

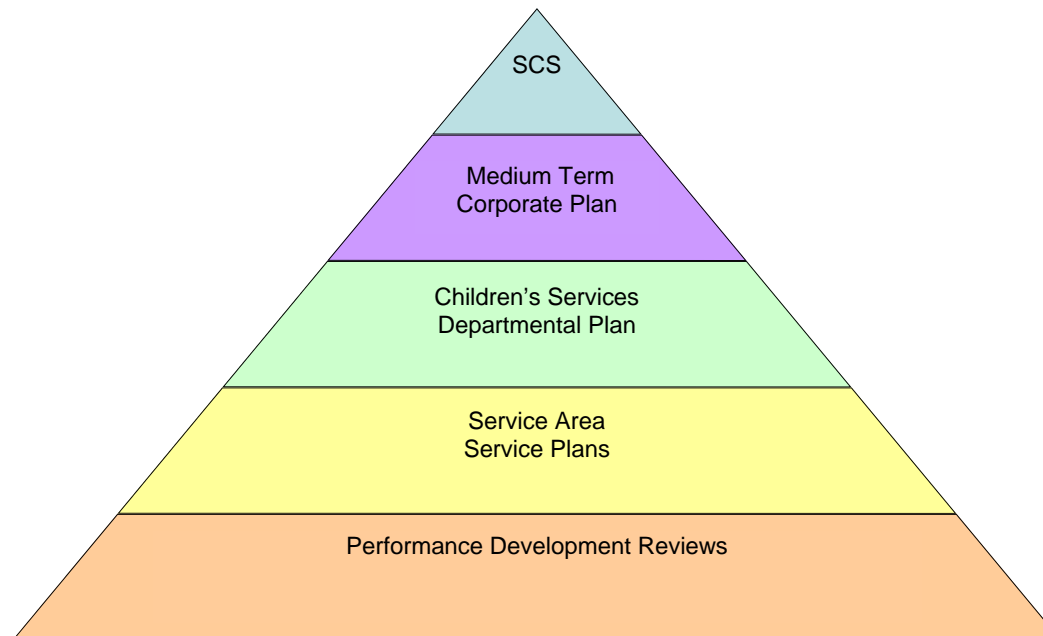


Children's Services Department

DEPARTMENTAL PLAN 2010-2014

Purpose of this Plan

The purpose of this Service Plan is to ensure that the activities carried out by the Children's Services Department support the aims and objectives of the authority and the community as a whole. This plan therefore directly supports the priorities identified in the Sustainable Communities Strategy (SCS) – One Darlington: Perfectly Placed and the Corporate Plan. It reflects the priorities of the Children and Young People's Plan.



Our vision for Children's Services in Darlington is based on the concept of keeping the child at the centre of all that we do by providing integrated services, built around the child, the family and the community. Turning this vision into a reality means improving outcomes on a sustainable basis, creating a whole systems approach which goes beyond the services delivered by the local authority to encompass the whole Children's Trust and, in particular, to strengthening universal services.

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Section 1 – What are the outcomes do we want for our communities?

Using Outcomes Based Accountability methodology this plan is designed to help deliver key services which will contribute to the outcomes for Darlington residents as set out in 'One Darlington: Perfectly Placed'. These are:

- Everybody in Darlington is able to enjoy the borough's prosperity and quality of life
- Everyone in Darlington aspires and is able to achieve their full potential and maximise their life chances
- People in Darlington live long, healthy, active and independent lives
- People in Darlington enjoy an attractive, clean, green and sustainable environment
- All people feel safe and live in a crime free environment

Children's Services vision mirrors the vision for children and young people and their families set out in the Children and Young People's Plan:

'Darlington's children are its future. We want to help children achieve their potential and enjoy life as active participating citizens free from poverty, ignorance, neglect, crime, harm, abuse and distress. We will achieve this by delivering effective, high quality integrated services'.

Section 2 – Measuring Outcomes

How can we measure if the population is better Off?

Achievement of the outcomes set out in One Darlington: Perfectly Placed will ensure that all residents, including children and young people their families and carers benefit from an improved quality of life. In order to know what this will look like and how we will know if it has been achieved we have developed the following measures contained within the 5 Sustainable Community Strategy Themes:

PROSPEROUS

Outcome – What outcome do we want for our population?

- Everybody in Darlington is able to enjoy the borough's prosperity and quality of life

What this will look like?

- All children and young people get the best possible start in life, and acquire the education and skills needed to access jobs in the local economy
- Average local wage levels are commensurate with national levels and support a good quality of life
- Economic activity levels are high and unemployment is below the national average
- Low unemployment is consistent across the borough and any gaps in unemployment rates are narrow

How can we measure this?

Performance Indicators

NI 116 – Proportion of children in poverty

NI 151 – Overall employment rate

NI 166 – Median earnings of employees in the area

ASPIRING DARLINGTON

Outcome

- Everyone in Darlington aspires and is able to achieve their full potential and maximize their life chances

What this will look like

- All people can aspire and achieve irrespective of economic and social circumstances
- Children and young people are well-prepared to start school, achieve and attend well at school, and progress to further and higher education, employment and training
- Children and young people engage in positive activities and express their happiness and satisfaction
- All People are well educated with relevant and current skills and opportunities for lifelong learning and training
- People of all ages participate positively in community and leisure activities

How can we measure this?

Performance Indicators

NI 75 – Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths

NI 110 - Young people's participation in positive activities.

NI 163 Working age population qualified to at least Level 2 or higher

HEALTHY DARLINGTON

Outcome

- People in Darlington live long, healthy, active and independent lives

What this will look like

- People are making healthy lifestyle choices
- Mortality rates from preventable causes are reducing
- People's health and well-being is not dependent on where they live or on economic and social circumstances
- People look forward to, and achieve, healthy and active lifestyles well beyond retirement age

How can we measure this?

Performance Indicators

NI 119 – Self reported measures of people's overall health and well-being

NI 120 – All-age all cause mortality rate

GREENER DARLINGTON

Outcome

- People in Darlington enjoy an attractive, clean, green and sustainable environment

What this will look like

- People are taking active steps to reduce their CO₂ emissions
- People can easily access jobs and facilities by walking, cycling and public transport
- People are actively minimising waste, increasing reuse, recycling and composting and the amount of waste sent to landfill is minimised
- Streets are clean and well-maintained
- People are satisfied with their environment

How can we measure this?

Performance Indicators

NI 005 – Overall/general satisfaction with the local area

NI 186 – Per capita reductions in CO₂ emissions

NI 187 – Tackling fuel poverty

SAFER DARLINGTON

Outcome

- All people feel safe and live in a crime free environment

What will this look like?

- People will feel safe, and will be safe at any time of the day;
- There will be a crime free environment;
- There will be potential inward migration;
- Satisfaction levels will be extremely high, and perceptions will change;
- People will take ownership of the local area, which will be vibrant, inclusive and clean.

How can we measure this?

Performance indicators

People feeling safe:

- LI 0702 - At night;
- LI 0703 During the day

LI 700 - Total crimes committed

NI 017 - Perceptions of anti-social behaviour

Section 3 – Current Performance

Key Performance Indicator	Baseline	Current Performance	Current Trend	Turning the Curve Goal
NI 116 – Proportion of children in poverty	21.4% (2007/08)	20.8% (2008/09)	Improving	Reduce
NI 151 – Overall employment rate	74.4% (2009)	72.6% (2010)	Declining	Increase
NI 166 – Median earnings of employees in the area	£415.30 (2008/09)	£438.40 (2009/10)	Improving	Increase
NI 075 - Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	47.7% (Summer 2008)	51.8% (Summer 2009)	Improving	
NI 110 - Young people's participation in positive activities	New Indicator	68.4% (2008/09)	-----	Increase
NI 163 - Working age population qualified to at least Level 2 or higher	71.1% (2007)	73.2% (2008)	Improving	Increase
NI 119 – Self reported measures of people's overall health and well-being	New Indicator	74.0% (2008 Place Survey)	-----	Increase
NI 120 – All-age all-cause mortality rate	656.0 (2008)	632.3 (2009)	Improving	Increase
NI 005 – Overall/ general satisfaction with the local area	76.2% (2006 BVPI Survey)	79.2% (2008 Place Survey)	Improving	
NI 186 – Per capita reductions in CO ₂ emissions	7.8 tonnes (2005)	7.8 tonnes (2006)	Stable	Reduce Increase
NI 187 – Tackling fuel poverty	a) 14.0% b)18.0% (national baseline)	a) 6.9% b)30.6% (2008/09)	Improving	Increase Reduce a) Increase b)
LI 0702 - People feeling safe at night	48.7% (2007 Com. Survey)	51.1% (2009 Com. Survey)	Improving	
LI 0703 - People feeling safe during the day	94.5% (2007 Com. Survey)	94.5% (2009 Com. Survey)	Stable	Increase
LI 0700 - Total crimes committed	702 (Oct –Dec 2008)	646 (Oct –Dec 2009)	Improving	Increase
NI 017 - Perceptions of anti-social behaviour	23.0% (2006 BVPI Survey)	17.1% (2008 Place Survey)	Improving	Reduce Reduce

Are the outcomes improving or getting worse and where are we heading?

Of the fifteen key performance indicators used to measure our chosen outcomes current performance shows:

Two are static with performance remaining stable from baseline

- NI 186: Per capita reductions in CO₂ emissions
- LI 0703: People feeling safe during the day

Two are new indicators using survey responses for which only one year's data currently exists

- NI 110: Young people's participation in positive activities
- NI 119: Self reported measures of people's overall health and well-being

One is currently declining i.e. NI 151: overall employment rate, which reflects the impact of the economic downturn and recession.

Ten have an improving trend using latest performance against baseline.

The above represents a brief snapshot of current performance. Fuller analysis of previous year's data, longer term trends and projections was generated for corporate and departmental turning the curve exercises. The resulting service delivery priorities are contained in the following sections to set out this Department's contribution to the desired outcomes.

Section 4 – Action Planning

Delivery of the agreed Sustainable community Strategy outcomes will require input from a range of partners that collectively make up the Local Strategic Partnership (LSP). Each theme group produces detailed delivery plans to co-ordinate the work of the various sectors. The Council acts as a critical partner within that framework. Our Medium Term Corporate plan sets out what we as an individual organisation can contribute to the whole. Actions which are designed to address the key indicators and outcomes are then allocated to the four departments including children's services.

Children's Services Activity contributes to improving outcomes across all the Sustainable Community Strategy (SCS) Themes and its action planning supports all the SCS outcomes.

This can be evidenced by the service delivery priorities set out below. Children's Services is the lead department for the Aspiring Theme and is responsible for monitoring the implementation of actions to support this theme.

Actions are reviewed on a regular basis. New actions or continuation of existing successful actions are identified through the Outcomes Based Accountability process and incorporated into Service Plans.

What do we propose to do?

In this section we demonstrate how Children's Services contribute to the achievement of each outcome and what each service will deliver. The detailed actions to be delivered by each service area are contained within their individual service plans.

As detailed above these actions are specific to the achievement of each outcome, however to enable us to ensure the effective delivery of these actions the Council manages its services around four corporate functions which are:

- Ensuring the provision of good public services
- Championing the interests of citizens and business based on a solid evidence base and good in-depth engagement
- Promoting the borough as an active player within the local sub-regional, regional and national governance frameworks
- Promoting strong partnerships to ensure there is a vision and direction for the borough and for public services

This section also sets out how the department contributes to ensuring that the Council carries out these four corporate functions

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Healthy - People in Darlington live, long, healthy, active and independent lives			
NI119 – Self reported measure of people’s overall health and well being	Ensuring people have access to health, cultural and leisure facilities and services to support health and well-being	<i>Early Intervention and prevention service</i>	
		Refocus early intervention services to strengthen interventions and programmes through: Further developing antenatal and post natal services including breastfeeding, immunisation and vaccination	NI 126 early access for women to maternity services NI 053 prevalence of breastfeeding at 6-8 weeks VSB10 Individuals who complete immunisation by recommended age
		Continuation of the Family Nurse partnership	NI 052 take up of school lunches NI 057 C&YP participation in PE NI 050 Emotional Health of children
		Continue to develop Healthy Schools and Early Healthy years settings	NI 088 percentage of schools providing access to extended services
		Further develop Extended schools activities	

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Healthy - People in Darlington live, long, healthy, active and independent lives			
		Continue to deliver Parenting support	
		Continue to tackle risk taking behaviour including drinking, drug taking, smoking and high risk action impacting on sexual health	NI 112 Under 18 conceptions NI 113 Prevalence of Chlamydia NI 115 Substance misuse by young people
		Implement actions from the obesity strategy including: promotion of Healthy schools, Take up of Schools lunches, Extended Schools activities, Sports and PE	NI 052 take up of school lunches NI 057 C&YP participation in PE NI 088 percentage of schools providing access to extended services
		Develop social marketing techniques related to health and risk taking behaviour	

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Aspiring - Everybody in Darlington aspires and is able to achieve their full potential and maximise their life chances			
NI 075 – Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Encouraging people to aspire to achieve their potential	<i>School Improvement and development service</i>	
		Extend choice and diversity by examining all curriculum options, including 14-19 diplomas	All attainment NIs NI 090 Take up of 14-19 learning diplomas
		Improve delivery of information, advice and guidance (IAG)	NI 106 young people from low income backgrounds progressing to higher education
		Reinforce the emphasis on improving reading ages of children and adults	NI 161 Number of level 1 qualifications in literacy

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Aspiring - Everybody in Darlington aspires and is able to achieve their full potential and maximise their life chances			
NI 075 – Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Ensuring that all children and young people receive the best possible education	Do further work to tackle persistent absence	NI 087 Secondary School persistent absence rate
		Continue to focus on reducing exclusions	NI 114 Rate of permanent exclusions NI 086 secondary schools judged as having good or outstanding standards of behaviour NI 050 Emotional health of children NI 110 Young peoples participation in positive activities
		Implement the behaviour review recommendations	
		Improve pupil well being and process through CAF	

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Aspiring - Everybody in Darlington aspires and is able to achieve their full potential and maximise their life chances			
NI110 young people's participation in positive activities	Providing the widest possible range of opportunities and choices for positive involvement in the community	<i>Early intervention and prevention team /School Improvement and development</i>	
		Improve and extend the range of positive activities available	NI 110 Young peoples participation in positive activities
		Engage with children and young people, especially hard to reach groups to target needs	
		Research barriers to participation and positive activities including issues of affordability and pricing	
		Promote and develop opportunities for volunteering	
		Improve and extend the range of positive activities available	
		Engage with children and young people, especially hard to reach groups to target needs	
		Increase and develop range of extended services through deployment of extended services disadvantage subsidy	NI 088 Percentage of schools providing access to extended services

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Aspiring - Everybody in Darlington aspires and is able to achieve their full potential and maximise their life chances			
NI 116 proportion of children in poverty	Pursuing a strategic approach to reducing child poverty	Implement best practice form 'Take up the Challenge initiative'	NI 116 – proportion of children in poverty
		Develop Child Poverty Strategy integrated with Economic Development Strategy partnerships	NI 102 – Achievement gap between pupils eligible for free school meals and their peers at KS 2 and KS4
		Further develop and market the Families Intervention Service	
		Implement 'Think Families' Programme including risk profiling and targeting tailored support	NI 118 – Take up of formal childcare by low-income working families

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Aspiring - Everybody in Darlington aspires and is able to achieve their full potential and maximise their life chances			
NI 116 proportion of children in poverty	Tackling barriers to employability and financial inclusion	Up skill relevant staff to enable them to carry out basic benefit calculations	NI 117 16-18 year olds who are NEET
		Enhance numbers of people holding basic skills level 2 qualifications	NI 163 working age population qualified to at least level 2 or higher
	Ensure that all people receive fair treatment	Enhance signposting skills to services from Children's Centres, Libraries and other points of contact with families	
		Develop more flexible childcare provision	NI 088 % schools providing access to extended services
		Increase Free School Meals take up and improve links with DWP	NI 118 take up of formal childcare by low income working families NI 102 Achievement gap between pupils eligible for free school meals and their peers at KS2 and KS4

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Aspiring - Everybody in Darlington aspires and is able to achieve their full potential and maximise their life chances			
NI 163 working population qualified to at least level 2	Encouraging and supporting people to train and up-skill their work-forces	Encourage employers to provide time off for training Expand work based learning opportunities Develop more opportunities for apprenticeships Commission a wider range of adult learning opportunities	NI 161-165 Learner achievement and working age population qualifications
	Promoting the widest possible range of training and learning opportunities	Continue to focus on supporting people who are not in education, employment or training (NEET) to take up opportunities available to them	NI 117 16-18 year olds who are NEET NI 163 working population qualified to at least level 2

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Greener - People in Darlington enjoy an attractive, clean, green and sustainable environment			
NI 005 overall general satisfaction with the local area	Maintaining the local environment to the best possible standards	<i>Planning and resources</i>	
		Implement the building schools for the future programme	
		Ensure youth work participation through local PACT meetings	
NI 186 per capita reductions in CO ₂ emissions	Pursuing reductions in CO ₂ emissions across all sectors and activities in the borough	Promote a greener emphasis on the Local Asset Management partnership Agreement (LAMP) programme	LI 1753 The effectiveness of your council's support to improve building management and development in your school
		Encourage participation in the Greener Schools Programme	
		Develop Eco school initiative and promote Eco-School Committees	
		Use commissioning and procurement to contribute to CO ₂ reductions	LI 1753 The effectiveness of your council's support to improve building management and development in your school
Promote cycling through school travel planning and provision of facilities	No of schools with school travel plans		

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Safer - All people feel safe and live in a crime free environment			
LI 700 total crimes reported	Maintaining the focus on reducing priority crimes in Darlington	<i>Early intervention and prevention team /School Improvement and development</i>	
		Continue to tackle persistent absence	NI 087 Secondary School persistent absence rate
		Continue to focus on reducing exclusions	NI 114 Rate of permanent exclusions from schools
		Implement behaviour review	NI 086 Secondary schools judged as having good or outstanding behaviour
		Encourage participation in diversionary activities and extended schools Ensure youth work participation through local PACT meetings	NI 088 % of schools providing extended activities
LI 702 People feeling safe at night LI 703 People feeling safe during the day	Improving public reassurance and confidence	Promote community cohesion through positive engagement activities	NI 110 Young peoples participation in positive activities

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Prosperous - Everybody in Darlington is able to enjoy the borough's prosperity and quality of life			
Ni 116 proportion of children living in poverty	Pursing a strategic approach to reducing child poverty	<i>Early intervention and prevention team /School Improvement and development</i>	
		See Aspiring Darlington above	
NI 151 overall employment rate	Attracting and supporting sustainable investment in economic infrastructure, businesses and high quality jobs	Enhance the number of people holding basic skills and level 2 qualifications	
NI 166 Median earnings of employees in area	Increasing added value and prosperity in the local economy	Continue to implement the Aiming High programme	NI 161 Number of entry level qualifications in literacy NI 162 Number of entry level qualifications in numeracy
		Promote gifted and talented programmes	NI 163 Proportion of the population qualified to at least level 2
		Extend mentoring programmes	NI 164 Proportion of the population qualified to at least level3
		Enhance peoples skills/qualifications to level 2 or above	NI 165 Proportion of the population qualified to at least level 4
		Improve Information, Advice and Guidance	

Performance Indicators (National PIs)

PI Number	PI Description	Accountable Officer
NI 009	Use of public libraries : % of the adult population in a local area who say they have used a public library service at least once in the last 12 months	Ruth Bernstein
NI 013	% of non-English speaking third country nationals applying for ESOL courses in LA supported FE, Adult or Community Learning who are accepted on programmes and who successfully complete those programmes in each academic year	Ruth Bernstein
NI 019	Rate of proven re-offending by young offenders aged 10-17	Jenni Cooke
NI 043	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Jenni Cooke
NI 044i	Ethnic composition of offenders on Youth Justice System disposals (a) White	Jenni Cooke
NI 044ii	Ethnic composition of offenders on Youth Justice System disposals (b) Mixed	Jenni Cooke
NI 044ii	Ethnic composition of offenders on Youth Justice System disposals (c) Black/Black British	Jenni Cooke
NI 044iv	Ethnic composition of offenders on Youth Justice System disposals (d) Asian/Asian British	Jenni Cooke
NI 044v	Ethnic composition of offenders on Youth Justice System disposals (e) Chinese/Other	Jenni Cooke
NI 045	% of Young offenders engagement in suitable education, training and employment	Jenni Cooke
NI 046	% of Young offenders access to suitable accommodation	Jenni Cooke
NI 050	Emotional health of children: % of children who enjoy good relationships with their family and friends (TellUs 3 Survey)	Jenni Cooke
NI 051	Effectiveness of child and adolescent mental health (CAMHS) services	Jenni Cooke
NI 052i	Take up of school lunches: (a) Primary	Heather Long
NI 052ii	Take up of school lunches: (b) Secondary	Heather Long
NI 053i	Prevalence of breastfeeding at 6–8 weeks from birth: % of infants being breastfed at 6-8 weeks	Gill Walker
NI 053ii	Coverage of breastfeeding at 6–8 weeks from birth: % of infants for whom breastfeeding status is recorded	Jenni Cooke
NI 054	Services for disabled children	Jenni Cooke
NI 055i	Obesity in primary school age children in Reception: % of children in Reception with height and weight recorded who are obese, as shown by the NCMP.	Gill walker
NI 055ii	Obesity in primary school age children in Reception: % of children in Reception with height and weight recorded.	Gill Walker
NI 056i	Obesity among primary school age children in Year 6: % of children in Year 6 with height and weight recorded who are obese, as shown by the NCMP.	Gill Walker
NI 056ii	Obesity among primary school age children in Year 6: % of children in Year 6 with height and weight recorded.	Gill Walker
NI 057	Children and Young Peoples' participation in high quality PE & Sport	Alison Raw
NI 058	Emotional and behavioural health of looked after children (Strengths & Difficulties Questionnaire)	Mary Sweeney
NI 059	% of initial assessments for children's social care carried out within 7 working days of referral	Jan Lefevre
NI 060	% of core assessments for children's social care that were carried out within 35 working days of their commencement	Jan Lefevre
NI 061	Timeliness of placements of looked after children for adopted following an agency decision that the child should be placed for adoption	Mary Sweeney

PI Number	PI Description	Accountable Officer
NI 062	Stability of placements of looked after children: number of placements (% of children looked after with 3 or more placements during the year)	Mary Sweeney
NI 063	Stability of placements of looked after children: length of placement - % of looked after children who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years.	Jenni Cooke
NI 064	Child protection plans lasting 2 years or more: % of children ceasing to be the subject of a Child Protection Plan during the year, who had been the subject of a CPP continuously for 2 years or more	Jenni Cooke
NI 065	% of children becoming the subject of a Child Protection Plan for a second or subsequent time	Elaine Clarke
NI 066	Looked after children cases which were reviewed within required timescales	Elaine Clarke
NI 067	% of child protection cases which were reviewed within required timescales	Elaine Clarke
NI 068	Referrals to children's social care going on to initial assessment	Jan Lefevre
NI 069	% of children who have experienced bullying at least once or more in the past 4 weeks, based on the TellUs Survey carried out on year 6, 8 and 10 pupils in schools	Odette Sanderson
NI 070	Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people (figure reported is per 10,000 population)	Gill Walker
NI 071	Children who have run away from home/care overnight	Jenni Cooke
NI 072	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Chris Archer
NI 073	Achievement at level 4 or above in both English and Maths at Key Stage 2	Heather Long
NI 075	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Rob Thompson
NI 076	Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2	Heather Long
NI 078	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths	Rob Thompson
NI 079	Achievement of a Level 2 qualification by the age of 19: % of young people attaining Level 2 by age 19	Helen Ellison
NI 080	Achievement of a Level 3 qualification by the age of 19: % of young people attaining Level 3 by age 19	Helen Ellison
NI 081	Inequality gap in the achievement of a Level 3 qualification by the age of 19: measured using those claiming a free school meal at aged 15 against those Not claiming a free school meal at academic age 15	Helen Ellison
NI 082	Inequality gap in the achievement of a level 2 qualification by age 19: measured using those claiming free school meals at academic age 15	Helen Ellison
NI 084	Achievement of 2 or more A*-C grades in Science GCSEs or equivalent	Rob Thompson
NI 085i	Post-16 participation in physical sciences: No of entries of 16-18 year old pupils in A level Physics	Andrew Dunn
NI 085ii	Post-16 participation in physical sciences: No of entries of 16-18 year old pupils in A level Chemistry	Andrew Dunn
NI 085iii	Post-16 participation in physical sciences: No of entries of 16-18 year old pupils in A level Maths	Andrew Dunn
NI 086	Secondary schools judged as having good or outstanding standards of behaviour	Bernie Bowes
NI 087	Secondary school persistent absence rate	Gill Walker?
NI 088	% of schools providing access to extended services	Gill Walker
NI 089a	Number of schools judged as requiring special measures	Andrew Dunn

PI Number	PI Description	Accountable Officer
NI 089b	Time taken for schools to come out of the special measures category	Andrew Dunn
NI 090	Take up of 14-19 learning diplomas	Helen Ellison
NI 091	Participation of 17 year-olds in education or training	Andrew Dunn
NI 092	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Chris Archer
NI 093	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Heather Long
NI 094	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Heather Long
NI 099	Looked after children reaching level 4 in English at Key Stage 2	Emma Clark
NI 100	Looked after children reaching level 4 in Maths at Key Stage 2	Emma Clark
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	Emma Clark
NI 102i	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 - at least Level 4 in English and Maths	Andrew Dunn
NI 102ii	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4 - 5+ A*-C grades at GCSE (and equivalent), including GCSE English and Maths	Andrew Dunn
NI 103a	Special Educational Needs – statements issued within 26 weeks: excluding exception cases	Cate Crallan
NI 103b	Special Educational Needs – statements issued within 26 weeks: all statements issued	Cate Crallan
NI 104	The Special Educational Needs (SEN)/non-SEN gap – achieving level 4 or above in both English and Maths at Key Stage 2	Cate Crallan
NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5+ A*-C GCSE grades or equivalent including English and Maths at Key Stage 4	Cate Crallan
NI 106	Young People from low income backgrounds in higher education at 18 or 19: measured using those claiming a free school meal at aged 15 against those Not claiming a free school meal at academic age 15	Deborah Archer
NI 107	Key Stage 2 attainment for Black and minority ethnic groups - % of pupils from a BME group >30 achieving L4+ In English and Maths at KS2	Heather Long
NI 108	Key Stage 4 attainment for Black and minority ethnic groups - % of pupils from a BME group >30 achieving 5 A*-C inc English and Maths	Rob Thompson
NI 109	Delivery of Sure Start Children's Centres: Total number of Sure Start Children's Centres designated as a percentage of the total number of centres required to reach all under 5s	Gill Walker
NI 110	Young peoples participation in positive activities (TellUs Survey)	Gill Walker
NI 111	First time entrants to the criminal justice system aged 10-17, per 100,000 population	Jenni Cooke
NI 112	Under 18 conception rate: Change in the rate of under-18 conceptions per 1,000 girls aged 15-17 year resident in the area for the current calendar year, as compared with the 1998 baseline rate, shown as % of 1998 rate	Gill Walker
NI 113i	Prevalence of Chlamydia in under 25 year olds: % of the resident population aged 15-24 accepting a test/screen for Chlamydia.	Gill Walker
NI 113ii	Prevalence of Chlamydia in under 25 year olds: % of positive diagnoses of Chlamydia in the 15-24 population	Gill Walker
NI 114	Rate of Permanent exclusions from schools: Number of permanent exclusions expressed as a percentage of school population	Bernie Bowes
NI 115	Substance misuse by young people: % of young people reporting either frequent misuse of drugs / volatile substances or alcohol, or both (TellUs survey)	PCT

PI Number	PI Description	Accountable Officer
NI 117	% of 16 to 18 year olds who are not in education, training or employment (NEET)	Gill Walker
NI 118	Take up of formal childcare by low-income working families - % of working families, receiving more than the family element of Child Tax Credit (CTC), benefitting from childcare element of Working Tax Credit (WTC)	Gill Walker
NI 147	Care Leavers in Suitable Accommodation: % of former care leavers aged 19 who were looked after under any legal status (other than V3 or V4) on 1st April in their 17th year, who were in suitable accommodation	Jenni Cooke
NI 148	Care leavers in Employment Education or training: % of former care leavers aged 19 who were looked after under any legal status (other than V3 or V4) on 1st April in their 17th year, who were in education, employment or training	Jenni Cooke
NI 161	Number of Level 1 qualification in literacy (including ESOL) achieved (reported for each academic year)	Gill Walker
NI 162	Number of Entry Level qualification in numeracy achieved (reported for each academic year)	Gill Walker
NI 199	Children and young people's satisfaction with parks and play areas (TellUs 3 Survey)	Gill Walker
Locals		
LI 1000	% of permanently excluded pupils provided with alternative tuition of 21 hours or more	Nigel Pell- Ilderton
LI 1001	Number of permanent exclusions	Bernie Bowes
LI 1002	Average points score per student for General Certificate of Education (GCE) and Vocational Certificate of Education (VCE) results (Post 16) -measured by rank % over all LAs - target top 10%	Andrew Dunn
LI 1003	Number of racial incidents recorded in schools	Bernie Bowes
LI 1004	Percentage of racial incidents that resulted in further action	Bernie Bowes
LI 1005	Percentage of pupils leaving school without achieving any GCSE A* - G or equivalent qualifications	Andrew Dunn
LI 1006	For outcomes in Personal, Social and Emotional behaviour at Foundation Stage, narrow the gap in achievement for pupils scoring ≥ 6 pts in the lowest 30% SOA and the remaining 70% SOA	Chris Archer
LI 1007	For outcomes in Communication, Language & Literacy at Foundation Stage, narrow the gap in achievement for pupils scoring ≥ 6 pts in the lowest 30% SOA and the remaining 70% SOA	Chris Archer
LI 1008	Number of days lost due to fixed term exclusions imposed at all Schools maintained by the Authority	Bernie Bowes
LI 1009	Schools with 6th-Forms: Average points score of students entered for GCE/VCE A/AS Levels	Andrew Dunn
LI 1010	Achievement of 5 or more A*-C grades at GCSE or equivalent	Rob Thompson
LI 1011	Achievement at level 4 or above in Maths at Key Stage 2	Heather Long
LI 1012	Achievement at level 4 or above in English at Key Stage 2	Heather Long
LI 1018	% Library users aged 16+ who view their library service as good or very good (Triennial Survey)	Ruth Bernstein
LI 1019	% Library users aged under 16 who view their library service as good (Triennial Survey)	Ruth Bernstein
LI 1249	% of half days missed due to total absence in secondary schools	Gill Walker
LI 1250	% of half days missed due to total absence in primary schools	Gill Walker
LI 1251	Quality of teaching for early years and childcare services: Proportion of Leaders with Level 4 or above qualification;	Julian Kenshole
LI 1252	Quality of teaching for early years and childcare services: Proportion of early years and childcare settings funded	Julian Kenshole

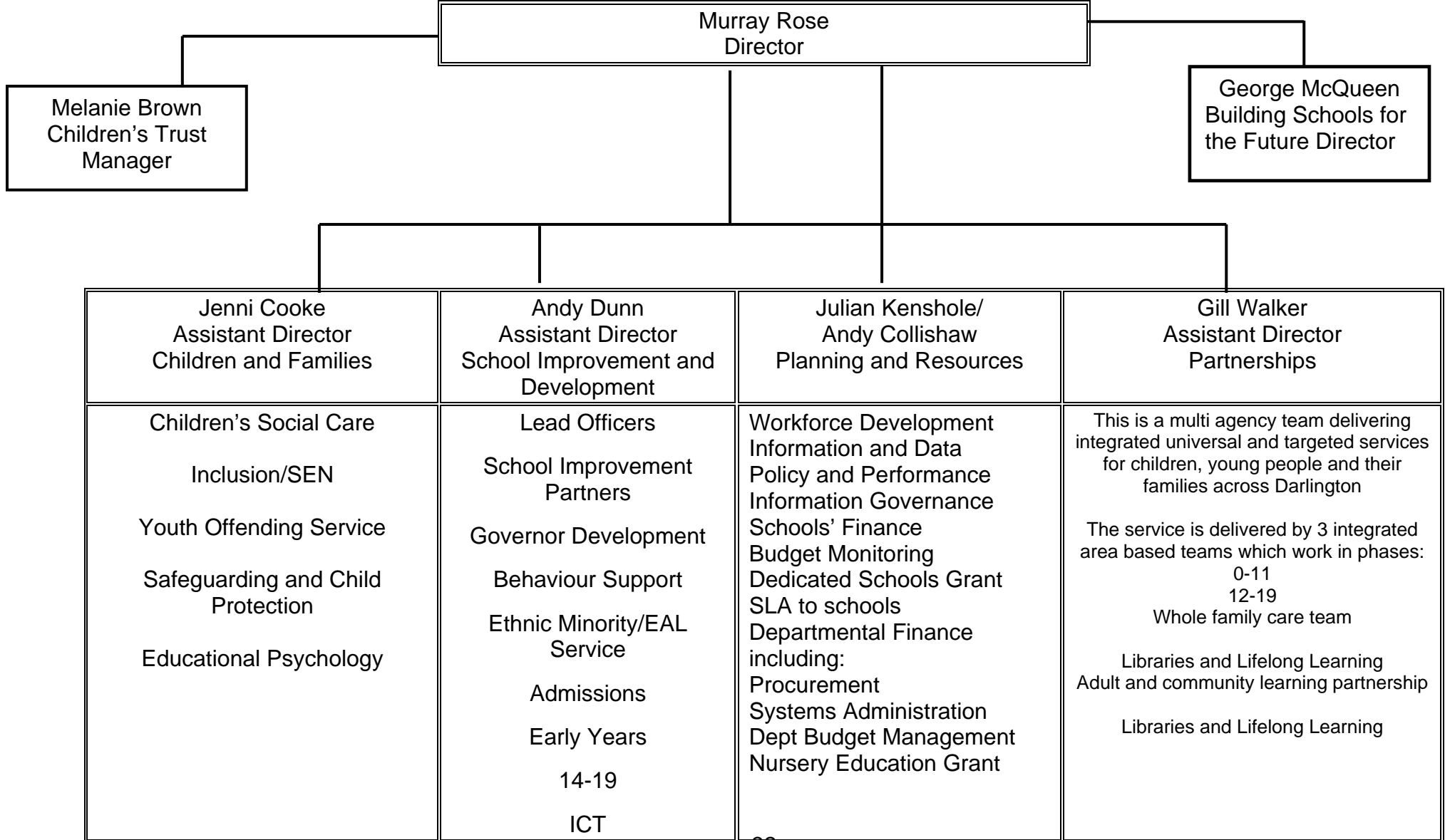
PI Number	PI Description	Accountable Officer
	or part-funded by the local authority with input from staff with graduate or post graduate training in teaching or child development	
LI 1253	% of school leavers in continued learning post 16	Gill Walker
LI 1254	% of 16-18 year olds in structured learning	Gill Walker
LI 1255	% of participating adults in learning from targeted wards	Ruth Bernstein
LI 1256	% of adults from BME community participating in adult learning	Ruth Bernstein
LI 1257	Number of Family Learning Programmes delivered	Ruth Bernstein
LI 1258	% of NVQ learners completing NVQ successfully during academic year	Ruth Bernstein
LI 1259	% of learners leaving NVQ/E2E programmes during the academic year that successfully progress to a high level qualification and/or employment	Ruth Bernstein
LI 1260	Number of children under 5 years old registered at a Children's Centre	Gill Walker
LI 1262	% of Pregnant women registered in a Children's Centre attending Ante-natal clinics and examinations	Gill Walker
LI 1263	% of Children's Centres with parent representation on their local boards	Gill Walker
LI 1264	Number of under 5 year olds who have access to Children's Centre Services - Reach figure	Gill Walker
LI 1265	Number of accredited breast feeding peer supporters	Gill Walker
LI 1266	Percentage of schools participating in the National Healthy Schools Standard	Gill Walker
LI 1267	Number of Contacts requesting information and advice on childcare and childcare services	Gill Walker
LI 1268	Number of Web Hits for information and advice on childcare and childcare services	Gill Walker
LI 1269	% of population that are Active borrowers from the library service	Ruth Bernstein
LI 1270	Number of library interactions per 1,000 population	Ruth Bernstein
LI 1271	Library service materials acquisitions	Ruth Bernstein
LI 1273	No of young people engaged with cultural activities through the library service	Ruth Bernstein
LI 1274	No of public IT sessions provided by the library service	Ruth Bernstein
LI 1275	No of personal and social dev hours offered to yp 13-19 age	Gill Walker
LI 1276	% of reach into the resident 13-19 population	Gill Walker
LI 1277	% of participation of the 13-19 population in youth work	Gill Walker
LI 1278	No of young people supported who are at risk	Gill Walker
LI 1279	No of young people involved in Voice & Action Group (Tier 3)	Gill Walker
LI 1280	No of groups supported in Youth Participation Network (Tier 2)	Gill Walker
LI 1281	% of Y P in Tiers 2&3 who feel that participation has made a difference	Gill Walker
LI 1282	% of 18/19 year olds progressing into higher education	Gill Walker
LI 1283	% of women who initiate breastfeeding within 48 hours following birth	Gill Walker
LI 1284	% of women who initiate breastfeeding at 26 weeks	Gill Walker
LI 1285	Increase uptake of MMR vaccination at 24 months	Gill Walker
LI 1286	Increase uptake of MMR vaccination given with pre-school booster at 60 months	Gill Walker
LI 1287	Access to GUM services	Gill Walker
LI 1288	% of women known to be smoking during pregnancy	Gill Walker

PI Number	PI Description	Accountable Officer
LI 1289	% success rate of 4 week quitters from deprived communities	Gill Walker
LI 1290	Year on year increase in direct Stop Smoking Service delivery in local schools	Gill Walker
LI 1291	% of school children (5-16) who spend a minimum of 2 hours each week on high quality PE and school sport within and beyond the curriculum (measured on academic year)	Alison Raw
LI 1292	% screening rate for Chlamydia in 13-24 year old population	Gill Walker
LI 1293	% of schools with a drug and alcohol policy and delivering related education	Heather Long
LI 1294	Percentage of schools achieving the National Healthy Schools Status	Heather Long
LI 1501	Educational qualifications of Children Looked After: % of young people leaving care aged 16 or over with at least 1 GCSE at grades A*- G or a GNVQ	Emma Clark
LI 1502	Participation of Looked After Children in Reviews: % of children who communicated their views to a statutory Looked After Review	Elaine Clarke
LI 1504	Final warnings, reprimands and convictions of Children Looked After (ratio)	Jenni Cooke
LI 1505	The average of the % of children looked after who had been looked after continuously for at least 12 months, and who had had their teeth checked by a dentist and had an annual health assessment during the previous 12 months	Jenni Cooke
LI 1506	Children Looked After absent from school (joint working)	Jenni Cooke
LI 1508	% of total remand episodes	Jenni Cooke
LI 1509	Children looked after for 4 years or more who were in a foster care placement for 2 years or more (PAF D35)	Jenni Cooke
LI 1510	The number of looked after children adopted during the year as a percentage of the number of children looked after who had been looked after for 6 months or more.	Jenni Cooke
LI 1750	The effectiveness of your council's support in improving health and safety in your school	George McQueen
LI 1751	The effectiveness and reliability of your council's home to school transport (secondary schools only)	George McQueen
LI 1752	The effectiveness of your council's co-ordination of the admissions process	George McQueen
LI 1753	The effectiveness of your council's support to improve building management and development in your school	George McQueen
LI 1754	The quality of your council's financial information, including comparative data for schools	George McQueen
LI 1756	The extent to which schools influence policies/plans/procedures for services for children and young people in your area	George McQueen
LI 1757	Your council's consultation on the planning and review of the budget for children's services	George McQueen
LI 1758	The clarity of the educational rationale behind the school funding formula	George McQueen
LI 1759	The effectiveness of your council's strategy for data collection, and for managing information and data	George McQueen
LI 1760	The quality of your council's support to improve the effectiveness and reliability of ICT systems in your school	George McQueen
LI 1761	The effectiveness of your council's strategic approach to develop the children's service workforce	George McQueen
LI 3011ch	% of invoices for commercial goods and services paid within 30 days	Andrew Collishaw
LI 1763	% of parents who received a place of their preference	Rachel Jones
LI 1764	% of parents who received a place of their preference for primary admission	Rachel Jones
LI 1765	% of parents who received a place of their preference for secondary admission	Rachel Jones
LI 1766	% of schools with excess of 10% surplus places	Rachel Jones

PI Number	PI Description	Accountable Officer
LI 1767	% of complaints resolved at stage 1	Janet Walke

Section 5 – Managing the Business

Children’s Services Structure Chart



Resourcing Our Priorities

Our Workforce

Children's Services Workforce Development Plan

Purpose

The Children's Services Workforce Development Plan will ensure that all workforce reform and development activities support the aims and objectives of Darlington Borough Council as set out in the Sustainable Community Strategy; the Children and Young People's Plan and the Joint Area review action plan. The workforce plan should be considered in the context of the 2020 Children and Young People's Workforce Development Strategy and Darlington Children's Trust Children and Young People's Workforce Development Strategy.

Vision

The Workforce Development Plan fully endorses the vision for children's services as set out in the Children and Young People's Plan: "Darlington's children are its future. We want to help children achieve their potential and enjoy life as active participating citizens free from poverty, ignorance, neglect, crime, harm, abuse and distress. We will achieve this by delivering effective, high quality and integrated service."

Departmental Objectives

The departmental objectives reflect national priorities set out initially in the five Every Child Matters outcomes and endorsed through the Children Act 2004. Our aim for every child and young person in the Borough to:

1. Be Healthy
2. Stay Safe
3. Enjoy and Achieve
4. Make a positive contribution
5. Achieve economic well being

In addition the department is committed to delivering leading edge services through:

6. Planning effectively, co-coordinating and managing the delivery of services and resources, ensuring that they are of high quality, represent value for money and are responsive to the needs of children, young people and their families.

Key workforce development achievement over the past twelve months:

- Children's Trust Workforce Development Strategy endorsed by the Children's Trust Board
- Departmental Learning and Development Strategy produced
- Early Years Workforce Development Strategy produced
- Departmental Children's Services Induction established
- One Children's Workforce self assessment completed
- Phase 1 departmental leadership induction programme delivered to Third Tier managers
- Integrated children's services learning and development directory produced for the one children's workforce
- Local Authority participation in grant funded projects to improve the recruitment and retention of child care social workers

Key challenges for the Children's Trust:

The Children's Services Department and wider Children's Trust participated in a comprehensive self assessment process to consider its progress in developing an integrated one children's workforce, using the Children's Workforce Development Council (CWDC) One Children's Workforce framework and tool. The core challenges for developing a one children's workforce across the Children's Trust are as follows:

- Establishing the breath and diversity of the one children's workforce through standardized data collection
- Embedding the vision and purpose of the Children's Trust across the whole workforce
- Supporting middle leaders in developing a shared understanding of the Children's Trust vision and purpose
- Ensuring clear and consistent communication across the children's workforce
- Ensuring equitable access to learning and development opportunities across member organisations
- Establishing a common framework for induction and continuing professional development across the children's workforce

The Children's Trust Workforce Development Strategic Group will develop an action plan in response to the One Children's Workforce self assessment and analysis. In turn, this will inform the review of the Workforce Development Strategy.

Divisional Challenges

The corporate organisational development workforce-planning template was used to facilitate discussion with divisional leads around the core challenges, which have emerged through the One Children's Workforce Framework and Tool and service planning. A number of cross cutting significant priorities have emerged through these discussions:

- Strengthening leadership capacity across Third tier and middle leadership roles. The departmental third tier leadership cohort; alongside colleagues from the health and Third Sector; embarked on an induction level leadership programme designed to ensure a shared understanding of the core elements of integrated children's services. The leadership programme now needs to be further developed to support all leaders and aspiring leaders in developing the knowledge, skills and behaviours required to lead integrated teams.
- Ensuring that all leaders are equipped with the knowledge and skills required for the planning, delivering and impact evaluation of services through robust commissioning arrangements.
- Supporting teams through change.
- Succession planning. There are some sector specific challenges that are further compounded by an ageing leadership workforce and other areas where national policy development will require a change in leadership role.
- Retaining workforce capacity in face of a competitive regional labour market
- Embedding the values, behaviours, knowledge and skills required for integrated working across the Department and wider children's workforce.

Children's Services Workforce Development Action Plan

Service Priority for improvement	Actions required to deliver improvement	Lead Officer(s)	Milestones	Date for completion
Ensure the safety of children and young people	Supervision skills development	JS	Training programme for social work managers Develop departmental supervision policy	December 2009
	Social Work recruitment and retention strategy	JS	NQSW scheme 2 nd cohort Professional Development Framework	April 2010
			Graduate Recruitment Scheme	Sept 2010
			Advanced practitioner scheme	Dec 2010
			Develop "grow your own" strategy	June 2010
Middle leader development programme	BB JK JS CH RJ	Draft leadership development strategy and action plan to CSCMT	Sept 2009	
Extend and promote the role of Corporate Parent	Corporate Parenting Panel skill development	JC	Programme established	March 2010
	Member development induction programme			

Service Priority for improvement	Actions required to deliver improvement	Lead Officer(s)	Milestones	Date for completion
Narrow the gap in outcomes and improve life chances for vulnerable groups including children with complex needs and disabilities	Implement short breaks workforce strategy and action plan	JL	Workforce development action plan implemented	Sept 2009
	Apprenticeship strategy	WDSG	Strategy developed	March 2010
			Implement MATD programme Leadership? or Practitioner	Feb to summer
	Foster Carer NVQ/ Induction Standards programme	JS HT	Review action plan	August 2009
	Customise transition area of the common core knowledge and skills in line with Darlington's transition strategy	CS WDSG	Common Core offer developed	Sept 2009
			Incorporated into Learning and Development Directory	Sept 2009
Provide high quality accessible information, advice and guidance across all our services to all service users	Key staff to undertake NVQ Advice and Guidance	JS	Key roles identified and accessing programme	Sept 2010
Increase the engagement of children, young people, their families and carers in the	Embed inter-professional principles and values for working with children, young	CS WDSG	Children's Trust Induction Framework Review	Sept 2010

Service Priority for improvement	Actions required to deliver improvement	Lead Officer(s)	Milestones	Date for completion
design and delivery of services	people and their families into common induction framework			

Service Priority for improvement	Actions required to deliver improvement	Lead Officer(s)	Milestones	Date for completion
Develop and deliver early intervention and preventative working	Multi agency team development	CS WDSG	MATD programme developed by CT Project Group	Sept 09
			Commence programme	Feb 2010
	Implement Contact Point training programme	Contact Point Steering Group	Implement training programme and roll out	July 2010
Develop a robust quality assurance and performance management framework to underpin every ECM outcome	Leadership development programme	CSSMT	Programmes commenced	Feb 2010
Ensure effective commissioning through the Children's Trust arrangements	Commissioning knowledge and skill development through DCFS programme	CS WDSG	Key third and middle leader role identified for national DCSF programme	March 2010
Continue to develop the workforce and build capacity across children's services to support the delivery of integrated working	Revise Workforce Development Strategy	CS WDSG	Strategy and action plan endorsed by CTB	Sept 2010
	Common Core Learning and Development Directory	CS WDSG	Directory developed and circulated	Sept 2010
	Divisional orientation opportunities	JS	Review children's trust induction programme	Sept 2010

Service Priority for improvement	Actions required to deliver improvement	Lead Officer(s)	Milestones	Date for completion
Support effective staff management of schools	Review Lead Officer role and professional development pathways	AD	In line with emerging national policy development (21st Century Schools)	March 2010
	Review role of SIP in line with DCSF recommendations	AD	In line with emerging national policy development (21st Century Schools)	March 2010

Financial Resources

The Table below details how the net revenue expenditure is distributed within Children's Services service area.

Section	Budget Holder	2009/10 Budget	2010/11 Gross Expenditure	Revenue Grant Income	Other Income	Net Expenditure
		£'000	£'000	£'000	£'000	£'000
Schools budget		51,533	61,303	0	-8,007	53,296
School Improvement and Development		7,184	6,392	-634	-3,270	2,488
Partnerships Budget		9,779	11,321	-1,276	-6,737	3,308
Children's and Families Budget			13,499	-1,142	-2,686	9,671
Planning and Resources		8,333	10,673	-1,744	-4,530	4,400
Specific Grants		-16,896				0
Total Children's Services			103,189	-4,796	-25,230	73,163
Less dedicated schools grant					-60,960	-60,960
Total			103,189	-4,796	-86,190	12,203

11,324

71,257
-58,539

12,718

The budget for capital expenditure is detailed in the table below.

Resources 2010-11 to 2013/14

	2010/11	2011/12	2012/13	2013/14	Total
Children Services					
Modernisation	983,422	983,422	983,422	983,422	3,933,688
Targeted Capital - 14-19 Diplomas / SEN & Disabilities	6,000,000				6,000,000
Primary Capital Programme	5,378,000				5,378,000
Extended Schools	99,770				99,770
Transforming Short Breaks for Families with Disabled Children	114,600				114,600
Capital GSSG	226,506				226,506
Sure Start - Quality & Access (PVI)	439,840				439,840
Clervaux - Alternative Provision	485,000				485,000
Playbuilder	397,949				397,949
Total Departmental Grants	14,125,087	983,422	983,422	983,422	17,075,353
Devolved Formula Capital	1,298,543	1,298,543	1,298,543	1,298,543	5,194,172
School Travel Plans					0
Total School Grants	1,298,543	1,298,543	1,298,543	1,298,543	5,194,172
Modernisation	102,352	102,352	102,352	102,352	409,408
Basic Need	773,040				773,040
Schools Access Initiative	187,154	187,154	187,154	187,154	748,616
ICT					0
Supported Borrowing	1,062,546	289,506	289,506	289,506	1,931,064
Whinfield Borrowing	280,000				280,000
Hummersknott Sprinklers					0
North Road Sprinklers	53,000				53,000
Prudential Borrowing	333,000	0	0	0	333,000
Heighington CE Primary School					0
Primary Turnaround School					0
Spraire Lads & Lasses FC Contribution					0
Kids&Co Borough Rd - Developer Contribution					0
Capital Contributions	0	0	0	0	0

Building Schools for the Future * Branksome Specialist funding RCCO	9,600,000 50,000	19,200,000	19,200,000	9,600,000	57,600,000 50,000
	26,469,176	21,771,471	21,771,471	12,171,471	82,183,589
Major Capital Developments					
Academy					
North Road Primary School				-	152,770
Children's Centres					226,506
Private Nursery Improvements	152,770	-	-	-	239,840
Short breaks for families with disabled children	226,506	-	-	-	114,600
14-19 Diplomas / SEN & Disabilities	239,840 6,000,000	-	-	-	6,000,000
Clervaux Alternative Provision Cluster D Co-Location	114,600	-	-	-	485,000
Children's Play Programme	485,000	-	-	-	397,949
Primary Strategy for Change	8,365,883				8,365,883
	397,949				
Building Schools for the Future * Schools Devolved Schemes	9,600,000	19,200,000	19,200,000	9,600,000	57,600,000
DFC Allocation		1,298,543	1,298,543	1,298,543	4,140,397
Specialist Colleges					50,000
School Capital Improvements	244,768				
Schools Access Initiative		187,154	187,154	187,154	748,616
Various School Improvements	50,000	661,484	693,847	714,105	2,103,642
Other Expenditure	187,154	-	-		
School Planning Team		301,790	310,844	320,169	1,225,803
AMP Support Costs	34,206				
	293,000	43			
	6,500				

Temporary Accommodation		51,500	51,500	51,500	161,000
		71,000	29,583		171,583
		26,469,176	21,771,471	21,771,471	12,171,471

71,000

-

Assets

Property

Children's Services operates from a wide variety of locations across the Borough. A comprehensive review of accommodation needs across the Council has resulted in the rationalisation of team locations and building usage. There is an ongoing challenge of managing the capital assets of the department and the developing needs of teams to provide services at the point of need.

*The new Integrated Service Delivery for Darlington is being rolled out across the three Areas which involve the remodelling and relocation of staff to optimise service delivery across the Borough. There will be changes during the period this plan encompassing the Children's Centres and main office locations at Central House and the Town Hall.

The service currently operates out of the following premises as well as having mobile provision through the Mobile Library and Youth Service WWW Bus.

	Location	Occupants	Usage
Central House*	Gladstone Street Darlington DL3 6JX	Social Care	Office base
Central House Annexe*	Gladstone Street Darlington DL3 6JX	Youth Offending Service	Office base
North Lodge*	Gladstone Street Darlington DL3 6JX	Social Care	Office base
Eldon Street	Confidential	Domestic dwelling	Residential Home
Gilling Crescent	Confidential	Domestic dwelling	Residential Home
Dunrobin Close	Confidential	Domestic dwelling	Residential Home
Harewood House	14 Harewood Hill, Darlington DL3 7HY	Disabled Children Team	Service provision, office base
Harewood Hill Lodge	Confidential	Disabled Children	Short break centre
Schools (38)	Various	Schools	Pupils, staff, parents and community

	Location	Occupants	Usage
McNay Street Children's Centre*	2a McNay Street Darlington DL3 6SW	Children's Centre	Provision of Sure Start and Children's Centre services from multi agency integrated teams from DBC and Health
Dodmire Children's Centre*	Rydal Road Darlington DL1 4BH	Children's Centre	Provision of Sure Start and Children's Centre services from multi agency integrated teams from DBC and Health
Mount Pleasant Children's Centre*	Newton Lane Darlington DL3 9HE	Children's Centre	Provision of Sure Start and Children's Centre services from multi agency integrated teams from DBC and Health
Skerne Park Children's Centre*	The Coleridge Centre Coleridge Gardens Darlington DL1 5AJ	Children's Centre	Provision of Sure Start and Children's Centre services from multi agency integrated teams from DBC and Health
Family Intervention Team	Pease's House Horsemarket Darlington DL1 5PQ	Children's Services	Provision of intervention services to children, young people and their families
Town Hall	Feethams Darlington DL1 5QT	Children's Services	Occupying various rooms on Floor 2
The Beehive	Lingfield Point McMullen Road Darlington	Children's Services	School Improvement and Development
Crown Street Library	Crown Street Darlington DL1 1ND	Children's Services - Adult and Community Learning	Provision of library services, adult learning courses, family history, reference and internet

	Location	Occupants	Usage
			facilities
Cockerton Branch Library	The Green Darlington DL3 9AA	Children's Services - Adult and Community Learning	Provision of library services including lending and events for children and their families.
Adult and Community Learning	The Coleridge Centre Coleridge Gardens Darlington DL1 5AJ	Children's Services - Adult and Community Learning	Adult and Family learning courses.
The Hangout	82-84 Nickstream Lane Darlington DL3 0DQ	Children's Services	Providing Drop In Sessions for young people aged 13+
The Krypt	The Community Centre Middleton St George DL2 3HA	Children's Services	Youth Club provision for young people aged 11-19
Eastbourne Project Centre	Bourne Avenue Darlington DL1 1LJ	Children's Services – Youth Service	Youth Service staff and provision for young people aged 13+

ICT

Service delivery in Children's Services is reliant upon the several software systems as detailed below.

System	Function	Administrator
Capita ONE	Education Management System, manages all schools education information and data	Geoff Scott
Care First	Part of CareAssess/ICS, contains all children's social care information and data	Stephen Bennett and Stephen Atkinson
Client Caseload Information System CCIS	Used to manage all Connexions service information and data	Liz Smith Stockton Borough Council
Soft Smart	Children's Centre management information system	Chris Bracken
Careworks	Youth Offending service management information system	John Hindmarch
E-YS	Youth Service management information system	Chris Bracken

Risks

Risks Identified

Through the Service planning process, risks are identified and assessed in terms of probability and potential consequence. Arrangements are made to manage risks within acceptable levels with the aims of minimising losses and maximising opportunities.

Where risks are assessed as being above acceptable levels, action plans are put in place to reduce exposure by either reducing the likelihood of an event occurring or lessening the impact. Each action plan is assigned to and managed by a senior officer of the Department.

Risk No.	Risk	Responsible Person	
1	Recruitment and retention of key staff	C3	B3 (8.6.09) B2 (19.08.09)
1a	Safeguarding Children arising from difficulties in recruiting Social Workers in Children's Services.	B2	C2
2	Recruitment and retention of foster carers	B3	B2 (19.08.09)
3	Schools in categories and schools causing concern	D2	
4	Mismatch of demand and supply of child care places	C3	
5	Capacity to deliver MTFP	C2	B3 (8.6.09)
6	Maintaining core services while managing change	B2	
7	Major Capital Schemes – BSF/Hummersknott/ Eastbourne Academy/Primary Capital Programme	C3	
8	Increase in LAC and insufficient "in-house" provision	C2	
9	Bedding down of interoperability in ICT systems	B2	

Risk No.	Risk	Responsible Person	
10	Work Placement and Work Experience Safeguarding Issues (Added following 3 rd Quarter Performance and Budget Clinic – C&F 9.2.09)	D2	10
11	Carbon Trading (new)		
12	Health and Safety (new)		

Plotting the Risks

The above risks are plotted on the Risk Matrix below. This shows the status of the risks in relation to our 'risk appetite'. 'Above the Line' risks – those plotted within the shaded part of the matrix – require specific action to bring them within acceptable limits; 'Below the Line' risks, plotted in the un-shaded area, are already deemed to have satisfactory management controls in place.

LIKELIHOOD	A V. High				
	B High		5	1,1a,2,9, 6	
	C Signif.		4,7	8	
	D Low				
	E V. Low				
	F Almost Imposs.		3,10		
		IV Negligible	III Marginal	II Critical	I Catastrophic
		IMPACT			

The potential for controlling risks identified as above the line is addressed through management action plans. Most risks are capable of being managed – either by managing down the likelihood or impact or both. Relatively few risks have to be avoided or transferred. Action plans identify the resources required to deliver the improvements, key deadline date and critical success factors/ Key Performance Indicators (KPIs).

Risk Scenarios

Risk 1 – Recruitment and retention of key staff

Vulnerability	Trigger	Consequence	Controls	Current	Target
The capacity of the Department to deliver improved outcomes for children and young people	<p>Failure to recruit into Head teacher and other senior posts.</p> <p>Key staff leave and not replaced.</p> <p>Failure to recruit to key posts.</p> <p>Sickness absence.</p>	<ul style="list-style-type: none"> • Potential instability in schools and reduced performance • Increased staffing pressures and poor staff morale • Failure to meet targets and deliver on strategies • Reduced level of service/ support to children and young people and their families 	<p>Agency involvement in 'marketing' key posts</p> <p>New Departmental Structure at 2nd and 3rd Tier agreed.</p> <p>Staff involvement in the development of revised structures through focus groups.</p> <p>Regular communication with staff through newsletters and Director briefings</p> <p>Leadership Development College established to develop Head Teacher progression pathways</p>	<p>C3 → B3 (8.06.09) → B2 (19.08.09)</p>	

Risk 1a – Recruitment & Retention of Social Workers (identified by CMT)

Vulnerability	Trigger	Consequence	Controls	Current	Target
<p>Potential issue re Safeguarding Children arising from difficulties in recruiting Social Workers in Children's Services. Difficulty in getting agreement across Tees Valley for a common approach. Add to risk register.</p>	<p>Number of vacancies and case load per social worker too high above national and regional levels. High sickness levels.</p>	<p>Service not offered in a timely and safe manner, children and young people at risk.</p>	<p>Monitored and reports to CMT and Members. Working regionally and sub regionally to address situation. Working with HR, seeking additional finance. Working with CWDC re social work task force re regional and national issues</p>	<p>B2</p>	<p>C2</p>

Risk 2 – Recruitment and retention of foster carers

Vulnerability	Trigger	Consequence	Controls	Current	Target
<p>Difficulty in recruiting and retaining foster carers.</p>	<p>Competition for foster carers for older children/complex needs by other LA's and independent fostering agencies.</p>	<p>Unable to provide in-house placements for LAC.</p> <p>Need to purchase placements at higher cost/outside Darlington.</p> <p>Impact on performance and budget. Poorer outcomes for vulnerable children.</p>	<p>Increased allowances for foster carers in line with nationally recommended rates.</p> <p>Darlington Borough Council foster carers retention promoted.</p> <p>Positive fostering inspection.</p>	<p>B3 →B2 (19.08.09)</p>	

Risk 3 - Schools in categories and schools causing concern

Vulnerability	Trigger	Consequence	Controls	Current	Target
<p>Schools in 'Ofsted Categories' and other schools causing concern fail to improve significantly.</p>	<p>Failure of schools to make reasonable progress</p> <p>Key Stage results fail to improve/deteriorate</p>	<ul style="list-style-type: none"> • Reputation of schools/LA • School Rolls fall • Ofsted Score affected • Adverse impact on APA, future JAR and CPA ratings • Increased appeals • Reduced community confidence 	<p>Post action Plan for the Pupil Referral Unit making satisfactory progress</p> <p>Post Action plan for North road developed and being implemented</p> <p>HMI monitoring report shows the PRU is making satisfactory progress.</p> <p>New policy and procedures for identifying schools causing concern has been developed and differentiated levels of support offered.</p> <p>Link officer designated to all schools to co-ordinate support and monitor/evaluate progress.</p> <p>Plans for National Challenge schools in place</p>	<p>D2</p>	

Risk 4 - Mismatch of demand and supply of childcare places

Vulnerability	Trigger	Consequence	Controls	Current	Target
Mismatch in demand and supply for childcare places	<p>Increasing childcare entitlement and flexibility in terms of parental choice</p> <p>Lack of choice for some, particularly parents/carers of children with disabilities /complex needs</p> <p>Insufficient school holiday places</p>	<p>Insufficient childcare available in parts of the borough with an oversupply in others</p> <p>Resources not allocated to optimum use by funding surplus places</p>	<p>Extended Schools strategy in place</p> <p>Audit of childcare places complete</p> <p>Task group in place in conjunction with Locality Co-ordinators to plan the development of services to meet need including provision of childcare places.</p> <p>Review of Kids and Co</p> <p>Increasing offer for childcare for children with disabilities</p>	C3	

Risk 5 - Capacity to deliver MTFP

Vulnerability	Trigger	Consequence	Controls	Current	Target
Capacity to deliver sustainable savings	<p>Budget problems Lack of planning and structuring of staffing</p> <p>Uncontrollable budget pressures from external placements</p>	<p>Unplanned and disorganised delivery of services</p> <p>Increased risk of scenarios 1,3</p>	<p>Staffing roles/responsibilities and structures clarified at 2nd and 3rd tiers</p> <p>MTFP has been updated to reflect new staff structure and 3 year budget settlement following CSR2007</p> <p>£50K efficiency savings targets for each Assistant Director</p> <p>Commencing review of Foster placements</p>	C2 → B3 (8.06.09)	

Risk 6 - Maintaining core services while managing change

Vulnerability	Trigger	Consequence	Controls	Current	Target
<p>Change process associated with locality working and social care referrals process implementation disrupts service delivery</p>	<p>Reconfigured services, changed job roles and redeployment of staff</p>	<p>Key services not delivered in a timely or appropriate manner</p> <p>Public confusion , increased risk to service users and low staff morale /confusion</p>	<p>Project Team established for locality working</p> <p>Project plan in place</p> <p>CSSMT monitoring</p> <p>Communications strategy (internal and external) of developed including numerous staff briefings and info. On intranet</p> <p>Key appointments now made to posts of ISM and Team Managers. One ISM post and Manager post remains vacant (out of advertisement) CSSMT away day arranged in September to review the location of residual services within the Partnerships Division.</p>	<p>B2</p>	

	<p>Social Care Core Assessment transferred to different team</p> <p>Influx of Social Care referrals following Baby P case</p> <p>Lack of clarity in initial assessment process around what is a referral and what is a contact</p>	<p>Decrease in percentage of core assessments and initial assessments completed</p>	<p>Situation to be kept under review. Outstanding cases to be authorised more quickly</p> <p>Monitor level of referrals over future months. May have to look at capacity</p> <p>System for recording has been amended which has resulted in a decrease in the number of number of referrals of children in need per 10, 000 children.</p> <p>Process mapping within the Duty Team to identify pinch points is ongoing.</p>		
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Risk 7 - Major Capital Schemes – BSF/ Primary Capital Programme

Vulnerability	Trigger	Consequence	Controls	Current	Target
Capacity to manage projects and funding streams	Project Plans not managed Overspend on projects	Failure to deliver projects on time and within budget	Tight project management and monitoring of projects New Project Management posts in place	C3	

Risk 8 -Increase in LAC and insufficient “in-house” provision

Vulnerability	Trigger	Consequence	Controls	Current	Target
High costs through use of external placements	Increase in family breakdown and child protection referrals	Increasing number of external and specialist placements	Review of commissioning arrangements for external placements Recruitment strategy for foster carers Review of service to prevent children becoming LAC	C2	

Risk 9 -Bedding down of interoperability in ICT systems

Vulnerability	Trigger	Consequence	Controls	Current	Target
Failure to maximise the potential of ICT systems	Major departmental systems managed separately with poor coordination and limited information exchange	Core information held on one system different from that on another Poor data quality Adverse impact on reliability of Contactpoint data	Systems administration group established Project Team and implementation programme developed to improve EMS/ONE readiness for Contact point. Project plan in process of implementation Business to Business module (EMS/SIMS) procured and in process of implementation. B2 B + software to be purchased for non SIM schools.	B2	

Risk 10 - Work Placement and Work Experience Safeguarding Issues

Vulnerability	Trigger	Consequence	Controls	Current	Target
<p>Young people on work experience or in work placements do not have adequate safeguarding controls in place in their working environment</p>	<p>Child Protection Incident</p>	<p>Young people are exposed to unacceptable risks to their safety</p>	<p>Safeguarding and work placement guidance to be issued</p> <p>Provider checklists distributed</p> <p>Employment placements are checked prior to placement taking place</p> <p>Employers provide necessary relevant insurance</p> <p>Employers agree to LA terms and conditions of placement</p>	<p>D2</p>	

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