Children & Young People's Directorate

DIRECTORATE PLAN

April 2011 to March 2014

Contents

NB – Please note that at the time of writing, this Directorate Plan has not been able to take into account the full implications of the Schools White Paper and Halton Borough Council restructuring and this should be kept in mind when reading the document

Foreword from Strategic Director

The Children & Young People's Directorate (CYPD) Service Plan for 2011 to 2014 comes at a point of significant change for both the Council and Halton's Children's Trust.

CYPD remains at the heart of the Trust; having a dual responsibility to both the Council and the contribution it makes to the strategic priorities of the Children's Trust. Although the Trust is no longer a Statutory Board, as part of the Coalition Government's reforms, partners have universally reaffirmed their commitment to continue their involvement in the partnership as before, under the Children's Trust banner.

This commitment to working in partnership will be crucial as we look to work through tough economic times, with reducing resources, while maintaining the same high quality level of service for our children and young people and their families in Halton. We have been successful in achieving this so far, as shown by Halton's Children's Services Assessment for 2010 from Ofsted, and must continue to achieve the highest levels of performance in the years ahead.

We are facing many challenges, including the implications of the new Education White Paper, the Munro Review of Child Protection, the Government's Comprehensive Spending Review and the Council's continuing efficiency programme, but I believe that the Directorate is well placed to meet these challenges and continue to work to improve outcomes for our children and young people in Halton.

Gerald Meehan

Strategic Director
Children & Young People's Directorate

Introduction

The Children and Young People Directorate (CYPD) sits within Halton's Children's Trust and plays a key role within the Council. Whilst CYPD works to the key priorities that appear within Halton's Children & Young People's Plan, it is a business unit within its own right, requiring clear leadership and direction as it operates within a complex and changing environment.

Business planning is the process of developing the blueprint for the ongoing performance management of the Directorate and, without it, the preparation needed to manage performance is missing. Without ongoing performance management, strategies and plans developed through business planning will not be implemented and will have no impact upon actual activities of the Directorate, or on outcomes for service users.

This document is a key business planning document and should be used alongside performance information when developing service and team plans. Its overall aims are to:-

- identify the key objectives for the Directorate over the next 12 months;
- improve the quality of the services provided; and
- deliver better outcomes for service users.

The plan is underpinned by the principles and strategic objectives Halton Borough Council has adopted in its Corporate Plan 2011 - 2016. It aims to be a key reference document for elected members, staff in the Directorate and our partner agencies. It provides the rationale and framework for the major areas of the Directorate's activity. It does this by taking account of the national, inter-agency and Council planning and budget priorities and inter-weaves these with what we know - or what our service users and carers tell us - about how services should be developed in order to meet needs and expectations more effectively. The plan needs to be understood in the context of a wide range of other documents. The main strategic documents are:-

- Sustainable Community Strategy for Halton: 2011 – 2026;
- The Borough Council's Corporate Plan 2011 - 2016;
- Halton Children & Young People's Plan

These plans/strategies commit the Borough Council and its partners to achieving explicit and realistic priorities over the coming year. This Business Plan highlights the Children and Young People Directorate's elements of those commitments within the context of the Government's overall agenda for Local Government. The achievement of these continues to depend on partnerships with many other agencies, and members are committed to testing these achievements.

The plan does not attempt to describe all the day-to-day activities that make up most of the Directorate's work, but only to set out the overall framework within which that work takes place. It needs to be remembered, however, that

it is the everyday assessment of needs and arrangement of services to meet those needs that is the fundamental task of the Directorate. Undertaking this effectively requires the continuing dedication and enthusiasm of staff, together with the Directorate's commitment to recruit, retain and train staff who are able to meet the challenges of the future.

None of this is straightforward. However, this does not diminish the Directorate's determination to deliver improved outcomes. It makes it even more of a challenge, but one which we will seek to tackle as effectively as possible through partnership with other agencies and corporate working across the Borough Council.

Key messages

3.1   OVERALL DIRECTORATE STRATEGIC DIRECTION

The structure for the Directorate is set out in detail in Section 6 but in summary is split into the following departments:

- Children & Family Services
- Children's Organisation & Provision
- Learning & Achievement Services

In addition the Children's Safeguarding Unit reports directly to the Strategic Director.

The headline messages for CYPD in terms of progress made over the past 12 months against the agreed priorities is outlined below. These are separated by department, and further details can be found within the relevant Departmental Plan.

Children & Family Services

- Children in Need/Child Protection – improved recruitment and retention of managers, maintained performance in Child Protection.
- Team Around Family (TAF) – the service is now established and operational across   Runcorn and Widnes. The Common Assessment Framework process has been absorbed into the service and anecdotal evidence is emerging regarding positive early intervention/reduction in Children's Social Care (CSC) referrals, through improved linkages created by the new Integrated Working Support Team within TAF with CSC.
- Children in Care – placements have improved through stability and increased choice

Children's Organisation & Provision

- The Department was restructured at the beginning of 2010-11 and has since had 2 in-year restructures around IT and Post-16 and 14-19 Development
- Significant reduction in NEET figures following the September guarantee being offered all year and increasing flexibility of provision
- A virtual Joint Commissioning Team has been established with colleagues in PCT and a Joint Commissioning Strategy is in place and 5 key commissioning priorities agreed after extensive consultation.
- Despite demographic changes in the primary sector, Halton has been able to offer all children a place in its primary/secondary settings.
- School Transport Policy has been reviewed and cost savings made
- Early Years Providers – improved outcomes have been achieved through identifying more targeted support

- Capital Strategy – one brand new primary school and one remodelled primary in place from 2011. Secondary school reorganisation has been implemented with one all-through school created and one school closed, bringing savings. In addition, £60m capital has been secured for 2 schools in revised BSF Programme and preferred bidder advised.
- C-RMZ (£3 million My Place youth centre) and V-RMZ (mobile outreach service delivering information and support) facilities for young people have opened.
- Commissioned Action for Children to provide Halton's Youth Service provision following a review of youth provision.

Learning & Achievement Services

- Improved attainment at all Key Stages
- Significant reduction in NEET figures following the September guarantee being offered all year and increasing flexibility of provision
- Positive Ofsted inspection outcomes, including 2 'Outstanding' secondary schools and Key Stage 3 Pupil Referral Unit.
- No secondary schools below the current floor targets.
- One primary school has been in Special Measures but is on track to come out of these in 2011.
- Two primary schools listed in The Times top 100 state schools
- There has been some impact made on narrowing the gap
- Improved attendance and reduced persistent absenteeism
- Special Educational Need (SEN) provision has been reviewed and a new service will be implemented by September 2011.
- New SEN School Strategy in place

Children's Safeguarding Unit

- The Unit has been consolidated, having recruited a new Business Manager and Safeguarding Development Officer.
- Halton Safeguarding Children's Board (HSCB) Development Day reaffirmed partner commitment to the partnership, which will look to become more outcome focussed.
- The Unit is now working to a new framework for Ofsted announced and unannounced inspections that gives a clearer focus on health, partnership working and outcomes.
- Community engagement within the HSCB has been improved through the appointment of two Lay Members to the Board.
- The relationship with the Children & Families Department is both challenging and supportive, as shown by well embedded auditing of practice, but closer links need to be forged with other departments.
- Multi-agency auditing is working well.

3.2 MAJOR ACTIVITIES

Over the past twelve months, CYPD has contributed to a wide range of wider areas of work that directly impact on the Directorate. These major activities are outlined below:-

Ofsted Children's Services Assessment 2010
Halton's Ofsted Children's Services Assessment for 2010 was published in December 2010. This annual assessment of children's services is derived from the performance profile of the quality of services and outcomes for children and young people in each local area.

This assessment is done on a four point scale, on which Halton was judged to be a '3' – performing well. The strengths within Halton noted in the Assessment include:

- That a large majority of services, settings and institutions inspected by Ofsted are good or better
- The unannounced inspection of front-line child protection services found much that was strong and no areas for priority action
- Analysis of national performance measures for outcomes, educational attainment and progress show Halton is in line or above the national average and statistical neighbours for a large majority of indicators
- Prospects for improvement are good as there is clear understanding of that needs to be done to achieve better progress in the Identified key areas and resources are focused on meeting these challenges.

The key areas highlighted for further development that will continue to be a major part of the Directorate's focus were:

- Improving the quality of those secondary schools that are satisfactory
- Further improving numbers of 16-19 year olds gaining good GCSE and higher level qualifications.

Children & Young People's Plan
Halton's second Children and Young People Plan was published in June 2009, covering the period 2009-2011. The Plan set out the following priorities for the Trust:

- Children and Young People are physically, emotionally and sexually healthy
- Every Young Person is successful when they leave school
- Children and Young People will have the same opportunities wherever they live and whatever their needs
- Children and Young People will feel safe at home, in school and their communities

This Plan was subject to an annual review of progress in 2010 and updated accordingly. A third overarching, multi agency Plan for Halton will be

published in April 2011. Although the Coalition Government has indicated that the statutory duty to produce a Children & Young People's Plan that is owned by all Children's Trust partners will be removed, it has been agreed locally to produce a new Plan from April 2011 to provide strategic direction for the Trust.

The new Plan has been developed around the following new priorities that have been agreed for the Children's Trust (subject to final agreement):

A: *Strengthen partnership working to effect better joint commissioning in order to improve outcomes for children and young people*
B: *Improved outcomes for our most vulnerable children and young people by targeting services effectively*
C: *Use effective integrated processes to intervene early for improved outcomes for all children and young people*

The priorities of the Directorate complement these overarching priorities.

Halton Sustainable Community Strategy
This strategy outlines the goals that the Halton Strategic Partnership (HSP) wants to achieve to build a better future for the Borough. It concentrates on the challenges and priorities in order to improve the quality of life for people in Halton, as well as the achievements made since the HSP Board was formed in 2001. The Board brings together Halton's main service providers and agencies from the public, private, community and voluntary sectors.

Halton's Sustainable Community Strategy provides a framework in which the organisations and groups within the HSP can work together. The third version of this Strategy has been developed as an overarching 15-year document from 2011-26, in line with the complementary Core Strategy and Local Transport Plan 3 for Halton. It sets out a plan to tackle the five agreed overarching priority areas, including Children and Young People, to improve quality of life in Halton. In full the five priorities are:

• A Healthy Halton
• Employment, Learning and Skills in Halton
• A Safer Halton
• Halton's Children and Young People
• Environment and Regeneration in Halton

Children in Care & Safeguarding Inspection
Each Local Authority will be subject to an announced multi agency inspection by the Ofsted during a three year cycle from June 2009. A working group is meeting regularly to prepare for the inspection in Halton. As part of this, a library of key documents is being continually updated and a bi-monthly newsletter produced to inform staff across agencies of the preparations and what will be involved during the inspection.

Early Intervention: Team Around the Family
Through multi agency working in Halton a clear need had been identified to change the way in which we work with families who are lower down the

continuum of need, in order to prevent their needs increasing and them requiring more specialist intervention. This has brought about the creation of two new 'Localities Teams' within Halton (Runcorn and Widnes). The focus being on working with children and families where additional needs and been identified that did not yet require statutory social work/child protection intervention. This work was initially termed as 'Locality Working' but this name is now being replaced by 'Team Around the Family' (TAF).

The key messages and objectives regarding Halton's TAF development are:

- To strategically develop and implement TAF structures and service configuration (including CAF) where the focus is on smooth transitions between lower level interventions and statutory interventions managed by Social Care. From a client's perspective the whole process needs to feel seamless.
- To create a culture, moving away from 'referrals' to separate services, to a seamless provision of services around the child and family, via CAF wherever appropriate.
- To review Halton's continuum of need, especially in respect of levels 2 and 3a, with the aim that needs are better met via appropriately commissioned and coordinated services lower down the continuum, where possible and safe to do so.

Joint Commissioning Unit and Strategy
The local authority and the PCT have established a joint commissioning team for children and young people, and contracts and commissioning staff from across both the local authority and Health are now co-located as part of the developing Joint Commissioning Unit. Staff from the new Procurement Centre of Excellence within the local authority will support this team. Five key commissioning priorities have been agreed, along with an agreement to combine the collective resources of both agencies to address each priority, these being:

- Pupil referral provision
- Breastfeeding
- Alcohol
- Localities
- Children in Care.

Integrated Children's Workforce Strategy
An Integrated Children's Workforce Strategy for all agencies across the Children's Trust was launched in November 2010. This Strategy will provide strategic direction for developing a fully integrated Children's Trust workforce for Halton.

Children's Trust Equality & Diversity Scheme
This Scheme for the Trust builds upon the Equality & Diversity Strategy already in existence for CYPD and takes into account the implications and additional duties of the Equality Act 2010. The Scheme was launched in November 2010.

Factors affecting the Directorate

4.1 CHALLENGES AND PRIORITIES BY DEPARTMENT

This section looks at the main challenges that the Directorate expects to face during 2011-12, again split by department. Further information on these issues can be found within the relevant departmental plan.

Children & Family Services

- Embedding the integrated Team Around the Family service with a single point of access across a continuum of needs for all children and families
- Further promote Safeguarding through early intervention and prevention delivered through the Team Around the Family
- Refocus Children's Centres to be more targeted and supporting the work of the Team Around the Family
- Ensuring that the Department continues to become further integrated with other departments within CYPD.
- Continue to engage with partners within a climate of a changing relationship with Health and Schools
- The impact of the Munro Review findings when the third report is received.
- Continuing to improve the quality of business support functions and impact data
- Assessing the impact of the new Ofsted inspection regime on services provided.
- Government agenda around Children's Centres and Early Intervention.
- Funding Resources – removal of ring fenced funding
- Improving outcomes for Children in Care and Care Leavers – although the service is improving, more impact needs to be made on outcomes and ensuring a more joined up approach across the Council.

Children's Organisation & Provision

- Levels of grant funded staff within the Department
- Challenge with and support from the new Centres of Excellence and external partners
- Relationship with partners such as GPs and Schools
- Education White Paper and wider changes in Government policies and our ability to respond positively.
- Radical changes in provision to adapt to reduced resources to ensure sustainability
- Identifying tasks that are not going to continue and implementing measures to stop these
- Continue to review SEN costs – although out of Borough costs are sustainable but still need to reduce those incurred by schools.
- Staff wellbeing – ensuring smooth transition through the changes.
- Develop a viable capital strategy in light of the decisions about Building Schools for the Future.

Learning & Achievement Services

- Funding/Workforce – ensuring capacity and resources to continue to improve standards.
- Ensuring the Department can meet the Coalition Government's developing agenda around Academies, Floor Standards, QTS requirements, the new Inspection Framework and schools causing concern/satisfactory schools
- Remodelling School Improvement in terms of core/retained, shared and traded services, as well as school to school support in terms of cost and brokerage
- Delivery of the SEN Policy Framework for Inclusion
    - Mainstream
    - Mainstream with Support
    - Mainstream : Specialist Units
    - Special Schools
    - Specialist Provision – External
- Reducing Out of Borough education
- Maintaining a balance between the autonomy of schools versus support and challenge/Local Authority accountability
- Demonstrate improved performance at Early Years Foundation Stage and Primary attainment
- The School Improvement Service to evaluate their service providing a service proportionate to need, whilst supporting the most vulnerable children to achieve the best outcomes.
- Commissioning quality Post 16 provision
- Improving Level 2 and Level 3 performance at 19 and improving young people's employability and reduce NEETs.

Children's Safeguarding Unit

- Explore shared services with another council/other councils
- Continue the focus on getting the basics right within multi agency working and Child Protection
- Continuing to ensure all departments work as one team across CYPD and HSCB, not retreating into Silos due to efficiencies
- Ensuring staff and partner agencies understand the Ofsted Profile and inspection framework
- Team Around the Family is a priority in terms of a seamless transition through all levels of needs
- Review the Children's Trust Levels of Need
- Continue to ensure Children in Care services are seen as all of the Council's responsibility

4.2   BUSINESS CRITICAL ISSUES 2011

The Directorate has continued to be successful in improving the services provided for out children and young people, as evidenced by externally validated inspections of its services, and in a range of performance indicators. To maintain this and continually improve, a set of Business Critical Issues to be driven by the Directorate's Senior Management Team (SMT) have been agreed to provide direction for the duration of this Plan.

Three overarching Business Critical Issues have been agreed to cover cross-cutting themes that link together the work of the Directorate and the Children's Trust. These themes and the areas that they cover are outlined below;

- **Standards in Education**

Standards set out what students are expected to learn in each age group and in each subject. Standards show what should be taught and be tested for. This theme looks to raise standards in education in Halton by focusing on:
    - Narrowing the Gap
    - Early Years
    - Primary
    - Secondary
    - Vulnerable Groups

- **Continuum of Need: From Early Intervention to Safeguarding**

This theme looks at work across the four levels of the Children's Trust Levels of Need – from universal services through early intervention to tackle additional needs at the earliest stage to higher level safeguarding concerns. This theme includes:
    - Narrowing the Gap
    - Team Around the Family
    - Integrated Youth Support Service
    - Multi-agency development
    - Safer recruitment
    - Parenting support
    - Child Protection processes
    - Role of schools/school improvement partners
    - Training and professional development

- **Managing resources effectively**

Although this is always a crucial issue within the public sector, it is even more important within the current financial climate as resources become more and more scarce. Areas covered within this Issue include:
    - Narrowing the Gap
    - Commissioning
    - Financial planning
    - Efficiency agenda and links to Centres of Excellence
    - Staffing at appropriate levels
    - Inspection and external scrutiny
    - Transition to new structures
    - Building schools for the future

- Primary re-organisation
- Children's Centre development
- Extended schools
- Post 16 provision (14-19 strategy)
- Provision for vulnerable groups
- My Place

The focus on these Business Critical Issues and how we align our services with those of partners in the Children's Trust will be particularly important within the current difficult economic climate that we are facing.

Central to meeting these Issues is the development of the two new Team Around the Family Divisions in Widnes and Runcorn, bringing together front line services at a local level. This is major development as we progress to more integrated service delivery.

To meet these Business Critical Issues, the Directorate have agreed a number of priorities and areas for development to concentrate upon in the next 12 months. These are:

- Maintaining highest levels of performance in statutory social work
- Narrowing the gap for Children in Care and care leavers in terms of attainment, education and employment
- Embedding the Team Around the Family model in Halton by establishing uniform multi agency early intervention; and seamless transition to statutory services
- Redesigning delivery through our Children's Centres
- Developing the Children's Trust workforce through the development of an in-house training programme together with partners
- Monitoring the impact of the Children in Need Independent Reviewing process
- Reviewing the Levels of Need within the Children's Trust
- Exploring shared services within areas such as Adoption and EDT
- Improving Standards in Post-16 and 14-19 education
- Reviewing Early Years provision and sustainability
- Ensuring delivery of an Integrated Youth Support Service (IYSS) and reduce Teenage Pregnancy and NEET.
- Reviewing Halton's Information, Advice and Guidance offer, including a review of the Greater Merseyside Connexions contract
- Developing a shared service(s) with partner council(s)

4.3 EXTERNAL FACTORS

In order to meet the Business Critical Issues and priorities for the Directorate, external factors need to be considered that are outside of the Directorate's control but link closely to its work. These are set out below within the PESTLE framework.

POLITICAL

Coalition Government
The Coalition Government's priorities are underpinned by radical reform of public services to build The Big Society where everyone plays their part, shifting power away from central government to the local level. For Halton this will mean continued development and strengthening of partnerships, which may include joint provision or commissioning with other Local Authorities, key statutory partners and in come circumstances with providers within the community, independent and voluntary sector.

The abolition of the Comprehensive Area Assessment, Local Area Agreement and National Indicator set could impact on the Council's ability to work effectively with partner organisations due to the lack of a statutory framework.

Comprehensive Spending Review
With the announcement of the Coalition Government's Comprehensive Spending Review, the Council will continue to face ongoing budgetary pressures and each Directorate will need to ensure that they effectively contribute to the Authority's response to dealing with the current economic climate.   Working closely with service users to achieve outcomes that people want will be paramount to the work of the Directorate.

Children's Trust Arrangements
The Children's Trust is the key delivery mechanism for integrated Children's Services in Halton and the work of the Trust is focused on the priorities set out in the Children & Young People's Plan.

The Children's Trust was put on a statutory footing when the Apprenticeships, Skills, Children and Learning (ASCL) Act received Royal Assent in November 2009. From this Children's Trusts became statutory on April 1st 2010. This statutory footing was revoked however in the initial reforms of the Coalition Government, from October 31st 2010 onwards. Despite this, the Children's Trust arrangements will continue in Halton, underlining the level of commitment to and strength of partnership arrangements in place locally.

ECONOMIC

Funding
The Comprehensive Spending Review announcements in October 2010 will have significant implications for the work of the Directorate, the wider Council, Children's Trust and Halton Strategic Partnership, as described below:

- A number of grant funding streams will come to an end on 31st March 2011, including Working Neighbourhoods Fund and National Strategies. These funding streams support a variety of projects delivered by the Council and its partners, placing these services under threat and creating challenges for future service delivery around the priorities identified in the new Sustainable Community Strategy and Children & Young People's Plan.

- The Government will devolve significant financial control to local authorities. Ring-fencing of all local government revenue grants will end from 2011-12, except simplified schools grants and a new public health grant. The number of separate core grants, will be radically reduced from over 90 to fewer than 10, excluding schools, police and fire. More than £4 billion of revenue grants will be rolled into formula grant.

Deprivation

Halton shares many of the social and economic problems associated with its urban neighbours on Merseyside. The Index of Multiple Deprivation (IMD) for 2007 is the most comprehensive source of deprivation indicators, as some 37 different indicators are used. It shows that overall, Halton is ranked 30th nationally (a ranking of 1 indicates that an area is the most deprived), which is third highest on Merseyside, behind Knowsley and Liverpool, and 10th highest in the North West, although this is an improvement on being fifth highest in 2004). Other authorities, St Helens (47th), Wirral (60th) and Sefton (83rd), are all less deprived compared to Halton.

This Index suggests that deprivation has improved in the borough, as Halton ranked 21st overall nationally in 2004. The proportion of Halton's population in the top category (i.e. the top 20% most deprived super output areas) has also decreased from 50% in 2004 to 47% in 2007. Halton's concentration of deprivation has improved from 20th worst in England in 2004 to 27th in 2007. Concentration is a key way of identifying hot spots of deprivation within an area. Of England's 975 'Super Output Areas', which form the top three per cent most deprived areas within England, eight are situated in Halton. The most deprived neighbourhood in Halton is ranked 306th out of 32,482 and is situated in Runcorn. Much has been done but clearly there is still much to do.

Employment

Halton has the 28th highest unemployment claimant rate out of 326 local authorities in England and a higher proportion of young people not in employment, education or training than the regional and national averages. In the past the mismatch in the needs of local, new and incoming businesses and the skills of Halton's local people has meant that opportunity and need have been out of balance, contributing to the continuing widespread deprivation in Halton.

The number of jobs in the borough is largely the same as it was 10 years ago but the proportion employed in manufacturing has fallen and the reliance on a small number of large employers is beginning to be reduced. The wealth of the borough has improved overall during the last 10 years as illustrated by rising numbers of detached houses, rising car ownership, increases in professional and managerial households in parts of the borough. There are currently approximately 52,000 employee jobs in Halton, of which 37,900 are full time.

SOCIAL

Demographic Changes
The 2009 population estimate for Halton was 118,700. This is down from the mid-2005 population of 119,200 but the population is projected to grow to 122,900 in 2023.

Halton has a larger number of people in the 5-24 age categories than the national average, and a lower proportion of population over age 65+. However Halton's proportion of over 50s is increasing at one of the highest rates at 4% higher than the national average. The next ten years will see a reduction in teenagers by 20%. This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common. One result is likely to be a marked increase in social isolation, which will have profound effects on people's health and involvement in their communities.

Health
The health of people in Halton is generally worse than the national average, and there are a number of indicators which are among the worst in the country, including life expectancy and the early death rate from cancer.

Focusing on children and young people's services, the teenage conception rate is significantly worse than the England average, breastfeeding initiation is poor and a relatively high proportion of children are obese.

Within Halton itself, health inequalities exist by gender, level of deprivation and ethnicity. For example, people from the most deprived areas have between 6 and 8 years shorter life expectancy than those from the least deprived areas. Over the last ten years, the death rate from all causes has decreased. However the early death rate from heart disease is above the England average.

There are some indicators though that are around, or are better than, the England average, such as the rate of road injuries and deaths.

TECHNOLOGICAL

The Directorate has an ICT Development Plan mapping out its ICT requirements and areas for development. There are number of major ICT projects that will be central to the development of the Directorate and act as enablers for service delivery. The Directorate is working in conjunction with ICT services to successfully deliver these projects. The most significant projects for the Directorate over the period of this plan are as follows;

Carefirst 6/ESCR/ICS
Implementation of Carefirst 6 collaboratively with ICT Services and the Adults and Community Directorate is critical in providing an effective ICT solution for Children's Social Care. There are statutory requirements relating to both ICS and ESCR as well as the benefits the system will provide in terms of

operational efficiency. The process will require new ICT infrastructure, scanning and new working arrangements.

Synergy CYP Database
Synergy Gateway which was purchased by Halton as an 'Early Adopter' primarily to host the E CAF module and provide full integration to Contact Point. Although Contact Point has been abolished the Database is still in place   and allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. Further improvements to the Tribal Synergy CYP import processes are underway with the development of Systalk. Wider access to Synergy CYP Database to better inform practitioners to include Duty Desk and School Health PCT Teams. Reviewing all modules / processes to identify improvements such as the reporting model, use of LLPG and possible new modules that will provide solutions for more efficient and time saving processes within teams e.g. the FIS Online funding module.

Synergy Connect - Children Centre MIS
Synergy Connect is a flexible, web based database allowing development of its components depending on the service provider's engagement or to tie in with local or national requirements. Tribal Group is currently working on developing Synergy- Connect and the Synergy CYP Database to enable both systems to exchange information on the regular basis.   The system has been used to record data from health personnel to enable integrated reporting of performance. The funding for the initial pilot has now been withdrawn which is likely to have a major impact on the use of the system.

Building Schools for the Future
ICT is a core part of the programme and our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

LEGISLATIVE

The Coalition Government has announced a number of intentions around the children and young people agenda, which have come into force with immediate effect or will from later this year. This section outlines the major recent and upcoming policy developments.

Schools White Paper
The White Paper, 'The Importance of Teaching' was published in November 2010. It covers teaching and leadership; behaviour; curriculum, assessment and qualifications; the new school system; accountability; school improvement; and school funding. In setting out a major programme of reform for schools, it necessarily also includes some major changes in the role of local authorities (and other bodies). A Schools Bill will follow and most of the proposed changes are intended to be introduced between 2011 and 2014.

The White Paper draws on evidence from the world's best education systems within a radical reform programme that puts heads and teachers at the heart of school improvement. It looks to free schools from government bureaucracy and interference, aiming to give greater accountability to parents and local communities. It is envisaged that the reforms will raise the quality of new teachers and transform the quality of initial training and continued professional development.

The White Paper also sets out:

- Powers for teachers to improve discipline in the classroom
- A vision for a transformed school curriculum
- The reform of school performance tables
- A pupil premium to channel more money to the most deprived children
- Plans to develop a fairer and more transparent funding system

SEN Green Paper (yet to be published)
The Green Paper published at the beginning of 2011 aims to improve radically the entire special education needs (SEN) system and will cover issues including school choice, early identification and assessment, funding and family support. Ministers are considering how to ensure parents can send their child with SEN or disabilities to their preferred educational setting – whether that is a mainstream school, special school or an academy. Ministers are considering a range of options, including how to:

- give parents a choice of educational settings that can meet their child's needs
- transform funding for children with SEN and disabilities and their families, making the system more transparent and cost-effective while maintaining a high quality of service
- prevent the unnecessary closure of special schools and involve parents in any decisions about the future of special schools
- support young people with SEN and disabilities post-16 to help them succeed after education
- improve diagnosis and assessment to identify children with additional needs earlier.

Academies Act 2010
The Act enabled schools in England to become academies from September 2010. In Halton, Halton High opened as an academy from September 2010. Academies will be funded at a comparable level to maintained schools but would also get their share of central funding that local authorities used to spend on their behalf. Academies will be allowed to keep any surplus balances that they hold. There would be no expansion of selection but grammar schools and other schools which select or partially select pupils would be able to continue to do so. Key areas of the Act include:

- enabling all maintained schools to apply to become academies, with schools rated 'outstanding' by Ofsted being pre-approved

- allowing maintained primary and special schools to apply to become academies in their own right
- giving the Secretary of State the power to issue an academy order requiring the local authority to cease to maintain the school
- removing the requirement to consult the local authority before opening an academy
- requiring the consent of any existing foundation (mainly churches) before a school applies to become an academy (and prohibits the religious character changing during the conversion to academy)
- deeming academy trusts to be exempt charities.

Free Schools

The Conservative Party in its election manifesto committed itself to enabling good education providers to establish new good small schools, initially in the most deprived parts of the country. The Coalition Government has called these schools Free Schools, developed the idea further and launched an application process for schools to become Free Schools in June.

Child Poverty Act 2010

The Child Poverty Act 2010 came into force in March 2010, placing duties on partners within each local authority to work together to reduce levels of child poverty. Halton is an area with relatively high levels of poverty and deprivation, as highlighted by the following key statistics:

- Almost 50% of children live in poverty in Halton (14,380 children and young people) in 2008
- In terms of families there are around 8,000 families with children living in poverty
- In 2007 Halton has the 6th highest proportion of children in poverty in the North West.
- The IMD 2007 identified 17 Lower Super Output Areas that fell within the top 10% most deprived areas nationally for income affecting children. These 17 areas contain a quarter of Halton's child population.

The Act also places a requirement on each local authority to have in place a child poverty needs assessment and strategy by April 2011. In Halton the needs assessment has been completed as part of an overall needs assessment for the six Greater Merseyside local authorities, with each producing their own strategy. The Strategy in Halton is known as the 'Child & Family Poverty Strategy' to reflect the broad nature of the issue.

Children's Trust Reforms

The Government announced in July 2010 its intention to reform Children's Trusts. The proposals came into force from October 31st 2010 and included:

- removing the duty on schools to co-operate through Children's Trusts
- removing the requirement on local authorities to set up Children's Trust Boards and the requirement on those Boards to prepare and publish a joint Children and Young People's Plan (CYPP)

- revoking the regulations underpinning the CYPP and withdrawing the statutory guidance on Children's Trusts.

The Coalition has however reconfirmed its commitment to working in partnership to improve outcomes for children and young people through locally agreed partnerships. Children's Trusts became statutory in April 2010 and so the announcement is a reversal to the pre-April status of the partnership. The intention of partners on Halton's Children's Trust is for the Trust to continue in much the same way as present. The name will remain the same, both to avoid the costs incurred by rebranding, and also to ensure awareness across all agencies of the Trust's role and remit is maintained.

Simplification of 16-19 Funding
The Coalition Government has announced measures to try to reduce bureaucracy and red tape in 16-19 education in order to reduce the complexity of the existing funding processes. The proposals include:

- freeing up local authorities to focus on their strategic role in 16-19 education
- scrapping the need for local authorities to set up 'sub-regional groups' and 'regional planning groups'
- paying further education colleges, sixth form colleges and other training providers direct from the Young People's Learning Agency (YPLA).

Further measures to simplify the process are expected in time for the 2011/12 round of allocations.

Decommissioning of ContactPoint
ContactPoint was shut down on 6th August 2010. The Government continues to consider the feasibility of a new signposting service for professionals to help them to support and protect our most vulnerable children, particularly when these children move areas or access services in more than one area.

ENVIRONMENTAL

Climate Change
The Comprehensive Spending Review contained a number of announcements on carbon management including funding for low carbon technologies, the introduction of a Green Investment Bank and Green Infrastructure fund and a new Green Deal which will enable households to fund energy efficiency improvements in their home through savings on energy bills. The funding announcements will contribute towards the delivery of a Climate Change Strategy to Halton.

Organisational initiatives

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

5.1   Equality, Diversity and Community Cohesion

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development and employment practices. This commitment is reflected in a range of policies, strategies and other framework documents and practices that underpin the work of the Council though its day to day operational activities.

The Council reviewed and refreshed its [Single Equality Scheme](#) in 2009. As a result of the introduction of the Equalities Act (2010) the scheme has recently been further reviewed and slightly refined to ensure that it remains current and fit for purpose.

The scheme sets out the Councils approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

As a result of such assessments any actions considered to be of high priority will be monitored and reported through the Council's Quarterly Performance Reporting process.

The CYPD Equality & Diversity Group has been expanded to become a multi agency group for the Children's Trust.   The group has updated and broadened the Equality Scheme already in place for CYPD to take into account the additional duties and implications of the Equality Act 2010 and to allow the Scheme to be a useful multi agency document

5.2 Environmental Sustainability

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Strategy that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business. The Plan will be reviewed and updated during 2011/12.

The Council has set a target to reduce its emissions by 20% from 2008 – 09 levels over 4 years by 2013/14. If this target is to be achieved individual services areas will need to develop service specific plans for their areas. The Council's total emission levels in 2009/10 were (to be added)

This breaks down as follows : -

Corporate Buildings
Schools
Street Lighting
Vehicle Fleet
Business Miles

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets around buildings and vehicle fleet, business miles (need to insert Street Lighting in environment plan and IT and Procurement in Resources Plan Schools as a separate classification in CYP Plan)

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. The opportunities will form the basis of a Corporate Climate Change Strategy to be developed in 2011/12. Directorates will contribute to and support specific actions within the overall Strategy.

5.3 Risk Management

Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the

implementation of their associated mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

5.4 Arrangements for managing Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

Accurate: For its intended purpose;

Valid By being consistently recorded and used in compliance with predetermined definitions and rules;

Reliable By reflecting stable and consistent data collection processes;

Timely By being made available as soon as possible after the activity or event and in line with organisational requirements;
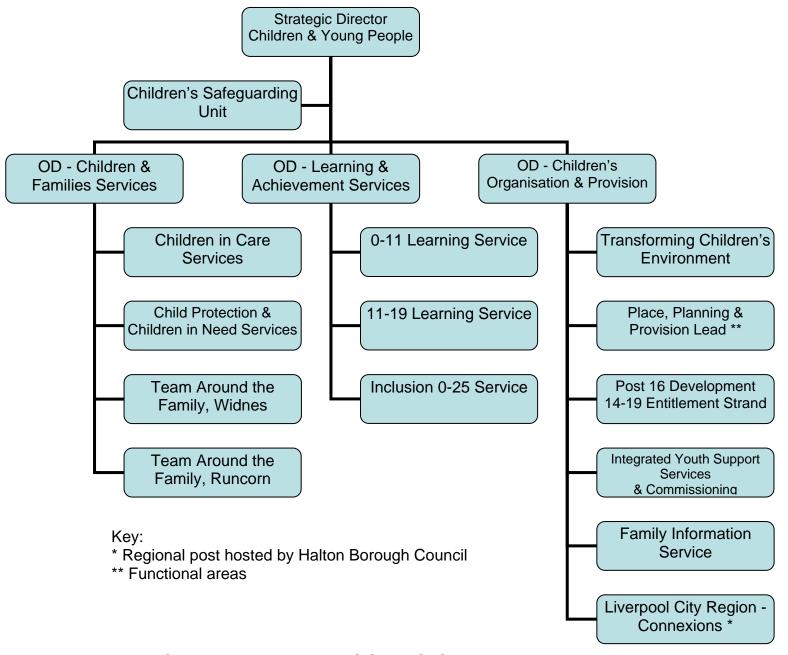
Relevant For the purpose intended;

Complete In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

In supporting the delivery of the corporate strategy the Directorate will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk-based review.

Directorate structure

The current CYPD structure is as follows: **(note: a new structure will be in place by April 2011)**

```
                    Strategic Director
                    Children & Young People
        ┌───────────────────┤
 Children's Safeguarding    │
        Unit                │
  ┌─────────────────┬───────┴──────────────────┐
OD - Children &     OD - Learning &         OD - Children's
Families Services   Achievement Services    Organisation & Provision
```

OD - Children & Families Services	OD - Learning & Achievement Services	OD - Children's Organisation & Provision
Children in Care Services	0-11 Learning Service	Transforming Children's Environment
Child Protection & Children in Need Services	11-19 Learning Service	Place, Planning & Provision Lead **
Team Around the Family, Widnes	Inclusion 0-25 Service	Post 16 Development 14-19 Entitlement Strand
Team Around the Family, Runcorn		Integrated Youth Support Services & Commissioning
		Family Information Service
		Liverpool City Region - Connexions *

Key:
* Regional post hosted by Halton Borough Council
** Functional areas

6.1   CHILDREN AND FAMILIES SERVICES

The department provides services to Children and Families from Universal to Complex Needs, as set out in Halton's Level of Need Framework. The services aim to support and protect children, ensuring that they are safe and have the opportunity to reach their potential across the five outcomes. We aim, together with partners, to narrow the gap in outcomes for these most vulnerable children. For the majority of children this will be with their families, and we will provide services and support to families to achieve this. When this

is not possible we provide services to ensure that children live somewhere that is safe, caring and appropriate to their needs.

The Department's main responsibilities are summarised in the work of the 3 divisions detailed below.

Children in Care & Care Leavers
- Care Leavers services
- Recruitment, assessment and support for adoptive parents and foster carers
- Provision of Residential Care for Children
- Support to Children in Care to improve outcomes
- Inter Agency Working

Children in Need & Child Protection
- Assessing promptly the needs of children and families in need
- Planning and delivering integrated services for vulnerable children and families across the levels of need
- Crisis and emergency intervention in families
- Intensive support to families and carers
- Child Protection services,
- Targeted interventions with the most vulnerable children in need and their families
- Provision of short breaks for disabled children

Early Intervention: Team Around the Family
- Children's Centres - provision of the full core offer and extended services
- Multi-agency locality support team
- Co-ordinated early targeted intervention based on CAF
- Parenting and family support across the levels of need
- Provision a range of accessible short breaks for disabled children
- Integrated services for Young Carers
- Family Intervention Projects, Targeted Youth Support

6.2 LEARNING AND ACHIEVEMENT SERVICES

The Department works in partnership with schools and settings to raise standards of attainment and achievement. This work is undertaken by a team of specialists who focus on for example the curriculum, attendance, inclusion and behaviour within the different phases of education. School Improvement Partners (SIPs) are also a key part of this department. We work together with the other departments within Children's Services to achieve the best possible outcomes for all young people and to narrow the gap in outcomes for the most vulnerable young people.

The Department's main responsibilities are summarised in the work of 4 divisions detailed below:

0-11 Learning
- Early Years Foundation Stage and the Early Years Outcome Duties
- Quality assurance of the Early Years Foundation Stage
- Key Stage 1 and 2 standards of achievement and attainment
- Healthy Schools and PSHCE
- School and setting leadership and management
- Sports, the Arts and Music developments in schools and settings
- Intervention and support in schools and settings

11-19 Learning
- School Improvement Partners (SIPs)
- Safeguarding in schools
- Support and intervention in secondary schools
- Key Stage 3, 4 and 5 standards of achievement and attainment
- Key Stage 3 Pupil Referral Unit
- The 'Virtual Headteacher' role for vulnerable pupils
- Support the development of the Learning agenda within the Building Schools for the Future Programme leading to the raising of standards

0-25 Inclusion
- Statutory assessments for pupils with Special Educational Needs (SEN)
- Behaviour and attendance
- Transition
- SEN service delivery for schools covering areas such as cognition and learning, visually impaired and hearing impaired
- Statutory duties covering all areas of SEN for young people to the age of 25
- Implementation and delivery of new resource base provision for schools

Post 16 development and 14-19 entitlement strand
- Delivery of the 14-19 curriculum pathways
- Key Stage 4 short stay school
- Aim Higher
- Key Stage 4 Engagement Service
- Education Business Partnership
- 14-19 collaborative quality assurance
- Learning and Skills transfer and associated deliverables

6.3   CHILDREN'S ORGANISATION AND PROVIISION

The Department will be responsible for the management, co-ordination and delivery of all capital programmes aimed at transforming Children's Environment including the Buildings Schools for the Future and Primary Capital.   It will lead and facilitate the strategic arrangements for joint commissioning of services to children, young people and their parents and

carers within the Directorate, Statutory Partners, the Independent Sector, Voluntary and Community organisations. In addition it co-ordinates the effective delivery of youth support, community justice and sexual health service and manage the Liverpool City Region Connexions Contract.

The main responsibilities of each team are detailed below:

Transforming Children's Environment
- Building Schools for the Future
- Local Education Partnership (LEP)
- Primary Capital Programme
- Children's Centres Capital
- Extended Schools
- Childcare
- Playbuilder
- Sufficiency & Suitability Childcare
- Condition
- Accessibility
- My Place
- Broader Projects

Place Planning and Provision
- Early Years Sufficiency.
- Child and pupil place planning (schools and other settings).
- School Transport.
- Services to schools and settings (SLAs).
- Information, support and guidance for schools and Children's Services settings.
- Educational visits.
- Health and Safety
- Technical Support
- Business Continuity/Critical Incident Support.
- Governor Support.

Children's and Schools Services
- SIMS (SLA)
- Analysis of School & Pupil Performance Data.
- Data to support CYPD.
- Information Guidance – Data Sharing Protocols.
- Management of IChoose Halton and Online Prospectus.
- Support for schools for Pupil Performance and Tracking (SLA).
- School BECTA Review, E Safety
- Virtual Learning Platform/ Managed Learning Environment.
- Family Information Service.
- Management of Help4Me and Halton4Teens.
- Management School Census/Surveys.

Integrated Youth Support Services and Commissioning
- Integrated planning and commissioning
- Joint Commissioning
- Effective delivery of Integrated Youth Support
- Deployment of youth support services
- Deployment of sexual health services including Teenage Pregnancy
- Substance Misuse.
- Alcohol Services.
- Anti Social Behaviour.
- Community Safety.
- Information, Advice and Guidance Services.
- Promoting Positive Activities.

Liverpool City Region
- Ensure the effective management of the Liverpool City Region Connexions Contract.

6.4 CHILDREN'S SAFEGUARDING UNIT

The Safeguarding Unit consists of lead officers for Safeguarding in Halton including Children's Services, the PCT, Education, and Police. This co located and virtual team strengthens multi agency working, making efficient use of knowledge and expertise across the CYPD and the Children's Trust.

Members of the Safeguarding Unit are responsible for identifying the themes and issues, which impact on the delivery of front line practice. Through scrutiny, challenge and support, the Unit will continuously enhance standards and good practice through quality assurance and professional development.

The Unit informs and is informed by national and local guidance as well as research, to positively enhance the delivery of front line services to vulnerable children and young people in Halton.

Core Business of the Unit
- Providing an Independent chairing service within the Child Protection and Children in Care systems and for those children in need identified as requiring services at level 3b.
- Independent review of Foster carers
- Responsibility for the management of allegations against adults who work with children, including the statutory role of Local Authority Designated Officer (LADO)
- Via the Halton Safeguarding Children Board manager, providing all the business support requirements for HSCB.
- Lead responsibility for the rigorous auditing of practice within children's services and multi agency file audits.
- Ensuring safeguarding is prioritised in schools –dedicated safeguarding skill base with a priority afforded to anti bullying work.
- To support engagement of the community in safeguarding.
- Multi agency support, challenge and scrutiny.

Resources

The Directorate faces a number of challenges in ensuring it has the resources available to support the delivery of its service objectives during a period of reducing financial resources. A number of functions, including finance, workforce, performance, policy development, support to the Children's Trust, management of information and administration have moved into the Resources Directorate during 2010. Whilst these changes should enable the Council to achieve the required efficiencies without impacting on the quality of service there are likely to be some impact during the transitional period.

7.1   BUDGET SUMMARY AND SERVICE COSTS

To follow when 2010-11 budgets are finalised

7.2   HUMAN RESOURCE REQUIREMENTS

The Directorate employs approximately 3,500 staff, including school staff, and are considered to be our most valuable asset. The Directorate (and the Council as a whole) is committed to training and developing its staff and has in place an Employee Development Review Process producing Personal Action Plans for every employee. These are monitored on a regular basis and a Training and Development Plan is produced each year detailing future training that is planned and reviewing achievements from the previous year in terms of qualifications gained and training courses attended.

The Directorate also operates a comprehensive supervision policy for all staff. The supervision process provides a framework for linking the needs and skills of employees with the wider strategic objectives of the Directorate and Halton Borough Council and is one of the key processes by which performance and service outcomes are monitored and the quality of services maintained and improved.

Supervision is not just about getting the job done; it is also about investing time and energy in developing and motivating staff for the benefit of the individual and the organisation as a whole and ultimately the local community. Good supervision will result in well-trained and motivated staff who are clear about their role within the organisation and the tasks they need to achieve.

A major upcoming requirement will be the implementation of the new Integrated Children's Workforce Strategy for Halton's Children's Trust. The key aim of the strategy is a workforce that is reformed, integrated and making the best contribution possible to Halton's Children & Young People's Plan.

Linked to this strategy are a number of key workforce initiatives which have been implemented as a result of national, regional and local drivers.

In the new council structures responsibility for workforce strategy has moved to the Policy & Strategy Division and training goes to the Learning and Development section in HR. This will bring some challenges during transition and also in aligning the partnership and organisational requirements.

7.3   ACCOMMODATION AND PROPERTY REQUIREMENTS

The accommodation requirements of the Directorate have been impacted upon by the efficiency programme and the establishment of the Centres of Excellence. The continued development and embedding of Team Around the Family services will further influence the Directorate's needs as the ambition is to establish community based accommodation providing front line access for all services through effectively utilising Children's Centres, GP practices and the secondary provision developed through the Building Schools for the Future programme.

Business planning

Directorate Plans form an integral part of the authority's corporate planning framework, as illustrated within the diagram opposite.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

Halton's Corporate Planning Framework

Community Strategy	
Corporate Plan	**Strategic priorities**
Directorate Plans	**Directorate activity and performance measures**
Divisional / Team Plans	**Divisional activity and performance measures**
Personal Plans	**Individual activity and performance measures**

8.1 PERFORMANCE REPORTING

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**

- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**

- **The inclusion of Quarterly monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

- **Publication of Quarterly monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at

http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

Appendices

Appendix A: Departmental Service Objectives & Performance Indicators

Children & Families Services Objectives

Service Objective:	CFS1: To ensure that the Children and Families workforce have Managers who have the appropriate skills and that social workers have the support, skills and competence to enable them to contribute to improving outcomes for children and to maintain professional standards
Key Milestone(s) (11 – 12)	• Evaluate the implementation of the supervision policy by March 2012 • Ensure training standards for Newly Qualified Social Workers (NQSW) are evaluated and subject to performance management by March 2012 • Establish a programme of bespoke training for frontline operational managers by March 2012 • Develop a Management Traineeship for aspiring managers as part of the recruitment and retention strategy to ensure a sufficient supply of skilled managers by March 2012
Key Milestone(s) (12 – 13)	• Continue to develop and embed training standards for Social Workers and NQSW by March 2013 • In conjunction with the Children's Trust Integrated Workforce Strategy analysis the workforce requirements for Children's Services Social Care and develop an appropriate action plan by March 2013
Key Milestone(s) (13 – 14)	• Implement appropriate action plans in relation to workforce development by March 2014

Service Objective:	CFS2: To ensure that Children requiring intervention at level 3 b and 4 of Halton's Levels of Need receive high quality assessments and interventions to improve outcomes
Key Milestone(s) (11 – 12)	• Develop and implement the Child in Need reviewing process to ensure that plans are effective, improve outcomes for children and that interventions are being provided at the appropriate level of need by March 2012 • Establish and implement appropriate CAVA pathways with the Police by March 2012 • Develop a pathway for Child in Need cases that require a multi-agency co-ordinated plan at level 2 – 3a (CAF) on closure have a named Lead Professional and a clear plan to take forward • Ensure that ICT are supported in the implementation of CareFirst6, prioritising practitioners involvement in ICS Development workshops and appropriate representation on the CareFirst6 Board by March 2012
Key Milestone(s) (12 – 13)	• Embed Child in Need reviewing processes by March 2013 • Evaluate and embed the CAVA pathways by March 2013
Key Milestone(s) (13 – 14)	• Review the impact of the Child in Need reviewing processes and embedded pathways and develop any appropriate action plans to further improve outcomes for Children in Need by March 2014
Service Objective:	CFS3: Improve outcomes for children in care and care leavers
Key Milestone(s) (11 – 12)	• Revise the facilitation of the Children in Care Council to improve the engagement of young people by December 2011 • Develop and commence implementation of a revised multiagency Children in Care Strategy by March 2012 • Develop a shared adoption service by March 2012 • Undertake an outcomes audit of all children in care by March 2012 • Implement actions from the Placement strategy to increase accommodation for care leavers and the number of foster carers by March 2012
Key Milestone(s) (12 – 13)	• Implement the Children in Care Strategy as appropriate by March 2013 • Evaluate the performance of Children in Care at Key Stages 2 and 4 and develop and action plan to narrow the gap between them and their peers
Key Milestone(s) (13 – 14)	• Evaluate impact of the Children in Care Strategy on outcomes and develop appropriate action plans to improve the outcomes for Children in Care and care leavers

Service Objective:	CFS4: To develop a model of early intervention and prevention providing seamless service delivery to children and families from universal to specialist services
Key Milestone(s) (11 – 12)	• Embed the Integrated Working Support Team (IWST) to improve early intervention and prevention by March 2012 • Integrate the universal and early intervention services for Disabled Children within the Team around the Family model to reduce the need for more specialist intervention by March 2012 • Complete a review of the levels of need framework and report to the Children's Trust by March 2012
Key Milestone(s) (12 – 13)	• Evaluate the impact of IWST on outcomes for children and young people by March 2013 • Implement action plan from the review of the levels of need framework by March 2013
Key Milestone(s) (13 – 14)	• Evaluate the impact of the actions completed from the review of the level of needs framework by March 2014

Children & Families Services Performance Indicators

Ref	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
Corporate Health							
LPI01CFS	Newly qualified social workers (NQSW) receive the level of supervision as set out in the supervision policy	New indicator			100%	100%	100%
LPI02CFS	All NQSW attend a minimum of two "Tools for Social Worker's" events within 12 months of qualifying	New indicator			100%	100%	100%
LPI03CFS	All NQSW's receive safeguarding training up to and including level 4 within 12 months of qualifying	New indicator			100%	100%	100%
Cost & Efficiency							
CPI04CFS	Increase the number of foster carers with Halton Borough Council Fostering Agency	New indicator			8	6	Not applicable
Quality							
NI147	Care Leavers in suitable accommodation	89%	90%		90%	90%	90%
LPI05CFS	Increase the units of accommodation for care leavers	New indicator			4	Not applicable	Not applicable
LPI06CFS	Child in Need plans are independently reviewed (baseline number of plans to be established)	New indicator			50%	100%	100%

	Fair Access						
NI148	Care Leavers in Education, Employment or Training at 19	55.6%	72.5%		75%	75%	75%
LPI07CFS	Number of apprenticeships/employment opportunities for care leavers established within the year	New indicator			2	1	Not applicable
	Service Delivery						
NI059 (adjusted)	Initial Assessments completed within 10 working days (adjusted indicator in line with Working Together to Safeguard Children 2010	New indicator			85%	85%	85%
NI060	Core Assessments completed within 35 working days	94%	92%		92%	92%	92%
LPI08CFS	Percentage reduction of the number of referrals to Children's Social Care that are generated by Police CAVA notifications and close within 3 months of referral from baseline (2009-10)	New indicator			-10%	-20%	-20%
LPI09CFS	Percentage of CIN Cases that require a multi-agency co-ordinated plan at level 2 – 3a (CAF) on closure have a named lead professional and a clear plan to take forward	New indicator			100%	100%	100%
LPI10CFS	Percentage increase multi-agency interventions (CAF's) in place and operating for level 2/3 cases from the 2010 baseline	New indicator			+25%	+35%	+40%
LPI11CFS	Percentage of agencies accessing IWST processes	New indicator			75%	100%	100%
LPI12CFS	Percentage of referrals to social care that had been subject to CAF in the previous 12 months	5.8%	30%		Awaiting information on audited CAF to set target		
NI062	Stability of placements of Children in Care: number of moves	14.3%	8.2%		7.5%	7.5%	7.5%
NI063	Stability of placements of Children in Care: length of placements	69.6%	81.5%		90%	90%	90%
NI068	Referrals to children's social care going on to Initial Assessment	93%	95%		95%	95%	95%

Ref	Description		
LPI01CYP	Percentage gap between Children in Care attainment at Key Stage 2 and their peers	New indicator	Awaiting information to set target
LPI02CYP	Percentage gap between Children in Care attainment for 5+ GCSE's grades A*-C including English and Maths and their peers	New indicator	Awaiting information to set target
LPI03CYP	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	New indicator	Awaiting information to set target

Other National Indicators

The following National Indicators have been included pending the publication of a single comprehensive list of all data that Local Authorities are required to provide to central government. All indicators are monitored on an annual basis at the least, and those where information is available more regularly are monitored on a quarterly basis. Where indicators underpin the priorities of the Children and Young People's Trust or the Halton Safeguarding Children's Board, these are monitored through the appropriate performance management frameworks of these partnerships.

Ref	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
NI051	Effectiveness of Child and Adolescent Mental Health services (CAMHs)	12	15		14	14	14
NI053	a) Prevalence of breastfeeding at 6-8 weeks from birth	19.26%	23%		25%	27%	28%
NI054	Services for disabled children	62	66		Target not appropriate		
NI055	Obesity among primary age children – reception	11.5	10		10	10	10
NI056	Obesity among primary age children – Year 6	22.4%	21.3%		21%	20%	19%
NI058	Emotional and behavioural health of looked after children	16.7	16		16	16	16
NI061	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	76.9%	Target not appropriate		Target not appropriate		

NI064	Child Protection plans lasting 2 or more years	3%	0%		0%	0%	0%
NI065	Children subject to a child protection plan for a second or subsequent time	7%	10%		8%	8%	8%
NI066	Children in Care cases are reviewed within timescales	99.3%	100%		100%	100%	100%
NI067	Child Protection cases are reviewed within timescales	100%	100%		100%	100%	100%
NI070	Hospital admissions caused by unintentional and deliberate injuries to children and young people	155	150		145	145	145
NI071	Missing from home	14	15		15	15	15
NI109	Delivery of Sure Start Children's Centres	100%	100%		100%	100%	100%
NI099	Children in Care achieving Level 4+ at KS2 English	50%	33%		Awaiting information to set target		
NI100	Children in Care achieving Level 4+ at KS2 Maths	50%	33%		Awaiting information to set target		
NI101	Children in Care achieving 5+ GCSE's including English and Maths A*-C	7.7%	22.5%		Awaiting information to set target		
NI116	Children in poverty (proxy indicator: narrow the gap between North West average and Halton for percentage of families in receipt of out of work benefits)	+4.8%	Not set		+4.6%	+4.6%	+4.6%

Childrens Organisation and Provision Services Objectives

Service Objective:	COPS1: Ensure provision for children and young people is sufficient and sustainable
Key Milestone(s) (11 – 12)	• Implement the actions from the Children in Care sufficiency assessment (conducted March 2011) by March 2012 • Complete the comprehensive review of Early Years provision informed by the Childcare Sufficiency Assessment by August 2011 • Implement the action plan from the Early Years provision review by March 2012
Key Milestone(s) (12 – 13)	• Further assess childcare provision in line with requirements and implement appropriate action plans by March 2013
Key Milestone(s) (13 – 14)	• Further assess childcare provision in line with requirements and implement appropriate action plans by March 2013
Service Objective:	COPS2: Further develop and implement commissioning to improve outcomes for Children and Young People
Key Milestone(s) (11 – 12)	• Review and evaluate the Commissioning Strategy by May 2011 • Develop the Children's Trust Commissioning Strategy by July 2011 • Develop commissioning arrangements with GP consortia by March 2012 • Implement the appropriate action plans in line with the 5 commissioning priorities agreed with health colleagues by March 2012 • Review and evaluate the performance management framework for commissioning by May 2011
Key Milestone(s) (12 – 13)	• Review progress on the relevant Commissioning Strategies and develop and implement appropriate action plans in response by March 2013 • Further develop commissioning arrangements with GP consortia by March 2013
Key Milestone(s) (13 – 14)	• Review progress on the relevant Commissioning Strategies and develop and implement appropriate action plans in response by March 2014 • Embed commissioning arrangements with GP consortia by March 2014

Service Objective:	COPS3: Further develop a 14-19 commissioning framework to improve outcomes for young people
Key Milestone(s) (11 – 12)	• Implement a strategic commissioning framework for 14-19 across the 5 priorities for commission from September 2011 according to the appropriate action plans • Implement the appropriate action plans to improve Sixth Form provision across Halton by March 2012 • Implement the action plan from the review of quality and sustainability of The Gateway by March 2012 • Ensure the successful transition of the future of information, advice and guidance provision by March 2012
Key Milestone(s) (12 – 13)	• Evaluate 14-19 commissioning, and develop and implement appropriate action plans to ensure provision is appropriate and sustainable by March 2013
Key Milestone(s) (13 – 14)	• Further evaluate 14-19 commissioning, and develop and implement appropriate action plans to ensure provision is appropriate and sustainable by March 2014
Service Objective:	COPS4: Improve outcomes for young people through integrated and targeted youth support
Key Milestone(s) (11 – 12)	• Refresh the Integrated Youth Support Service (IYSS) Strategy by May 2011 • Implement the agreed action plan in relation to the IYSS Strategy by March 2012 • Develop the national young persons substance misuse plan by April 2011
Key Milestone(s) (12 – 13)	• Review outcomes for young people, to inform further action plans for integrated and targeted youth support by March 2013
Key Milestone(s) (13 – 14)	• Review outcomes for young people, to inform further action plans for integrated and targeted youth support by March 2013

It should be noted that capital strategy information is awaited from central government. Once the notification has been received a service objective will be included should the local authority have a role in future capital development for schools.

Childrens Organisation and Provision Services Indicators

Ref	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
Quality							
LPI01COP	Percentage of Childminders graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
LPI02COP	Percentage of non-domestic childcare settings graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
LPI03COP	Percentage of Sixth Form Schools graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
LPI04COP	Percentage of GFE graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
LPI05COP	Percentage of Pupil Referral Units graded as good or better of those inspected in the period	New indicator			Definition of indicator to be confirmed		
Fair Access							
LPI06COP	Take up of early years entitlement for 3 year olds	New indicator			Definition of indicator to be confirmed		
LPI07COP	Take up of early years entitlement for disadvantaged	New indicator			Definition of indicator to be confirmed		
NI117	Percentage of 16-18 yr olds not in education, employment or training	10.3%	7.7%		7.5%	6.9%	Not set
LPI08COP	Percentage of vulnerable groups in EET	New indicator			Definition of indicator to be confirmed		

Service Delivery							
LPI09COP	Attainment by vulnerable groups	New indicator			Definition of indicator to be confirmed		
LPI10COP	Percentage increase in enrolment on apprenticeships from baseline year	New indicator			Definition of indicator to be confirmed		
LPI11COP	September guarantee indicator (98%)	New indicator			Definition of indicator to be confirmed		
NI079	Achievement of Level 2 qualification at 19	66.8%	67%		68%	70%	Not set
NI080	Achievement of Level 3 qualification at 19	33.7%	42.2%		44%	45%	Not set
NI112	Under 18 conception rate percentage change from 1998 baseline rate	+12%	-55%		-61%	-61%	Not set
LPI12COP	Under 18 conception rate (for information rather than target setting)	52.6	Target set against the percentage change				
LPI13COP	Percentage change in the number of Anti-Social Behaviour incidents from the baseline	New indicator			Definition of indicator to be confirmed		
NI111	Number of First Time Entrants to Youth Justice System	149	237		234	230	Not set
LPI14COP	Percentage change in the number of First Time Entrants to Youth Justice System from the baseline	New indicator			Target set against the percentage change		

Other National Indicators

The following National Indicators have been included pending the publication of a single comprehensive list of all data that Local Authorities are required to provide to central government. All indicators are monitored on an annual basis at the least, and those where information is available more regularly are monitored on a quarterly basis. Where indicators underpin the priorities of the Children and Young People's Trust or the Halton Safeguarding Children's Board, these are monitored through the appropriate performance management frameworks of these partnerships.

NI081	Inequality gap in achievement at level 3 by the age of 19	24%	16%		14%	11%	Not set
NI082	Inequality gap in achievement at level 2 by the age of 19	18%	51%		50%	49%	Not set
NI088	Percentage of extended schools	100%	100%	100%	100%	100%	100%
NI091	Participation of 17 year olds in education or training	79%	80%		80%	80%	Not set
NI113	Chlamydia: Prevalence	23.5%	10%		10%	10%	10%
NI113	Chlamydia: Screening rate	23.5%	35%		35%	35%	35%
NI118	Take up of formal childcare by low income families	Awaiting information. This is nationally produced annual data published several years in arrears.					

Learning and Achievement Services Objectives

Service Objective:	LAS1: To increase the percentage of schools where Ofsted judge overall effectiveness to be good or better
Key Milestone(s) (11 – 12)	- Review all schools currently graded as satisfactory to identify actions required to improve inspection outcomes by July 2011 - Evaluate the outcomes of all inspections to ensure that learning is carried through to all schools and align to School Development Panel meetings on a minimum of a termly basis - Utilise the Cross Service Monitoring Group (CSMG) screening of schools using alerts and triggers - Support schools' understanding of the requirements of the new Ofsted Framework for inspection by September 2011 - Complete data analysis for all schools to align the appropriate support for all schools through the school improvement process by December 2011
Key Milestone(s) (12 – 13)	Continue the process of analysis, deployment of support and monitoring for all schools, with focus on those not judged as good or better by March 2013
Key Milestone(s) (13 – 14)	Continue the process of analysis, deployment of support and monitoring for all schools, with focus on those not judged as good or better by March 2014
Service Objective:	LAS2: Increase GCSE attainment for 5 or more at grades A*-C including English and maths
Key Milestone(s) (11 – 12)	- Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2011 - Map consultant and school to school support for all phases, including settings (this support to be negotiated with schools) during September to December 2011 - Complete target setting with all schools to ensure targets set are sufficiently challenging in line with Fischer Family Trust D with the aim of improving LA attainment levels year on year by January 2012 - Complete the mid-year review of anticipated outcomes against KS2 and KS4 targets by May 2012 - Analyse the levels of absence, including persistent absence, across all phases on a termly basis
Key Milestone(s) (12 – 13)	Continuation of the above cycle of review and evaluation with monitoring on a termly basis

Key Milestone(s) (13 – 14)	• Continuation of the above cycle of review and evaluation with monitoring on a termly basis
Service Objective:	LAS3: Narrow the gap in attainment between vulnerable groups and their peers through early identification of need, and effectively targeted school improvement support.
Key Milestone(s) (11 – 12)	• Conduct data analysis for children in care and with schools ensure that action plans for individual pupils are in place by September 2011 • Review Children in Care Educational plans and amend as appropriate on a termly basis • Children in Care end of Key Stage targets monitored termly for those in year 5 and year 10 by December 2010 • Conduct data analysis for Free School Meals pupils and identify areas of need and support required by November 2011 • Conduct data analysis for SEN pupils and with schools identify areas of need and support required by October 2011 • Analysis of Ofsted inspections in relation to safeguarding practice carried out termly to inform sharing of practice with schools
Key Milestone(s) (12 – 13)	• Continuation of the above cycle of review and evaluation with monitoring on a termly basis
Key Milestone(s) (13 – 14)	• Continuation of the above cycle of review and evaluation with monitoring on a termly basis
Service Objective:	LAS4: Ensure that service redesign results in the most efficient use of available resources to meet local needs and also delivers the requirements of the Education White Paper / Education Act and the SEN Green Paper.
Key Milestone(s) (11 – 12)	• Structural redesign, informed by school survey, to ensure capacity to deliver core functions and manage a range of potentially shared and / or traded services by April 2011 • Draft structure produced by April 2011 • Transitional phase implemented during April to August 2011 • New structure / service delivery model in place September 2011 • Prepare for reviewed SEN resource bases during April to July 2011 • Resource bases up and running by September 2011 • Evaluation of provision to be conducted by March 2012

Key Milestone(s) (12 – 13)	• Implementation of any action plans arising from the evaluation of the provision by March 2013
Key Milestone(s) (13 – 14)	• Further evaluation of provision to be conducted with formation of appropriate action plans by March 2014

Learning and Achievement Services Indicators

Ref	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
Service Delivery							
LPI01LAS	Percentage of schools setting targets at FFT level D	87.5%	90%		100%	100%	100%
NI075	Proportion achieving 5+ GCSE A*-C including English and Maths	45%	52.3%	50% (provisional)	54%	55.5%	Not set
NI087	Secondary School persistent absence rate	5.3%	5%		Awaiting national guidance to set targets		
NI114	Rate of permanent exclusions from school	0.35%	0.04%	n/a	0.35%	0.35%	0.35%
Quality							
LPI02LAS	Percentage of primary schools inspected in the period graded good or better (including special schools)	New indicator			Definition of indicator to be confirmed		
LPI03LAS	Percentage of secondary schools inspected in the period graded good or better (including special schools and PRUs)	New indicator			Definition of indicator to be confirmed		
LPI04LAS	Percentage of primary schools in Halton with latest inspection grade of good or better (including special schools)	New indicator			Definition of indicator to be confirmed		
LPI05LAS	Percentage of secondary schools in Halton with latest inspection grade of good or better (including special schools and PRUs)	New indicator			Definition of indicator to be confirmed		
LPI06LAS	Percentage of primary schools below the floor standard	New indicator			0%	0%	0%
LPI07LAS	Percentage of secondary schools below the floor standard	New indicator			0%	0%	0%

Fair Access							
NI102(a)	Achievement gap at Key Stage 2 English and Maths FSM and peers	18.2%	12%	15.2% (provisional)	12%	12%	Not set
NI102(b)	Achievement gap at Key Stage 4 FSM and peers	26.7%	22%	28% (provisional)	20%	18%	Not set
NI104	SEN/Non-SEN achievement gap at KS2 English and Maths	42%	37%	50% (provisional)	35%	33%	Not set
NI105	SEN/Non-SEN achievement gap at GCSE 5+ A*-C including English and Maths	42.1%	29.5%	48.6% (provisional)	28%	27%	Not set
LPI01CYP	Percentage gap between Children in Care attainment at Key Stage 2 and their peers (to match with CFS plan)	New indicator			Awaiting information to set targets		
LPI02CYP	Percentage gap between Children in Care attainment for 5+ GCSE's grades A*-C including English and Maths and their peers (to match with CFS plan)	New indicator			Awaiting information to set targets		
LPI03CYP	Percentage of Children in Care achieving expected outcomes at KS2 and KS4 (to match with CFS plan)	New indicator			Awaiting information to set targets		

Other National Indicators

The following National Indicators have been included pending the publication of a single comprehensive list of all data that Local Authorities are required to provide to central government. All indicators are monitored on an annual basis at the least, and those where information is available more regularly are monitored on a quarterly basis. Where indicators underpin the priorities of the Children and Young People's Trust or the Halton Safeguarding Children's Board, these are monitored through the appropriate performance management frameworks of these partnerships.

Ref	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
NI052	Take up of school lunches (Primary and Secondary)	46.4% 52.4%	46% 50%		50% 52%	53% 53%	Not set
NI057	Participation in sport and PE	78%	81%		81.5%	82%	82%
NI072	Early Years Foundation Stage Attainment	46.9%	52%		54%	56%	Not set
NI073	Proportion achieving level 4 Key Stage 2 English and Maths	73%	79%		80%	81%	Not set
NI076	Reduction in schools below floor targets at Key Stage 2	3	2		2	2	2
NI078	Reduction in schools below floor targets at Key Stage 4	1	0		0	0	0
NI089	Reduction in the number of schools in special measures and time taken to come out of special measures	2 (23 months)	0		0	0	0
NI092	Early Years Foundation Stage Gap in achievement	31.4%	27.7%		27%	26.5%	Not set
NI093	Progress by 2 levels at KS2 English	83%	89%		90%	91%	Not set
NI094	Progress by 2 levels at KS4 Maths	82%	87%		88%	89%	Not set
NI103	Statements of SEN issued within 6 weeks (including/excluding exceptions)	100%	100%		100%	100%	100%
NI107	Key Stage 2 attainment for BME group	No targets set as small cohorts exempt from statutory target setting. Comparators with year on year inappropriate due to small cohorts.					
NI108	Key Stage 4 attainment for BME group						

Appendix B: Department of Education Subset of Data

The table below is the subset of data the Department of Education have published as the requirement. The majority of indicators have yet to be defined although a small number are likely to mirror some existing National Indicators
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Ref	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
	3-4 year old spend per child						
	Primary school spend per child						
	Secondary school spend per child						
	Unit funding of post-16 education						
	Funding per disadvantaged pupil						
	Capital spending (to be determined following the review of capital spending)						
	Spending by maintained schools on their "back office" functions and procurement e.g. financial management as a percentage of total school expenditure						
	Readiness to progress to next stage of schooling (early years into primary, primary into secondary)[1]						
	Attainment at age 16[2]						
	Attainment at age 19[3]						

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[1] Expected to mirror National Indicators: 072, 073
[2] Expected to mirror National Indicators: 075, 078, 094
[3] Expected to mirror National Indicators: 079, 080

	Narrowing the gap in educational attainment: the achievement of children from different backgrounds or in different circumstances in comparison to the overall average (for example, child on free school meals, children with special educational needs, children in care)[4]						
	School choice facing parents: indicator to be developed through consultation						
	How pupils are progressing in their attainment in English and Maths between Key Stages[5]						
	Ensuring a strong start for disadvantaged children: including an indicator based on Frank Field's Review on Poverty and Life Chances						
	Reducing teenage pregnancy: Under 18 conception rate[6]						

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[4] Expected to mirror National Indicators: 081, 082, 092, 102, 104, 105, 099, 100, 101,
[5] Expected to mirror National Indicator: 093, 094
[6] Expected to mirror National Indicator: 112