



Children's Services Department

**DEPARTMENTAL PLAN
2009-2013**

Children's Services Plan 2009-2013

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 – One Darlington: Perfectly Placed and the Corporate Plan. It reflects the priorities of the new Children Young People's Plan, and those established through Joint Area review and Annual Performance Assessment.

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.

Our Vision

Our vision mirrors the vision for children, young people and their families as set out in the CYPP:

'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 objectives of the Children's Services Department reflect those which have been set nationally through the Children Act 2004, namely the 5 outcomes previously described in Every Child Matters. These are:

1. **Be healthy** – Enjoying good physical health and mental health and living a healthy lifestyle
2. **Stay safe** – being protected from harm and neglect
3. **Enjoy and achieve** – getting the most out of life and developing the skills for adulthood
4. **Make a positive contribution** – being involved with the community and society and not engaging in anti social behaviour

5. **Achieve Economic Well-being** – not being prevented by economic disadvantage from achieving their full potential in life.

In addition, the Department is committed to delivering leading edge services and will do this through:

6. Planning effectively, co-ordinating 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 Achievements over last 12 months

Improvements in Children's Services

This period has been extremely busy and productive for Children's Services with the embedding of a new management team and structure.

Children's Services has been subject to a Joint Area Review inspection, with the overall judgement being good. The Youth Offending Service was also inspected and the inspectors found "a forward thinking Youth Offending Service that had many strengths, some outstanding features and with evidence of positive outcomes being achieved". The Youth Service underwent a re-inspection monitoring visit which found that "the service had made reasonable progress in rectifying weaknesses in provision"

Other important achievements include:

- Short listing for Beacon in Improving outcomes for Looked After Children, 2008
- Short listing for Beacon and Innovative bid for child poverty, 2009
- Successful reconfiguration of teams in Children and Families Service
- Leadership College successfully launched in Schools: The first Virtual Leadership College have been launched in collaboration with the National College for School Leadership and Teesside University established.
- SEN funding delegated to schools to enable schools to have control over how this funding is spent
- Extensive cross agency CAF training –over 2,000 people have received CAF training which is now facilitated by Darlington College in partnership with Darlington Borough Council
- Youth offending service awarded ISO quality standard - we are the first YOS in the country to have achieved this award.
- Invited to be a pilot for the rollout of the Basic Skills Qualification Mark for extended services
- Significant improvements in performance in both attendance and exclusions

The integration of the Youth Service, the Youth Offending Service and the Connexions Service is now well established within Children's Services.

Results

Darlington performs well across a range of indicators and included amongst achievements in the last year are: -

Improved performance across Social Care Indicators:

- No of child protection cases review within timescales (100%)
- Health Assessments LAC 96.9% up from 95.6%(2007)
- Participation of LAC in reviews 98.2% up from 97.6% (2007)
- % of young people leaving care aged 16 or over with at least 1 GCSE at grades A*- G or a GNVQ 60% up from 50% in 2007

Improved educational attainment:

- Closure of equality gap in early years from 37.7% – 37.3%
- GCSEs: -
 - 5+ A*-C (68.4%) - Up 8.5% on 2007. All schools above 30%
 - 5+ A*-C (Inc. English & Maths) (47.5%) - Up 1.5% on 2007
 - 1+ A*-G (97.1%) - Up 0.7% on 2007
 - Lowest (2.9%) yet leaving with no GCSE grade pass
 - 1+ Passes (98.1%) - Up 0.7% on 2007
 - Lowest (1.9%) yet leaving with nothing at KS4
- Increased percentage CVA Scores (Provisional results):

	2007	2008
– KS1-KS2	98.1	102.2
– KS2-KS4	995.5	1051.0
– KS3-KS4	995.5	1052.2

2008 CVA Scores

Monitoring the Gap between Pupils Living in the Lowest 30% Super Output Areas to the rest

Young people in Darlington's 30% most deprived super output areas have again produced an examination performance better than the previous year and, continue the trend of the past 4 years, to close the gap with their peers from the 70% most affluent areas when measured by contextual value added calculator.

	KS1- KS2	KS2- KS3	KS2- KS4	KS3- KS4
Lowest 30% SOA	99.8	98.9	1006	1030.9
Highest 70% SOA	100.4	99.5	1015.8	1017.0
Gap	-0.6	-0.6	-9.8	13.9

Darlington had the most improved CVA score nationally at key stage 4.

- Improved attendance:

The absence figures show that Darlington has moved from being the 16th worst out of 150 authorities in the 2006 autumn term to being the 15th best in the 2008 spring term

- Primary attendance 94.8% - 94.9%
- Secondary attendance 91.5% - 93.5%
- Reduction in full time equivalent days lost from 117,792 [2007] to 104,709 [2008]

The strategy to reduce the incidence of permanent and fixed term exclusion from school has succeeded in reducing permanent exclusions from 47 to 23.

Relationships with schools continue to improve and the authority has a better knowledge of areas for further improvement. These judgements are evidenced by the Audit Commission survey of schools' views which showed an increase in top quartile responses from 16 to 38 from 2007 to 2008.

Engagement with Schools and School Improvement

Key actions over the last year to further enhance standards of teaching and learning include:

- National Strategy training delivered as planned
- Successful restructure of management team including appointment of lead officers
- Lead officer model for engagement with schools successfully implemented
- Authority ranked as most improved in North East in terms of RAG ratings
- 14- 19 Strategy approved by the Children's Trust
- £2.2m funding secured for "Back on Track" pilot to address the needs of the most vulnerable pupils in association with Ruskin Mills
- 11 Transition Action Groups Established: All schools are participating in the transition schemes and transition action groups led by schools are developing work plans which will benefit all. The work on transitions between primary and secondary schools is the most striking example of schools collaborating to improve outcomes for all. Now that there is the basis for common transition arrangements, we now have two common transition days.

Partnerships

Strong Partnership working has been further advanced through:

- Further developing a universal offer of services for children and families in the Borough – where and when families need them
- Targeting services appropriate to need with swift and easy access systems
- Improving opportunities for vulnerable groups and narrowing the gap across the Every Child Matters outcomes
- Development of locality profiles, Early Years Performance Management Framework and Families Directory
- Establishment of Common Assessment Framework data base and delivery of extensive training
- Children and Young Peoples Consultation and Engagement Strategy agreed by the Children's Trust
- Play strategy completed
- My Place bid submitted
- School attendance significantly improved to 15th best in the country
- 70% of schools are offering the extended school core offer
- Healthy Early Years standards piloted in children's Centres
- Teenage parents group established

Children and Families

- Shortlisted for beacon – Improving outcomes for children in public care
- Introduction of pre-reprimand disposal system
- Re-awarded ISO quality standard YOT ISO 9001
- Achievement of 100%, best in North East for SEN assessments carried out in less than 26 weeks
- Delegated Special Educational Needs additional funding to schools
- Back on Track funding of £2.2m secured for complementary provision for 14 - 16 year olds at risk of not being in education, employment or training
- Implementation of Personal Education allowances
- Leading authority in the region for the take-up of direct payments
- Successful introduction of supported lodgings scheme
- Introduction of Person Centred Approach as part of the reviewing process for Children with Special Educational Needs within the Aiming Higher for Disabled Children framework.

Planning & Resources

- Workforce Development Strategy/ Departmental Learning and Development Strategy produced
- Leadership and Development programme piloted
- Early years Workforce Strategy completed
- Quarterly performance clinics implemented
- Children and Young People's Plan reviewed based on priorities established through a comprehensive analysis of need.
- Effective management of the temporary closure of Firthmoor Primary School
- Business continuity plans produced for schools and children's homes
- Top quartile performance in Audit Commission school survey results for CYPP consultation, workforce development and data and information
- School complaints mediation service established
- Developed a Primary Capital Strategy, Primary Capital Programme worth £12.544m to transform the Primary School estate and deliver 21st Century teaching spaces across 17 schools. One of only 41 authorities in the county to receive unconditional approval for our Strategy.
- Project managed the development of new premises for Eastbourne Church of England Academy scheme
- Developed a successful bid to become a 0-19 Capital Pathfinder working closely with DCSF to identify barriers to working more coherently across funding streams and age groups.
- Progressed the PCP pathfinder project for the re-building of North Road Primary School
- Completed remodelling and refurbishment works to the former Rise Carr Primary School building to enable the Phoenix Centre (PRU) to transfer to the building.

- Developed the authority's plans for Building Schools for the Future through the co-ordination of a BSF conference and the submission of an Expression of Interest document (outcome expected February 2009).
- Completed Phase 1 of the Hummersknott remodelling and refurbishment project within programme and on budget.
- Reviewed and updated the Fair Access Protocol, consulting with the Local Admissions Forum prior to publication to all schools.

Key Challenges

The key challenge for the Children's Services department is to focus on narrowing the gap between the most affluent and most disadvantaged groups and communities and providing support for vulnerable children and their families. We want to narrow the gap in ways consistent with the Every Child Matters agenda, as follows: -

Be Healthy

Children in Darlington face particular health challenges. There are issues with obesity, abuse of alcohol, abuse of other substances and smoking. Dental health is also shown to be below the national average. The rate of teenage conceptions, although it has fallen from the 1998 baseline now show a slight rise, and breastfeeding initiation rates are low.

To address these issues we need to:

- Have all schools achieve the Healthy Schools Standard and carry out studies to evidence impact of healthy schools and extended schools
- Introduce measures to assess the impact of integrated working and locality action plans
- Increase parents understanding of their contribution to their children's learning

Stay Safe

The stability of placements of Looked after Children has improved consistently in recent years and work needs to continue to make sure this improvement is sustained. The Children and Young People Act 2008 became law in November 2008, although in Darlington many of the required actions have been in place for some time. Common Assessment Framework is now being widely used by partners and is being continually developed.

To address these issues we will: -

- Improve placement stability for LAC
- Ensure implementation of Children and Young People Act
- Continue CAF implementation/Lead practitioner designation
- Keep young people safe from abuse

To continue to ensure agencies co-operate and work together to safeguard and promote the welfare of children in Darlington.

- Implement recommended changes to the Children's Trust
- Implement deployment of ContactPoint

Local Safeguarding Children Board

Following national requirements and new guidance the Board has a number of new areas for development. In line with our Business Plan a multi-agency e-safety strategy will be created this year, with a new sub-group of the Board being established to focus on this important area. The main focus of the group will be to develop procedures and training to support schools, settings, children and young people, in ensuring that modern technology is used as 'safely' as possible.

From 1st April 2009 a new National Indicator will be introduced, NI 71 will measure local needs performance in responding to the needs of young runaways. A task group will be established with the aim of raising awareness of the needs of runaways and to create a focus on improving the provision of services to this vulnerable group of young people.

The Business Plan 2009-2010 will continue to reflect the ongoing work programmes for the Board and sub-groups. The multi-agency training programmes and audits will continue to take place throughout the year.

Enjoy and Achieve

Darlington has continued to see improvements in attendance rates of children and young people at school. Further work in this area is ongoing not only with schools but with other agencies, parents and carers to sustain this upward trend.

Academic attainment continues to be variable, both between settings and between phases - with particular concerns about the gap between achievements of the more vulnerable groups and other children and young people. The transition strategy is being implemented to address the issues associated with drops in performance at key transition points in children's lives by: -

- Further improving attendance and reducing the numbers of young people excluded from school
- Implementing KS4 engagement strategy and encouraging collaboration of schools in behaviour at primary and secondary levels
- Embedding processes for pupil progression and tracking
- Continuing to improve education attainment across all Key Stages and in particular KS2-4 CVA
- Continuing support for school leadership

- Continuing to develop positive relationships with schools and Governing Bodies
- Ensuring sufficiency of school places and maximising parental choice
- Implementation of the flexible free child care entitlement for 20% most disadvantaged 3-4 year olds
- schools@onedarlington a transformation programme with a clear remit to improve collaboration between schools so that outcomes for all improve

Make a Positive Contribution

Darlington continues to promote consultation, engagement and participation with all stakeholders and service users. A Consultation and Engagement Strategy has been produced and has been adopted by the Children's Trust. The Youth Offer has been successfully launched.

We will continue to:

- Improve consultation and engagement with Darlington's children, young people, families and carers in the planning and delivery of services
- Ensure that young people and their families are offered a broad menu of accessible activities in their leisure time.

Achieve Economic Well-being

The 14-19 Strategy is now being rolled out and the range of opportunities for young people has increased significantly through initiatives such as Skills+ and the introduction of diploma delivery. Children's Services in partnership with other agencies will:

- Continue to implement arrangements to assure the quality of education and workplace provision for young people
- Continue to implement all aspects of 14 –19 Strategy
- Engage with employers to develop further links with schools
- Ensure adequate access to EET for all vulnerable groups

Management Capacity

Young people are a priority for the council, which continues to work productively with a range of partners for their benefit. The JAR report 2008 states the Authority's capacity to improve is good. Children's Services will continue to increase its capacity through:

- Children's Trust partnership arrangements and the implementation of the Commissioning Strategy at an operational level
- A review of management arrangements in the light of integrated working and further development of joint workforce planning
- Through improving the 'value for money' of commissioned and directly managed services
- Delivery of a sustainable Medium Term Financial Plan.

Priorities for Improvement

1. Ensure the safety of children and young people
2. Extend and promote the role of the Corporate Parent
3. Narrow the gap in outcomes and improve life chances for vulnerable groups including children with disabilities/or complex needs
4. Provide high quality accessible information, advice and guidance across all our services to all our service users
5. Increase the engagement of children, young people, their families and carers in the design and delivery of service
6. Develop and deliver early intervention and preventative working
7. Develop a robust quality assurance and performance management framework to underpin each Every Child Matters outcome
8. Ensure effective commissioning through the Children's Trust arrangements
9. Continue to develop the workforce and build capacity across children's services to support the delivery of integrated working
10. Continue to improve attendance and reduce exclusions
11. Supporting effective self management of schools

Change Drivers

The table below highlights the key drivers which are likely to impact on the delivery of services for children, young people and their families over the next 3 years and describes our proposed response as a department in terms of priorities for action.

Issues most likely to impact on the service	What the service needs to do to achieve change/improve
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<p>Government priorities</p> <ul style="list-style-type: none"> • New legislation to strengthen Children’s Trusts and improve accountability for child safety plans • Children and Young People Act 2008 	<p>Ensure the safety of children and young people (Priority1)</p> <p>Extend and promote the role of Corporate parent (Priority 2)</p>
<p>Local priorities:</p> <p>Sustainable Community Strategy and Children and Young People Plan priorities including:</p> <p>Ensuring all children receive high quality teaching and learning and reducing the disparity in performance across schools, phases and vulnerable groups</p>	<p>Narrowing the gap in outcomes and improve the life chances for all children and young people including vulnerable groups (Priority 3) by:</p> <p>3.1 Giving every child the best start in life through Early Years Foundation</p> <p>3.2 Continuing to improve attainment across Key Stages 1 & 2</p> <p>3.3 Continuing to improve attainment across Key Stages 3 & 4</p> <p>3.4 Improvement of schools to good and outstanding and preventing schools entering and removing schools from Ofsted category</p> <p>3.5 Continuing to improve opportunities and outcomes for 14-19 age group by fully implementing the 14-19 Strategy and monitoring its impact (JAR Recommendation 9)</p> <p>3.6 Ensuring that there is sufficient good quality education and training for young people who offend (JAR Recommendation 4)</p> <p>3.6 Reducing the number of young people who are not involved in education, employment or training at age 18 (JAR recommendation 6)</p>

<p>Improving services for disabled children and their families</p> <p>Improving transition across all key stages, settings and phases</p> <p>Improving consultation and user involvement and the provision of information, advice and guidance</p> <p>Further development of Locality/integrated working</p>	<p>3.7 Clarifying strategies and implementing the actions required to engage more young people with learning difficulties and/or disabilities in education, employment or training post-16 (JAR recommendation 5)</p> <p>3.7 Working in partnership with the local health commissioners to tackle gaps in health service provision for children and young people with disabilities (JAR Recommendation 2)</p> <p>3.7 Implementing the Children with Disability Strategy and monitoring its impact (JAR recommendation 8)</p> <p>3.7 Improving the links with adult services to ensure that all young people with complex needs moving into adult life have good outcomes which meet their needs (JAR Recommendation 3)</p> <p>Provide high quality, accessible information advice and guidance across all our services to all our service users (Priority 4)</p> <p>Increase the engagement of children, young people, their families and carers in the design and delivery of services (Priority 5) including Looked After Children and those with disabilities and and/or learning difficulties JAR Recommendation 7</p> <p>Develop and deliver early intervention and preventative work (Priority 6)</p>
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<p>Consultation (Results of surveys, complaints, focus groups, etc.) Audit Commission</p>	
<p>Performance Management</p> <p>Unsatisfactory Ofsted inspections of Children’s homes.</p> <p>Limited progress in joint commissioning and workforce planning</p> <p>Increased number of social care referrals and decreasing number of referrals that led to an Initial Assessments</p> <p>Despite a significant decrease in exclusion and absence rates there remains scope for further improvements.</p>	<p>Develop robust quality assurance and performance management framework to underpin each of the Every Child matters outcomes (Priority 7)</p> <p>Ensure effective commissioning through Children’s Trust arrangements (Priority 8)</p> <p>Continue to develop the workforce and build capacity across children’s services to support the delivery of integrated working (Priority 9)</p> <p>Ensure the safety of children and young people (Priority1)</p> <p>Continue to improve attendance and reduce exclusions (Priority 10)</p> <p>Supporting effective management of schools (Priority 11)</p>
<p>Resources (Budget pressures/headroom, employee resource, capital resource, etc.)</p>	
<p>Opportunities (Procurement, external funding, etc.)</p>	
<p>Risks</p> <p>ICT systems not supporting the implementation of ContactPoint</p>	<p>Bedding down of interoperability in ICT systems</p>
<p>Events (Special circumstances over the last 12 months to explain performance, will this continue?)</p>	<p>N/A</p>

Priority 1:						
Ensure the safety of children and young people						
Link to Change Driver: New legislation to strengthen Children's Trusts and improve accountability for child safety plans				Link to Risk (if applicable): 1, 2, 8, 9		
Link to Service Plan Objective: n/a				Link to Departmental Objective: 2		
Link to Corporate Objective Shaping a better Darlington				Link to Sustainable Community Strategy Theme: Safer Darlington		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Audit each stage of Child protection processes to ensure compliance.	LSC Board/Jenni Cook	Audit complete	June 2009		NI59 60 64 65 67 68	
Reduce number of young people in custody	Rita Taylor	<ul style="list-style-type: none"> Appoint PPO YOS Officer based in OMU for specific target led interventions for PPO/P&D 	March 2010	Additional YOS officer post funded through YCAP grant	NI43	
Service improvement description: Improved child protection						
Expected outcome: Increase the number of children and young people in safe, secure environments						

Expected efficiency gains (both cashable & non-cashable): none

Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):
N/A

Additional information:

Priority 2:						
Extend and promote the role of the Corporate Parent						
Link to Change Driver: Children and Young Peoples Act 2008				Link to Risk (if applicable): N/A		
Link to Service Plan Objective: N/A				Link to Departmental Objective: 3		
Link to Corporate Objective: Providing excellent services				Link to Sustainable Community Strategy Theme: Aspiring		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Extend work experience and work placement within the local authority for young people 'looked after'	Jan Lefevre	Establish baseline April 2009	April 2010		NI101	
Service improvement description: Increased work experience placements						
Expected outcome: More work experience/ placement opportunities for young people looked after						
Expected efficiency gains (both cashable & non-cashable): none						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): Implications for HR and costs						
Additional information:						

Priority 3.1: Narrow the gap in outcomes and improve life chances for all children and young people including vulnerable groups						
Give every child the best start in life through Early Years Foundation Stage						
Link to Change Driver: Ensuring all children receive high quality teaching and learning and reducing the disparity in performance across schools, phases and vulnerable groups				Link to Risk (if applicable): 4		
Link to Service Plan Objective: N/A				Link to Departmental Objective: 3		
Link to Corporate Objective: Providing excellent services				Link to Sustainable Community Strategy Theme: Aspiring		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Increase level of achievement in Communication, Language and Literacy Development (CLLD) – particularly communication, speaking and listening.	Lead Officer - Early Years	<ul style="list-style-type: none"> • 20 schools/ settings targeted • Confident Early Language Practitioners 	2010 April	Every Child a Talker funding for supply cover. Every child a talker Funding for consultant.	NI 72 NI 92	
Increase level of achievement in Personal, Social & Emotional Development (PSED) – particularly in Emotional Development	Lead Officer – Early Years	Practitioners understand conditions and adult engagement to effect attachment and emotional development	July 2009	Quality, Outcomes and Inclusion Funding. Social, Emotional Aspects of	NI 72 NI 92	

				Development funding. Foundation stage advisory teacher time		
Review data to evidence effect of actions in 'Narrowing the Gap'	Lead Officer – Early Years	Improved relevant performance indicators	April 2010			
Service improvement description: Early Years settings delivering to more children						
Expected outcome: Improved attainment across Early Years Foundation Stage						
Expected efficiency gains (both cashable & non-cashable): None, however additional grant funding secured to move this agenda forward.						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):						
Additional information:						

Priority 3.2 Narrow the gap in outcomes and improve life chances for all children and young people including vulnerable groups						
Continuing to improve attainment across key stages 1 & 2						
Link to Change Driver: Ensuring all children receive high quality teaching and learning and reducing the disparity in performance across schools, phases and vulnerable groups				Link to Risk (if applicable): 1		
Link to Service Plan Objective: N/A				Link to Departmental Objective: 3		
Link to Corporate Objective: Providing excellent services				Link to Sustainable Community Strategy Theme: Aspiring		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Deliver the actions within the Critical Path for Assessing Pupil Progress and embed in practice . (Improving pupil tracking)	Heather Long	Complete APP pilot work with 3 schools	Sept 09		NI 73 76 93 94 99 100 102 104 107	
Monitor and evaluate the impact of the Primary Offer through the delivery of Critical Paths for Primary school improvement	Andrew Dunn/ Heather Long	Termly 08/09	July 09			

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Contribute to and support the developments around sharing good practice/ collaborative working and brokerage of services.	Andrew Dunn/ Heather Long/ Robert Thompson/ Bernie Bowes	Development meetings Jan/ Feb 09	July 09			
Implement and support schools with the delivery of 1 to 1 tuition for Maths and English	Andrew Dunn/ Lead Officers	Further information available –Jan 09	Spring Term 09	Unknown amount DCSF to LA to be devolved in full to schools		
Review data to evidence effect of actions in 'Narrowing the Gap'	Heather Long	Improved relevant performance indicators	April 2010			
Service improvement description School improvement						
Expected outcome: Improved attainment for all children at key stages 1 and 2						
Expected efficiency gains (both cashable & non-cashable): none						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):None						
Additional information:						

Priority 3.3: Narrow the gap in outcomes and improve life chances for all children and young people including vulnerable groups						
Continue to improve attainment across key stages 3+4						
Link to Change Driver: Ensuring all children receive high quality teaching and learning and reducing the disparity in performance across schools, phases and vulnerable groups				Link to Risk (if applicable): 1		
Link to Service Plan Objective: N/A				Link to Departmental Objective: 3		
Link to Corporate Objective: providing excellent services				Link to Sustainable Community Strategy Theme: Aspiring		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Deliver the actions within the Critical Path for Assessing Pupil Progress and embed in practice. (Improving pupil tracking)	Heather Long/ Robert Thompson	Dec 08- evaluation	Sept 09		NI 75 78 84 101 102 105 108	
Monitor and evaluate the impact of the Secondary Offer through the delivery of Critical Paths for Secondary school improvement	Andrew Dunn/ Robert Thompson	Termly 08/09	July 09			

Contribute to and support the developments around sharing good practice/ collaborative working and brokerage of services.	Andrew Dunn/ Heather Long/ Robert Thompson/Bernie Bowes	Development meetings Jan/ Feb 09	July 09			
To implement, monitor and evaluate the agreed National Challenge Plan	Andrew Dunn/ Robert Thompson	August 09	Aug 09	DCSF to allocate funding and LA to devolve to school		
To deliver training on Functional Skills to appropriate stakeholders and to monitor impact in pilot centres	Andrew Dunn/Robert Thompson	December 08	Evaluation July 09	NS – Standards Fund To be allocated.		
To broaden the scope of the Transition Action Plan	Andrew Dunn/ Robert Thompson	December 08	July 09 TAGs work implemented			
Review data to evidence effect of actions in 'Narrowing the Gap'	Robber Thompson	Improved relevant performance indicators	April 2010			
Service improvement description: School Improvement						
Expected outcome: improved attainment for all children at key stages 3 and 4						
Expected efficiency gains (both cashable & non-cashable): none						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):None						

Priority 3.4 : Narrow the gap in outcomes and improve life chances for vulnerable groups						
Improvement of schools to good and outstanding Ofsted categories, and preventing schools entering and removing schools from Ofsted categories						
Link to Change Driver: Ensuring all children receive high quality teaching and learning and reducing the disparity in performance across schools, phases and vulnerable groups			Link to Risk (if applicable): 3			
Link to Service Plan Objective: N/A			Link to Departmental Objective: 3			
Link to Corporate Objective: Providing excellent services			Link to Sustainable Community Strategy Theme: Aspiring			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Review and develop teaching and learning in all Darlington Schools	Andrew Dunn	Ongoing	Ongoing		NI 89	
Establish and develop Darlington School Leadership college	Bernie Bowes	Leadership College Launched December 2008	Ongoing			
Governing bodies to carry out self review programme	Sarah Thompson	50% of Governing Bodies to complete	July 2009	LO Time		
Further develop SIP and lead Officer intervention to ensure Darlington's schools Ofsted reports are largely good and outstanding	Andrew Dunn	School Condition Group to meet Termly	July 2009			

Link the best performing schools with those in need of improvement to ensure that skills are transferred	Andrew Dunn	Schools at risk of becoming National Challenge identified by Sep 08	September 2009			
Implement the findings of the Director's Transition Commission Data arrangements in place for Schools by September 2008 to include a transition model:- <ul style="list-style-type: none"> Establish a transition model for all schools, informed by existing good practice in Darlington; Ensure that children in year 6 spend at least a week in secondary school during the second half of the summer term 	Andrew Dunn/Rob Thompson/George McQueen	Transition Conference held November 2008 Transition Action Groups report	April 2009			
Roll out Assessing Pupil Progress(APP) to all schools as a minimum tracking system	Rob Thompson	Training provided for all schools. Pilot in 1 primary and 1 secondary	December 2009 Sep 2009			

Ensure that schools communicate with parents in such a way that parents understand and appreciate what is expected of them and ensure all schools have effective practices in place to engage with their communities	Andrew Dunn	Ofsted framework training for all schools December 2008	Ongoing			
Service improvement description: Improved level of support improve structure to schools						
Expected outcome: Improvement in number of schools to good and outstanding Ofsted categories						
Improved educational attainment						
Expected efficiency gains (both cashable & non-cashable): none						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):						
Additional information:						

Priority 3.5: Narrow the gap in outcomes and improve life chances for vulnerable groups through						
Continuing to improve opportunities and outcomes for 14-19 age group ensuring there is a job or place for every school leaver						
Link to Change Driver: Ensuring all children receive high quality teaching and learning and reducing the disparity in performance across schools, phases and vulnerable groups				Link to Risk (if applicable): N/A		
Link to Service Plan Objective: N/A				Link to Departmental Objective: 3,5		
Link to Corporate Objective: Providing excellent services				Link to Sustainable Community Strategy Theme: Aspiring, Prosperous		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Further develop the 14-19 Trust partnership arrangements to enable partnership to fulfil the 14-19 'Next Steps' requirements	Andrew Dunn/ Helen Ellison		March 2010	Lead Officer plus support	NI 75,79 80,81 82,84 85,90 91,97 98,101 102,105 106,108, 117	
Ensure consortium plans are in place for effective delivery of 2009 Diploma offer	Andrew Dunn/		Sept 2009			

	Helen Ellison					
Implement QA and associated protocols across collaborative provision	Andrew Dunn/ Helen Ellison	Ongoing monitoring	Sept 2010			
Develop further and raise awareness of borough-wide 14-19 Prospectus	Andrew Dunn/ Helen Ellison		Sept 2010			
Agree Area wide Prospectus (AWP) protocols	Lynn Kilpatrick		April 2009			
Embed promotion and use of prospectus with learners by incorporating into planning for their futures	Lynn Kilpatrick		Dec 2009			
Establish AWP/ Common Application Process, working group to maintain and develop tools.	Lynn Kilpatrick		March 2010			
Apply through the Gateway to deliver additional Diploma lines	Andrew Dunn/ Helen Ellison	Nov 2009 (G4) Nov 2010 (G5) Nov 2011 (G6)	Nov 2011			
Implement Machinery of Government changes and shadow LSC through the 'tracking' and 'transition' periods	Andrew Dunn		March 2010			

Engage with employers more effectively improve range and quality of work experience offer.	Andrew Dunn/ Helen Ellison		March 2010			
Develop a new '14-19 Plan' detailing how Darlington will deliver the 2013 Entitlement	Andrew Dunn/ Helen Ellison	Complete July 2009 Review annually	Complete July 2009 Review annually			
Develop a full 14-19 Workforce Development Plan		Complete July 2009 Review annually	Complete July 2009 Review annually			
Review data to evidence effect of actions in 'Narrowing the Gap'	Helen Ellison	Improved relevant performance indicators	April 2010			
Service improvement description: Further development and implementation of 14-19 education reforms						
Expected outcome: Increased opportunities for the 14-19 age group						
Expected efficiency gains (both cashable & non-cashable): none NONE						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):						
Additional information: NONE						

Priority 3.6 : Narrow the gap in outcomes and improve life chances for vulnerable groups						
JAR Recommendation 6 - _Reduce the number of young people who are not involved in education, employment or training at age 18						
JAR Recommendation 4 - _Ensure that there is sufficient good quality education and training for young people who offend						
Link to Change Driver: Ensuring all children receive high quality teaching and learning and reducing the disparity in performance across schools, phases and vulnerable groups			Link to Risk (if applicable): N/A			
Link to Service Plan Objective: N/A			Link to Departmental Objective: 3, 5			
Link to Corporate Objective: Provide excellent services			Link to Sustainable Community Strategy Theme: Aspiring			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
JAR Recommendation 6 - Reduce the number of young people who are not involved in education, employment or training at age 18: Self- assessment against components of the NEET strategy across all team and organisations will produce key actions	Lynn Kilpatrick	Self assessment complete Dec 2008 Implementation plan developed by Feb 2008	Feb 2008		NI 117 45	

New Data sharing strategy implemented	Lynn Kilpatrick		March 2010			
JAR Recommendation 4 - Ensure that there is sufficient good quality education and training for young people who offend Improvement plan developed following self-assessment against the strategy by organisations and teams. Will include a review of provision for young offenders.	Lynn Kilpatrick	Improvement plan complete	April 2009	NI45		
ESF Programme Skills4me monitored to ensure take up of places by offenders and where required a re-alignment of provision to meet their needs.	Lynn Kilpatrick	Monitoring	March 2010			
Embed specific offender programme into a progression pathway	Lynn Kilpatrick	Programme developed and implemented	March 2010			
Multi agency review of learning pathways for Young Offenders being released from Detention Training Order into mainstream learning	Lynn Kilpatrick	Review complete	March 2010			

<ul style="list-style-type: none"> KS4 engagement team develop offer of alternative provision including a revised Skills+ from 2009 	Andy Dunn/	New Offer developed	June 2010			
<ul style="list-style-type: none"> Review data to evidence effect of actions in 'Narrowing the Gap' 	Lynn Kilpartick	Improved relevant performance indicators	April 2010			
Service improvement description: Improved progression rates to Education, Training and Employment						
Expected outcome: Reduced NEETs and number of young people who re-offend						
Expected efficiency gains (both cashable & non-cashable): None						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):						
Additional information:						

Priority 3.7 : Narrow the gap in outcomes and improve life chances for vulnerable groups						
Improving services for disabled children and their families						
3:Improve links with adult service for children with complex needs						
5:Engage more children with LDD in education ,employment or training post-16						
8:Implement the Children With Disability Strategy						
Link to Change Driver: Ensuring all children receive high quality teaching and learning and reducing the disparity in performance across schools, phases and vulnerable groups				Link to Risk (if applicable): N/A		
Improving services for disabled children and their families						
Link to Service Plan Objective: N/A				Link to Departmental Objective: 3		
Link to Corporate Objective: Providing excellent services				Link to Sustainable Community Strategy Theme: Aspiring		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
JAR 8 Implement the Children With Disability Strategy:					NI 54	
<ul style="list-style-type: none"> Ensure 'core offer' working streams 	Jenni Cooke	'core offer' working streams developed	April 2009			
<ul style="list-style-type: none"> Performance monitoring of impact of disability Strategy 	Jenni Cooke	First Year review complete	April 2010			

<p>JAR 3 Improve links with adult service for children with complex needs by:</p> <ul style="list-style-type: none"> Establishing an action plan to promote and develop the inclusion agenda within schools. 	Cate Crallan	Action plan complete	March 2010		NI 103,104 105	
<p>JAR 5 Engage more children with LDD in education ,employment or training post-16:</p> <ul style="list-style-type: none"> Improve post 16 education and training provision for children with learning difficulties and disability 	Cate Crallan.	Secure ways of funding post 16 provision for children with LDD	Sept 2009			
<ul style="list-style-type: none"> Embed the ESF Skills4me provision and monitor take up by YPs with learning disabilities 	Lynn Kilpatrick		March 2010			
<ul style="list-style-type: none"> Ensure Placement support Worker works closely with CXS to identify support needs of those entering the ESF programme 	Lynn Kilpatrick		March 2010			
<ul style="list-style-type: none"> Review data to evidence effect of actions in 'Narrowing the Gap' 	Cate Crallan/Lynn Kilpatrick	Improved relevant performance indicators	April 2010			

Service improvement description: Improved and level of service for children and young people with a disability and/or learning difficulty

Expected outcome:

Expected efficiency gains (both cashable & non-cashable): none

Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):

Priority 4:						
Provide high quality accessible information, advice and guidance across all our services to all our users						
Link to Change Driver: Improving consultation and user involvement and the provision of information, advice and guidance				Link to Risk (if applicable): N/A		
Link to Service Plan Objective: N/A				Link to Departmental Objective: 1,2,3,4,5,		
Link to Corporate Objective: Providing excellent services				Link to Sustainable Community Strategy Theme: ALL		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Improve access to curriculum information, advice and guidance across all settings	Mervyn Bell & Deborah Archer		March 2010			
Improved IAG Ensure all learners have an entitlement to CEIAG which is accessible, high quality and comprehensive -	Lynn Kilpatrick	All learning providers have a CEIAG policy All learning providers are aware of their responsibilities & contribution towards delivering the Darlington IAG protocols	July 2009 July 2009			

		<p>The Area Wide Prospectus is promoted to young people</p> <p>All IAG providers adhere to the requirements of the national IAG Standards</p> <p>All IAG Providers have an improvement plan following completion of their self-assessment against the IAG Standards</p>	<p>April 2009</p> <p>March 2010</p> <p>Sept 2009</p>			
<p>Improve access to family information services through children centres, websites and local publicity</p>	<p>Lynne Henderson</p>	<p>Outreach information sessions delivered in Jobcentre plus office</p> <p>Leaflet drop through Childrens Centre Mailout.</p> <p>Presentation to be shown on Childrens Centres screens</p>	<p>March 2010</p>			

		Specific training to improve Childrens Centre websites Attend specific promotional events at outreach venues				
Improve/ enhance opportunities for front line staff to offer quality information, advice and guidance	Ruth Bernstein	-First cohort of staff to complete NVQ L2 by July 2009 -Second cohort to begin training in Sept 09	March 2010			
Improve the information, advice and guidance through Extended School Activity	Christine Jones	Signposting tool developed to share with schools	March 2010	NI88		
Service improvement description: Services better equipped to provide IAG						
Expected outcome: Improved quality of advice to all service users						
Expected efficiency gains (both cashable & non-cashable): none						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):						
Additional information:						

Priority 5:						
Increase the engagement of children, young people, their families and carers in the design and delivery of service including those with disabilities and/or learning difficulties (JAR 7)						
Link to Change Driver: Improving consultation and user involvement and the provision of information, advice and guidance				Link to Risk (if applicable): N/A		
Link to Service Plan Objective: N/A				Link to Departmental Objective: 1,2,3,4,5,		
Link to Corporate Objective: Shaping a better Darlington				Link to Sustainable Community Strategy Theme: ALL		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Implement the Children and Young People's Consultation and Engagement Strategy and action plan	Mervyn Bell	Create a common, agreed and shared understanding of key concepts Develop agency/departmental specific plans Revise and reshape consultative exercises with children and young people Establish participation champions	March 2010		NI54,110	

Commission services to develop sustainable processes for involvement of children looked after and children with disabilities, in service planning	Jenni Cooke	Process for children looked after and children with disabilities to be involved in service planning developed	Sept 2009			
Service improvement description:						
Expected outcome: Increased contribution from Children, Young People their Family and Carers in the design and delivery of services						
Expected efficiency gains (both cashable & non-cashable): none						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):						
Additional information:						

Priority 6:						
Develop and deliver early intervention and preventative working						
Link to Change Driver: Further development of locality/integrated working				Link to Risk (if applicable): N/A		
Link to Service Plan Objective: N/A				Link to Departmental Objective: 1,2,3,4,5		
Link to Corporate Objective: providing excellent services				Link to Sustainable Community Strategy Theme: Healthy, Safer, Aspiring, Prosperous		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Established clear pathway and access to social care services	Yvonne Coates	Pathway mapped	March 2010			
Finalise integrated locality plan proposals and agree timeline for implementation	Gill Walker	Appoint integrated team leads	April 2009	CS/ health plus partnerships working with CT		
		Implement operational team delivery	September 2009			
Complete audit of accommodation to facilitate integrated locality team co-location where appropriate.	Gill Walker	Complete audit to ensure operational delivery	September 2009			

Continue to implement CAF and begin activities for pre-deployment of e-CAF to ensure swift and easy access to services	Gill Walker	Review engagement with training from all CT partners. Evaluate CAFs received, services involved and outcomes	April 2009 Quarterly			
Implement contact point	Gill Walker	Meet local and national timescales	September 2009			
Service improvement description: Improved referral and assessment process						
Expected outcome: Improved access to appropriate services						
Expected efficiency gains (both cashable & non-cashable): £40k cashable.						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):						
Additional information:						

Priority 7:						
Develop a robust quality assurance and performance management framework to underpin each Every Child Matters outcome						
Link to Change Driver: Performance Management			Link to Risk (if applicable): N/A			
Link to Service Plan Objective: N/A			Link to Departmental Objective: 1,2,3,4,5,6			
Link to Corporate Objective: Providing excellent services			Link to Sustainable Community Strategy Theme: ALL			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Review systems and processes to monitor children's residential homes.	Mary Sweeney	System reviewed	April 2009			
Improve number of initial assessments completed within timescales	Jan Lefevre	Carry out analysis by end Feb 2009	April 2009		NI 59	
Improve processes to use data/ information sources to inform planning and impact of early intervention/ prevention activity	Gill Walker	Refresh locality profile	April 2009			
Develop and agree milestones to monitor impact of early intervention/ prevention work	Gill Walker	Locality performance management framework developed	July 2009			
Service improvement description:						

Expected outcome: Improved monitoring and efficiency of services

Expected efficiency gains (both cashable & non-cashable): none

Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):

Additional information:

Priority 8:						
Ensure effective commissioning through the Children's Trust arrangements						
Link to Change Driver: limited progress in joint commissioning and workforce planning				Link to Risk (if applicable): N/A		
Link to Service Plan Objective: N/A				Link to Departmental Objective: 6		
Link to Corporate Objective: providing excellent services				Link to Sustainable Community Strategy Theme: All		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Production of placement strategy for children looked after	Mary Sweeney	Strategy complete	May 2009		NI61,62,63	
Develop and implement Darlington PCT Commissioning Strategy for Children and Young Peoples Health Services	Jenni Cooke/Lucy Wheatley	Strategy complete	Sept 2008			
Review Commissioning Strategy	Gill Walker/ Mel Brown	Strategy refreshed	July 2009			
Audit Children's Services contracts	Simon Bishop	Audit complete	April 2009			
Implementation of re-designed services.	Gill Walker		April 2009			

Service improvement description: More effective and efficient service delivery

Expected outcome: Enhanced value for money in procurement and delivery of services Enhanced values for money in procurement and delivery of services

Expected efficiency gains (both cashable & non-cashable): none

Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):

Additional information:

Priority 9:						
Continue to develop the workforce and build capacity within Children's services to support the delivery of integrated working						
Link to Change Driver: Limited progress in joint commissioning and workforce planning			Link to Risk (if applicable): N/A			
Link to Service Plan Objective: N/A			Link to Departmental Objective: 6			
Link to Corporate Objective: Shaping a better Darlington			Link to Sustainable Community Strategy Theme: All			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Complete One Children's Workforce self assessment	Justine Stewart	Assessment complete June 2009 Action Plan complete October 2009	March 2010			
Develop and implement a transformational change programme for integrated working	Justine Stewart	Strategy and Action Plan produced by February 2009	March 2010			
Refresh Children's Workforce Strategy against context of new CYPP and assign success criteria for resulting actions.	Justine Stewart	Strategy Refreshed	March 2010			

Launch a Children's Workforce Learning & Development Strategy.	Justine Stewart	Strategy complete	March 2010			
Implementation of Common Induction programme for the Children's Workforce.	Justine Stewart	Common induction programme implemented	March 2010			
Service improvement description: Improvement in all aspects of service delivery						
Expected outcome: Enhanced skills and competencies within Children's workforce						
Expected efficiency gains (both cashable & non-cashable): none						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):						
Additional information:						

Priority 10: Continue to improve attendance and reduce exclusions						
Link to Change Driver: Performance Management			Link to Risk (if applicable): N/A			
Link to Service Plan Objective: Despite a significant decrease in exclusion and absence rates there remains scope for further improvements			Link to Departmental Objective: 3			
Link to Corporate Objective:			Link to Sustainable Community Strategy Theme: aspiring			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
<p>To review and evaluate the deployment of key staff in Behaviour Support Team to ensure sustained focus on vulnerable young people at risk of exclusion.</p> <p>To continue to ensure a service fit for purpose having maximum impact on the reduction of exclusions</p>	<p>Bernie Bowes</p> <p>Pam Sayer</p>	<p>PS / BB to prepare review for CSSMT regarding deployment against school and LA priorities</p> <p>Clear documentation in place to monitor and track vulnerable young people</p> <p>Schools have clear strategies for working with BST and prioritising the needs of vulnerable young people</p>	<p>April 2009</p>		<p>NI,86, 87 Ni114</p>	<p>To have a BST that continues to meet the needs of schools and young people able to react and be proactive to priorities</p>

		Deployment of staff matches school and LA priorities				
Build on and enhance the strategic links between Behaviour Support Team and Teaching and Learning Advisors to ensure a clear vision is conveyed to and with schools around the Behaviour for Learning agenda through links into National Strategy Annual Plans	Pam Sayer Irene Baker		July 2009			A fully integrated team of Teaching and Learning Advisors working in a focused and strategic way to ensure learning and behaviour support and development have maximum impact

<p>To ensure a clear strategic approach to managed moves is maintained and includes all Head Teachers within the process.</p>	<p>Pam Sayer</p>		<p>March 2009</p>			<p>That BST work with schools and LA Phoenix Centre and alternative provisions to ensure managed moves are effective and sustainable</p>
<p>To develop the place of nurture groups in and for schools across the town</p>	<p>Pam Sayer Bernie Bowes</p>	<p>Strategic plan to set out place of nurture groups in our schools</p> <p>Head Teachers and Pastoral senior managers in our schools working with LA staff to develop an effective integrated way forward</p>				<p>A clear and strategic plan being implemented across all our schools</p>

<p>Primary Turnaround Provision to open and operate effectively</p>	<p>Bernie Bowes Pam Sayer</p>	<p>Appointment of all key staff</p> <p>Young people identified</p> <p>Inclusion of CAF process planned for and included</p> <p>All protocols and policies written and agreed</p> <p>Budget Profile agreed</p> <p>CSSMT informed of above</p> <p>Reporting system in place for School's Forum</p> <p>All documentation in place</p> <p>BSS to move to Red Hall primary</p> <p>Turnaround Provision included in BSS</p>	<p>January 2009</p>	<p>195,000 School Forum Money</p>		<p>An effective Turnaround Provision as measured by the positive impact on individuals and schools</p>
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Service improvement description: Improved support and behaviour services to schools
Expected outcome: Improved attendance and exclusion rates
Expected efficiency gains (both cashable & non-cashable): none
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):
Additional information:

Priority 11: Supporting effective self management of schools						
Link to Change Driver: Performance Management			Link to Risk (if applicable):			
Link to Service Plan Objective:			Link to Departmental Objective: 3, 6			
Link to Corporate Objective: providing excellent services			Link to Sustainable Community Strategy Theme: Aspring			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Implement programme of educational transformation through school collaboration at schools@onedarlington by: <ul style="list-style-type: none"> • Organising training days on a borough wide basis • Coordinating after school CPD 	Andrew Dunn	All school Governing Bodies to accept principals of Schools At One Darlington Improved outcomes for Darlington Young People.	April2009 Ongoing			
Governing bodies to carry out self review programme	Sarah Thompson	50% of Governing Bodies to complete	July 2009	LO Time		
Service improvement description:						

Expected outcome: Improved outcomes for children at Darlington Schools

Expected efficiency gains (both cashable & non-cashable):

Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):

Additional information:

Strategic objectives and performance indicators for the service

Insert the objectives and performance indicators identified for this service into the following grid. Note: all PIs should be balanced. Objectives should link through the planning hierarchy. NOTE: Service objectives will link in some cases to more than one departmental objective/corporate objective/Community Strategy theme. All linkages should be shown where appropriate but generally to a maximum of 3 (with at least 1 for each). PIs must be specified (by service objective). Objectives without measurement should not be included.

	Departmental Objective	Corporate Objectives	Community Strategy Themes	PIs
1	Be healthy	Providing Excellent Service	Healthy Darlington	NI52,54,55,56,57, 115,50,51,58,112
2	Stay safe	Providing excellent services	Safer Darlington	59,60,61,62,63,64,65, 66, 67,68,71
3	Enjoy and Achieve	Providing excellent services	Aspiring Darlington	NI72,73 - 78,79,80,81,82,84,85, 86,87,88,89,90,91,92, 93-98,99,100, 101,102,103,104,105, 106, 107,108,109
4	Make a positive contribution	Providing excellent services	Aspiring Darlington	NI 110, 111, 114, 115
5	Achieve economic well being	Ensuring access for all	Safer, Prosperous Darlington	NI 13,116,117,118
6	Effectively plan	Capacity to improve	All	LI 1757, 1761, 1767

Prioritising the Risks

Risk Number	Description	Risk Score
1	Recruitment and retention of key staff	C3
2	Recruitment and retention of foster carers	B3
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
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

Plotting the Risks

These risks have been plotted on a risk matrix with reference to management controls in place and working. The shaded part of the matrix signifies the area above the 'risk appetite level'. The Children's Services Department has identified one risk in this region that requires specific management through the development of a distinct improvement plan.

	A Very High				
	B High		2	9,6	
	C Significant		1,4,7	5,8,	
	D Low			3	
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
		IMPACT			

Risks Classified as Priorities for Improvement

Risk Scenario 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 schools, 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>	C3	

Risk Scenario 2 Recruitment and retention of foster carers

Vulnerability	Trigger	Consequence	Controls	Current	Target
Difficulty in recruiting and retaining foster carers.	Competition for foster carers for older children/complex needs by other LA's and independent fostering agencies.	<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>	B3	

Risk Scenario 3 Schools in categories and schools causing concern

Vulnerability	Trigger	Consequence	Controls	Current	Target
Schools in 'Ofsted Categories' and other schools causing concern fail to improve significantly.	<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>	D2	

Risk Scenario 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 Scenario 5 Capacity to deliver MTFP

Vulnerability	Trigger	Consequence	Controls	Current	Target
Capacity to deliver sustainable savings	Budget problems Lack of planning and structuring of staffing	Unplanned and disorganised delivery of services Increased risk of scenarios 1,3	Staffing roles/responsibilities and structures clarified at 2 nd and 3 rd tiers MTFP has been updated to reflect new staff structure and 3 year budget settlement following CSR2007	C2	

Risk Scenario 6: Maintaining core services while managing change

Vulnerability	Trigger	Consequence	Controls	Current	Target
Change process associated with locality working and social care referrals process implementation disrupts service delivery	<p>Reconfigured services, changed job roles and redeployment of staff</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>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>Decrease in percentage of core assessments and initial assessments completed</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) in process of development</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>Review of system around recording to take place</p>	B2	

Risk Senarion 7: Major Capital Schemes – BSF/Hummersknott/ Eastbourne Academy/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 scenario 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 scenario 9: Bedding down of interoperability in ICT systems

Vulnerability	Trigger	Consequence	Controls	Current	Target
Failure to maximise the potential of ICT systems	Major departmental 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 Business to Business module (EMS/SIMS) procured	B2	

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