strongly embedded within the division.

The divisional action plan for 2006/2007 is attached below. It identifies the main strategic objectives for the division and the activities which will be needed to achieve these. Each team within the division has its own operational team plan which provides more detail about how specific outcomes will be delivered, giving annual key objectives and how these link to other plans.

The action plan is in three sections. Section 1 contains priorities that link directly to Hartlepool's Corporate Plan. Section 2 contains priorities that link directly to the Children's Services Plan. Section 3 contains priorities specific to the Resources and Support Services Division.

Resources and Support Services Action Plan 2006/07

The action plan is split into three main parts. Sections 1 and 2 are those objectives that have been identified in the Children's Services Departmental Plan. Section 1 details those objectives that can be linked to the Council's Corporate Plan, and Section 2 details those that are specific to the Children's Services Department.

Section 3 are those objectives that have been identified as being a priority for the division, but have not specifically been included in the Council's Corporate Plan or the Children's Services Departmental Plan.

Section 1 – Objectives that are linked to the Corporate Plan, through the Children's Services Departmental Plan

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: Work with Corporate Strategy and partners to promote the efficient use of ICT across the department and develop an ICT Strategy linked to national strategies.		Corporate Plan Reference: Delivery of the ICT Strategy to support corporate objectives.		
CSD 3	Develop an ICT Strategy for the Children's Services Department	Sept 06	ASm	

Section 2 – Objectives that are linked directly to the Children's Services Departmental Plan

Ref:	Action	Milestone	Responsible Officer	Associated PIs
Departmental Plan objective: To develop efficient, co-ordinated working practices within the Children's Services Department that deliver high quality effective and value for money services				
CSD 3	Work with Corporate Strategy and partners to promote the effective use of ICT across the department and develop an ICT Strategy linked to national strategies.	06-07	ASm	

Section 3: Objectives that are specific to the Resources and Support Services Division.

Ref	Objective	Action	Milestone	Responsible Officer	Associated Pls
RSS 1	Review of school admissions policy and ensure parents are able to make an informed choice.	<ul style="list-style-type: none"> Review admissions scheme. Review of information made available to parents. 	Apr 06 Sept 06-07	ASm	
RSS 2	Implementation of new complaints legislation.	<ul style="list-style-type: none"> Implement programme staff awareness and training Revise publicity materials Develop recording database and monitoring systems Write new procedure. 	Mar 06 May 06 Oct 06 Dec 06	RT	
RSS 3	Implementation of multi-year budgeting for schools.	<ul style="list-style-type: none"> Support the planned introduction of the multi-year budgets for schools in line with DfES requirements. 	Apr 06-Mar 07	AV	
RSS 4	Develop town wide strategy for Building Schools for the Future (BSF)	<ul style="list-style-type: none"> BSF project plan in place. 	Sept 06	PB	
RSS 5	Develop transport policy.	<ul style="list-style-type: none"> Review systems to provide a safe, secure and reliable service. Enforce fair access to venue. Implement an independent travel scheme in Hartlepool. 	Apr 06 – Mar 07 Apr 06 Apr 06-Mar 07	LA LA LA	



Children's Services Department

Operational Team Plans 2006/07

for the

Resources & Support Services Division

Appendix 2

This document contains the Operational Team Plans for 2006 / 07 for the Resources & Support Services Division of Children's Services. It forms part of the Council's overall service planning arrangements. The plans detail the key operational issues facing the teams over the next year, and how they will be addressed.

The plans should be looked at in conjunction with the Council's Corporate Plan, and the departmental and divisional plans for Children's Services, that together form part of the Council's overall service planning arrangements. Figure 1, below, demonstrates how the plans are linked:

Figure 1

Tier 1. Corporate Plan.

The plan details the key, Council-wide, strategic objectives identified as being a priority for the next year. Also included are key actions associated with each objective.

Tier 2. Departmental Plan.

This plan details the key issues facing the Children's Services Department over the next three years. It includes a detailed annual action plan stating how the Department will deliver relevant key actions including those identified in the Corporate Plan.

Tier 3. Divisional Plans.

Each of the four divisions in Children's Services produces a plan which details key objectives for the forthcoming year, and how the division will meet the key actions included in the departmental plan.

Tier 4. Operational Team Plans.

Individual teams within Children's Services produce operational plans which detail their core functions, their key objectives for the coming year, the activities needed to achieve these and how these link to divisional and other relevant plans.

This approach ensures that any objective that appears in the Corporate Plan can be traced through to specific actions in divisional plans, and vice versa. It allows the employees delivering services to see explicitly how their actions contribute to the Council's overall objectives.

The plans are linked to the activities in the Children & Young People's Plan (Hartlepool's overarching strategic plan for children) and demonstrate how the teams will focus on the five national outcomes for children:

- Be healthy;
- Stay safe;
- Enjoy and achieve;
- Make a positive contribution;
- Achieve economic well-being.

These national outcomes and their associated aims are shown below numbered for ease of reference. Each operational plan demonstrates its link to these five outcomes.

EVERY CHILD MATTERS: OUTCOMES FRAMEWORK
--

Outcomes	01	Be healthy	02	Stay safe	03	Enjoy and achieve	04	Make a positive contribution	05	Achieve economic well-being
Aims	A1	Physically healthy	B1	Safe from maltreatment, neglect, violence and sexual exploitation	C1	Ready for school	D1	Engage in decision making and support the community and environment	E1	Engage in further education, employment or training on leaving school
	A2	Mentally and emotionally healthy	B2	Safe from accidental injury and death	C2	Attend and enjoy school	D2	Engage in law-abiding and positive behaviour in and out of school	E2	Ready for employment
	A3	Sexually healthy	B3	Safe from bullying and discrimination	C3	Achieve stretching national educational standards at primary school	D3	Develop positive relationships and choose not to bully or discriminate	E3	Live in decent homes and sustainable communities
	A4	Healthy lifestyles	B4	Safe from crime and anti-social behaviour in and out of school	C4	Achieve personal and social development and enjoy recreation	D4	Develop self-confidence and successfully deal with significant life changes and challenges	E4	Access to transport and material goods
	A5	Choose not to take illegal drugs	B5	Have security, stability and are cared for	C5	Achieve stretching national education standards at secondary school	D5	Develop enterprising behaviour	E5	Live in households free from low income

Admissions Operational Plan 2006 / 07

This function of the Department carries out the administrative activities of the LA as an admissions authority, in accordance with statutory responsibilities and local policy by:

- making recommendations to determine LA admissions policy;
- arranging and carrying out consultation on admissions arrangements, in accordance with statutory requirements;
- publishing information to parents about admissions;
- managing the co-ordinated admission scheme;
- managing the allocation of places at community secondary schools at the normal age of transfer;
- managing the allocation of places at community and voluntary controlled primary schools at age 4+;
- managing, when necessary, the transfer of pupils from one school to another mid-year;
- acting for the LA on all matters connected with independent appeals.

RESOURCES

The resources available to the Admissions function for 2006 / 07 are as follows:

Employees	£ 54,055
Other direct costs	£ 2,402
Support recharges	£ 89,264
Income	£ - 0
Total net cost	£ 145,721

Admissions Operational Plan 06 / 07

Purpose	Core functions
<p>To manage the co-ordination of admissions for all schools in Hartlepool.</p> <p>Ensure that all pupils of statutory school age who require a place at a Hartlepool community or voluntary controlled school are offered a place, in accordance with regulations in force at the time. Comply as far as possible with parental preference while ensuring an efficient use of resources;</p>	<p>Ensure all pupils of a statutory school age are offered an appropriate place in accordance with current regulations and parental choice;</p> <p>Ensure parents/carers have access to clear information on which to express their preference for a school.</p> <p>Ensure parents are notified of decisions on secondary school admissions in line with the national offer date.</p> <p>Ensure parents are notified of decisions on primary schools admissions with a reasonable timescale.</p>

Admissions Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
RSS1	To co-ordinate admissions for secondary and primary schools	<ul style="list-style-type: none"> Review of scheme developed and implemented. LA administer co-ordinated scheme for secondary schools 	Apr 06	ASm	Scheme reviewed and agreed.	CYPP E&A 3.4.2	02 03	B3 B5 C1-2 C4	
RSS1	Review of information made available to parents regarding admissions and the means for distribution and ensure quality.	<ul style="list-style-type: none"> Review of secondary and primary booklets. Information published on Children's Services Website. Inform Parents about E Admissions. 	Sept 06 – Jan 07 Sept 06	ASm MS/SB	Booklets to all Y6 pupils within deadline. Booklets to all Nursery pupils within deadline. Information updated and available.	CYPP E&A 3.1.3	04	D1	

Asm – Anne Smith

SB – Sue Beevers

MS – Mike Smith

Asset Management Plan Operational Plan 06 / 07

The Asset Management role within the Department relates to the provision and maintenance of school buildings, working towards an improved learning environment in order to maximise educational opportunity.

RESOURCES

The resources available to this function of the Department for 2006 / 07 are as follows:

Employees	£ 78,433
Other direct costs	£ 75,102
Support recharges	£ 37,715
Income	£ - 0
Total net cost	<hr/> £191,250

Asset Management Plan Operational Plan 06 / 07

Purpose	Core functions
To maintain and improve school buildings (the learning environment) as a means of raising educational standards.	<ul style="list-style-type: none">• Maintain and develop the Asset Management Plan.• Develop and deliver capital works programmes based on priorities established in the AMP.• Support the development of school facilities from alternative sources of funding.• Develop a long term strategy for school buildings and facilities.

Asset Management Plan Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
RSS 4	Continue to develop an educational vision for school buildings.	<ul style="list-style-type: none"> Produce outline vision for corporate approval. Carry out fundamental review of AMP - Local Policy Statement and Statement of Priorities. Contribute to the Corporate Capital and Asset Management Process. 	Jul 06 Apr 07 Apr 07	Assist Dir./AK Assist Dir./AK Assist Dir./AK		E & A 3.4.1	03	A2	
PSI 9	Contribute to the delivery of Children's Centres/Extended Schools Programme.	<ul style="list-style-type: none"> Work in collaboration with appropriate officers to deliver individual projects, maximising on available funding. 	Mar 07	AK/JR		E & A 3.4.1	03	A2	
	Maintain and improve school buildings utilising Modernisation and Access funding.	<ul style="list-style-type: none"> Action work programme for 2006/07. End of year evaluation. Develop work programmes for 2007/08. 	Apr 07 Mar 07	AK/JR AK/JR AK/JR		E & A 3.4.1	03	A2	
	Improve school facilities in respect of Workforce Reform and Suitability issues.	<ul style="list-style-type: none"> Select individual schemes to improve PPA/ suitability in schools. Monitor progress ensure all projects delivered by year end. 	May 06 Mar 07	JR/AK JR/AK		E & A 3.4.1	03	A2	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	Seek to reduce the overall backlog of maintenance in schools.	<ul style="list-style-type: none"> Produce end of year analysis. 	Apr 07	JR/AK		E & A 3.4.1	03	A2	
	Seek best value from the constructor under the 'Partnering Contract'	<ul style="list-style-type: none"> Test individual scheme in 'open' market. Carry out end of year evaluation. 	Jun 07 Apr 07	AK/JR AK/JR		E & A 3.4.1	03	A2	
	Support individual schools, wherever possible, to improve their overall facilities optimising on a variety of funding streams.	<ul style="list-style-type: none"> Explore external funding opportunities. Work with individual school to develop and deliver improvement programmes. 	Mar 07 Mar 07	AK/JR AK/JR		E & A 3.4.1	03	A2	

AK - Alan Kell

JR – Julie Reed

Commissioning and Review Operational Plan 06 / 07

This function supports Safeguarding and Specialist Services by provision of commissioning and contracting, provides a complaints procedure for children's social services in line with statutory requirements, supports the provision of public information relating to children's social care services and contributes to involvement, user satisfaction and quality review within Safeguarding and Specialist Services.

Commissioning and Review Operational Plan 06 / 07

Purpose	Core functions
<p>Contribute to effective strategic commissioning for children's social care.</p> <p>Ensure robust contracting processes are in place for children's social care.</p> <p>Provide a complaints process in line with statutory requirements.</p> <p>Support provision of public information for children's social care services.</p> <p>Contribute to quality systems and the involvement/participation of service users and other stakeholders in the development and assessment of services.</p>	<p>Develop and implement effective strategies for commissioning.</p> <p>Prepare service specifications and contract documentation, manage letting of contracts and negotiation.</p> <p>Carry out contract monitoring and develop quality standards.</p> <p>Provide a complaints process: including developing procedures, registering and managing individual complaints, monitoring and reporting on the complaints process, providing public information, informing and training staff.</p> <p>Develop public information publications and mechanisms for distribution.</p> <p>Support to service reviews, quality initiatives and the involvement of service users, carers and other stakeholders.</p>

Commissioning and Review Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
RSS 2	New complaints regulations implemented	<ul style="list-style-type: none"> Implement programme of staff awareness and training. Revise publicity materials Develop. recording. database and monitoring systems. Write new procedure. 	Mar 06 May 06 Oct 06 Dec 06	RT			02	B1-5	
	Effective processes for contracting and monitoring with providers of independent sector placements implemented	<ul style="list-style-type: none"> Review of accreditation process for independent fostering agencies. Review of accreditation processes for independent residential homes. Develop contract monitoring arrangements. 	Mar 07 Mar 07 Mar 07	RT		CYPP SS 2.7	02 05	B1-5 E1-4	
	Revised and updated agency agreements with independent providers of social care	<ul style="list-style-type: none"> Revise specification for young carers project. Review purchasing of nursery places. Explore options for provision of post adoption support. 	Mar 07 Mar 07 Mar 07	RT			01 02 03	A1-2 B1-5 C1-2, C4	
	Revised public information available	<ul style="list-style-type: none"> Update publications. Review means of distribution. Publish information on council website. 	Jun 06 Jun 06 Jun 06	RT			04	D1	

RT – Rebecca Thomas

Financial Services Operational Plan 06 / 07

The Financial Services function of the Department provides advice and support on a wide range of financial matters to schools and officers within the Children's Services Department. The main activities undertaken are budget preparation (at a strategic and operational level), budget monitoring, closure of accounts, grants administration and the processing of orders, invoices, and general financial administration. Services to schools are provided under a service level agreement with training packages and a bursar service for schools wishing to purchase a higher level of support

RESOURCES

The resources available to the Financial Services function for 2006 / 07 are as follows:

Employees	£ 235,374
Other direct costs	£ 19,913
Support recharges	£ 0
Income	£-118,414
<hr/>	
Total net cost	£ 136,873

Financial Services Operational Plan 06 / 07

Purpose	Core Functions
<p>The Unit contributes to corporate and departmental objectives by ensuring the cost-effective use of resources available and complying with statutory requirements and financial regulations.</p>	<p>Provide effective financial advice and support to school and central budget holders in budgeting, monitoring of expenditure and financial routines in line with the Code of Practice on LA school relations;</p> <p>Contribute to the raising of standards in schools by providing accurate and effective financial management systems, and by compiling benchmarking information to enable schools to evaluate and improve performance;</p> <p>Assist schools and central budget holders to administer grant funded projects;</p> <p>Monitor departmental and school performance against budget in order to contribute to the Chief Financial Officer's duties under Section 151 of the Local Government Act 1972;</p> <p>Ensure that accurate and timely data is provided for statutory and other financial returns, as well as for management purposes</p> <p>Develop and maintain the LA's fair funding formula to allocate funding to schools.</p> <p>Carry out routine functions such as processing of orders, creditor and debtor invoices etc in order to ensure accuracy of financial accounts;</p> <p>Set up and promote proper accounting procedures through a training delivery programme in schools and within the department in order to ensure financial transactions comply with standing orders, financial regulations and best accounting practice.</p>

Financial Services Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	Targeting resources to priorities	<u>Financial support for the review of nursery provision</u>	Jul 06	AV/DS		CYPP 3.2.1	03	C1-2	
		<ul style="list-style-type: none"> Identify funding options for nursery provision in line with DfES requirements in consultation with schools 	Oct 06	AV/DS					
		<ul style="list-style-type: none"> Recommend a revised basis of funding nursery education and present options to Schools Forum Implement agreed funding option for nursery provision 	Apr 07	AV					
CSD 3	Targeting resources to priorities	<u>Review the operation of the funding formula in relation to mobility of pupils</u>	Oct 06	AV/SJ		CYPP 3.4.5	03		
		<ul style="list-style-type: none"> Review the current criteria for providing additional funding for primary schools. 	Oct 06	AV/SJ					
		<ul style="list-style-type: none"> Recommend a revised basis for funding schools for the additional costs associated with mobility of pupils and present options to Schools Forum. Implement recommendations. 	Apr 07	AV/SJ					

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	Targeting resources to priorities	<ul style="list-style-type: none"> Implement the Authority's new financial management system – INTEGRA - in line with guidance from the Central Finance Department 	Apr 06 onwards	Finance Staff			03		
CSD 3	Targeting resources to priorities	<ul style="list-style-type: none"> Work with schools to install new forward planning software. Provide training and support for schools to utilise the software to develop forward planning models to assist with medium term financial planning 	Apr 06 Jun 06	Finance Officers			03		
CSD 3	Targeting resources to priorities	<ul style="list-style-type: none"> Support the phased introduction of multi year budgets for schools in line with DfES requirements Determine final allocations of Dedicated Schools Grant for 2006/07 Respond to any necessary changes during the transitional period 	06 – 07 Jun 06 06 - 07	AV Finance Officers AV AV Finance Officers			03		

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	Targeting resources to priorities	<ul style="list-style-type: none"> Research the criteria for the introduction of the proposed Financial Management Standard for Secondary Schools Recommend procedures for assessment and evaluation ensuring compliance with DfES requirements 	Jul 06 Dec 06	AMcP/ Finance Officers			03		

AV – Alan Voyzey

AMcP – Anne McPartland

Home to School Transport Operational Plan 06 / 07

The Home to School Transport service secures home-to-school transport for pupils and students, in accordance with statutory responsibilities and local policy by:

- assessing the eligibility of pupils/students for free transport, including liaison with schools and parents;
- making arrangements for the provision of transport for eligible pupils/students through determining transport routes, organising tendering procedures, arranging for the award of contracts, and monitoring performance to ensure compliance with the terms of contracts;
- providing bus escorts to assist pupils with special educational needs in their travel arrangements.

RESOURCES

The resources available to this function of the Department for 2006 / 07 are as follows:

Employees	£ 342,489
Other direct costs	£ 1,050,968
Support recharges	£ 65,716
Income	£ - 676
Total net cost	<hr/> £ 1,458,497

Home to School Transport Operational Plan 06 / 07

Purpose	Core functions
<p>Ensure that primary and secondary pupils are able to access education through the provision of transport between home and school.</p> <p>Ensure that pupils using transport provided by the LA do so in safety.</p> <p>Provide a post-16 transport scheme within Hartlepool to encourage students to remain education after reaching the statutory leaving age.</p>	<p>Provide transport to pupils/students in accordance with the Authority's statutory responsibilities and local policy.</p> <p>Ensure that parents/pupils/students are aware of their entitlement.</p> <p>Ensure that transport provided for Hartlepool pupils/students meets appropriate safety standards.</p> <p>Let contracts for home to school transport and undertake performance monitoring to ensure compliance with contract terms.</p> <p>Work with partners on reviews of transport policy including provision for post 16 transport.</p> <p>Deliver the service in the most cost-effective manner.</p>

Home to School Transport Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
RSS 5	Provide a safe, secure and reliable service	<ul style="list-style-type: none"> All drivers and escorts are CRB cleared before access to pupils Regular contract monitoring checks Liaison with vehicle inspectorate regarding operator licensing On-going recruitment of escorts to meet demand Training programme for SEN escorts regarding medical protocols established Individual risk assessments for SEN pupils 	Apr 06	LA / JM		CYPP SS 2.3.2	02	B1	
			Apr 06	JM / Senior Escorts			02	B2	
			Mar 07	LA / JM			02	B2	
			Jul 06	JM			03	C2	
			Sept 06	LA / JM		CYPP E&A 3.8.4	02	B2	
			Sept 06	LA / JM			02	B2	
RSS 5	Ensure fair access to service	<ul style="list-style-type: none"> Eligibility criteria published in various formats Information available electronically Applications for mainstream transport processed within 48 hours Applications for SEN transport processed within 5 working days 	Apr 06	LA / JM		CYPP AEW 5.1.3	05	E4	
			Apr 06	LA			05	E4	
			Aug 06	JM / Admin Officer		CYPP E&A 3.8.4	05	E4	
			Sept 06	JM / Admin Officer			05	E4	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
RSS 4	Take steps to implement an independent travel scheme in Hartlepool	<ul style="list-style-type: none"> Evaluate programme in other Authorities Establish demand for programme Identify possible student candidates Deliver training programme to eligible participants Evaluate delivery and modal shift Roll-out if successful 	Apr 06	LA		CYPP 5.7	05	E4	
			Apr 06	LA / KD			05	E4	
			May 06	KD / LA / KW			05	E1-2	
			Jun 06	KW			05	E1-2	
			Feb 07	LA / KW			01	A1-4	
			Mar 07	LA / KW			03	C2	

LA – Lucy Armstrong

JM – Judith Maughan

KD – Ken Dinsdale

KW – Karen Wilkinson

Performance Management Operational Plan 06 / 07

The Performance Management function of the Department provides detailed pupil performance information which is accessible to schools, school improvement and senior officers engaged in the process of monitoring and evaluation of pupil and school progress, Education Development Plan, targets and target setting.

The Data Collection and Information Analysis function of the Department provides various statistics on the school population at pupil level, which forms the basis of the model for the allocation of school budget shares and on social care data. Support, guidance and training are provided to schools to assist in their obligation to the DfES in the completion of several statutory returns and also to assist in the application of the schools' Information Management Systems. Another element of the section is assessing the net capacity of schools, which informs the admissions and asset management functions of the department.

The Performance Management function is also responsible for the completion and submission of all statutory returns for Children's Services.

RESOURCES

The resources available to the Performance Management function for 2006 / 07 are as follows:

Employees	£ 125,274
Other direct costs	£ 15,993
Support recharges	£ 13,210
Income	£ -29,196
Total net cost:	<hr/> £ 125,281

Performance Management Operational Plan 06 / 07

Purpose	Core functions
<p>Develop, interpret and present information in an accurate, reliable and user friendly form;</p> <p>Assist schools, governing bodies and the LA to monitor school/pupil performance and to establish new and challenging targets;</p> <p>Provision of data to facilitate school budget shares;</p> <p>Accurate reporting by schools of statutory statistical returns;</p> <p>Accurate completion of all statutory returns.</p>	<p>Provide detailed information which is accessible to schools, school improvement and senior officers engaged in:</p> <ul style="list-style-type: none"> • the process of monitoring and evaluation of pupil and school progress; • classification of schools; • Education Development Plan; • targets and target setting; • planning of school places; • budget shares; • monitoring of social care indicators <p>Provision of support and assistance to schools in completion of statutory returns.</p> <p>Maintenance and development of IMS systems.</p> <p>Completion and submission of all statutory returns.</p>

Performance Management Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	Continue to enhance the current pupil performance tracking system in order to monitor and evaluate pupil and school progress	<ul style="list-style-type: none"> Track, monitor and evaluate individual pupil performance with current and prior attainment through the use of PULSE. Work with schools to introduce 'p-scales' to enable pupils making only small steps of progress to be monitored. 	Jul 06 Jul 06	Data & Information Manager		CYPP E&A 3.8	02 03 04 05	B3 B5 C2-5 D3 D4 E1-2	
CSD 3	To enhance the current target and target setting process and model for KS2, KS3 and GCSE.	<ul style="list-style-type: none"> Continue to develop and refine a revised target-setting model utilising Fischer Family Trust data for KS1 to KS2, KS2 to KS3, KS2 to GCSE and KS3 to GCSE. Produce Fischer Family Trust analysis for individual schools Produce individual pupil performance forecasts and targets based on their prior attainment at KS1, KS2 & KS3 	Oct 06 Nov 06 Oct 06	Data & Information Manager		CYPP E&A 3.3 AEWB 5.3	03 05	C3 C5 E1 E2	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	To develop the use of Assessment Manager 6 in schools	<ul style="list-style-type: none"> Provide training to enable schools to enhance the way they are able to record, monitor and evaluate pupils' achievements. Provide data files for import into Assessment Manager 6. Support schools in the full use of Assessment Manager 6 and Performance Analysis. Develop a working group to progress the use of AM6 in schools 	Jul 06 Sept 06 Apr 07 May 06	Data & Information Manager		CYPP E&A 3.3	03	C2-3 C5	
CSD 3	To enhance the data analysis package offered to schools.	<ul style="list-style-type: none"> Develop a comprehensive data analysis booklet for primary schools. To research/ develop additional analysis with a focus on vulnerable groups. 	Sept 06 Apr 07	Data & Information Manager			03 04 05	C2-5 D1 E1 E2	
CSD 3	To enhance the range of data available to special schools.	<ul style="list-style-type: none"> Tracking of specific groups of pupils. Produce a special school analysis pack based on PIVATS. 	Sept 06 Sept 06	Data & Information Manager		CYPP E&A 3.8	01 02 03 04 05	A1-2 B5 C1-2 C4 D4 E1 E2	

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	To enhance the tracking of vulnerable groups.	<ul style="list-style-type: none"> Tracking of vulnerable groups through the use of PULSE. Transfer of vulnerable group tagging to schools for import into Assessment Manager 6. 	Sept 06 Jan 07	Data & Information Manager		CYPP E&A 3.7 3.8	01 02 03 04 05	A1-2 B5 C1-2 C4 D4 E1-2	
CSD 3	To enhance/ develop the range of social care analysis available.	<ul style="list-style-type: none"> Complete handover of social care analysis. Identify required additional analysis and develop. 	May 06 Sept 06	Data & Information Manager			01 02 03 05	A1 B5 C2 E1	
CSD 3	To complete, validate and submit all statutory returns within agreed timescales	<ul style="list-style-type: none"> Complete handover of social care statutory returns. Assist schools in the completion of all statutory returns. Accurate completion of all departmental statutory returns. 	May 06 Apr 07 Apr 07	Data & Information Manager			01 02 03 05	A1 B1 B5 C2 C3 C5 E1 E3	

Planning School Places Operational Plan 06 / 07

This function of the department collects and presents data relating to pupil numbers and the supply of school places and makes recommendations for action on the planning of school places. It contributes directly to the analysis of the 'sufficiency' element within the Asset Management Plan.

RESOURCES

The resources available to this function of the Department for 2006 / 07 are as follows:

Employees	£
Other direct costs	£
Support recharges	£ 39,806
Income	£ 0
Total net cost	<u>£ 39,806</u>

Planning School Places Operational Plan 06 / 07

Purpose	Core functions
<p>Assembling data on actual and projected pupil numbers and on the capacity of schools;</p> <p>Assisting the discharge of the LA's statutory responsibility to ensure that there are sufficient schools and school places;</p> <p>Making recommendations on the basis of this and other related data so that the LA can effect the best match between supply of and demand for school places.</p>	<p>Ensure that there are sufficient schools and school places to effectively meet current and future demands;</p>

Planning School Places Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
RSS 4	To monitor the supply and demand for primary and secondary school places.	<ul style="list-style-type: none"> Identify options for reducing primary school places by developing a strategy. Determine future secondary school capacity inline with BSF by reviewing net capacities. 	Mar 07	ASm		CYPP E&A 3.3	03	C2	
			Mar 07	ASm					

ASm – Anne Smith

Student & Pupil Support Operational Plan 06 / 07

The student support team administers awards and grants in relation to higher education, although for the 2006/07 financial year the administration of awards will be part of a centralised pilot scheme based in Darlington. The section also co-ordinates the primary learn to swim programme via a buy back arrangement with schools and administers the free school meals service. The section issues, receives and processes all applications for higher education support and free school meals for those students and pupils within Hartlepool. In addition to this, the section continues to promote the national Education Maintenance Allowance (EMA) scheme to ensure that Hartlepool students are afforded every opportunity to continue their education post 16.

RESOURCES

The resources available to this function of the Department for 2006 / 07 are as follows:

Employees	£ 145,365
Other direct costs	£ 8,533
Support recharges	£ 0
Income	£- 0
Total net cost	<hr/> £ 153,898

Student & Pupil Support Operational Plan 06 / 07

Purpose	Core Functions
<p>To ensure that pupils and students are able to access further and higher education by providing financial assistance in line with national and local policies;</p> <p>To ensure that pupils from low income households are able to obtain a midday meal;</p> <p>To encourage continuing participation in education once the statutory school leaving age has been reached.</p> <p>To ensure that all pupils are afforded the opportunity to learn to swim 25m before leaving primary school.</p>	<p>To undertake all administration concerning the eligibility and assessment of fees, loans and supplementary grant support for students in higher education;</p> <p>To assess eligibility for free school meals in accordance with statutory responsibilities;</p> <p>To administer the marketing and publicity of the Education Maintenance Allowance (EMA) scheme (national scheme from Sept 2004) in conjunction with other stakeholders;</p> <p>Provide and administer other student support to 16-19 year olds in school;</p> <p>To provide learn to swim programmes for primary schools within Hartlepool.</p>

Student & Pupil Support Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	To ensure Hartlepool students can access financial support to continue their education Post-16.	<ul style="list-style-type: none"> Ensure that the processing of HE awards meets the national agreed targets Monitor awards processing performance via the weekly statistic issued by Student Loans Company and investigate any irregular data. Publicise financial assistance available via the post -16 booklet. 	Monitor end of each month Monitor weekly Jun 06	LA / JG LA LA / JG / JM		CYPP 5.1.5 	05 05 05	E1 E5 E1 E5	
	To ensure that pupils from low-income families can access a hot mid-day meal whilst attending school	<ul style="list-style-type: none"> Publicise entitlement and eligibility for free school meals via admissions literature, schools and other agencies Process applications for free school meals within 48 hours of receipt of correct information Explore on-line applications to facilitate speedier access to service Review entitlement to support every 6 months to ensure no debts are accrued by low-income families 	Apr 06 Sept 06 Dec 06 Monitor monthly	JM JM / CR LA JM / CR		CYPP 5.1 	01 01 05	A4 A4 E5	

Primary Learn to Swim Programme Operational Plan

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
	To redesign the delivery of primary swim teaching in Hartlepool	<ul style="list-style-type: none"> Introduce a 35 week timetable Obtain water time at pools not currently used Deliver the national teaching plan for swimming (NTPS) as the core syllabus taught in lessons 	Sept 06 Sept 06 Sept 06	LA / LW EL LW / Swimming instructors		CYPP 3.3	01 01 03	A1-4 A1-4 C4	
CSD 3	To ensure that performance data is available and accurate	<ul style="list-style-type: none"> Implement IT system to capture data Redesign teacher record sheets Produce bi-annually statistics and progress reports on pupil progress 	Sept 06 May 06 Feb 07	LA / MS LW / EL JM / LW			03 03 03	C3 C3 C3	
CSD 5	To ensure teaching delivery is consistent and conforms to ASA standards	<ul style="list-style-type: none"> Swimming teachers to be licensed by ASA from April 2006 Instructor training programme established Teaching observations implemented 	Apr 06 Sept 06 Sept 06	LA / LW LW / EL EL/ LW			03 03 03	C3 C3 C3	

MS – Mike Smith

LA – Lucy Armstrong

JM – Judith Maughan

LW – Linda Walker

CR – Christine Roberts

JG – Jonathan Gent

EL – Evelyn Lithgow – Swim Development Coordinator

Support Services Operational Plan 06 / 07

This function is to provide support to officers of the Children's Services both at the Civic Centre and at Hartlepool Education Development Centre (HEDC). Administrative assistance is provided to support Continuous Professional Development (CPD) for schools.

RESOURCES

The resources available to the School Support Service function for 2006 / 07 are as follows:

Employees	£ 225,803
Other direct costs	£ 16,848
Support recharges	£ 0
Income	£ 0

Total net cost	£ 242,651

Administrative Support Operational Plan 06 / 07

Purpose	Core functions
<p>Ensure that a positive partnership is developed and maintained between the schools, outside agencies and the LA;</p> <p>Provide resources to support CPD for school-based staff.</p>	<p>Arrange and administer CPD courses.</p>

Administrative Support Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	Best Value and Local Performance Indicators	<ul style="list-style-type: none"> Respond to request from Corporate Strategy Unit for actual performance and targets for the BV and Local PIs within the timescale. 	Apr 06	AM	Timely collection of data.		01-05	C2-5 E1-2	
		<ul style="list-style-type: none"> Develop on line collection of supporting evidence. 	Apr 06	AM	Systems in place for gathering information.				
		<ul style="list-style-type: none"> Identify suitable local performance indicators to supplement the existing set. 	Sept 06	AM	Develop systems in consultation with key contacts for current PIs.				
		<ul style="list-style-type: none"> Discuss local performance indicators and frequency of collection with Section Heads and implement. 	Dec 06	AM	Develop systems in consultation with section heads.				
CSD 3	Health, Safety and Security	<ul style="list-style-type: none"> Develop the Department's Health and Safety Policy as a result of the new corporate policy. 	Apr 06	AM	Policies agreed and implemented		01-04	A1-5 B1-5 C1-5 E1-2	
		<ul style="list-style-type: none"> Review security policy. 	Jun 06	AM	Review policies annually.				
		<ul style="list-style-type: none"> Review major incident plans. 	Jul 06	AM	Review risk assessments, training plans and manuals annually				

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> Implement changes to the policies and plans Develop and implement health, safety and security training policy. Review risk assessments and draw up and implement new risk assessments. Develop consultation and communication procedures with schools and children's services over health and safety and security. Develop health, safety and security manuals. 	Dec 06 Sept 06 Jul 06 Jun 06 Sept 06	AM AM AM AM AM					
CSD 1	School Health	<ul style="list-style-type: none"> Review policies and procedures. Implement new policies and procedures Re-establish the Health Liaison Group Develop links with Healthy Schools. 	Jul 06 Sept 06 Sept 06 Apr 06	AM AM AM AM			01-04	B1-5 C1-5 D1-5 E1-2	
CSD 3	Improve EDC services & facilities for Centre users	<ul style="list-style-type: none"> Undertake an EDC customer satisfaction survey of internal/ external customers & use the findings to improve services 	Apr 07	SB/MP/EG	Acting on feedback will enhance reputation of Centre				

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
		<ul style="list-style-type: none"> Train admin staff on use of the updated I.T. systems in the Conference Hall Increase frequency of room/Centre checks 	Apr 07 May 06	MS MP/EG	Improve professionalism of the Centre staff by giving them the skills to confidently deal with I.T./set-up issues Improve accessibility & presentation of the facilities Improved health & safety				
CSD 3	Introduce parallel admin functions on EDC/Civic Centres sites to improve service to officers within the Children's Services Department	<ul style="list-style-type: none"> Leave cards administered on sites where officers are based Weekly attendance returns collated & input at each site Basic CPD enquires from EDC Co-ordinators dealt with on site 	Apr 06 Apr 06 Sept 06	MP/SF/EG	Reduction in post passing between sites Savings in telephone call costs as enquires dealt with on site Queries will be dealt with sooner Timely collection of data & turn-around at source				

Appendix 2

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	Cross Department Administrator's meetings to improve cooperation across sites & standardise practices	<ul style="list-style-type: none"> Convene meeting of administrators with representatives from all Children's Services sites 	Apr 07	SB/Admin Managers/ Supervisors	Increase awareness of Children's Services Department in the round Share good practice Standardise functions Coordinated admin services				
CSD 3	Examine where service could be improved on DST by actively seeking customer feedback	<ul style="list-style-type: none"> Seek views from Key contacts on services provided by DST. 	Apr 07	MP/SH/CA/ LE	Services further adapted to new users, in light of changes to some personnel in senior management positions				

SB – Sue Beevers
MP – Mark Pickering

SF- Sylvia Frain
SH – Sue Humpish

EG – Ev Gray
CA – Carole Armstrong

MS – Mike Smith
LE – Liz Eddy

AM – Alan Macnab

System Support Operational Plan 06 / 07

This function of the Department includes the development and support of the ICT needs of the department.

RESOURCES

The resources available to the system Support function of the Department for 2006 / 07 are as follow s:

Employees	£ 119,099
Other direct costs	£ 3,689
Support recharges	23,295
Income	£ 0
Total net cost :	<hr/> £ 146,083

System Support Operational Plan 06 / 07

Purpose	Core functions
Contribute to corporate and departmental objectives by supporting the planning and securing of effective, efficient, high quality, well-managed and appropriate services.	<p>Discharge the LA's statutory responsibility to produce school based information to the DfES;</p> <p>Collect and process school information, providing accurate management information for planning purposes;</p> <p>Implement the DfES's Information Management Strategy (IMS) as it relates to the collection and collation of school based data.</p>

System Support Operational Plan 06 / 07

Action from Corp/Dept Divisional Plan(s)	Objectives	Actions	Milestone	Responsible Officers	Associated PIs	Links to other Plans (CYPP ref)	ECM		Progress
							Out-come	Aim	
CSD 3	Provide an integrated online information service for all citizens including those with additional needs.	<ul style="list-style-type: none"> Ensure current CSD information is transferred to new council website. EMS admissions on-line module linked to council website. 	Aug 06	MS			01 04	D1 D4-5	
			Sept 06	MS					
CSD 3	Provide integrated online personal support for children, young people, carers and practitioners.	<ul style="list-style-type: none"> Electronic Social Care Record (ESCR) – IT element implemented and linked to corporate document management system. Integrated Children System (ICS) - IT element implemented. 	Oct 06	MS		CYPP SS 2.4.1 2.5.1	01 02	A1-2 B1 B3 B5	
			Jan 07	MS					
CSD 3	Provide effective ICT training and support packages for practitioners.	<ul style="list-style-type: none"> Implement 'My Carefirst' front-end to make system more user-friendly and usable by departmental staff. 	Jan 07	MS					
CSD 3	Implement a co-ordinated information management system for electronically storing, handling and communicating the majority of pupil, performance, staff, premises and financial information	<ul style="list-style-type: none"> Ensure appropriate procedures are in place to maintain data integrity. Investigate data sharing with other systems e.g. SSD's Carefirst. 	Oct 06	MS			02 03	B1 B5 C2-3 C5	
			Oct 06	MS					

MS – Mike Smith