

Halton's
“Hear by Right”
Development & Delivery Plan
2007 – 2010

First DRAFT – 21st July 2007

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Background

The Every Child Matters' Strategy states "*The government strongly supports the effective involvement of children and young people and their families or carers in the development and running of all children's trusts. Increasingly acceptance of the principle of children's involvement is being turned into practice through a variety of participation activities across a range of organisations*"

Beverley Hughes MP gave further guidance in a letter on 16th November 2006 "*The challenge is how to embed this in our culture, not just 'ticking the involve children box'*".

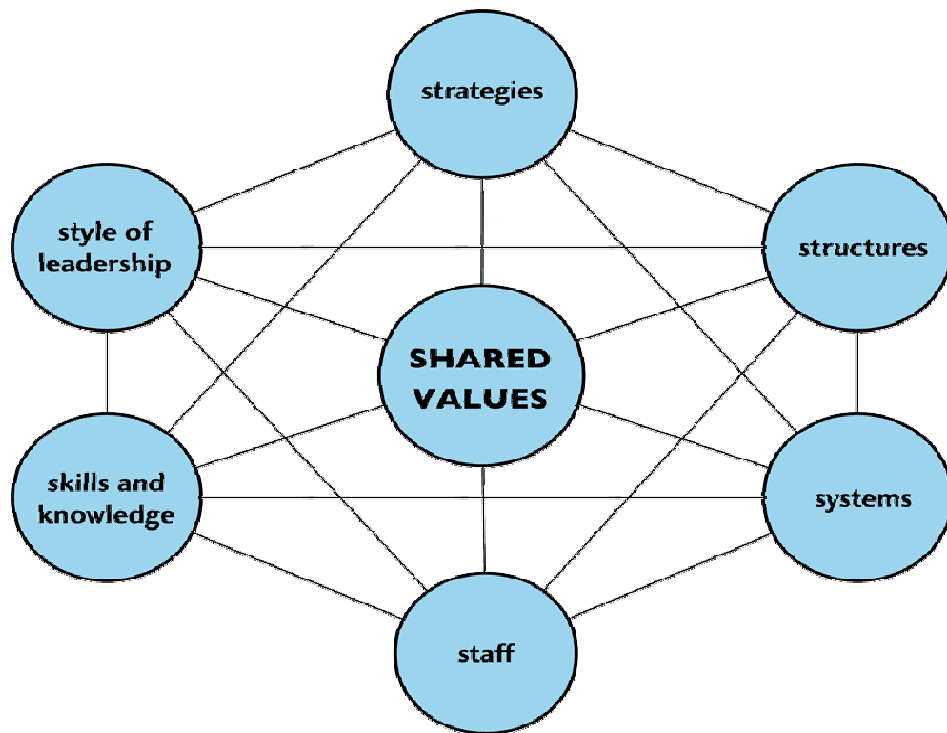
The need for change is also being driven by government policy, which stretches back to the Children Act 1989, to Youth Matters 2005 and Together We Can, the Respect Action Plan 2006. Government has supported this with a number of its own initiatives that include the DfCF (DfES) Children and Young People's Board and the ORC (ODPM) 'Youth Proofing' document 2006.

The implementation of a participation strategy in a way that is real and not just a box ticking exercise will require a commitment that will bring about cultural and organisational change for those participating. This change will affect everyone in the Alliance regardless of his or her role.

The Children & Young People's Alliance Board tasked the Participation Consultation, Participation and Engagement (CPE) Tasking Group to produce a participation strategy as part of the move into the Alliance structure. The strategy was written and consulted on by partners, parents & carers, and young people. The Participation Strategy recommended the use of the Hear by Right standards which were developed by the Local Government Association and National Youth Agency and are widely regarded as a useful cornerstone to measure and improve the involvement and participation of children and young people within organisations. The Participation Strategy was adopted by the Alliance Board at its meeting in July 2006.

What is Hear by Right?

Hear by Right provides success criteria and enables organisations to set clear priorities to reach a point where the active involvement of children and young people becomes embedded in their every day work. Hear by Right needs to be seen as an empowering tool for positive change, not just another chore. The management of change is complex and change will look different to different people depending where they sit within the organisation. The change demanded by Hear by Right is a whole organisation one. For this reason the seven Hear by Right Standards are based on McKinsey's framework of an organisation developed to demonstrate the relationship between values, structure and operational functions. This is known as the Seven S framework and it is vital that **ALL** partners understand the concept.



It will be noted that shared values are central to the whole process and that all the seven parts are interrelated. Working on one area will have an impact on the other six standards and it is important that managers are aware of and manage those changes.

The Alliance Board proposed that a pilot of the Hear by Right standards process be undertaken to secure learning to guide the further roll out of the participation strategy across the Alliance partnership. The pilot was to include a wide variety of providers reflecting the diverse nature of the sectors involved, service provided, and ages and needs of participants which make up the Alliance and the children and young people we serve.

The Halton Hear by Right Pilot

The pilot was coordinated by the Consultation Participation and Engagement tasking group. Eight organisations were approached to participate in the pilot and the project scoped. The NW Regional Youth Work Unit supported the pilot offering the services of two very experienced consultants one of whom had been employed by GONW as a youth work adviser.

The eight organisations participating in the pilot were;

- St Basil's Primary School
- Brookvale Children's Centre
- PCT; Young People's Sexual Health Projects
- Connexions Service
- Youth Service
- Bankfield High School
- Total People (Training Provider)
- YMCA hostel for homeless young people

The pilot took place over the period October 2006 to March 2007

Results from the Pilot

For the roll out of Hear by Right to be meaningful the processes needs to be in the **annual planning process**. The organisations taking part in the pilot were inevitably at different stages at the start of this journey and many have been going through a lot of change both in structure and personnel and this has inhibited progress in rolling out Hear by Right. In some organisations it has been a real journey and a range of staff have been involved and in others individuals have been quite isolated and found it a difficult process. The involvement of young people is something that organisations moved towards as their confidence grew.

Major findings were;

1. There was already some impressive work being done to promote the active involvement of children and young people taking place and organisations were doing more than they thought
2. The range of work was not embedded across the pilots
3. The Alliance has developed a protocol in its commissioning processes to ensure all commissioned agencies work towards Hear by Right. This was seen by the consultants as good practice.

For the positive vision in Halton's Children and Young People's Alliance to become a reality everyone involved, at whatever level, has to make their own contribution towards the full involvement of children and young people in the Borough. Hear by Right provides a tool to recognise the excellent work already underway, to map progress, and plan for continuous improvement. These recommendations need to be driven by named people who will call meetings, provide documentation etc.

Major recommendations are;

1. The Hear by Right standards need "Haltonising" to create "best fit" to the needs of the borough and to ensure relevance to the youngest children worked with
2. This is a journey not a "tick box" process and so needs to be seen as progressive approximations to the desired final outcome of a fully fledged Hear by Right Alliance. There needs to be a three year plan to incrementally improve the delivery of children & young people's sharing of power within organisations. Each year needs a floor target that all Alliance members need to meet as a minimum standard.
3. The Alliance should confirm the Shared Values contained in the Children & Young People's Plan 2006 – 2009; respecting the United Nations Convention on the Rights of the Child; recognising the contribution of children and young people and being accountable to them; and hearing respecting & meeting their individual needs. They should encourage organisations to look at how they can move towards meeting these values
4. There should be a clear link to the full portfolio of plans within the Alliance. Whilst this theme may tick the "making a positive contribution" outcome, the process should contribute to all 5 outcomes.

5. Heads of Service and senior officers in the Alliance should lead by example and model good practice and be wherever possible, champions of the process.
6. A senior practitioner within each organisation should be made responsible for supporting staff within this agenda There should be a Hear by Right champion selected from within the elected members executive board.
7. Organisations within the Alliance were insufficiently aware of Hear by Right and had not been “sold” the benefits of embedding the standards into their work.
8. There needed to be Hear by Right Champions selected from within the elected members executive board and in senior positions as practitioners felt unable to challenge resistant attitudes and cultures within some organisations or within some staff teams

Progress on Recommendations

- The Hear by Right standards have been “Haltonised” so we can move towards fully meeting the standards by 2010 through a three year plan where we have ensured greater relevance and “fit” to our local circumstances and the 0 – 19 focus we have decided upon
- This document constitutes how we intend to develop the Hear by Right agenda over the next three years and sets year by year floor targets for increasing the expertise and ability of organisations to involve children & young people in decision making
- It has been agreed that the involvement of children & young people cannot be seen as a “tick box” activity within the “Positive Contribution” outcome of Every Child Matters but is a process that needs to be embedded in all five outcomes and how our services are managed and lead. This is reflected in this development coming within the “Service Management” section of Children & Young People’s Plan as well as the five outcomes. The three year Hear by Right Plan will encapsulate this process.
- Cllr Tom McInerney, portfolio holder for Children & Young People and Executive Board Member has agreed to be the Member Champion for this agenda and to support organisations as we develop the Hear by Right standards in our organisations

Hear by Right Plan

Vision (from Halton's Children & Young People's Plan 2006 – 2009)

All organisations within the Halton Children & Young People's Alliance recognise the contribution made by children and young people, are accountable to them and their parents, and respect the UN Convention on the Rights of the Child and in particular Article 12 which states *"Every person aged 17 and under has the right to express their views, and to have these views given due weight in all matters affecting them."*

Alliance Board Aims (from Halton's Participation Strategic Plan 2006 - 2009)

1. **STYLES OF LEADERSHIP:** To develop the seven standards from the national Hear by Right standards framework across all organisations in Halton working with children, young people and their parents/carers, to support their engagement and participation in the Children and Young People's Alliance
2. **SHARED VALUES:** To encourage relevant and appropriate involvement of children, young people and their parents/carers in the planning, delivery and evaluation of these organisations
3. **STAFF:** To ensure that children & young people's experience of involvement are positive, beneficial, and are fun.
4. **STRATEGY:** To increase the level of awareness of all organisations across Halton of the need for, and value of consulting and involving children, young people and their parents/carers in the decision making process
5. **SYSTEMS:** To encourage all organisations who are committed to children, young people and their parents/carers to have a consistent, coherent and person centred approach to their involvement and participation, based on the Hear by Right standards
6. **SYTEMS:** To create systems for the participation of children, young people, and their parent/carers in local democratic structures so that their ideas, opinions and priorities are central at all levels of decision making
7. **SKILLS AND KNOWLEDGE:** To ensure organisations develop children, young people and their parent/carer's ability to contribute towards the government of services, including the recruitment and selection of staff, resources deployment, appraisal, and inspection of services.
8. **STRUCTURE:** To ensure that the involvement and views of children, young people and their parent/carers views are taken seriously and these views are incorporated into services, organisations and local democratic processes

Key Milestones Development Plan – Year 1; 2007 - 2008

Quarter	Milestone	Lead	Progress
One	1. Pilot complete, learning captured & written up and presented to relevant bodies including the Youth Cabinet	DW	ACHIEVED
Two	2. Development Plan written , consulted on, agreed and in place (including by Children & Young People) & passed by Alliance & Exec Members Board 3. Major Champions in place & briefed 4. Preparation for roll out complete, expertise mobilised, and resources secured, marketing sub strategy in place	GM TM DW GM CPE gp	
Three	5. Winning “hearts & minds” marketing sub strategy rolled out and organisations, departments, and many services including schools signed up to the “Hear by Right Pledge”. This continues over the next 3 years. 6. 1 st Trench of Pledged organisations supported by Participation Team and develop capacity and expertise and structures to go for on-line self appraisal against Hear by Right “emerging standards” 7. Champions agreed within Alliance organisations which sign up to the Pledge and are briefed by Borough Champions 8. Young Inspectors training commences	P'ion Team TM GM DP MYP HYS	
Four	9. Trench 1 Pledged organisations complete mapping and draft improvement plan and self certify on-line as completed. 10. Buddying peer assessment process in place, refine and agree mappings, and improvement plans complete. 11. Sample of trench 1 organisations selected at random by Young Inspectors group who undertake a review. 12. Survey and anecdotal evidence captured of the Impact of the Hear by Right development on the outcomes for children and young people involved so far. 13. Plan progress evaluated by external consultants and the year 2 and 3 delivery plan finalised 14. Launch of the Participation Strategy & Hear by Right process; Pledged organisations, departments, services and schools acknowledged, 1 st trench organisations achieving “Emerging” status celebrated; feedback to children & young people including to young people at the IYSS conference in July 2007	CPE gp P'ion Team HYS Yth Cabinet DW CPE gp	

DW = Dave Williams; GM = Gerald Meehan; TM = Cllr Tom McInerney; CPE gp = Consultation, Participation & Engagement Group; HYS = Halton Youth Service; P'ion Team = 0-19 Participation Support Team; Yth Cabinet = Borough Youth Cabinet;

Plan Year One - Development

Process Objectives	Performance Indicator	Key Actions	Lead	Time-line	RAG	Progress Commentary
MOBiLISE: The Alliance builds their capacity to support the roll out of this agenda	4 in place	<ul style="list-style-type: none"> Major Champion roles & responsibilities doc complete 	DW	July		
	1 day training	<ul style="list-style-type: none"> Develop new Participation Team 	SCa	Sept		
	4x9 hr pcm JDs	<ul style="list-style-type: none"> Develop capacity of the CPE group 	DW	Sept		
	2 docs in place	<ul style="list-style-type: none"> Halton HbR mapping & improvement tool completed 	AB/JM	Aug		
	1 doc completed	<ul style="list-style-type: none"> Lead Practitioner role & responsibilities doc complete 	RK/Yth Cabinet	Aug		
	1 doc in place	<ul style="list-style-type: none"> Three year marketing sub strategy in place 	DW.JG/AB	Aug		
	2000 A5, 1000 A4, + 5000 cards in place	<ul style="list-style-type: none"> A5 double leaflet for organisations & A4 posters + info cards for children, young people & parents complete 	JG/Yth Cabinet	Sept		
	350 A5 in place	<ul style="list-style-type: none"> A5 single leaflet for organisations; "What support can I expect to roll out HbR in my organisation?" 	SCa	Aug		
	site test & review by users states it is fit for purpose	<ul style="list-style-type: none"> www.haltonyouthvoice.co.uk website updated & revamped for organisations, practitioner, & children young people & parent/carer to access info relevant to them. 	PM/Yth Cabinet +DW	Sept		
	1 paper in place	<ul style="list-style-type: none"> "Good Practice" paper complete giving examples across the Alliance. On the website 	CPE gp (TBD)	Oct		
complete with 220 hard copies & on website draft agreed & 200 printed	<ul style="list-style-type: none"> Pledge documentation pack complete. Including "back office" arrangements & standard draft preparation plan to make good on their pledge 	RK/Yth Cabinet	Sept			
site test states it is fit for purpose	<ul style="list-style-type: none"> Pledge Certificate prepared & standard signatures acquired. 	JG/Yth Cabinet	Oct			
doc in place	<ul style="list-style-type: none"> On-line registration for appraisal set up as part of or linked to hatonyouthvoice website. 	R+I (TBD)	Dec			
AQA certification	<ul style="list-style-type: none"> Sector group proposal re; terms of reference including peer support & assessment complete 	CPE gp (TBD)	Oct			
Dates & Key	<ul style="list-style-type: none"> Young Inspectors training course written up & accredited using AQA Open College Network. 	SC/DW	Aug			
	<ul style="list-style-type: none"> Book venue for launch event & Key note speakers 	DW	July			

	speakers confirmed	for Q4				
DISCOVER: Organisations, departments, services and schools learn more about Hear by Right and are sold the benefits to committing to the process	See PIs in doc On agenda On agenda 12 groups min Half of all out in w/c 15 th Oct In Oct edition Articles in each local paper 15 meetings attended	<ul style="list-style-type: none"> “Hearts & Minds” marketing sub strategy rolled out to Alliance organisations; including; <ul style="list-style-type: none"> input to Primary Heads conference input to Secondary Heads meeting input to Secondary & Primary School Councils & Area Youth Forums use the leaflets & cards to publicise HbR in Local Democracy Week letter in school bulletin from DCS press coverage using Champions & Youth Cabinet input to staff meetings 	CPE gp DW/WD DW YS Mod Apps/RK JG GM TM DP GM + MYP P'ion Team + CPE gp	Oct		
DEEPEN: The knowledge base and commitment within Alliance partners grows and they start to sign up to the Hear by Right Pledge	See PIs in doc 12 groups min 50 orgs sent card Dec edition Press article on progress 15 meetings attended 20 signed up 1 meeting attended by 80% 1 meeting attended by 80% 8 young people	<ul style="list-style-type: none"> “Hearts & Minds” marketing sub strategy continues to be rolled out to Alliance organisations; including; <ul style="list-style-type: none"> input to Secondary & Primary School Councils & Area Youth Forums use the leaflets & cards to publicise HbR update in school bulletin from DCS press coverage using Champions & Youth Cabinet input to staff meetings and groups Alliance organisations start to sign up to the Halton Hear by Right Pledge, indicating their champions & lead practitioner. Pledged organisation Champions briefed on role by Major Champions Pledged organisation Leads inducted Interested young people from across the Alliance start to be trained up as Young Inspectors 	CPE gp YS Mod Aps/RK ALL GM TM GM DP + MYP P'ion Team + CPE gp RK TM GM DP + MYP P'ion Team SC/DWr	Dec Oct Nov Nov Nov		
DEVELOP: Pledged Alliance	See PIs in doc	<ul style="list-style-type: none"> “Hearts & Minds” marketing sub strategy continues to be rolled out to Alliance organisations; including; 	CPE gp	Jan		

30 organisations	<ul style="list-style-type: none"> mapping & go for on-line self certification 1st trenche organisations appraised by peers in sector groupings & supported to complete an improvement plan Young Inspectors undertake pilot inspection of a random sample of 1st trenche organisations. Young Inspectors receive an accredited qualification for their participation School & other Alliance organisations undertake Youth Democracy & UKYP curriculum. Young Delegates from organisations attend the VOICE weekends to learn about democracy, Hear by Right, and local youth VOICE structures. VOICE young delegates achieve an recorded outcome for their participation VOICE delegates select 2 representatives from each LA Area to go forward to the Youth Cabinet & UKYP election UKYP election takes place with a record number of young people voting and a new MYP & DMYP are elected Experiences and outcomes achieved by the children & young people involved in the HbR process within 1st trenche organisations captured by Youth Cabinet and fed into the review of year one development plan achievements, APA/C+YP Plan review & JAR. Launch of the Participation Strategy & Hear by Right process; Pledged organisations, departments, services and schools acknowledged, 1st trench organisations achieving “Emerging” (working towards) or “Foundation” status celebrated; feedback to children & young people including to young people at the IYSS conference in July 2007 	P'ion Team +Org leads	Mar		
3 organisations		SC/DWr*	Mar		
10 young people		DWr*	Mar		
12 Schls & Colls		SCa	Sept		
15 orgs & YCs		SCa, AYW + CPE gp	Nov		
100 11-18s					
90 achieve		AYW	Nov		
12 selected		AYW	Nov		
6400 voters		SCa	Jan		
40 children & young people contribute		CPE gp Yth Cabinet + P'ion Team	Mar		
60 orgs pledged					
30 organisations awarded.	DW	Mar			
50 adults & 50 C&YP attend min	CPE gp +Yth Cabinet + P'ion Gp				

Lead Key

Abrev	Meaning	Abrev.	Meaning
AB	Ann Batterbee – Schools Adviser	Org leads	Named Lead Practitioner for each organisation
CPE gp	Consultation Participation Engagement Group	P'ion Team	0-19 Participation Team
DP	David Parr – Alliance Chair	PM	Paul Martin – E-Government Officer
DW	Dave Williams – Head Youth Service	R+I	HBC Research & Intelligence department
DWr	David Wright - Training & Accreditation YS	RK	Rachael Kent – Under 11s Participation Coordinator
GM	Gerald Meehan – Director C+YP	SC	Stefan Cadek – Operations Manager YS (Quality)
JG	Jo Glover – Children’s Information Service	SCa	Sally Carr - Operations Manager YS (Participation)
JM	John Makie – Exec YMCA	(TBD)	To Be Decided
WD	Win Douglas - Head St Basils Primary	TM	Cllr Tom McInerney
MYP	Member of Youth Parliament	YS Mod Aps	Youth Service Modern Apprentices
		Yth Cabinet	Halton Youth Cabinet (UK Youth Parliament)

Hear by Right Delivery Plan - Year 2 and 3

	1 st Year	2 nd Year	3 rd Year
1st Quarter Apr - Jun	See Year One Plan	<ul style="list-style-type: none"> • Review of Year One plan undertaken by external consultants • Year Two & Three Plan revised in the light of experiences from year one presented. • “Hearts & Minds” Marketing Strategy roll out • Sector groupings developed to offer more peer support to new organisations entering the Hear by Right Process • Young Inspectors continue to inspect samples of accredited organisations • Champion group developed to offer strategic development & support to unpledged organisations • Lead Practitioners group developed to look at accreditation for staff within organisations • Pledging, mapping, improvement planning & Self certification processes continue for new organisations 	<ul style="list-style-type: none"> • Strategy to ensure remaining unpledged Alliance partners sign up in place • “Hearts & Minds” Marketing Strategy roll out • Young Inspectors train the trainers programme training experienced Young Inspectors to train others in place. • Pledging, mapping, improvement planning & Self certification processes continue for new organisations • Young Inspectors continue to inspect samples of accredited organisations

		<ul style="list-style-type: none"> • Under 11s boroughwide Child VOICE structure consulted on & agreed including a Junior Halton Cabinet & Area Junior Forums linked to Children’s Centres & schools 	
<p>2nd Quarter</p> <p>Jul - Sep</p>	<p>See Year One Plan</p>	<ul style="list-style-type: none"> • “Hearts & Minds” Marketing Strategy roll out • Accreditation developed for YP involved in HbR in orgs who are not Young Inspectors • Pledging, mapping, improvement planning & Self certification processes continue for new organisations • Young Inspectors continue to inspect samples of accredited organisations • Under 11s boroughwide Child VOICE structure rolled out including a Junior Halton Cabinet & Area Junior Forums linked to Children’s Centres & schools • Young Inspectors training extended to train and support staff in other organisations to train their own Young Inspectors. 	<ul style="list-style-type: none"> • “Hearts & Minds” Marketing Strategy roll out • Young Inspectors train the trainers programme complete & they start training other young people as Young Inspectors. • Young Inspectors continue to inspect samples of accredited organisations • Pledging, mapping, improvement planning & Self certification processes continue for new organisations
<p>3rd Quarter</p> <p>Oct - Dec</p>	<p>See Year One Plan</p>	<ul style="list-style-type: none"> • “Hearts & Minds” Marketing Strategy roll out • Pledging, mapping, improvement planning & Self certification processes continue for new organisations • Young Inspectors continue to inspect samples of accredited organisations • Under 11s boroughwide Child VOICE structure rolled out including a Junior Halton Cabinet & Area Junior Forums linked to Children’s Centres & schools • 11-18s VOICE weekends & reps chosen for Youth Cabinet • More Young Inspectors trained and supported centrally & in trailblazers previously accredited as “Established” organisations 	<ul style="list-style-type: none"> • “Hearts & Minds” Marketing Strategy roll out • Pledging, mapping, improvement planning & Self certification processes continue for new organisations • Under 11s boroughwide Child VOICE structure rolled out including a Junior Halton Cabinet • 11-18s VOICE weekends & reps chosen for Youth Cabinet • Young Inspectors continue to inspect samples of accredited organisations
<p>4th Quarter</p>		<ul style="list-style-type: none"> • “Hearts & Minds” Marketing Strategy roll out • Pledging, mapping, improvement planning & Self certification processes continue for new 	<ul style="list-style-type: none"> • “Hearts & Minds” Marketing Strategy roll out • Celebration Event: Pledged organisations, departments, services and schools

<p>Jan – Mar</p>	<p>See Year One Plan</p>	<p>organisations</p> <ul style="list-style-type: none"> • UK Youth Parliament MYP & Deputy MYP elected. • Experiences and outcomes achieved by the children & young people involved in the HbR process within organisations captured by Youth Cabinet and Junior Cabinet and fed into the review of year two delivery plan achievements APA/C+YP Plan review • Celebration Event: Pledged organisations, departments, services and schools acknowledged, organisations achieving “Emerging” (working towards), “Foundation”, “Established” or “Advanced” status celebrated; feedback to children & young people. Event also awards accreditation to children, young people and staff achieving VOICE related recorded outcomes & accredited qualifications • Review of Year Two plan undertaken leading to a revised year three plan. 	<p>acknowledged, organisations achieving “Emerging” (working towards), “Foundation”, “Established” or “Advanced” status celebrated; feedback to children & young people. Event also awards accreditation to children, young people and staff achieving VOICE related recorded outcomes & accredited qualifications</p> <ul style="list-style-type: none"> • UK Youth Parliament MYP & Deputy MYP elected. • Experiences and outcomes achieved by the children & young people involved in the HbR process within organisations captured by Youth Cabinet and Junior Cabinet and fed into the review of year two delivery plan achievements APA/C+YP Plan review • Review of year three of the plan and the plan as a whole.
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