

# CHILDREN'S SERVICES SCRUTINY FORUM AGENDA



Friday 31st March 2006

at 2.00 pm

in Committee Room B

**\* PLEASE NOTE CHANGE OF TIME \***

MEMBERS: CHILDREN'S SERVICES SCRUTINY FORUM:

Cambridge, Coward, Fleet, Griffin, Hargreaves, Lauderdale, London, Preece,  
Richardson, Shaw and Wistow

Co-opted Members: Elizabeth Barraclough, David Relton and Reverend Jesse Smith

Resident Representatives: Ian Campbell and Joan Smith

Education Advisor: Rob Lowe

**1. APOLOGIES FOR ABSENCE**

**2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

**3. MINUTES**

3.1 To confirm the minutes of the meeting held on 7<sup>th</sup> March 2006 (*attached*)

**4. RESPONSES FROM THE COUNCIL, THE EXECUTIVE OR COMMITTEES OF THE COUNCIL TO FINAL REPORTS OF THIS FORUM**

No Items

**5. CONSIDERATION OF REQUEST FOR SCRUTINY REVIEWS REFERRED VIA SCRUTINY CO-ORDINATING COMMITTEE**

No Items

**6. CONSIDERATION OF DEPARTMENTAL INSPECTIONS OUTCOMES**

No Items

**7. CONSIDERATION OF PROGRESS REPORTS/BUDGET AND POLICY FRAMEWORK DOCUMENTS**

No items

**8. ITEMS FOR DISCUSSION**

8.1 Draft Childrens Centres and Extended Schools Strategy – *Director of Children's Services*

**9. ANY OTHER ITEMS WHICH THE CHAIRMAN CONSIDERS ARE URGENT**

**ITEMS FOR INFORMATION**

a) **Date of Next Meeting Tuesday 25<sup>th</sup> April 2006, commencing at 2.00pm in Committee Room B**

# **CHILDREN'S SERVICES SCRUTINY FORUM**

## **MINUTES**

7<sup>th</sup> March 2006

### **Present:**

Councillor: Arthur Preece (In the Chair)

Councillors: Cambridge, Coward, Fleet, Griffin, Hargreaves, London and Richardson. Co-opted member Rob Lowe and Resident Representatives Ian Campbell and Joan Smith  
John Lynch, Resident Representative was also in attendance to observe.

Officers: Paul Briggs, Children's Services Consultant  
Terry Maley, Children's Services Department  
John Robinson, Children's Fund Manager  
Jonathan Wistow, Scrutiny Support Officer  
Pat Watson, Democratic Services Officer

### **44. Apologies for Absence**

Apologies for absences were submitted on behalf of Councillors Shaw, Lauderdale and Wistow. Also from Co-opted Members Elizabeth Barraclough Rev Jesse Smith and David Relton

### **45. Declarations of interest by members**

None

### **46. Minutes**

The minutes of the meeting held on 7<sup>th</sup> February 2006 were confirmed.

### **47. Consideration of Departmental Inspection Outcomes**

The Scrutiny Support Officer advised the Forum that, at the request of the Chair, the results of Children's Services departmental inspections would be reported to the Forum and Officers would attend to answer questions.

## **48. Scrutiny of the Draft Children and Young Peoples Plan** (Scrutiny Support Officer)

### **Purpose of Report**

To provide Members of the /Forum with an overview of their findings (thus far) in relation to the Second Draft of the Children and Young People's Plan (CYPP).

### **Issues considered by the Forum**

The Forum were reminded of the new duty of HBC under the Children's Act 2004 to prepare and publish a CYPP in co-operation with key partners and the Scrutiny Forum's statutory involvement in the process prior to the draft Final Plan being submitted to Council in April 2006..

The overall aim of the inquiry being for the Forum to comment on the draft CYPP as part of the Budget and policy Framework process. The terms of reference for the inquiry, agreed at the Forum meeting on 20<sup>th</sup> December 2005, were outlined in the report.

Members were reminded that although the responsibility for preparing and publishing the plan lies with the Local Authority, the CYPP is a joint plan, which was being developed in partnership. Consequently, the CYPP would reflect a range of agreements between those involved in the process.

The report outlined the methods of investigation and the interim findings/ Conclusions reached by the Forum at their meeting on 7<sup>th</sup> February 2006. Members had expressed their broad support for the development of the second draft of the CYPP. Given that it was the first year that the CYPP had been produced Members had been particularly pleased with the development of the plan in comparison with other authorities.

Members had requested further time to consider the draft CYPP at the above meeting and to have the opportunity to provide further comments which would be incorporated into the findings of the Forum.

Members were asked to note and approve, or amend where appropriate, the findings and action to date and make additional comments following the next item on the Agenda (7.2).

### **Decision**

The Forum agreed to consider the next item on the Agenda and give any further comments/recommendations agreed.

## 49. Scrutiny of the Second Draft of the Children and Young People's Plan *(Director of Children's Services)*

### Purpose of Report

To inform Members of the outcomes of consultation on the second draft of the Children and Young People's Plan (CYPP) and invite further comments from the Forum.

### Issues considered by the Forum

Members were reminded that the Forum had met on 7<sup>th</sup> February to consider the second draft of Hartlepool's Children and Young People's Plan, as part of the Budget and policy Framework. At that meeting Members had received a presentation by officers of the Children's Services Department and had raised a number of issues, as identified in the draft minutes of the meeting. It had been agreed that, following the meeting of 7<sup>th</sup> February, individual members of the Forum would consider the content of the draft in detail and would provide further comments at their meeting of 7<sup>th</sup> March.

Public consultation on the second draft of the Children and Young People's Plan had been scheduled to run until 21<sup>st</sup> February 2006 and it had been agreed that officers would report the outcomes of this consultation to members of the Forum at their meeting on 7<sup>th</sup> March. Because of the short time available between the end of the consultation period and the publication of the report members had agreed that officers could make a presentation and table any further information at this meeting.

The Children's Services Consultant, Paul Briggs, and the Children's Fund Manager, John Robinson, jointly gave a presentation on further consultation and initiatives undertaken. The slides covered the following, and the Officers provided further oral information on each slide:

- The Mayfair Event held on 9<sup>th</sup> February 2006
- Vox Pop held at Middleton Grange Shopping Centre during lunchtime on 9<sup>th</sup> February. – a copy of the questionnaire used and findings was tabled at the meeting;
- Core Reference Group – met during lunchtime on 9<sup>th</sup> February at the Mayfair;
- Voluntary and Community Sector Reference Group – Met with John Robinson on 8<sup>th</sup> February 2006;
- Staff Reference Group – met with Francesca Magog on 7<sup>th</sup> February 2006;
- Other feedback received – 7 written responses received and comments would be addressed in Draft 3 where appropriate;
- Other developments since the last meeting, ie Officers now had full engagement with health agencies (PCT, Acute Trust, TNEY NHS Trust;

During discussion the following comments / questions arose:

- A Member asked if events such as the one at the Mayfair Centre could be held in other areas of the town and with organisations currently involving young people. JR indicated that this would happen and that working with organised groups would be helpful.
- Discussion took place on the Vox Pop, ie venue, time of day, type of questionnaire used, targeting of sections of the community, future compilation of questionnaires by young people, etc.
- JR advised of the mix of young people on the "Hartlepool Young Voices" group, their training and work being undertaken. JR advised that the group would be willing to link in with the Forum. JR accepted that the group did not represent the whole town but that they would develop further in the future.
- TFM Radio – broadcasts anticipated, school visits and a possible event for around 500 people – a venue is being sought.
- Voluntary Reference Group – JR advised how the group had been put together – it was hoped there would be regular meetings and this group would also develop further in the future.
- A Member asked if there was to be anything included in the Plan to help boys, who generally did not do as well as girls at school. Brief discussion took place.
- A Member mentioned the earlier raised issue of policing of the Plan and the process and asked how the recommendations of the Forum would be taken on board within the CYPP. JR indicated that in the Making a Positive Contribution section a number of the Forum's proposals should be included. PB indicated that all the comments of the Forum would be taken on board but in some cases issues raised would be in the planning for the future process. PB gave the example of spiritual guidance and advised what was happening in relation to SACRE. Members asked that a paper giving a response to each of the recommendations be provided at the third draft stage of the process.
- The Forum congratulated PB, JR and partners on the work undertaken and asked for feedback in the future.

## Decision

The Forum approved the findings outlined in draft final report and made a number of additional recommendations on the basis of the information provided at this meeting, which are outlined below:

- a) Members wished to congratulate the Children's Services Consultant and Children's Fund Manager on the consultation process and the progress that had been made in relation to this. In addition the Forum would welcome comments on how the consultation around the CYPP will develop in the future.
- b) Members felt that it was very important to help boys, who generally don't do as well as girls at school, to do better.

- c) Members requested that a paper should be produced outlining the response to each of the points in 8.1 and 8.3 of the Forum's Final Report, in terms of 'current' and 'future' action, and that this should be produced at the same time as the third draft of the CYPP.

## **50. Co-opting Young People onto the Children's Services Scrutiny Forum – (Scrutiny Support Officer)**

### **Purpose of Report**

To provide a brief introduction to the notion of co-opting young people onto the Children's Services Scrutiny Forum.

### **Issues considered by the Forum**

Members were reminded that, as part of its Involving Young People Final Report, the Forum had agreed that it would actively pursue the possibility of co-opting young people onto the Forum. The Forum had qualified its recommendation by stating that it wanted to consider the likely impact that this would have on the way in which the Forum works. For example, the Forum may not be able to discuss certain items with young people present and the format and times of meetings may have to change.

The Forum had proposed that whilst it supported the principal of co-opting young people onto the Forum it would undertake a further evidence gathering meeting to discuss the practicalities of this in more detail and receive evidence from bodies that have co-opted young people onto their membership – such as the Corporate Parent Forum.

Consequently, item 8.1 b) on the Agenda was to be a presentation about the Corporate Parent Forum and how they had co-opted young people onto its membership.

### **Decision**

Members agreed to consider the next item on the Agenda, comment or make recommendations on the presentation and agree the next steps.

## **59. Presentation – Co-opting Young People onto the Corporate Parent Forum – (Planning and Implementation Officer (Children and Families))**

To enable the Forum to be more informed about the process involved, the Children's Services Planning and Implementation Officer, Terry Maley, gave a presentation on his recollections of Co-opting Young People onto the Corporate Parent Forum. TM explained more about the work of the Corporate Parent Forum and its re-configuration as a result of young people

joining.

The timing of meetings sometimes had to be changed to out of school hours/days. On the issue of venue, young people had indicated they felt the Civic Centre was the relevant place for decision making and they would therefore prefer meeting be held there. The terms of reference had to be amended and issues of confidentiality had to be considered. Another importance issue was the need for a reduction in jargon and/or unnecessary formality.

Some other issues that needed consideration were:

- Press coverage – is there a need to train children and young people on dealing with the media?
- Is everyone up for it? There are no half measures!
- Children and young people must be treated as equal partners.
- Need to attempt to engage the hard to reach.

The Positives were:

- A chance for children and young people to directly influence the decisions made in relation to the services they receive.
- Children and young people tell it as it is! Be prepared to hear things that might make you uncomfortable.

Some discussion took place on TM's observation – "Are there any better experts in scrutinising the services provided to children and young people than those children and young people themselves?"

A Member reminded the Forum that children and young people joining the Forum would need support. She felt that someone should be tasked with considering how it would work in practice and offered her help to the Officer appointed. JR thanked the Member and agreed to liaise with her on this. He indicated that the Easter holidays would be a convenient time for liaison with the 'Hartlepool Young Voices'.

### **Decision**

That the action outlined in the final; paragraph above be undertaken and a further report be brought to the Forum to decide the next steps.

ARTHUR PREECE

CHAIRMAN



## **CHILDREN'S SERVICES SCRUTINY FORUM**

Report To Portfolio Holder

31 March 2006



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

**Subject:** DRAFT CHILDREN'S CENTRES AND EXTENDED SCHOOLS STRATEGY

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

- 1.1 To report on the outcomes of the consultation on the first draft Children's Centres and Extended Schools strategy.
- 1.2 To seek approval to undertake a second public consultation exercise on a second draft Children's Centres and Extended Schools strategy.

### **2. BACKGROUND**

- 2.1 A report was submitted to the Portfolio Holder for Children's Services on 31<sup>st</sup> October 2005, setting out a draft strategy for Children's Centres and Extended Schools. With the approval of the Portfolio Holder, a public consultation process took place between 11<sup>th</sup> November and the 16<sup>th</sup> December 2005. The comments were then collated and a consultation feedback event was held on the 16<sup>th</sup> February 2006.

### **3. CONSULTATION PROCESS**

- 3.1 The strategy was open to public consultation between the 11th November and 16th December 2005. More than 1200 copies of the draft strategy were sent to a wide range of partners including all Local Authority departments, schools, childcare providers, voluntary sector groups that work with children and families, health professionals and employment support agencies. In addition senior managers within Children's Services attended a range of meetings to discuss the draft strategy in more detail. These included:

- Headteacher meetings - Primary and Secondary;
- The Health and Social Care Strategy Group;
- The Childminder Network;
- Members seminar;
- Administration Group - Independent Councillors;
- North, Central and South Neighbourhood Forums;

- North, Central and South Sure Start local programme board meetings;
- North, Central and South Sure Start local programme team meetings;
- Sure Start local programme parent groups;
- The Childcare forum.

Three public consultation meetings were held in the North, Central and South of the town and were advertised in the local press to encourage attendance.

Officers visited 11 parent groups to circulate information and answer any questions or concerns. In addition parents were encouraged to reply to the consultation through their involvement in Sure Start Local Programmes.

- 3.2 The views and opinions of children and young people were encouraged. Officers worked with a group of 70 children aged between 4 and 14 years. The children were given an activity which asked them to express what services should be delivered by Children's Centres and Extended Schools and where and how they should be delivered. St Hild's Secondary School, Clavering Primary School and Kingsley Primary School also carried out individual consultations with children and young people and submitted their views for consideration.
- 3.3 All responses received from the first phase of consultation were reviewed and summarised as part of a feedback event that was held on February 16<sup>th</sup> 2006. Over 120 people (including children from one secondary and one primary school) attended the event which gave an overview of the consultation responses and an opportunity for people to work in small groups to tackle some of the issues that were raised.
- 3.4 The second draft of the strategy has been updated to include more up to date government guidance on the development of Children's Centres and Extended Schools together with responses to comments or concerns raised during the first wave of consultation.
- 3.5 It is proposed that this second draft strategy is open to public consultation between March 20<sup>th</sup> 2006 and 13<sup>th</sup> April 2006. An open forum questions and answers event has been arranged for the 3<sup>rd</sup> April 2006 at the Education Development Centre in order for individuals and organisations to speak to Senior Officers from the Children's Services Department and to raise any further issues or suggest improvements to the second draft.

## 4. OUTCOME OF CONSULTATION

### 4.1 Responses

4.1.1 The following is a general overview of the responses received on the first draft strategy:

- 44 responses expressed a preference for option 1: Children's Centres and Extended Schools services delivered in seven clusters within three Neighbourhood Management areas (North, Central and South). Services within each cluster would be supported by a co-ordinator. Services would be delivered at a local level;
- No responses indicated a preference for option 2 :Sure Start Local Programmes would continue to deliver Children's Centre services and Extended Schools would operate independently. Services would be managed through individual schools and by organisations;
- 6 responses expressed a preference for option 3: Children's Centres and Extended Schools services would be delivered in areas North, Central and South. Services within each area would be supported by a manager. One manager would be responsible for working with all organisations across each area;
- 27 respondents did not indicate a preference for any of the options. Instead, these respondents raised a number of operational questions that the strategy did not address.

4.1.2 The key issues raised in response to the first round of consultation were:

- Governance/Accountability;
- Management/ Cluster Co-ordinator's role;
- Funding;
- Location of centres;
- How to build on good practice e.g Sure Start local programmes;
- Not enough detail in the strategy;
- Future of integrated teams;
- Lack of consultation with parents;
- Change management;
- Role of volunteers.

## 5.0 STRATEGY

### 5.1 National Context

5.1.1 Every Child Matters: Change for Children programme is a shared national programme of system wide reform to ensure that children's services work better together and with parents and carers to help give children more opportunities and better support. It focuses on the five outcomes that children and young people identified as key to their wellbeing. This involves long term investment by central government

bringing together more opportunities and services into single settings such as Children's Centres (from birth to five) and schools (to serve the whole community, as well as pupils, parents and carers).

5.1.2 A change in Government policy has meant that Sure Start local programmes are expected to change to Children's Centres in partnership with other providers and organisations. Sure Start local programmes were initially set up in disadvantaged areas to develop integrated services for children aged 0-4 years old and their families. The programmes were set up as a time limited initiative and programmes were expected to mainstream activities that were shown to be effective. The introduction of Children's Centres has offered an opportunity for some of these services to be continued.

## 5.2 Proposed strategy

5.2.1 In response to Government guidelines and legislation the local authority needs to:

- Plan for and commission services that will deliver the five outcomes for children and young people. The five outcomes are:
  - Be Healthy;
  - Stay Safe;
  - Enjoy and Achieve;
  - Make a Positive Contribution;
  - Achieve Economic Well-being.
- Continue to develop Children's Centres within Hartlepool;
- Ensure that both Children's Centres and Extended Schools deliver the core offers set out by the Government.

5.2.2 In order to achieve this it is proposed to develop a model of service delivery for both Children's Centres and Extended Schools based upon five localities centrally managed and co-ordinated by the Children's Services department. The draft Children's Centres and Extended Schools strategy is moving towards the establishment of structures that will support the future commissioning of services. The aim of which is to facilitate the delivery of the core offer of services established by the government for Children's Centres and Extended Schools and support the five outcomes for children and young people.

5.2.3 The proposed strategy is designed to:

- Enable easy access to services for local communities;
- Support early intervention and prevention;
- Improve outcomes for all children and young people;
- Promote collaborative working;
- Utilise the available resources effectively therefore reducing duplication of services;
- Ensure the community have a say in the shaping of locally delivered services.

5.2.4 As previously stated the proposed strategy also supports the move towards commissioning of services particularly in localities. This would enable:

- Building capacity within communities;
- Engaging hard to reach families;
- Flexibility to respond to changing local needs;
- Offers longer term sustainability to voluntary and community sector.

### 5.3 Changes in the strategy from the consultation responses

5.3.1 The responses received in the first consultation were mainly seeking further clarification about the actual delivery of services.

5.3.2 There were a number of responses received in the first consultation expressing concern about the clusters. These responses particularly highlighted:

- The confusion about the word “clusters” – this word is used in many different ways across the town;
- Consultation responses showed overwhelming support for just one cluster in the South of the town and despite the large geographic area it was felt that this view should be supported in the amended strategy;
- Responses also suggested that it was not necessary to have three clusters in the central part of the town because of the relatively small size of two of the clusters (Central 1, Grange, Park and Elwick wards; Central 2, Stranton and Burn Valley wards) ;
- The consultation responses also indicated that the term “co-ordinator” was used differently in different settings. The proposed strategy has been amended to reflect these views.

5.3.3 In response to the consultation the proposed strategy has changed the “clusters” terminology to “localities” and reduced the number of localities from seven to five. It must be reinforced that although services will be developed and managed in the localities children and families may access services and activities where is most appropriate to their needs.

5.3.4 Detailed information outlining the service delivery is set out in Section 3 of **Appendix 1** attached to this report.

5.3.5 Both the townwide and financial impact of the Children’s Centres and Extended Schools strategy will meet the criteria for a key decision and therefore the final strategy will need to be approved by Cabinet.

## 6. FINANCIAL IMPLICATIONS

6.1 No financial implications for the second draft to be approved for consultation.

- 6.2 The development of Children's Centres and Extended Schools services, once the final strategy is approved, will be funded by Government grant funding.

## **7. RECOMMENDATIONS**

- 7.1 For Members of the Children's Services Scrutiny Forum to note and comment on the contents of the Draft Children's Centres and Extended Schools Strategy.

**CHILDREN'S CENTRES AND EXTENDED SCHOOLS 2006 – 2010****SECTION 1 CONSULTATION RESPONSES****SECTION 2 STRATEGY****SECTION 3 SERVICE DELIVERY**

## **SECTION 1 - Consultation**

### **1.0 CONSULTATION ON THE FIRST DRAFT**

1.1 The strategy was open to public consultation between the 11th November and 16<sup>th</sup> December 2005. More than 1200 copies of the draft strategy were sent to a wide range of partners including all LA departments, schools, childcare providers, voluntary sector groups that work with children and families, health professionals and employment support agencies. In addition senior managers within Children's Services attended a range of meetings to discuss the draft strategy in more detail. These included:

- Headteacher meetings - Primary and Secondary;
- The Health and Social Care Strategy Group;
- The Childminder Network;
- Members seminar;
- Administration group - Independent Councillors;
- North, Central and South Neighbourhood Forums;
- North, Central and South Sure Start local programme board meetings;
- North, Central and South Sure Start local programme team meetings;
- Sure Start local programme parent groups;
- The Childcare forum.

Three public consultation meetings were held in the North, Central and South of the town and were advertised in the local press to encourage attendance.

Officers visited 11 parent groups to circulate information and answer any questions or concerns. In addition parents were encouraged to reply to the consultation through their involvement in Sure Start Local Programmes.

1.2 The views and opinions of children and young people were encouraged. Officers worked with a group of 70 children aged between 4 and 14 years. The children were given an activity which asked them to express what services should be delivered by Children's Centres and Extended Schools and where and how they should be delivered. St Hild's Secondary School, Clavering Primary School and Kingsley Primary School also carried out individual consultations with children and young people and submitted their thoughts for consideration.

1.3 All responses received from the first phase of consultation were reviewed and summarised as part of a feedback event that was held on February 16<sup>th</sup> 2006. Over 120 people (including children from one secondary and one primary school) attended the event which gave an overview of the consultation responses and an opportunity for people to work in small groups to tackle some of the issues that were raised.

1.4 The second draft of the strategy has been updated to include more recent government guidance on the development of Children's Centres and Extended Schools. It also takes into account comments raised during the first wave of consultation. It is proposed that the second draft strategy is open to public consultation between March 21<sup>st</sup> 2006 and 13<sup>th</sup> April 2006. An open forum questions and answers event has been arranged for the 3<sup>rd</sup> April 2006 at the Education Development Centre to allow an opportunity for individuals and organisations to speak to Senior Officers from the Children's Services Department and to raise any further issues or suggest improvements to the second draft.

1.5 A third and final draft strategy will be updated to include any additional comments received before being taken to Cabinet for formal approval in June 2006.



## 2.0 OUTCOMES OF FIRST CONSULTATION

2.1 The following provides a general overview of the responses received to the first draft strategy:

- 44 responses expressed a preference for option 1 (preferred delivery model);
- 0 responses indicated a preference for option 2;
- 6 responses expressed a preference for option 3;
- 27 respondents did not indicate a preference for any of the options. Instead, these respondents raised a number of operational questions that were not detailed in the strategy.

2.2 Written and oral responses include the following issues and questions which the amended strategy aims to address.

### **Sure Start local programmes (SSLP)**

- Two cluster co-ordinators in the South of the town would cause confusion as Sure Start local programme services already cover both areas;
- Who will decide on resource allocation? Shouldn't more resources be given to those who need it most?
- Where is the recognition for the community development work that has already taken place?
- What are the timescales for these changes?
- How much funding is available to develop further Children's Centres across the town?
- Who will decide which services are viable and which will cease?
- Concerns that SSLPs have empowered the community and this will be lost?
- Why would it be difficult for one person to manage the whole of the South area?
- Why do groups need to be set up when community involvement takes place on a regular bases and could be built upon?
- Concern that we will be losing experienced staff;
- How are we to maintain the level of service we provide at the moment on a significantly tapered budget?
- Future role of volunteers;
- Why the need to restructure instead of extending the good practice?
- Concerned that the proposed model does not build on existing provision;
- Do not disagree with 3 areas but are concerned that clusters within this will fragment services;
- Some reassurances that the model of integrated teams will still have a place in future delivery of services;
- What are the roles of the existing staff?
- Alternative model of governance involving area committees that links with school governing bodies;
- Local community must be able to influence decisions;
- Clarification of funding needed;
- Allocation of services/funding needs to be distributed according to need weighted towards disadvantaged areas.

### **Diocese of Newcastle and Hexham**

- Do not consider that one single model of governance and management is appropriate – flexibility is needed;
- Correct way to safeguard the single model is that governors and the headteacher should lead and manage the provision of all services provided;
- Multi site situation – there is a need for a strong management group comprising of leaders from each setting;

- Concerned that Brus and St Hilda are too large in terms of child population to join as one cluster.

### **Childcare providers**

- Need to safeguard valuable work done through volunteers and community groups;
- Clusters to meet the needs of different communities managed in a wider area would work;
- The preferred delivery of model is most advantageous to all those concerned in the development of services and seems to be the option that can best build on what already exists limits duplication and offers an opportunity to expand services in the community with good links to partners;
- Having different co-ordinators for the Owton/Rossmere/Fens/Greatham/Seaton areas does not seem to be a good idea;
- How will the strategy affect me as a childminder?

### **Primary Schools**

- Firmly believe in the philosophy of the school being a multi service provider and being seen at the core of the community;
- Services need to be far more local than they are at present. Sure Start services are clearly not embedded into our school community. The school is committed to a cluster based model;
- There is a need for funding clarification;
- What will the role of the co-ordinator mean?
- At the moment progress is limited due to the lack of leadership. It is essential that one person has responsibility for co-ordinating the complete remit of the Children's Centre - this will ensure a fair and equal distribution of services and funding across the Children's Centre;
- It is essential to maintain flexibility in the way we approach this very new and different way of working;
- Schools should be able to make decisions about services they deliver;
- The preferred delivery model encompasses the whole concept of birth to grave, ensuring good health and well being, enjoyment and achievement, a positive contribution to the community, both micro and macro and economic well being for all;
- The preferred delivery model is the best option because there are rough transition processes between Sure Start local programmes and schools and a current lack of transparency resulting in duplication of services;
- Role of the co-ordinator must not be underestimated- this is a pivotal role and one which will determine the success of the strategy in each of the clusters. The role needs to be both strategic and operational and one which brings the many different partners together with a common purpose and shared vision;
- Fully support the preferred delivery model – concerns about who makes the final decision about delivery of services on school site.

### **Secondary Schools**

- Possibility of a senior member of staff in school taking on an extended school role instead of cluster co-ordinator;
- More detailed timeline needed;
- Funding needs clarification;
- What is the role of the Governing Body particularly in relation to a voluntary aided school?
- Management role needs clarifying;
- Concern that this strategy would have significant implications for headteachers;
- Concerns that if clusters are based on geography alone will not be conducive to encouraging participation from schools own students;
- Dispute that this strategy may make effective use of existing resources;

- A need for clearer governance and management structures;
- Participation – need to build on existing structures particularly within schools where children and young people are supported;
- Partnership across the area of North Hartlepool has promoted a shared vision and collaborative model that should be used to trial extended school developments based around the cluster concept;
- A need for further detail on funding levels;
- Results of a survey of parents, pupils and staff highlighted the needs and wants of the local community which we consider is reflected in the cluster model.

### **Parents**

- Some people are being penalised for the part of town they live, surely Sure Start services should be available to everyone;
- How will parents have a voice?
- What will happen to the Sure Start local programme boards?
- What about access to services for working parents?
- There is a need for more services e.g playgroup across the town;

### **Voluntary and Community Sector**

- Many of the families we support struggle to cope with limited resources, whilst seeing other families often in the next street being able to access a number of diverse services and resources;
- Many of the families we work with value services they receive from us because we offer an individual approach;
- There is a need for a co-ordinated approach for services for families in Hartlepool;
- Thinking in terms of clusters allows for better planning and managing finances effectively to provide good value for money;
- Bringing together Children's Centres and Extended Schools services makes sense and ensures the needs of children are met with continuity;
- The co-ordinated cluster approach will allow service providers to reach a greater and wider diverse community;
- At the moment disadvantaged children who reside outside Sure Start programme areas are excluded from the services they need. The proposed system is much fairer.

### **Health**

- Support single authority management across all areas. This means a single strategy which should ensure consistency and equity of provision, something that has not occurred with Sure Start local programmes;
- Need for more detail in relation to management and co-ordinators role;
- The strategy in attempting to be equitable runs risk of those needing it lead accessing it most;
- Need clarification on what is expected from health services in order to facilitate planning;
- Locality pattern emerging from strategy would mirror some of the geographical work that is going on in school nursing;
- One medical professional expressed concerns about extending the Sure Start local programme across the town.

### **Other responses**

- The proposed clusters need to maximise the potential of recent investments on school sites and youth provision and that any duplication of services is minimised;
- Clusters are small enough to allow good community relationships yet large enough to have a consistent impact on service delivery;

- Cluster based model will provide foundation upon which future initiatives/social policy changes can be built.

**Viewpoint 1000** – the public were asked if they felt it was good idea for services to be delivered on school sites. The following shows the percentages of people who agreed that it would be a good idea:

- Childcare 68.8%
- Parenting support 71%
- Family learning 73.1%
- Smoking cessation support 57.2%
- Neighbourhood art displays and art clubs 58.5%
- Sporting activities 83.7%

(66.7% response rate)

**Children and Young People** – Children and Young People were asked what they felt was important when accessing services. The priorities for the children and young people are highlighted below with the most important first:

6 years and under

- Someone to talk to;
- Money;
- Indoor and outdoor experiences.

7 – 9 years old

- Doctors;
- Money;
- Someone to talk to.

10 years and over

- Money;
- Community buildings;
- Modern buildings.

A number of schools also asked their pupils what services they would like developed on school sites and the following ideas were highlighted:

- Nurse present on site;
- Mother and Toddler group;
- Police present on site;
- Girls/teenagers support group;
- Drugs advice and support;
- Housing support;
- Play areas;
- Fire Brigade;
- Disabled facilities;
- More police and community wardens outside or inside the school on a night when school comes out;
- Health clinics e.g an asthma clinic;
- More social events;
- More things on an evening and they need to be advertised more.

## **SECTION 2 - Strategy**

### **1. National Context**

- 1.1 Every Child Matters: Change for Children programme is a shared national programme of system wide reform to ensure that children's services work better together and with parents and carers to help give children more opportunities and better support. It focuses on the five outcomes that children and young people identified as key to their wellbeing. This involves long term investment by central government bringing together more opportunities and services into single settings such as Children's Centres (from birth to five) and schools (to serve the whole community, as well as pupils, parents and carers).
- 1.2 Bringing services together makes it easier for universal services like schools and Children's Centres to work with the specialist or targeted services that some children need so that problems are spotted early and handled effectively. Opening up schools to provide services also means that parents can access activities or childcare without worrying about children moving between school and other sites. This does not mean however, that teachers have to run these services or take on additional responsibilities. They can be provided by a community organisation or private sector provider.
- 1.3 A change in Government policy has meant that Sure Start local programmes are expected to change to Children's Centres in partnership with other providers and organisations. Sure Start local programmes were initially set up in disadvantaged areas to develop integrated services for children aged 0-4 years old and their families. The programmes were set up as a time limited initiative and programmes were expected to mainstream activities that were shown to be effective. The introduction of Children's Centres has offered an opportunity for some of these services to be continued. Senior managers within the Children's Services Department are working with colleagues from statutory organisations to identify services that may be mainstreamed.
- 1.4 Central Government is encouraging local authorities to become the commissioner of services - Children's Centres: Practice Guidance states:  
"Local authorities should start to see themselves less as a direct provider of services and more as facilitators of the market and commissioners of services. An element of contestability can help to improve both the quality of provision and ultimately outcomes for children and families."

### **2.0 Hartlepool Borough Council's Proposed Strategy**

- 2.1 In response to Government guidelines and legislation the local authority needs to:
- Plan for and commission services that will deliver the five outcomes for children and young people. The five outcomes are:
    - Be Healthy;
    - Stay Safe;
    - Enjoy and Achieve;
    - Make a Positive Contribution;
    - Achieve Economic Well-being.
  - Continue to develop Children's Centres within Hartlepool;
  - Ensure that both Children's Centres and Extended Schools deliver the core offers set out by the Government.
- 2.2 In order to achieve this it is proposed to develop a model of service delivery for both Children's Centres and Extended Schools based upon five localities centrally managed and co-ordinated by the Children's Services department. The draft Children's Centres and Extended Schools strategy is moving towards the establishment of structures that will support the future commissioning of services. The aim of which is to facilitate the delivery of

the core offer of services established by the government for Children’s Centres and Extended Schools and support the five outcomes for children and young people.

- 2.3 The proposed strategy is designed to:
- Enable easy access to services for local communities;
  - Support early intervention and prevention;
  - Improve outcomes for all children and young people;
  - Promote collaborative working;
  - Utilise the available resources effectively therefore reducing duplication of services;
  - Ensure the community have a say in the shaping of locally delivered services.
- 2.4 As previously stated the proposed strategy also supports the move towards commissioning of services particularly in localities. This would enable:
- Building capacity within communities;
  - Engaging hard to reach families;
  - Flexibility to respond to changing local needs;
  - Offers longer term sustainability to voluntary and community sector.
- 2.5 Consultation with parents shows that the voluntary, community and private sector are seen to be more approachable and less bureaucratic than statutory organisations. Evaluation of the Children’s Fund programme has shown that commissioning of voluntary sector services to support children and families has proved to be particularly successful in Hartlepool.

### 3.0 Changes in the strategy from the consultation responses

- 3.1 The responses received in the first consultation were mainly seeking further clarification about the actual delivery of services (see Section 1 paragraph 2.2). These issues are addressed in Section 3 – Service Delivery.
- 3.2 There were a number of responses received in the first consultation expressing concern about the clusters. These responses particularly highlighted:
- The confusion about the word “clusters” – this word is used in many different ways across the town;
  - Consultation responses showed overwhelming support for just one cluster in the South of the town and despite the large geographic area it was felt that this view should be supported in the amended strategy;
  - Responses also showed that it was not necessary to have three clusters in the central part of the town because of the relatively small size of two of two clusters;
  - The consultation responses also indicated that the term “co-ordinator” was used differently in different settings. The proposed strategy has been amended to reflect these views.
- 3.3 In response to the consultation the proposed strategy has changed the “clusters” terminology to “localities” and reduced the number of localities from seven to five – the following table outlines the localities. It must be reinforced that although services will be developed and managed in the localities children and families may access services and activities where is most appropriate to their needs.

Localities		Sites delivering services
NORTH 1	St Hilda	St Helen’s Primary School
		St Bega’s Primary School
		Kiddikins Neighbourhood Nursery
		Sure Start North (Hindpool Close)
	Brus	St John Vianney Primary School
		West View Primary School
		Rainbow NHS Nursery

		St Hild's CE Secondary School
		Barnard Grove Primary School
	Hart	Clavering Primary School
		Hart Primary School
NORTH 2	Dyke House	Brougham Primary School
		Dyke House School
		Chatham House Neighbourhood Nursery
	Throston	Jesmond Road Primary School
		Throston Primary School
		Sacred Heart Primary School
		Springwell School
CENTRAL 1	Grange	Lynnfield Primary School
		Playmates Neighbourhood Nursery
		Lowthain Road – Sure Start Central
		Eldon Grove
	Park	High Tunstall Secondary School
		West Park
	Elwick	Elwick Hall CE Primary School
	Stranton	Stranton Primary School
		Ward Jackson Primary School
		St Joseph's Primary School
CENTRAL 2	Foggy Furze	St Cuthbert's Primary School
		St Aidan's Primary School
	Rift House	Rift House Primary School
		Kingsley Primary School
		Masefield Road Neighbourhood Nursery (NDNA)
		English Martyrs RC School
		Catcote School
		Brierton Secondary School
		A2L
SOUTH 1	Rossmere	Rossmere Primary School
		St Teresa's Primary School
		Sure Start Rossmere Way
		Golden Flatts Primary School
	Seaton	Seaton Carew Nursery
		Holy Trinity CE Primary School
	Owton	Owton Manor Primary School
		Manor College
		Grange Primary School
	Fens	Fens Primary School
	Greatham	Greatham CE Primary School

English Martyrs, Catcote and Springwell would still contribute to and access services within the locality whilst acknowledging their town wide roles.

- 3.4 The localities will be supported by an Integration Support Manager who's main role will be to promote collaboration between all organisations across the locality.
- 3.5 Rural areas are included in the localities however it is acknowledged that these communities have specific needs that need to be addressed through Children's Centres and Extended Schools.

#### **4.0 Governance**

- 4.1 The strategy is not intending to impose a single model of governance upon the localities. It is based upon schools, Children's Centres, partners and other organisations collaborating with each other to support the local community.

#### **5.0 Managing change**

- 5.1 Clearly this approach to the delivery of locality based services is a significant challenge for all providers. It is intended to use an existing change management model that is currently being used to develop extended services as the vehicle for delivering change. Clear communication is key to the success of this strategy as well as sensitivity to the impact of change upon individuals and their teams.



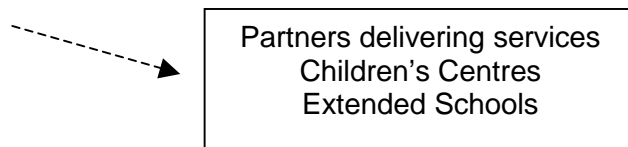
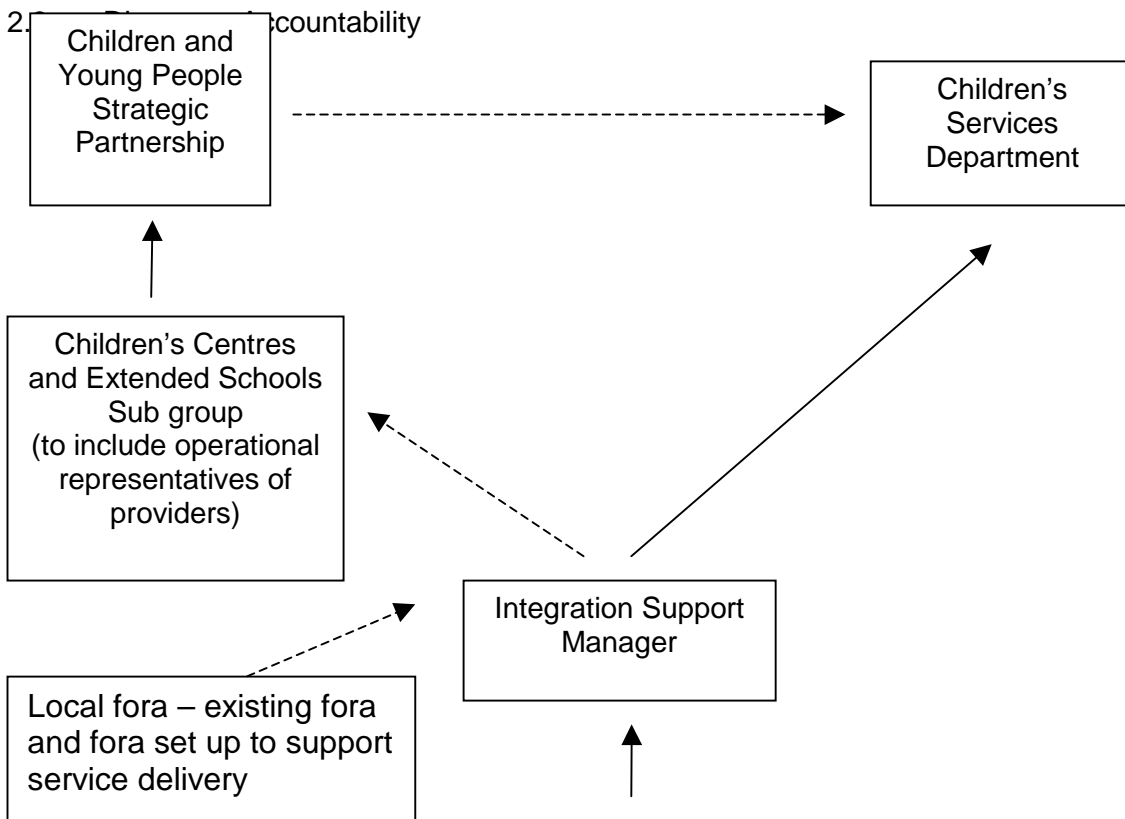
## **SECTION 3 – Service Delivery**

### **1.0 Management**

- 1.1 This strategy proposes a co-ordinated approach to management. This will mean that there will be single discipline teams working together to ensure integrated services across the localities. This model ensures management, training and staffing are synchronised for harmonious service delivery but remain individually distinct. It will be the role of the Integration Support Manager to co-ordinate this process. This model is best suited to this arrangement as there are many partners involved from a broad range of sectors with different lines of management.
- 1.2 The benefits of this model include:
- Clear lines of management, monitoring and evaluation;
  - Maintains autonomy for partner organisations whilst providing co-ordination of the services by the Children's Services department;
  - Supports professional accountability;
  - Open and transparent financial control.
- 1.3 The Children's Services Department will employ Integration Support Managers to ensure the co-ordination of effective service delivery across each locality. A draft job description for the role of Integration Support Manager is attached as an appendix (see appendix B). These posts may be filled by the redeployment of existing staff.
- 1.4 Schools can continue to focus on raising standards and achievement whilst delivering extended services and activities. It will also enable schools to meet the requirements of the workforce reform agenda. The Integration Support Manager will provide the support to schools to ensure the core offer is being delivered across the locality thus ensuring that teachers are able to focus upon teaching and learning, and at the same time keep the administrative burden on headteachers to a minimum.
- 1.5 The area and locality model would also provide the infrastructure for the delivery of a wider range of integrated services for local communities, in the future. It also enables a strong emphasis on prevention through services being delivered locally. It will provide the opportunity for the expansion of local networks, which will in turn support the development of the Common Assessment Framework (CAF). The CAF provides an easy to use assessment that is common across agencies. It will help embed a shared language; support better understanding and communications amongst practitioners; facilitate early intervention; speed up service delivery and reduce the number of assessments that historically some children and young people have undergone.

### **2.0 Governance**

- 2.1 This strategy is not intending to impose a single governance system within each locality. However the overall governance and management of the areas and localities will lie with the Children's Services Department and the Children and Young People's Strategic Partnership (CYPSP).
- 2.2 It is the responsibility of the Local Authority to ensure all children and families in Hartlepool have access to an appropriate level of support through Children's Centres and Extended Schools.



- 2.4 All core services will be commissioned by the Children's Services Department and ultimately the Children's Trust. Detailed Service Level Agreements will be put in place between the Children's Services Department and partners to ensure delivery of these core services. The commissioning of these services will follow the appropriate democratic processes of the Borough Council.
- 2.5 The Sure Start Partnership(formerly EYDCP) in response to the changing national and local agenda and a new body will be established as a sub group of the Children and Young People's Strategic Partnership. The main role for this group will be to monitor the delivery of Children's Centres, Extended Schools and Ten Year Childcare Strategy.
- 2.6 The Sure Start local programme boards and Children's Centre working groups will also be dissolved, as the focus for providers and the local community is now to deliver Children's Centres and Extended Schools.
- 2.7 Each Integration Support Manager will work within their locality to develop and support appropriate governance arrangements. It will be the responsibility of the Integration Support Manager to set up local forums to give all families and members of the community an opportunity to shape services. These forums will not be legally constituted groups thus allowing flexibility and the widest membership.
- 2.8 Many other groups and forums already exist and it will be the role of the Integration Support Manager to work with these so the community's voice can be heard and acted upon. These forums will take the form of formal and informal meetings. The Integration Support Managers will hold a small budget and work with the local community to identify need and assign funding accordingly.
- 2.9 The Neighbourhood Action Plans where they currently exist, will support the detailed local planning of service delivery.
- 2.10 The Role of School Governing Bodies – Governors are critical in the development of extended services as they have ultimate responsibility for deciding whether the school should offer additional activities and services and what form these should take. Section 27 of the Education Act 2002 give governing bodies of all maintained schools the power to provide or facilitate services that  
 "further any charitable purpose for the benefit of pupils at the school, their families or people who live and work in the locality in which the school is situated."

It is important that the governing body have a clear strategic oversight of the school's extended services offer and how it relates to the core teaching and learning function of the school. The Integration Support Manager will report to governing bodies from time to time as required.

### **3.0 Funding**

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

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

- 3.2 From April 2006 all local authority funding will be directed to a single pot under a new Local Area Agreement. This means that many grants will no longer be ringfenced. However, Children's Centre and Extended School services remain a council priority.
- 3.3 Central Government Funding for 2006 – 2008 for Children's Centre and Extended Schools can be seen in the table below:

<b>Funding Description:</b>	<b>Amount 2006 - 2007</b>	<b>Amount 2007 – 2008</b>	<b>Comment</b>
<b>General SureStart Grant (Revenue)</b>	£1,397,050 (includes CC revenue as below)	£1,405,230 (includes CC revenue as below)	To deliver 10 year childcare strategy
<b>General SureStart Grant (Capital)</b>	£801,135 (includes CC capital as below)	£752,639 (includes CC capital as below)	To support the delivery of the expanded free offer for 3 and 4 year olds
<b>Standards Fund 15 (Revenue)</b>	£212,098	£212,098	To support the development of Extended Schools core offer
<b>Children's Centres – formerly Sure Start local programmes</b>	£2,217,862	£1,812,164	To deliver Children's Centres core offer
<b>Children's Centres (Indicative Capital)</b>	£718,190 (OVER 2 YEARS)	£718,190 (OVER 2 YEARS)	To build 2 new Children's Centres
<b>Children's Centres (Revenue)</b>	£555,112	£555,112	To provide revenue funding for 7 Centres in conjunction with SSLP funding
<b>Funding distributed directly to schools</b>	£100 million	£100 million	(nationally) direct to schools

#### 4.0 Equality, diversity and equity of service

- 4.1 Children's Centres and Extended Schools will provide a range of services depending on local need and choice. Services will be in line with the 'Sure Start Children's Centres: Practice Guidance' and the 'Extended Schools Prospectus'. Ultimately, the Government's aim is for a network of centres and schools across the country offering services such as information, advice and support to parents/ carers, early years provision and childcare, health services, family support, parental outreach and employment advice. Services offered will not be the same everywhere because needs and communities vary greatly but the greatest amount of resources will go to those families that need it most.
- 4.2 Furthermore, it is important to acknowledge that all children and families should be able to access services wherever they live and whatever their circumstances. Consultation on the first draft of this strategy and the Children and People's Plan has highlighted that transport is a serious concern for children and families. The proposed strategy will ensure community based services across the whole town with localities engaging a range of partners on multiple sites. This will increase opportunities for children and families to access services in their own community and help reduce their reliance on public or personal transport.
- 4.3 We must acknowledge that not all children and families will access Children's Centre and Extended School activities on identified sites. More needs to be done to reach the most vulnerable groups including teenage parents, disabled children and those from minority

ethnic backgrounds. Research has shown that these groups are least likely to access mainstream services due to their social isolation or their perception of services as stigmatising. Outreach work will need to be increased and the role of the voluntary sector is seen as crucial in making contact with the hard to reach families. The voluntary sector offers an excellent opportunity to offer mainstream services in a non-stigmatised way. In addition parents who have had positive experiences of Children's Centres and Extended Schools will act as champions in delivering the message to families that have previously not accessed services.

- 4.4 Role of volunteers – Volunteers will continue to be supported within the remit of the Children's Centres Practice Guidance which states:  
“We know from UK and international evidence that well qualified and trained staff make the biggest difference to the effectiveness of services for both parents and children. In the past, services for families have relied heavily on volunteers, partly as a way of involving parents and encouraging them to think about returning to work. Volunteers will continue to play an important role in children's centres, but this guidance is clear in its expectation that centres should be working towards all staff being trained to at least Level 2.”

## **5.0 Disadvantage and Super Output Areas**

- 5.1 There are many ways that we can define disadvantage however it is generally recognised that The Index of Multiple Deprivation (IMD) 2004 is the most accurate method for analysing specific characteristics.
- 5.2 An SOA (Super Output Area) is the measure of multiple deprivation. The IMD has been calculated using the new Lower Layer Super Output Areas (SOA) allowing more detailed information on levels of deprivation in smaller areas. SOAs are based on Census Output Areas and there are 32,842 SOAs in England. SOAs are ranked – 1 being the most deprived and 32,842 being the least.
- 5.3 The IMD uses 37 indicators which are grouped into domains which represent different areas of deprivation. The domains are: Income Deprivation Affecting Children, Income Deprivation Affecting Older People, Income Deprivation, Employment Deprivation, Health Deprivation and Disability, Education Skills and Training Deprivation, Barriers to Housing and Services, Living Environment Deprivation and Crime.
- 5.4 IMD and SOA data has been used extensively to develop the draft Children's Centre and Extended Schools Strategy. It is worth noting that Hartlepool has 58 SOAs of which 55.2% (32) of SOAs fall within the most deprived 20% in England; 30.7% (23) fall within the most deprived 10%; only 1.7% (1 SOA) is within the least deprived 20%; none fall within the least deprived 10%; Hartlepool has an average rank of 18 out of 354 districts in England.
- 5.5 It should also be noted that no matter where children and families live, they deserve appropriate services to meet their own particular needs.

## **6.0 Sustainability**

- 6.1 It is the responsibility of the local authority to ensure that services are sustainable. The Business Support Officer within the Children's Services department will support settings and the Integration Support Managers in developing sustainable services. It is important to develop sustainable services that are based on local needs. Sustainability goes beyond funding. It includes building capacity at a local level. Sustainable services will require a business plan with a coherent funding strategy which clearly sets out individual areas of responsibility. It will be the Integration Support Managers role to develop a business plan in conjunction with all relevant organisations within the local community.

- 6.2 Some activities e.g. childcare will incur a charge. Support will be given to individual providers to put charging policies into place. A proactive approach to funding will be taken and will be a key part of the Integration Support Manager's role.

## **7.0 Monitoring and Evaluation**

- 7.1 There is no existing model for quality assuring Children's Centres and Extended Schools. There are a number of quality assurance schemes being used by individual partners therefore it is intended that a local framework based on the five outcomes will be developed to ensure consistent quality services are delivered and monitored.
- 7.2 A key part of the process of continuous quality improvement is monitoring and evaluation. The National Sure Start Unit will collect monitoring information for Children's Centres and Extended Schools from local authorities based on government targets. In addition local authorities are expected to develop their own performance indicators to ensure services are effective and represent value for money and that the services offered reach all those who need them. In light of this a performance management task group will be set up to identify monitoring requirements for Children's Centres and Extended Schools.
- 7.3 The Integration Support Managers will ensure the monitoring and evaluation processes within Service Level Agreements are rigorous. This information will be fed to Senior Managers within Children's Services. Reports will be presented to the Children Service's Portfolio Holder, the Children and Young People's Strategic Partnership and Hartlepool Partnership as appropriate.

## **8.0 Way forward**

- 8.1 A Project Plan will be attached to the final strategy.

## APPENDIX A

### Data sources

A significant amount of data from a wide range of sources has been used to influence and shape the development of drafts one and two of the strategy. Some of this data is generic and has come from respectable sources; some of the data has been commissioned on our behalf in order to influence the strategic planning of Children's Centres and Extended Schools. The following table indicates those data sets and sources:

<b>Data set</b>	<b>Data Source</b>
Index of Multiple Deprivation 2004	Office for the Deputy Prime Minister
Super Output Areas – lower and middle layers	Tees Valley Joint Strategy Unit, Office for the Deputy Prime Minister
Area Snapshots 2005 for Hartlepool, individual wards and Sure Start local programmes	Tees Valley Joint Strategy Unit
Resident population estimates mid 2003 – breakdown by individual ages	Hartlepool Borough Council, Office for National Statistics
Population and Household Projections for Hartlepool 2000 - 2016	Hartlepool Borough Council, Tees Valley Joint Strategy Unit
Unemployment in the Tees Valley - 2005	Tees Valley Joint Strategy Unit, Department for Work and Pensions
Registered and Unregistered Childcare in Hartlepool - 2006	Hartlepool Children's Information Service, Ofsted
Adult poverty, child poverty, economic activity, crime rates – various dates	Tees Valley Joint Strategy Unit
Child Poverty Index 2004	Office for the Deputy Prime Minister
Housing developments 2005 - 2012	Hartlepool Borough Council, New Deal for Communities (Hartlepool Revival)
Housing tenure 2005	Tees Valley Joint Strategy Unit
General health	Tees Valley Joint Strategy Unit
Teenage pregnancy 2005	Hartlepool Primary Care Trust
Health visitor caseloads 2005	Hartlepool Primary Care Trust
Midwives caseloads 2005	North Tees and Hartlepool NHS Trust
Live births 2005	Tees Valley Joint Strategy Unit
SATS results – Key Stage 1-4	Hartlepool Borough Council
Cause for concern, Child protection, Child in Need referrals 2005	Hartlepool Borough Council
Young People Offending 2005	Hartlepool Borough Council
Addictive behaviour 2005	Hartlepool Borough Council
Neighbourhood Action Plans	Hartlepool Borough Council
Natural Communities	John Driver, Hartlepool Primary Care Trust
School capacity, current and projected pupil numbers 2006	Hartlepool Borough Council
National Evaluation of Sure Start (NESS)	Institute for the Study of Children, Family and Social Issues, Birkbeck College, London

## APPENDIX B

### Draft job description – Integration Support Manager



**CHILDREN'S SERVICES** **HARTLEPOOL** **DEPARTMENT**  
BOROUGH COUNCIL

**JOB TITLE:** INTEGRATION SUPPORT MANAGER  
(Children's Centres and Extended Schools)

**DIVISION:**

**GRADE:**

**RESPONSIBLE TO:** SENIOR MANAGER,  
CHILDREN'S SERVICES DEPARTMENT

**REFERENCE NO:**

#### **Key Skills Needed:**

- Ability to work in partnership with others
- Ability to engage communities

#### **Purpose of Post:**

- To develop and co-ordinate Children's Centres and Extended Schools services.

#### **Job Duties:**

- Consult with all relevant parties in the local community – set up forums where appropriate;
- Set up process to ensure participation of children, young people and families;
- Audit existing services within the local community identifying needs and gaps;
- Support the development, in response to consultation, a delivery/business plan for Children's Centres and Extended Schools – ensuring integrated core offer is being delivered;
- Liaise with all relevant organisations necessary for service delivery;
- Support the implementation of agreed delivery / business plan;
- Co-ordinating the Children's Centres and Extended Schools provision on a daily basis – ensuring co-located services;
- Facilitate a multi disciplinary approach encouraging staff to work together– meetings to share information/joint training;
- Manage a small budget in line with delivery plan;
- Monitor, review and evaluate the effectiveness of the Children's Centres and Extended Schools programme;
- Liaising and reporting to headteachers, governing bodies and other management structures;



- Ensure professional development / day to day supervision is in place;
- Facilitate the sharing of good practice;
- Manage complaints procedure;
- Research opportunities for additional funding to support the implementation and development of Children's Centres and Extended Schools;
- Manage personnel as post requires e.g admin support, volunteers.

**Changes:**

*The work of all Local Government Departments change and develop continuously which in turn requires staff to adapt and adjust. The functions/responsibilities above should not therefore be regarded as immutable but may change commensurate with the grading of the post. Any such changes will naturally be subject of discussion and consultation.*

## APPENDIX C – KEY TERMS AND INTEGRATED CORE OFFER

### Key Terms:

**Children's Centres** serve children aged 0 – 5 years old and their families. In the 30% most disadvantaged areas the following needs to be provided

- Early years provision (integrated education and care);
- A childminder's network;
- Parenting education and family support services;
- Education, training and employment services;
- Health services; and
- Access to wider services.

In the remaining areas Children's Centres will have a role in ensuring the co-ordination of integrated services to ensure that those families with additional needs receive the appropriate support. These services will often be provided by outreach services within the Local Authority framework for children's services. The minimum level of services provided in these centres includes:

- Information on childcare and early years provision ;
- Information and support to access wider services;
- Information and advice to parents;
- Support to childminders;
- Drop in sessions or early years provision;
- Links to Jobcentre Plus and health services.

**Extended Schools** provide a range of services and activities, often beyond the school day, to help meet the needs of children, their families and the wider community. The core offer set out in the Extended School Prospectus is as follows:

- High quality wraparound childcare provided on the school site or through other local providers, with supervised transfer arrangements where appropriate, available 8am – 6pm all year round.
- A [varied menu of activities](#) to be on offer, including homework clubs and study support, sport, music tuition, dance and drama, arts and crafts, special interest clubs such as chess and volunteering, business and enterprise activities.
- Parenting support including information sessions for parents at key transition points, parenting programmes run with the support of other children's services and family learning sessions to allow children to learn with their parents.
- Swift and easy referral to a wide range of specialist support services such as speech therapy, child and adolescent mental health services, family support services, intensive behaviour support, and (for young people) sexual health services. Some may be delivered on school sites.
- Providing wider community access to ICT, sports and arts facilities including [adult learning](#).

(see appendix A which sets out the integrated Children's Centres and Extended Schools core offer)

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

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