



Children's Services

**DEPARTMENTAL PLAN
2007/08**

CHILDREN'S SERVICES DEPARTMENTAL PLAN

Purpose of Plan

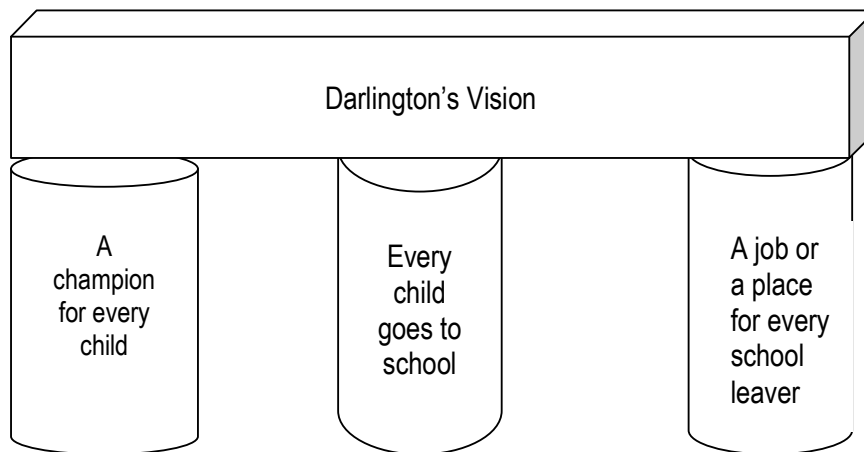
The purpose of this Departmental Plan is to ensure that all activities carried out by the service complement the aims and objectives of the authority and the community as a whole.

Vision

'To enhance the opportunities for all children and young people in Darlington, by ensuring the planning and delivery of effective, high quality, integrated services.'

Our vision for children's services in Darlington is based on the concept of keeping the child at the centre of all 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 and, in particular, strengthening universal services.



Overview of the Service

DEPARTMENTAL OBJECTIVES:

1. **Being healthy** – Enjoying good physical health and mental health and living a healthy lifestyle
2. **Staying safe** – being protected from harm and neglect
3. **Enjoying and achieving** – getting the most out of life and developing the skills for adulthood
4. **Making a positive contribution** – being involved with the community and society and not engaging in anti social behaviour
5. **Economic Well-being** – not being prevented by economic disadvantage from achieving their full potential in life.
6. **Effectively Plan**, co-ordinate and manage the delivery of services and resources ensuring that they are of high quality and responsive to the needs of children, young people and their families.

Key Achievements over the last 12 months:

- Health Assessments and dental checks for LAC (C19)
93% as at 30/09/06
- Opening of new Children's Centres – Coleridge/Dodmire
- Alignment of Health Visitor services with school clusters
- Antenatal screening/ trained breastfeeding peer support introduced in Children's Centres
- Agreement with the PCT on healthy schools co-ordination as part of LAA. Launch of new standard and issue of toolkit
- Healthy Schools – Health Schools Status
83% have Healthy Schools Standard
56% working towards new HS Status
- Clean Air Awards for Skerne Park, Mount Pleasant and Children's Centres
- Cook-it Clubs in residential homes for LAC facilitated by LAC Health Co-ordinator
- Widening of support to school re: emotional well-being and stress management
- Improved Teenage Pregnancy rates – against the national and regional trend
- Teen Mum BUMP 'N' BABI support programme
- Primary Schools buying into School Counselling Service
- Robust absence data – unsafe practice challenged in schools – especially 2 schools with poor attendance. We know where are children are.
- Safeguarding Children Board Agenda – domestic abuse, training, 'Safe Parenting' handbook issued to all parents/carers of children aged 5+ across Darlington.
- 7 inspections of schools (Ofsted) rated staying safe as outstanding or good
- Improved placement stability (short term placements)
- Children's Index Lead
- Protocols for Children Missing Education and Hard to Place.
- Development of Children's Trust
- Positive inspection for children's residential service and fostering & adoption.
- Attendance and Behaviour – new attendance and behaviour group developing new Children's Services Strategy
- Private, Voluntary and Independent Sector - 100% of combined childcare and education inspections satisfactory or better for early years settings.
- Majority of secondary schools improved attendance (4 out of 7)
- Key Stage results: - KS 2 best results plus increase in level 5
 KS 3 rise in maths and science (up against FFT B estimates)
 KS 4 3 A* - A increased
 KS 4 5 A* - C increased
- New Build – seven new schools opened. Carmel and Hummersknott improvement work
- Academy EOI approved
- Funding secured
- Skills + implementation, evaluated and extended. Significant impact on attendance and attainment of pupils gaining qualifications - 116 pupils currently on Skills +
- School Condition Document
- LAC – 80% of eligible pupils sat GCSEs of the 80% who sat exams 100% - achieved at least 1 A* - G
37.5% - 5 GCSEs A* - C
- SEN – 100% SEN (BV43a/43b) completed within 12 weeks
Number of statements reduced
- Educational Psychology/Finance and Performance data – in top quartile of School Survey
- Youth Participation Strategy adopted
- All posts filled in Youth Service
- VIBE Awards 2006
- Youth Parliament elections – increased turnout
- Robust Parent Forum (Children with a disability)
- High levels of participation in LAC Reviews

- Re-launch of Youth Assembly
- Project Board for Youth Opportunity Fund
- Street Champions
- VIEWPOINT – IT system for care leavers to contribute to pathway plans implemented
- Top Performance for PAF C18 (Caution, Convictions, Reprimands of LAC)
- 14-19 Trust submitting EOI – Diploma Gateway. Full engagement of Secondary Heads and curriculum leads (14-19 Trust)
- E2E Scheme
- Welfare Benefit Advice (corporate impact)
- Connexions Integration
- 45 parents/carers in Sure Start areas returned to training/achieved qualifications
- New performance monitoring arrangements and management systems in place
- VFM initiatives (Corporate)
- APA Score for 2006 - 3,3,4

Key Challenges for the next 12 months:

- Maintaining Performance during a period of change and restructuring
- Information Sharing/Development
- £300,000 sustainable savings to achieve for 2007-08
- Attendance/Improving and reducing the numbers of young people excluded from school
- CAF implementation/Lead Professional
- SEN PI Changes – Access Plans
- 3 Areas from APA letter: -
 - The impact of challenge and support provided for schools.
 - The quality assurance of education and workplace provision.
 - The progress made by pupils at Key Stages 3 and 4
- Evidence Parental Involvement in managing behaviour/learning
- Differential Attainment Performance between schools
- Green Paper – Care Matters
- Evaluation of Special Provision/ Delegation of SEN Funds
- Child Care Act 2006 – raising of qualification levels in Early Years Sector
- Reduction in gap in Foundation Stage
- Implementation of 14-19 Agenda
- Primary/Secondary Capital Strategy
- Capacity – restructure of Children’s Services
- KS3+ KS4, KS2-4
- School Challenge and Support Protocols
- D35 – maintain improvement – drive for foster carers for long term placements (stability) in place of adoption
- Schools in Categories – numbers, delegation of PRU, collaboration of schools in relation to behaviour (Secondary)
- Adoption Panel to be established
- Meeting inspection requirements for Independent Support for birth parents and families of adopted children.
- Equalities Agenda – e.g. Disability Equality Schemes in all schools

Management Capacity:

- Appointment of new Director of Children’s Services
- Appointment of new Assistant Director – Children & Families and Planning and Resources
- Joint Area Review
- Review of the Children and Young People’s Plan
- Review LAA Projects
- Departmental Restructure

Change Drivers:

For each of the following eight types of change drivers, list the issues that are most likely to impact on the service. For each issue, what will need to be addressed by the service in order to achieve the change and/or improvement?

Ref	ISSUES MOST LIKELY TO IMPACT ON THE SERVICE	WHAT THE SERVICE NEEDS TO DO TO ACHIEVE CHANGE/IMPROVEMENT?
	Government Priorities: (changes in legislation, guidance etc.)	
1.	10 Year Childcare Strategy & Childcare Act 2006 – Foundation Stage Profiles (see Improved Attainment across all key stages)	a. Improve the quality of early education and childcare services delivered by providers and settings.
2.	14-19 Agenda	a. Work with our excellent colleges and Teesside University to encourage more young people to continue their education b. Produce a Borough-wide 14-19 Prospectus. c. Develop the curriculum offer for 14-19 year olds. d. Continued development of 14-19 agenda. e. Improve Quality Assurance of education and workplace provision. (Work based learning/work placements)
3.	Harnessing technology-transforming learning and Children's Services	a. Inclusion of E-learning and ICT in all schools to enhance teaching and learning b. Engage with Secondary schools to ensure that technology is used to enhance the curriculum, and teaching and learning. c. Ensuring opportunities for the use of ICT are promoted within the design of new schools and school re-modelling. d. Development and implementation of the Children's Index, Common Assessment Framework and the role of the Lead Professional
4.	"Care Matters" - Transforming the lives of LAC (green paper)	a. Improving the lives of LAC b. Participate in consultation around "Care Matters"

Ref	ISSUES MOST LIKELY TO IMPACT ON THE SERVICE	WHAT THE SERVICE NEEDS TO DO TO ACHIEVE CHANGE/IMPROVEMENT?
	Local Priorities:	(Member commitments, best value reviews, demographics, etc.)
5.	Challenge of Support to Schools	<ul style="list-style-type: none"> a. Encourage all Darlington schools to offer the best teaching in the North East b. Promote and provide effective CPD c. Implement the school workforce development operational plan d. Develop Platform 5 – e-Learning resource e. Improving attendance and behaviour. f. Improving and reducing the numbers of young people excluded from school.
6.	Improve educational attainment and progression across all key stages	<ul style="list-style-type: none"> a. Have all secondary schools achieving 50% five or more A*-C GCSE results within the next two years and have a GCSE A*-rate of 70% b. Develop, implement and monitor the Intervention and Support Strategy to underpin School Condition Document. c. Develop effective systems for transfer and transition. d. Improve achievement of vulnerable groups. e. Develop and define strategies for key Foundation stage areas. f. Whole school target setting to match attainment. g. Strong partnerships to inform an early intervention model. h. Implement LA processes in the deployment, effectiveness and performance management of SIPs. i. Initiating brokerage and commissioning arrangements.
7.	Develop strong partnership working with schools around attendance and behaviour	<ul style="list-style-type: none"> a. Radically improve attendance figures through a revitalised approach to attendance and behaviour b. Review Attendance Strategy c. Review Behaviour Strategy d. Develop effective transition and transfer arrangements across all Key Stages. e. Improve behaviour and attendance by supporting schools to reduce absence and improve behaviour. f. Maintain strong linkages between attendance, behaviour, and teaching and learning.

Ref	ISSUES MOST LIKELY TO IMPACT ON THE SERVICE	WHAT THE SERVICE NEEDS TO DO TO ACHIEVE CHANGE/IMPROVEMENT?
8.	Local Area Agreement	<ul style="list-style-type: none"> a. Monitoring and management of LAA targets b. Development and implementation of Locality and Targeted Teams. c. Ensuring all schools striving for Healthy Schools Status. d. Extended Schools/Cluster Initiatives e. Development of Children's Centres and Locality Working, Capital Strategy to be developed and accommodation requirements reviewed
	Consultation:	(Results of surveys, complaints, focus groups, etc.)
9.	Children/Young People/Parent and Carer Engagement	<ul style="list-style-type: none"> a. Create new opportunities for the people of Darlington to give us their feedback and ideas b. Work with schools to develop Parent Councils to make sure parents have a stronger voice c. Further development of school councils d. Development of Parent Partnership e. Involvement of parents/carers in curriculum development (Children's Centres) f. Governing Bodies g. Development of child/family advocacy roles. h. Parent Forum i. Participation in Connection with Communities initiative
	Performance Management:	(What does the PMF, benchmarking, inspections, etc. tell us about the service)
10.	Long-term stability of looked after children (D78) (No action plan required)	<ul style="list-style-type: none"> a. Close monitoring of LAC numbers. b. Continued use of management information and trends to improve placement stability. c. Continued development of foster carers for older children and those with complex needs.

Ref	ISSUES MOST LIKELY TO IMPACT ON THE SERVICE	WHAT THE SERVICE NEEDS TO DO TO ACHIEVE CHANGE/IMPROVEMENT?
	Resources	(Budget pressures/headroom, employee resource, capital resource, etc.)
11.	Develop strong partnership working with schools around behaviour, and improve and reduce the numbers of young people excluded from school.	<ul style="list-style-type: none"> a. Radically improve attendance figures through a revitalised approach to attendance and exclusions b. Complete audit of need around behaviour from all schools. Review, evaluate and consult upon provision and support services.(See also Local Drivers – Develop strong partnership working with schools around attendance and behaviour)
	Opportunities:	(Procurement, external funding, etc.)
12.	Academy and capital work	<ul style="list-style-type: none"> a. Make all secondary schools in Darlington high performing schools of choice with buildings fit for the future b. Renew and refurbish more Schools c. Make a commitment to secure funding to renew Branksome, Hurworth and Longfield secondary schools d. Closure of Eastbourne School at end of current academic year e. Opening of new Academy for start of next academic year f. Long-term new build for academy building on current site
	Risks	(What could stop the service from delivering its objectives?)
13.		<ul style="list-style-type: none"> 1. Retention of key staff in school sector 2. Recruitment and retention of foster carers 3. Schools in categories and schools causing concern (see Improving Achievement across all Key Stages Action Plan) 4. Mismatch of demand and supply of child care places in Early Years 5. Library performance impact on the CPA culture block performance 6. Schools not engaging in behaviour and attendance management 7. Capacity to deliver sustainable savings 8. Academy Implementation 9. Children's Trust 10. Major Capital Schemes 11. Connexions dis-aggregation and integration
	Events	(Special circumstances over the last 12 months to explain performance, will this continue?)
14.		a. Joint Area Review – March 2008

Top Priority: A champion for every child				
Priority Action: Engagement of children, young people, their families and carers				
Link to Change Driver 9a, 9b, 9c-i		Link to Risk (if applicable)		
Link to Service Plan objective		Link to Departmental objective 1,2,3,4,5		
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Raising educational achievement Improving health & well-being Stimulating leisure activities Promoting community safety		
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
To further develop existing mechanisms for engagement.			Julian Kenshole/ Mirren Hunter	31.03.08
Monitor arrangements within Service Plans, LAA, CYPP			JK/MH	31.03.08
Identify Connecting with Communities Champions within department			JK	31.03.08
Undertake self assessment on customer focus			MH	31.03.08
Participate in corporate Consultation Working Group			MH/JK	31.03.08
Service improvement description: To ensure that engagement across				
Expected outcome: Improved involvement of children, young people and their families in shaping services				
Expected efficiency gains (both cashable & non-cashable): n/a				
Resource required to implement change:				
Implications for Corporate Services: (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)				
Additional information:				

Top Priority: A champion for every child				
Priority Action: Transforming the lives of Looked After Children				
Link to Change Driver 4		Link to Risk (if applicable)		
Link to Service Plan objective		Link to Departmental objective 1,2,3,4,5		
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Improving health and well-being, Raising educational attainment, stimulating leisure activities		
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<p>Consultation currently ongoing. Key tasks to inform and advise Members and chief officers on implications for Darlington.</p> <p>Further work will result from Green Paper during 07-08.</p>			Children's Accommodation Manager	March 2008
Service improvement description				
To improve the outcomes for looked after children				
Expected outcome				
New regulations in respect of the care of Looked after Children				
Expected efficiency gains (both cashable & non-cashable)				
Resource required to implement change				
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)				
Additional information				

Top Priority: Every child goes to school				
Priority Action: Develop strong partnership working with schools around behaviour; and improve and reduce the numbers of young people excluded from school				
Link to Change Driver 5f, 7a, 7c,7e,11b		Link to Risk (if applicable) 6		
Link to Service Plan objective		Link to Departmental objective 2,3,4		
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Raising educational achievement		
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Complete audit of need around behaviour from all schools	ED53 BV45 BV46	1.60 (25) 8.5% 5.4%	Sharon Lissaman	Apr 07
Review, evaluate and consult upon provision and support services			SL	Apr 07
Consider, define and consult upon options and models to effect change			SL	Jul 07
Engagement and building capacity of Schools around behaviour.			SL	Mar 08
Ensure linkages with Attendance Strategy and Teaching & Learning.			SL	Mar 08
Analyse, evaluate and develop the contributions of partnership agencies to inform an early intervention model.			SL	Mar 08
Development of partnerships and protocols to facilitate 'Day 6' provision for excluded pupils			Andrew Dunn	Sep 07
Behaviour Strategy in place.			SL	Mar 08
Develop robust training programme for Schools and Governors			AD	Mar 08
Service improvement description Coordinated cohesive support around behaviour				
Expected outcome Reduction in PEX FTE, improved attendance, reduction of referrals around behaviour.				
Expected efficiency gains (both cashable & non-cashable) More efficient use of staff, fewer excluded pupils				
Resource required to implement change CAMHS education resource, Staff time, Training				
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)				
Additional information				

Top Priority: Every child goes to school				
Priority Action: Develop strong partnership working with schools around attendance				
Link to Change Driver 5e,7a, 7b,7e,7f,11a,	Link to Risk (if applicable) 6			
Link to Service Plan objective	Link to Departmental objective 2,3,4			
Link to Corporate objective Ensure access for all, Shaping a better Darlington	Link to Community Strategy Themes Raising educational achievement			
Actions needed to deliver improvement				
	PIs	Targets	Lead officer	Date for completion
Review Attendance Strategy	BV45 BV46 ED53	8.5% 5.4% 1.60(25)	Cate Crallan	Mar 08
Consultation with children and young people			CC	Mar 08
Support target schools in developing action plans			CC	Mar 08
Secure high level political profile through adoption of Attendance Strategy within the Council policy framework			CC	Mar 08
Joint review of current LA support to schools			CC	Mar 08
Joint local authority and school review of high absence schools internal systems for reducing absence.			CC	Mar 08
Analyse, evaluate and develop the contributions of partnership agencies in reducing absence to inform an early intervention model.			CC	Mar 08
Develop effective transition and transfer arrangements across key stages.			CC	Mar 08
Ensure linkages with Behaviour Strategy and Teaching & Learning.			CC	Mar 08
Attendance Strategy in place.			CC	Sep 07
Develop robust training programme for Schools and Governors			CC	Mar 08
Service improvement description Consistent practice across the town, more focused support to schools and families				
Expected outcome Improved school attendance, raising educational attainment				
Expected efficiency gains (both cashable & non-cashable) None				
Resource required to implement change Funds to pay consultant fees from LAA				
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None				
Additional information ICT implications – administration of data/downloading of information from schools.				

Top Priority: Every child goes to school						
Priority Action: Improving achievement and progression across all key stages.						
Link to Change Driver 5a, 6a,6b-i		Link to Risk (if applicable)				
Link to Service Plan objective		Link to Departmental objective 3,4,5				
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Raising educational attainment				
Actions needed to deliver improvement						
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion		
Development, implementation and monitoring of the Intervention and Support Strategy to underpin the School Condition Document.	BV38 BV39	63.0% 89.0%	GW	Mar 08		
Develop VFM model to improve use of all resources in schools (inc use of SEN i.e. reduce number of Statements).			Ian Coxon/CC	Mar 08		
Develop a Darlington framework for pupil tracking.			Rob Thompson/ Heather Long	Mar 08		
Develop an effective Darlington system for transfer and transition			HL/CC RTh	Mar 08		
Improve achievement of vulnerable groups by analysis of data and targeting support.			GW	Mar 08		
Develop and define strategies for key Foundation Stage areas.			Reduction of the gap between the lowest and highest achievers in Communication, Language and Literacy, and Personal Social and Emotional development	AC	Mar 08	
Implementation of local authority processes in the deployment, effectiveness and performance management of SIPs				AD	Sep 07	
Initiate brokerage and commissioning arrangements.				AD	Sep 07	
Whole school targeting setting to match attainment.				BV38 BV39	63.0% 89.0%	AD
Analyse, evaluate and develop the contributions of partnership agencies to inform an early intervention model.					GW	Mar 08
Service improvement description: Improved pupil progress across all key stages.						
Expected outcome Improved educational attainment and achievement for young people in line with Darlington targets.						
Expected efficiency gains (both cashable & non-cashable) Improved service for same cost by ensuring schools buy-in to proposals.						
Resource required to implement change						
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)						
Additional information:						

Top Priority: Every child goes to school				
Priority Action: Harnessing technology- transforming learning and Children's Services				
Link to Change Driver 3a-d, 5d		Link to Risk (if applicable) 3		
Link to Service Plan objective		Link to Departmental objective 3,4,5		
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Raising education attainment		
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Enable all learners to achieve maximum benefit from the use of ICT, and be well prepared to operate in a technology-dominated world, by facilitating and encouraging professional debate, continuing professional development, and curriculum and organisational change	BV38 BV39 BV40 BV41 BV161 BV181a BV181b BV181c	63.0% 89.0% 80.0% 83.0% 0.75 79.0% 79.0% 76.0%	JS	By 2010
Ensure that ICT is developed and used effectively in order to enable learners and teachers to manage the almost limitless digital learning resources now available, and to manage and administer the learning process for each individual learner.	BV194a BV194b BV222a Bv222b ED121	34.0% 36.0% 40.7% 100.0% 4.7%	JS	By 2010
Ensure that Darlington learners, and where appropriate their teachers, parents or other practitioners, can access their learning resources, programmes of study and learning management tools wherever they are - in the classroom, home, library, homework club, specialist education provision, hospital or elsewhere.			JS	By 2010
Develop whole-service approaches to the use of data, data collection, storage, information handling and communication in order to lead to greater efficiency, reduced bureaucracy and more effective management.			JS	By 2010
Develop whole-service approaches to the use of data, data collection, storage, information handling and communication in order to lead to greater efficiency, reduced bureaucracy and more effective management.			JS	By 2010

<p>Service improvement description To implement the DfES Harnessing Technology eStrategy, translating this into local actions through the Darlington eStrategy</p>
<p>Expected outcome Improved effectiveness of digital support systems across Children's Services, maximising the full potential of technology to support staff in their day to day work</p>
<p>Expected efficiency gains (both cashable & non-cashable) Greater personalisation of relevant information, allowing all staff to focus on essential actions and reducing time spent on low level bureaucratic tasks</p>
<p>Resource required to implement change Digital resources: Learning Platform, briefing tools, teaching and learning content material, LA reporting and administration tools Training for key personnel, to engage with the national and regional agendas for ICT Staffing, for training of teachers, pupils, senior school staff, Children's Services colleagues Centralised Training venue, with up to date equipment, to fine tune the support offered to stakeholders and provide a recognised centre of excellence.</p>
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) Need for core funding for key personnel, including administration staff</p>
<p>Additional information</p>

Top Priority: A job or place for every school leaver				
Priority Action: Continue the development of 14-19 education across the Borough.				
Link to Change Driver 2a, 2b-e,		Link to Risk (if applicable)		
Link to Service Plan objective		Link to Departmental Plan Objective 3,4,5		
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Raising educational achievement, Improving the local economy		
Actions needed to deliver improvement				
	PIs	Targets	Lead officer	Date for completion
1. Produce a Borough-wide 14-19 prospectus	BV38 BV39	63.0% 89.0%	Gill Walker	April 07
2. Development of protocols around cross institution delivery of 14-19 agenda.			GW	Sep 07
3. Delivery of 'gateway' approved Diplomas			GW	Sep 07
4. Review of 'Skills Plus' programme to ensure fully costed provision supports 14-19 Offer.			GW	Apr 07
5. Review of 'Alternatives' programme to ensure fully costed provision supports 14-19 Offer.			GW	Apr 07
6. Develop the curriculum offer for 14-19 year olds			GW	Apr 07
7. Monitor the use of data sharing protocols between pre and post 16 providers.			GW	Sep 07
8. Improve Quality Assurance of education and work place provision (WBL and Work placements)			GW	Sep 07
Service improvement description Development of provision for 14 –19 age range in line with government priority in this area.				
Expected outcome Greater educational opportunities across Darlington through collaboration of 14-19 Trust members.				
Expected efficiency gains (both cashable & non-cashable) None				
Resource required to implement change Lead Officer Prospectus funding available.				
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) Potential staffing implications for schools over time.				
Additional information This is an ongoing priority for the next five years. This priority will be monitored monthly by the Curriculum Group and half-termly by the 14-19 Trust.				

Top Priority: To Continually Improve our Schools and Childcare				
Priority Action: Improving the quality of Provision				
Link to Change Driver 12a/b/c, d,e,f, 5, 6		Link to Risk (if applicable) 2,7		
Link to Service Plan objective		Link to Departmental objective 1,2,3 & 6		
Link to Corporate objective Shaping a better Darlington, Providing Excellence Services		Link to Community Strategy Themes Raising educational attainment		
Actions needed to deliver improvement				
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Development of a new pathfinder school to replace North Road Primary			Mik O'Connell	Sept 09
PRINCE2 project management process			Mik O'Connell	Sept 09
Closure of Eastbourne School on current site			Murray Rose	31 Aug 07
Opening of Academy on current site			MR	1 Sep 07
Long-term plan to build new academy building			MR	1 Sep 09
Service improvement description Build new school and Implement primary BSF Strategy To improve the educational achievement of young people in Darlington.				
Expected outcome Improved educational attainment				
Expected efficiency gains (both cashable & non-cashable) More efficient delivery of education				
Resource required to implement change No DBC resources involved.				
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)				
Additional information Academy sponsors, Church of England and Anne & David Crossland				

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	Being healthy – Enjoying good physical health and mental health and living a healthy lifestyle	Provide excellent services. Ensure access for all. Shaping a better Darlington.	Improve health and well-being. Promote Inclusive Communities.	ED133 (PAF A 70) BV 197, SS19, ED134, ED135, ED136, ED139, ED142, ED143
2	Staying safe – being protected from harm and neglect	Provide excellent services. Ensure access for all. Shaping a better Darlington.	A place for living safely and well	SS02 (PAF A3), BV 162 (PAF C20), BV 163 (PAF C23), SS12 (PAF CF/D35), ED 027, ED 028, SS 28 (PAF B7) ED150 (CH141), ED151 (CH142) ED152 (CH143), ED153 (CH 02) ED154 (DIS 1704), ED155 (CH145) ED156 (PAF C64) ED157 (CH 01), ED158 (DIS 1219) ED159 (CH 03), ED160 (CH 10) ED161 (PAF CF/21) BV 49 (PAF CF/A1) ED 162 (DIS 1507 - 1509) ED165 & ED165a (DIS 3164 (Multiple choice)) ED174, ED173, ED172 (DIS 1114), ED 171 (DIS 1115), ED170 (DIS 1111), ED169 (CH 44), ED168, ED163, ED167 (PAF C68), ED166 (CH 39), ED164 (PAF CF/E45)

	Departmental Objective	Corporate Objectives	Community Strategy Themes	PIs
3	Enjoying and achieving – getting the most out of life and developing the skills for adulthood	Provide excellent services. Ensure access for all. Shaping a better Darlington.	Raising educational achievement. Improving the local economy Promoting inclusive communities Stimulating leisure activities	BV 222a & BV 222b (from 2005/06, was BV 192) BV 38, BV 39, BV 40, BV 41, BV 42, BV 181a-d, BV 194a&b, BV 43, BV 45, BV 46, BV 50 (PAF A2), ED 018a&b, ED 09, SS32, ED46, ED115, ED118, ED 119, ED120, ED121, ED180 – ED190, BV 118a-c, BV 119b, BV 220 and numerous Library Services indicators
4	Making a positive contribution – being involved with the community and society and not engaging in anti social behaviour	Provide excellent services. Ensure access for all. Shaping a better Darlington.	Raising educational achievement. Improving the local economy Promoting inclusive communities Stimulating leisure activities Promoting community safety	ED053, ED130 (LPSA 12), ED131a (APA 3092DE) ED131b (APA 3091DE) ED132, BV 159 (Amended), SS01 (PAF C18) (C81 2006/07), SS30 (PAF C63) (REVISED FOR 2005-06), ED200
5	Economic Well-being – not being prevented by economic disadvantage from achieving their full potential in life.	Provide excellent services. Ensure access for all. Shaping a better Darlington.	Raising educational achievement. Improving the local economy Promoting inclusive communities	ED210, ED211, ED212, ED213, ED214, ED215, ED216 (PAF CF / E67), ED217, BV 161 (PAF A4)
6	Effectively Plan , co-ordinate and manage the delivery of services and resources ensuring that they are of high quality and responsive to the needs of children, young people and their families.	Enhancing our capacity to improve Putting the customer first	Raising educational achievement. Improve health and well-being. A place for living safely and well	BV008, BV 51 (PAF B8), ED218 (BU 07), ED219 (EX 12), ED220 (BU 01) ED221 (EX 61), ED222 (EX 77) ED223 (PAF E44), ED224 (DIS 3125), ED225 (PAF MR / D74) ED226 (EX 66), ED227 (DS 3118 (modified)), ED228 (DIS 3119 (modified)), ED229 (DIS 3120 (modified)), ED230 (DIS 3121 (Modified)), ED231 (DIS 3123) ED232 (DIS 3124) ED183

The following grid can be used to help identify linkages between service and departmental objectives, PIs and priorities and the corporate objectives and Community Strategy themes for the previous table – insert priorities for improvement and PIs in relevant boxes:

	Improving the local economy	Raising educational achievement	Promoting community safety	Enhancing the local environment	Promoting inclusive communities	Stimulating leisure activities	Improving Health and Well-being	Developing an effective transport system
Shaping a better Darlington	3,4,5	3,4,5	2,4		1,3,4	3,4	1	
Providing excellent services	3,4,5	3,4,5	2,4		1,3,4	3,4	1	
Putting the customer first		6					6	
Ensuring access for all	3,4,5	3,4,5	2,4		1,3,4	3,4	1	
Enhancing our capacity to improve		6					6	

Risk Analysis 2007/08 – Children’s Services Department

Risks Identified

The following areas of potential risk, which could adversely impact on the ability of the Department to meet its objectives, have been identified:

1. Retention of key staff in school sector
2. Recruitment and retention of foster carers
3. Schools in categories and schools causing concern
4. Mismatch of demand and supply of child care places in Early Years
5. Library performance impact on the CPA culture block performance
6. Schools not engaging in behaviour and attendance management
7. Capacity to deliver sustainable savings
8. Academy Implementation
9. Children’s Trust
10. Major capital schemes – BSF/Hummersknott/Carmel
11. Connexions Disaggregation and Integration

Risk Scenario 1- Recruitment and retention of key staff particularly within school sector

Vulnerability	Trigger	Consequence	Controls
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>Structure decided to enable rapid decision making on recruitment of replacements/adjustments of job descriptions.</p> <p>Priority given to staffing reviews and JE appeals.</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>

Risk Scenario 2 Recruitment and retention of foster carers *

Vulnerability	Trigger	Consequence	Controls
Difficulty in recruiting and retaining foster carers.	<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.</p> <p>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>

* This risk has been reduced in likelihood following implementation of a successful recruitment initiative and improved retention of foster carers.

Risk Scenario 3 Schools in categories and schools causing concern

Vulnerability	Trigger	Consequence	Controls
Schools in 'special measures' 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 roles fall • Ofsted Score affected • Adverse impact on APA, future JAR and CPA ratings • Increased appeals • Reduced community confidence 	<p>Post HMI Action Plan for Branksome is in place and progress regularly monitored. Governing body strengthened through the appointment of additional LA governors.</p> <p>HMI monitoring report shows the school is making satisfactory progress.</p> <p>A new policy and procedures for identifying schools causing concern has been developed and differentiated levels of support offered.</p> <p>Link officer delegated to each school causing concern or in an Ofsted category to co-ordinate support and monitor/evaluate progress.</p>

Risk Scenario 4 Mismatch of demand and supply of childcare places in Early Years

Vulnerability	Trigger	Consequence	Controls
Schools' failure to work in partnership with private, voluntary and independent sectors to create childcare places.	<p>Opening children's centres and neighbourhood nurseries</p> <p>Increased demand from government to create more childcare places</p> <p>Single point of entry for children going into reception classes</p> <p>Parental choice of child care/nursery options</p>	<ul style="list-style-type: none"> • Falling rolls in maintained settings • Sustainability of all early years settings (PVI & Maintained) • Retention/recruitment issues • Failure to deliver joined-up Foundation Stage curriculum • Uneven distribution of provision • Over/under-capacity in particular provision types 	<p>Audit of childcare places including ghost places has been completed.</p> <p>Audit of demand for places has been commissioned.</p> <p>Continued monitoring of child care places across the sectors</p> <p>General awareness raised of the opportunities presented by falling roll numbers for schools to gain greater involvement in extended services.</p>

Risk Scenario 5 Library performance impact on the CPA culture block performance

Vulnerability	Trigger	Consequence	Controls
With only static libraries there is an automatic and adverse 'knock-on' effect on key Public Library Service Standards (PLSSs).	Number of Performance Indicators falling below the CPA culture block threshold.	<ul style="list-style-type: none"> Adverse impact on the CPA Culture block. If scores less than 2 then the LA will lose its 'Excellent' status. 	PLSSs have been modelled into the CPA Culture Block and has confirmed a Score of 2 on the present suite of performance indicators.

Risk Scenario 6 Schools not engaging in behaviour and attendance management

Vulnerability	Trigger	Consequence	Controls
Schools not engaging in behaviour and attendance management	<p>Schools fail to make progress</p> <p>Failure to close gap between highest and lowest achieving schools</p>	<p>KS results deteriorate/fail to improve.</p> <p>Increased appeals.</p> <p>Reduced community confidence.</p>	<p>Appointment of AD</p> <p>Clarification of roles and responsibilities</p> <p>Structure agreed</p>

Risk Scenario 7 Capacity to deliver sustainable savings

Vulnerability	Trigger	Consequence	Controls
Capacity to deliver sustainable savings	<p>Budget problems</p> <p>Lack of planning and structuring of staffing</p>	<p>Unplanned and disorganised delivery of services</p> <p>Increased risk of scenarios 1,3</p>	<p>Staffing roles/responsibilities and structures clarified</p> <p>Budget and planning linked and reviewed together</p> <p>See also 1,3</p>

Risk Scenario 8 Academy Implementation

Vulnerability	Trigger	Consequence	Controls
Unable to open Academy in situ	<p>Secretary of State approval</p> <p>Project Plan falls behind schedule</p> <p>Failure to secure support of parents and community</p>	<p>School still causing concern</p> <p>No Academy on 1 Sept 07</p> <p>No defined improvement route</p>	<p>Internal Project Manager appointed.</p> <p>External partners agreed and project manager in place.</p> <p>Project Plan in place and regularly monitored.</p>

Risk Scenario 9 Children's Trust

Vulnerability	Trigger	Consequence	Controls
Unclear governance arrangements	Criticism of Partnership	Reputation of Council and departments adversely affected	Director of Children's Services appointed as Chair Lead Officer appointed Partnership structure to be agreed engaging all partners Objectives of Partnership to be agreed Risk Management strategy to be put in place Pooled budget to be put in place
Unclear financial and legal liabilities	Governance issues raised within Partnership	Unexpected financial commitment	Ensure financial / legal management included within governance arrangements Ensure Partnership complies with statutory requirements and current legislation Develop agreement on pooled budget Introduce regular financial monitoring / reporting Review insurance arrangements Ensure financial resources used to deliver outcomes
Service delivery failure	Failure to deliver programme	Criticism of Partnership	Development of Business Plan / Objectives linked to Children's and Young People's Plan Set up joint commissioning from statutory, voluntary, community and private partners Formal progress reporting mechanisms to be in place to LSP and Service Heads Setting up of sub-groups to assist service delivery Engaging other agencies including voluntary sector to be involved within Partnership Ensure performance monitoring arrangements adequate

Vulnerability	Trigger	Consequence	Controls
Failure of Partners to perform	Failure to meet targets	Programme not delivered	<p>Good leadership</p> <p>Appointment of post to monitor partnership progress</p> <p>Secretariat resources made available</p> <p>Agree introduction of performance monitoring procedures</p> <p>Commitment from partners to an agreed programme of action with timescales included and named lead partners</p> <p>Regular reporting mechanisms to be put in place to LSP and other appropriate bodies.</p>
Lack of commitment from other partners	Partner exits the partnership	Criticism from Council Members / others	<p>Effective leadership to ensure partnership work together in a co-ordinated approach</p> <p>Roles and responsibilities of partners defined in Agreement, objectives and priorities</p> <p>Children and Young Peoples Plan to be linked to separate plans of all partners</p> <p>Exit strategy included within Partnership Agreement</p>
Partnership not flexible enough to positively respond to change agenda	New Government Policy introduced that affects Partnership performance	Unable or delays in delivering revised outcomes	<p>Good Leadership</p> <p>Ensure appropriate resources, both administratively and financial in place to service partnership</p> <p>Review partnership membership and business planning process as part of performance monitoring arrangements</p> <p>Priorities and key actions planned to achieve outcomes</p> <p>Set up good communication strategy</p> <p>Review training requirements of partnership members</p>

Vulnerability	Trigger	Consequence	Controls
Inability to influence Partnership	Partnership not providing what is wanted	Possible conflict, tensions between partners	Good management from the Lead Officers Agreed agreement on objectives and outcomes from the Partnership Planning process introduced to identify key action areas

Risk Scenario 10 Major capital schemes inc BSF/Hummersknott/Carmel

Vulnerability	Trigger	Consequence	Controls
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

Risk Scenario 11 Connexions Disaggregation and Integration

Vulnerability	Trigger	Consequence	Controls
Failure to disaggregate and integrate Connexions by 1st April 2007	Failure to reach agreement between Tees Valley local authorities. Failure to secure transition funding.	Failure to achieve Government priorities. Prevent closer integration of Connexions services with DBC Youth Service including IAG.	Detailed Project Plan in place. Planning & Advisory Group established. In principal support from all Tees Valley cabinets. Transition funding secured.

Prioritising the Risks

Risk Number	Description	Risk Score
1	Recruitment and retention of key staff within school sector	C2
2	Recruitment and retention of foster carers	E3
3	Schools in categories and schools causing concern	D2
4	Mismatch of demand and supply of child care places in Early Years	C2
5	Library performance impact on the CPA culture block performance	C2
6	Schools not engaging in behaviour and attendance management	D2
7	Capacity to deliver sustainable savings	C2
8	Academy Implementation	D2
9	Children's Trust	D2
10	Major Capital Schemes – BSF/Hummersknott/Carmel	C3
11	Connexions Disaggregation & Integration	D3

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 no risks identified in this region that require specific management through the development of distinct improvement plans.

LIKELIHOOD	A Very High				
	B High				
	C Significant		10,	1,4,5,7,	
	D Low		11	3,6,8,9	
	E Very Low		2		
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
		IMPACT			