



SERVICE PLAN 2006/07

Children's Services Directorate

EXECUTIVE SUMMARY FOR CHILDREN'S SERVICES DIRECTORATE

Responsible Officer: Moira Swann, Corporate Director – Children's Services

The priority for Children's Services Directorate is to improve the well-being of children in Cumbria. This improvement will be measured against the following five outcomes:

- (a) physical and mental health and emotional well-being;
- (b) protection from harm and neglect;
- (c) education, training and recreation;
- (d) the contribution made by them to society;
- (e) social and economic well-being.

Improvement in each of these outcomes is the strategic priority for the authority as set-out in the Council Plan and in the Children and Young People's Plan for Cumbria.

We have identified the following strategic objectives, based upon our vision and mission, to ensure that we fulfil these priorities during 2006/7. Our strategic objectives are to:

- ensure a shift in resources towards targeted early intervention and prevention
- deliver an efficient and effective service within available financial resources
- maximise children and young people's development within the 5 outcome areas
- promote the participation of customers in the design, review and delivery of services
- develop consistent business processes and integrated performance review across the service
- ensure that internal processes meet agreed standards
- improve understanding of roles, responsibilities and language across the service
- develop an integrated workforce that balances individual and organisational needs

Details about how these objectives will be delivered during the year – including who is responsible, what actions will be taken and when, how we will measure our performance and the resource implications can be found in Section 2.

The total net revenue budget to achieve these objectives is £77,251,000 (excludes Dedicated Schools Grant). Details can be found in Appendix D.

1. Our Vision

In Cumbria, the best for every child, young person and family.
Enabling children and young persons to stay safe, be healthy, enjoy and achieve, make a positive contribution and achieve economic well-being.

2. Our Mission

We want to **build pride in Cumbria**, we will work together to ensure that all children and young people in Cumbria:

- Enjoy a safe, caring and inclusive environment
- Access opportunities that support their development
- Have high aspirations and achieve their potential

3. Our Ways of Working

We will respond to local needs and circumstances. We will take preventative action and intervene as early as possible. We will provide more choice and empower children, young people and their families.

We will do this by:

- listening and respecting the views of children and young people and their families;
- assessing and responding to needs at the earliest opportunity;
- ensuring that the services and resources are allocated in a fair flexible and responsive way to meet identified needs;
- valuing and developing our workforce;
- setting and meeting high service standards at all times and sharing continuous improvement in all service areas;
- delivering services to support the child and family as locally as possible to meet their needs;
- developing effective partnership to provide seamless services.

Balanced Scorecard

We will use the balanced scorecard approach to manage performance and improve the services that we deliver. This approach provides feedback about both internal business processes and external outcomes in order to continuously improve performance and results. Managers at all levels of our service will use the balance scorecard to help deliver the objectives and targets identified in the service plan.

The activities and performance measures that are included as part of our balanced scorecard are all identified within this plan. The scorecard is also shown as the final appendix to this plan.

Tactical Delivery Plan

We will monitor and manage the performance of our services in support of the Council Plan through a Tactical Delivery Plan. The Tactical Delivery Plan shows how improved and maintained good performance supports the overall performance of the County Council as a part of the Comprehensive Performance Assessment. Those performance measures that are included in the Tactical Delivery Plan are highlighted in this plan.

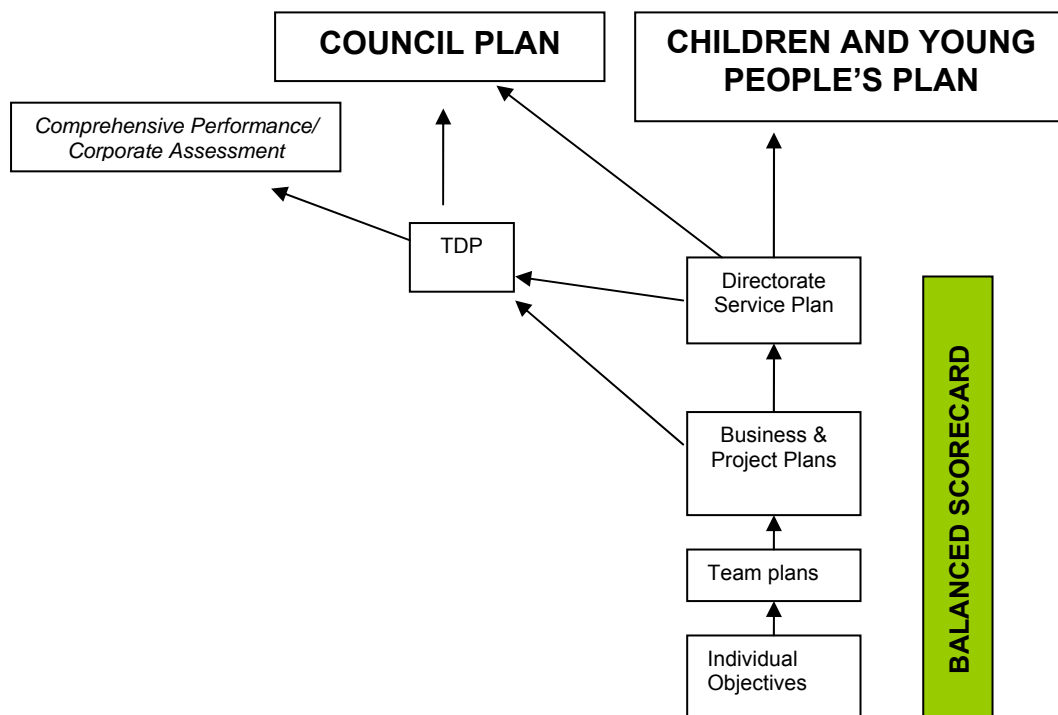
Children and Young People's Plan

The service plan supports achievement of the strategy for delivering improved outcomes for children and young people that we have agreed with our partners (the Children and Young People's Plan). These activities and performance measures are also highlighted in this plan.

How the service plan supports/relates to other plans

Delivery of the service plan is supported by project plans and business plans for the different parts of our service. There are separate and more detailed business plans describing the provision of children's social care, youth justice, education and schools, early years and childcare.

These business plans are supported by team plans within each of these services. Team plans provide more detail about the targets and activities that each team will achieve and complete. Many of these will also be the individual objectives agreed within the performance appraisal process for all our staff.



4. Baseline for Improvement

Context

Cumbria is the second largest county in England, and one of the most sparsely populated. Its population is 494,800 (mid-2005 estimate) and there are approximately 114,000 children and young people aged 0-19 years in Cumbria.

Carlisle is the main settlement but over 50% of the population of Cumbria live in rural areas. Unemployment is low but the tourism industry is very seasonal and manufacturing is dependent on a few large and potentially vulnerable employers. Average wages are £21,000 pa, around £3,000 lower than the national average. Affordability of housing is an issue throughout Cumbria.

Cumbria is made up of many diverse communities with different needs, what is a priority for one area may not be a priority for another. The county's size, rurality and sparse population also have implications for the delivery and resourcing of high quality and cost effective services for children, young people and their families. Local solutions are needed in order to deliver effective and efficient services.

There are approximately 75,000 children and young people in full time education in Cumbria. There are 289 primary schools, 42 secondary schools, 5 special schools, 3 Pupil Referral Units and 20 independent schools. At the end of 2005 there were 486 children looked after by the local authority and 490 children on the Child Protection register.

There are 12 wards in Allerdale, Barrow, Carlisle and Copeland that fall into the 10% most deprived nationally. There are approximately 400 pupils in Cumbrian schools who do not speak English as a first language and about 150 pupils come from Gypsy/Traveller communities.

Analysis of Recent Performance - What is improving

Children's Services continues to work with our partners and with our regulators to identify those aspects of our service that are improving and those that are not.

A strong project team has made significant progress in commissioning new ICT systems and procedures for Children's Social Care (Integrated Children's System – ICS). This is a firm foundation for integrating processes across the new directorate. Improved timescales for assessments - Cumbria has made good progress from a low baseline with support from DfES External Support Team consultancy.

Effective joint working between the former Social Services and Education directorates to increase the percentage of young people leaving care with 1 or more GCSEs means that (although low) Cumbria's performance is 'good' in national terms.

At Key Stage 2 , in Cumbria the proportion of children achieving Level 4 or better in English increased from 80% in 2004 to 82% in 2005. This builds on last year's significant improvement in English. The rate of increase in Cumbria is consistent with the national rate of growth and means the County maintains its three point gap over national figures.

The Maths Level 4+ results in Cumbria altered very little from 2001-2004 but, over the last year, there has been a significant increase (up from 75% to 78%). Nationally, the Maths results increased by just 1 percentage point over the year. The percentage achieving Level 4+ in Science increased from 88% last year to 90% this year, whilst the national remained static. Results in Cumbria are now 4 percentage points above the national.

At Key Stage 3, the percentage of 14 yr olds achieving L5+ in Eng, Maths, Science & ICT at KS3 have been consistently above the national average in all subjects in 2001-02, 2002-03 and 2003-04. Results for girls are above those for boys, but boys have achieved grades above the national average for boys in all subjects.

The percentage of 16 yr olds achieving the equivalent of 5 A*-C GCSE in Cumbria has also been above the national average in 2001-02, 2002-03 and 2003-04.

The educational achievement of children looked after at 16 is above the national average (i.e. the percentage of those sitting at least 1 GCSE and young people leaving care aged 16 or over with at least 1 GCSE Grade A*-G or a GNVQ was above the national average in 2001-02, 2002-03 and 2003-04.

In 2002-03 less than 5% of young people in Cumbria left care aged 16 or over with at least 5 or more GCSEs at Grade A*-C (or equivalent GNVQs). In 2003-04 the figure was 7% and in 2004-05 it was over 9%. The trend, therefore, is towards a higher proportion of young people in care gaining key qualifications.

Analysis of Recent Performance - What is not improving

Lack of capacity/expertise in some social work teams combined with the technical challenge of ICS has yet to be overcome to achieve successful implementation. Performance lags behind national comparators and comparator authorities for both Initial and Core Assessment.

Cumbria performs well compared with national performance in ensuring children looked after leave school with qualifications (i.e. the percentage of young people leaving care with 1+ GCSE). But performance compared to what other authorities achieve for care leavers is still low when Cumbria care leavers are compared to all Cumbria's children.

Girls outperform boys by 12% at GCSE level (i.e. the percentage of pupils achieving 5 GCSEs A*- C).

Girls outperformed boys by 12% at GCSE in 2005 (i.e. the percentage of pupils achieving 5 or more GCSE grades A*- C).

Value Added Analyses

“Value added” analyses have been produced by the DfES in the School Achievement and Attainment tables (formerly the Performance Tables). Value Added analysis measures the progress of pupils between key stages (for example between KS1 and KS2). Those pupils who have made higher or lower progress than pupils nationally with similar levels of prior attainment are identified, and an overall score for the cohort in the school can be identified. The scores are calculated in such a way that, in a particular school, a score of 100 would be “average” progress for pupils between KS1 and KS2 and between KS2 and KS3. At GCSE level, the scores are centred around 1000 rather than 100, but the principle is the same (i.e. a score of 1000 for a school would equate to “average” progress for its pupils).

Value Added in primary schools

In 2005, the value added score for Cumbria between KS1 and KS2 was 100.2. This is equivalent to the national rate. Across the County, 163 schools (66%) were above the national average and 83 were below the average (34%).

Value Added in secondary schools

In 2005, the Cumbria value added figure between key stages 2 and 3 was 99.5. A national comparative figure is not yet available. There were 20 schools in Cumbria below the Cumbria figure (48%) and 22 above (52%).

There are two value added measures at GCSE. These are: Key Stage 2 to GCSE; and KS3 to GCSE. On the KS2 to GCSE measure (which looks at the progress from the end of primary school to GCSE), the Cumbria figure is 983.0 compared with 989.1 for the country as a whole. This is just 0.6% lower than the national equivalent figure.

On the KS3 to GCSE measure (which looks at the progress between pupils aged 14 and GCSE) the Cumbria value added figure is 988.2 compared with a national figure of 992.9 (just 0.5% below the national figure).

5. Focus for Improvement in 2006/07

Delivering the *Every Child Matters* agenda in Cumbria requires improved local, collaborative working to achieve improved outcomes for children and young people. It also requires the development of a pro-active approach to support carers and families and provide early intervention. These new approaches must be achieved alongside a drive to continue to improve our performance at a time of organisational change and increase efficiency in our use of resources.

This is reflected in our strategic objectives for 2006/7, these are to:

- ensure a shift in resources towards targeted early intervention and prevention
- deliver an efficient and effective service within available financial resources
- maximise children and young people's development within the 5 outcome areas
- promote the participation of customers in the design, review and delivery of services
- develop consistent business processes and integrated performance review across the service
- ensure that internal processes meet agreed standards
- improve understanding of roles, responsibilities and language across the service
- develop an integrated workforce that balances individual and organisational needs

These eight strategic objectives support the delivery of the six strategic priorities set out in Theme D of the Council Plan (the five outcomes for children and young people). Achieving these strategic objectives will ensure that Education and Children's Social Care services are successfully integrated within the new Children's Services Directorate.

These strategic objectives also support delivery of the strategic priorities agreed with our partners and our regulators as part of the Children and Young People's Plan for Cumbria (as shown in the table below).

Cross Referencing – Council Plan Theme D Priorities and Children and Young People’s Plan Priorities

Council plan Theme D priority	CYPP Priorities	CSD Service Plan Strategic Objective							
		1. Ensure a shift in resources towards targeted early intervention and prevention	2. Deliver an efficient and effective service within available financial resources	3. Maximise children and young people’s development within the 5 outcome areas	4. Promote participation of customers in the design, review and delivery of services	5. Develop consistent business processes and integrated performance review across the service	6. Ensure that internal processes meet agreed standards	7. Improve understanding of roles, responsibilities and language across the service	8. Develop an integrated workforce that balances individual and organisational needs
Be healthy	• Strengthen support for emotional well-being & mental health	✓	✓	✓	✓			✓	
	• Support young people in making informed choices about contraception & parenthood	✓		✓				✓	
	• Promote healthy living within an active lifestyle	✓				✓		✓	
	• Support young people to make informal choices about the use of illegal drugs, drinking and smoking	✓	✓	✓					
Stay safe	• Children and young people in need of protection are more effectively safeguarded	✓	✓	✓		✓	✓	✓	✓
	• Develop & implement an anti-bullying strategy	✓		✓	✓				
	• Develop awareness & facilities to encourage safe play & recreation	✓	✓	✓	✓			✓	

Council plan Theme D priority	CYPP Priorities	CSD Service Plan Strategic Objective							
		1. Ensure a shift in resources towards targeted early intervention and prevention	2. Deliver an efficient and effective service within available financial resources	3. Maximise children and young people's development within the 5 outcome areas	4. Promote participation of customers in the design, review and delivery of services	5. Develop consistent business processes and integrated performance review across the service	6. Ensure that internal processes meet agreed standards	7. Improve understanding of roles, responsibilities and language across the service	8. Develop an integrated workforce that balances individual and organisational needs
Enjoy & achieve	• Improve access to support for groups of children and their parents at risk of social exclusion & those in the most disadvantaged areas	✓		✓	✓			✓	
	• Increase the achievement of all groups that are under-performing	✓		✓	✓			✓	
Make a positive contribution	• Increase the number of young people over 16 who are in education, employment & training	✓		✓				✓	
	• Support young people in making a positive commitment to society	✓		✓				✓	
Achieve economic wellbeing	• Increase post 16 participation & achievement			✓				✓	
	• Improve access to accommodation for young people making the transition into adulthood	✓		✓	✓			✓	✓

Council plan Theme D priority	CYPP Priorities	CSD Service Plan Strategic Objective							
		1. Ensure a shift in resources towards targeted early intervention and prevention	2. Deliver an efficient and effective service within available financial resources	3. Maximise children and young people's development within the 5 outcome areas	4. Promote participation of customers in the design, review and delivery of services	5. Develop consistent business processes and integrated performance review across the service	6. Ensure that internal processes meet agreed standards	7. Improve understanding of roles, responsibilities and language across the service	8. Develop an integrated workforce that balances individual and organisational needs
Achieve economic wellbeing	<ul style="list-style-type: none"> Improve partnership working to ensure education and training for 14-19 year old young people is planned and delivered in a coordinated way 		✓	✓		✓		✓	
Service development	<ul style="list-style-type: none"> Strengthen the delivery of youth work services 	✓	✓	✓	✓	✓	✓	✓	✓
	<ul style="list-style-type: none"> Develop better coordinated services for children with disability &/or special educational needs 	✓	✓	✓	✓			✓	✓
	<ul style="list-style-type: none"> Develop a coordinated support, training & wellbeing strategy for all service providers for children 	✓	✓	✓	✓	✓		✓	✓
	<ul style="list-style-type: none"> Develop a strategically coordinated approach to the engagement of children & young people, parents & communities in the development & evaluation of services 			✓	✓			✓	

6: Key Activities & measures

The tables on the following pages capture this information for **each** strategic objective.

Strategic Objective 1:	Ensure a shift in resources towards targeted early intervention and prevention
Responsible Officer:	Corporate Director Children's Services
Local Committee Involvement:	Yes/No

Actions to Deliver:			Performance Measures:							
Description (Critical success factor)	Lead Officer	Time scale	04/05 Actual	05/06 Est.	Measure	Contact Officer	Statistical Neighbour	06/07	07/08	08/09
Proportionately less of the budget is spent on Tier 3 and 4 services and more on Tier 1 and 2 services	Head of Schools & Learning	Apr 2007	NA		Proportion of schools at T2 or higher is reducing – fewer schools need enhanced support	Peter McGaw	NA	Yes	Yes	Yes
	Head of Partnership & Prevention	Apr 2007	£58.1	£70.39	Youth service budget per head per young person aged 13-19 is increasing. (6026OF)	Anton Hodge	NA	£78.94	£81.3	£83.75
			NA	NA	Proportion of statutory to non-statutory funding of SEN is shifting in favour of non-statutory funding	Anton Hodge	NA	Yes	Yes	Yes
			2.04	2.02	% of pupils statement of SEN (3052OF)	Ann Henderson	NA	2.00	1.98	1.98
			39%	37%	% pupils with statements placed in maintained schools / independent and non-maintained special schools outside LA (3053OF) (High cost option)	Ann Henderson	NA	37%	36%	35%
	Head of Child & Family Care	Apr 2007	38.13	38.94	Relative spend on family support (PAF E44) rises	Mike Scott	NA	39.3	39.7	40.06
			£357	£392.04	KIGS EX61 Gross expenditure on children per capita aged under 18 (6006SC)	Mike Scott	NA	£394.90	£406.75	£418.95
			£14	£15.09	KIGS EX66 Gross expenditure on adoption services per capita under 18 (6045SC)	Mike Scott	NA	£15.54	£16.01	£16.49
			£128	£135.27	KIGS EX 62 Gross expenditure on LAC per capita aged under 18 (6022SC)	Mike Scott	NA	£139.33	£143.51	£147.82

Risk Number	1
Risk Assessment:	Proportionately less of the budget is spent on Tier 1 and 2 services and more is spent on Tier 3 and 4 services.

Strategic Objective 2: Deliver an efficient and effective service within available financial resources

Responsible Officer: Corporate Director Children's Services

Local Committee Involvement: Yes/No

Actions to Deliver:			Performance Measures:							
Description (Critical success factor)	Lead Officer	Time scale	04/05 Actual	05/06 Est.	Measure	Contact Officer	Statistical Neighbour	06/07	07/08	08/09
Children's Services achieves a balanced outturn	Head of Schools & Learning	On going	NA	No	Projected expenditure across the service for each service area meets expenditure targets set	Anton Hodge	NA	Yes	Yes	Yes
	Head of Partnership & Prevention	On going	NA	No	Projected expenditure across the service for each service area meets expenditure targets set	Anton Hodge	NA	Yes	Yes	Yes
	Head of Child & Family Care	On going	NA	No	Projected expenditure across the service for each service area meets expenditure targets set	Anton Hodge	NA	Yes	Yes	Yes
The service provides good value for money	Head of Schools & Learning	NA	NA	NA	NA	NA	NA	NA	NA	NA
	Head of Partnership & Prevention	On going	NA	NA	Net cost of each young person aged 13-19 reached (6028OF)	Tony Chew	NA	NA	NA	NA
		On going	23.1	24.2	KIGS ST03 SSD operational staff working specifically for Children's Services (WTE's) per 10000 population 0-17. (6020SC)	Charles Proctor	NA	24	24	24
		On going	15	15.3	KIGS ST12 Social workers and care managers specifically for children (WTE's) per 10000 population aged 0-17. (6021SC)	Charles Proctor	NA	15	15	15
	Head of Child & Family Care	Mar 2007	NA	NA	Unit costs of services compares well with high performing comparator authorities (PAF B8 and PSS EX1)	Mike Scott	NA	NA	NA	NA

Risk Number 2 & 3

Risk Assessment: Children's Services does not achieve a balanced outturn.
The service does not provide good value for money.

Strategic Objective 3: Maximise children and young people's development within the 5 Outcome areas

Responsible Officer: Corporate Director Children's Services

Local Committee Involvement: Yes/No

Actions to Deliver:			Performance Measures:							
Description (Critical success factor)	Lead Officer	Time scale	04/05 Actual	05/06 Est.	Measure	Contact Officer	Statistical Neighbour	06/07	07/08	08/09
There is good progress against key targets in the 5 Outcome areas	Head of Schools & Learning	Mar 2007	G 61.4 B 49.6	G 63.1 B 51.5	Boys achievement is rising, reducing the gender gap with girls.(LP03328)	Richard Corton	NA	NA	NA	NA
			86	63.19	Percentage of permanently excluded pupils provide with 21 hours or more alternative tuition (BV159/ 3067AC)	Lynda Johnston	NA	NA	NA	NA
			NA	NA	The variation in performance between schools is reducing	Peter McGaw	NA	NA	NA	NA
			A 99.9 B 983.7	100.2 983	Value added/ achievement on standardised tests is within national norms for SEN (subset of info KS1-KS2 3008OF and KS2-GCSE 3017OF)	Richard Corton	NA	NA	NA	NA
			54.5	57.7	% young people leaving care with 1 GCSE A*-G or GNVQ(BV50)	Charles Proctor	NA	62	64	66
			31.8	22.8	% young people leaving care with 5 GCSE's A*-C or a GNVQ	Charles Proctor	NA	25.4	28	30.6
	Head of Partnership & Prevention	Mar 2007	NA	27%	For the Youth Service the % young people reached (4021OF)	Chris Reeve	NA	25%	25%	25%
			NA	NA	% young people participating (LP0336),	Chris Reeve	NA	NA	NA	NA
			NA	42%	% young people gaining a recorded outcome (BV221a),	Chris Reeve	NA	60%	60%	60%
			NA	2%	% young people gaining an accredited outcome (BV221b) are increasing	Chris Reeve	NA	4.5%	4.5%	4.5%
			NA	NA	Value added/ achievement on standardised tests within national norms for SEN	Ann Henderson	NA	NA	NA	NA
			NA	NA	Value added/ achievement on standardised tests within national norms for SEN	Ann Henderson	NA	NA	NA	NA
There is good progress against key targets in the 5 Outcome areas	Head of Child & Family Care	Mar 2007	14.9	11.8	Children on CPR per 10,000 (2023SC)	Charles Proctor	NA	17	19	20
			21.3	15.1	Registrations per 10,000 population (2027SC)	" "	NA	22	22	22
			NA	1.6	Children on CPR for 2years or more (2036SC)	" "	NA	3	3	3
			99.1	98.9	CP Reviews (BV162)		NA	100	100	100

Actions to Deliver:			Performance Measures:							
Description (Critical success factor)	Lead Officer	Time scale	04/05 Actual	05/06 Est.	Measure	Contact Officer	Statistical Neighbour	06/07	07/08	08/09
There is good progress against key targets in the 5 Outcome areas	Head of Child & Family Care	Mar 2007	9.2	12.1	Adoptions of LAC (BV163)	" "	NA	12	12	12
			26.9%	14.2%	Re-registrations on the Child Protection Register (PAF A3) are reducing (2028SC)	" "	NA	13%	12%	11%
			48.6%	50.2%	Long term placement stability of LAC (PAF D35) is improving (2044CS)	" "	NA	60%	65%	70%
			10.3	16.3	LAC with 3 or more placements during year (PAF A1/2043)	" "	NA	13	12	11
			73.5	81.9	Health Assessments of LAC (1037SC)	" "	NA	90	92	94
			0	0	Pupils on CPR not allocated a Social Worker (2024SC)	" "	NA	0	0	0
			65.8	98.3	LAC with a named Social Worker who is qualified as a Social Worker (2060SC)	" "	NA	100	100	100
			NA	NA	% final statements of SEN sent within 26 weeks	" "	NA	NA	NA	NA
Provide strategic leadership to help improve services & local delivery of the ECM outcomes with our partners	Director of Children's Services	2007 and as per plans	NA	NA	Narrative report/project milestones - Delivery of Partnership Board work programme and Partnership Projects Group project plans	Ed Chapman	NA	Mstone	Mstone	NA
Complete a strategic review of school organisation to ensure we have schools in the right place at the right size to meet local needs.	Project Leader (Jim Mitchell)	2008	NA	Yes	Narrative report/project milestones -	Hazel Martin	NA	Mstone	Mstone	NA
Deliver improved outcomes for children and young people through the development of locally delivered integrated services utilising the Children Centres and Extended School initiatives	Director of Children's Services	Mar 2007	NA	NA	Narrative report/project milestones - Delivery of Children's Centres Strategy and integrated Family Support, Behaviour Support and services for children looked after.	Ed Chapman	NA	Mstone	Mstone	NA
Monitor and analyse performance where there is cause for concern (long term trend or short term exceptions)	Head of Planning, Commission, Performance & Resources	On going	NA	NA	Ad hoc Exception reports to Theme D Performance Management Group	Tony Whittaker	NA	NA	NA	NA

Risk Number 4

Risk Assessment: Progress is not good against key targets in the 5 Outcome areas.

Strategic Objective 4: To promote the participation of customers in the design, review and delivery of services

Responsible Officer: Corporate Director Children's Services

Local Committee Involvement: Yes/No

Actions to Deliver:			Performance Measures:							
Description (Critical success factor)	Lead Officer	Time scale	04/05 Actual	05/06 Est.	Measure	Contact Officer	Statistical Neighbour	06/07	07/08	08/09
Customers have participated in the design, review and delivery of services	Head of Schools & Learning	Oct 2006	NA	No	All areas of the service audited against Hear by Right	John Swainston	NA	Yes	Yes	Yes
		Mar 2007	NA	NA	Numbers of headteachers, leading teachers and AST's deployed to support the school improvement programme are increased	Peter McGaw	NA	Yes	Yes	Yes
	Head of Partnership & Prevention	Oct 2006	NA	No	All areas of the service audited against Hear by Right	Kevin Jones	NA	Yes	Yes	Yes
		Mar 2007	NA	NA	The use of the parent partnership to consult with/support the public is increasing	NA	NA	NA	NA	NA
		Mar 2007	NA	833	Children participating in their own Statement reviews are increasing (Form 4, 82 Total number of referrals to the parent partnership service during school year – 3056OF)	Karen Hull	NA	NA	NA	NA
	Head of Child & Family Care	Oct 2006	NA	No	All areas of the service audited against Hear by Right	Helen Smith	NA	Yes	Yes	Yes
		Mar 2007	-	54%	LAC participating in their own reviews (PAF C63) are increasing (4016SC)	Charles Proctor	NA	90%	95%	97.5%
	Establish an independent Children's Commissioner for Cumbria	Director of Children's Services	Mar 2007	NA	No	Narrative report/project milestones – an independent Children's Commissioner is appointed	Ed Chapman	NA	Mstone	Mstone

Risk Number 5

Risk Assessment: Customers have not participated in the design, review and delivery of services.

Strategic Objective 5: To develop consistent business processes and integrated performance review across the service

Responsible Officer: Corporate Director Children's Services

Local Committee Involvement: Yes/No

Actions to Deliver:			Performance Measures:							
Description (Critical success factor)	Lead Officer	Time scale	04/05 Actual	05/06 Est.	Measure	Contact Officer	Statistical Neighbour	06/07	07/08	08/09
Business processes support integrated working	Head of Child & Family Care	Mar 2007	18.2%	17.5%	School attendance of LAC (PAF C24) (3074SC) is improving	Charles Proctor	NA	10%	9%	8%
			99.64	99.2	% Statements of SEN issued within 18 weeks (BVPI 43b exceptions involve multi-agency input) is maintained at 100%	Ann Henderson	NA	90	90	90
			NA	NA	LAC with Personal Education Plans are increasing (Indicator required)	Fraser Livesey	NA	NA	NA	NA
			NA	NA	% of children with disabilities aged 14+ with transition plan to support move into adult services (5026SC)	NA	NA	NA	NA	NA
			NA	NA	Milestones and targets for integrated joint SEN/CWD business plan are met	Helen Smith	NA	Mstone	Mstone	Mstone
There is integrated performance management across the service	All Heads of Service	On going	NA	NA	Timescales and processes for directorate, service area, team reviews are met	All Heads of Service	NA	Yes	Yes	Yes

Risk Number 6, 7 and 8

Risk Assessment: Business processes do not support integrated working
 Performance management is not integrated across the service
 Business Continuity/Emergency planning is ineffective

Strategic Objective 6: To ensure that internal processes meet agreed standards

Responsible Officer: Corporate Director Children's Services

Local Committee Involvement: Yes/No

Actions to Deliver:			Performance Measures:							
Description (Critical success factor)	Lead Officer	Time scale	04/05 Actual	05/06 Est.	Measure	Contact Officer	Statistical Neighbour	06/07	07/08	08/09
Standards are defined, agreed and met	Head of Schools & Learning	Mar 2007	NA	NA	School reviews are completed in all T2 schools or higher in line with procedures and standards (EPM indicator)	Peter McGaw	NA	Yes	Yes	Yes
			NA	NA	All link visits are completed within the specified window and procedures for reporting are met (EPM indicator)	Peter McGaw	NA	Yes	Yes	Yes
	Head of Partnership & Prevention	Mar 2007	99.1%	100%	% Statements of SEN issued within 18 weeks (BVPI 43a&b) is maintained at 100%	Ann Henderson	NA	100%	100%	100%
			99.6%	99.2%				90%	90%	90%
	Head of Child & Family Care	On going	NA	NA	Regular managerial file audit takes place	Helen Smith	NA	Yes	Yes	Yes
			NA	NA	VCI Standards met	Helen Smith	NA	Yes	Yes	Yes
			NA	NA	National Standards for LAC met	Helen Smith	NA	Yes	Yes	Yes
			25.2	48.7%	Initial Assessments are within timescales (SS9) (2020SC 7days of referral)	Charles Proctor	NA	80%	85%	90%
			40	51%	Core Assessments are within timescales (SS11) (2022SC)	" "	NA	75%	80%	85%
			NA	86	LAC Reviews completed within timescales (PAF C68)	" "	NA	95	95	95

Risk Number 9

Risk Assessment: Standards are not defined, agreed or met

Strategic Objective 7: To improve understanding of roles, responsibilities and language across the service

Responsible Officer: Corporate Director Children's Services

Local Committee Involvement: Yes/No

Actions to Deliver:			Performance Measures:							
Description (Critical success factor)	Lead Officer	Time scale	04/05 Actual	05/06 Est.	Measure	Contact Officer	Statistical Neighbour	06/07	07/08	08/09
Staff are able to describe how they contribute to the service	All Heads of Service	Jun 2006	Yes	Yes	Process - Completion of appraisal reports (recorded on PWA)	Ed Chapman	Council average/ other Directorates	Yes	Yes	Yes
Staff understand how others contribute to the service		Apr 2007	91/84 90/85 64/55 64/58	TBC	Outcome - Annual Staff Survey (% of respondents saying - I understand the objectives of my team/unit; how my work contributes to achieving the objectives of my team/unit; the Council's corporate aim; how my work contributes to achieving the Council's corporate aims)	Ed Chapman	86 (CC) 86 (CC) 56 (CC) 57 (CC)	+3% over CC average	+3% over CC average	+3% over CC average
Staff understand and use a common language across the service	All Heads of Service	Apr 2007	91/84 90/85 64/55 64/58	TBC	Outcome - Annual Staff Survey (% of respondents saying -I understand the objectives of my team/unit; how my work contributes to achieving the objectives of my team/unit; the Council's corporate aim; how my work contributes to achieving the Council's corporate aims)	Ed Chapman	86 (CC) 86 (CC) 56 (CC) 57 (CC)	+3% over CC average	+3% over CC average	+3% over CC average

Risk Number 10 and 11

Risk Assessment: Staff are unable to describe how they contribute to the service and do not understand how others contribute to the service
Staff do not have a common language and are unable to communicate effectively across the service

Strategic Objective 8: To develop an integrated workforce that balances individual and organisational needs

Responsible Officer: Corporate Director Children's Services

Local Committee Involvement: Yes/No

Actions to Deliver:			Performance Measures:							
Description (Critical success factor)	Lead Officer	Time scale	04/05 Actual	05/06 Est.	Measure	Contact Officer	Statistical Neighbour	06/07	07/08	08/09
There is an integrated workforce strategy and development plan	All Heads of Service	Jun 2006	Yes	Yes	Process - Workforce strategy and development plan is in place and targets and milestones monitored	Angela Murphy	NA	Yes	Yes	Yes
		Mar 2007	Yes	Yes	Process - Completion of training/planned training programmes	Christine Chenery/Ed Chapman	NA	Yes	Yes	Yes
		Apr 2007	63/60	TBC	Outcome - Annual Staff Survey ((My Line manager) Identifies and delivers on my training and development needs).	Ed Chapman	53 (CC)	+5% over CC average	+5% over CC average	+5% over CC average
Individuals set development goals and are encouraged to achieve them	All Heads of Service	Jun 2006	Yes	Yes	Process - Completion of appraisal reports (recorded on PWA)	Ed Chapman	Council average/ other Directorates	Yes	Yes	Yes
		Apr 2007	69/62	TBC	Outcome - Annual Staff Survey (% of respondents saying - My line manager gives constructive feedback on my performance).	Ed Chapman	54 (CC)	+5% over CC average	+5% over CC average	+5% over CC average

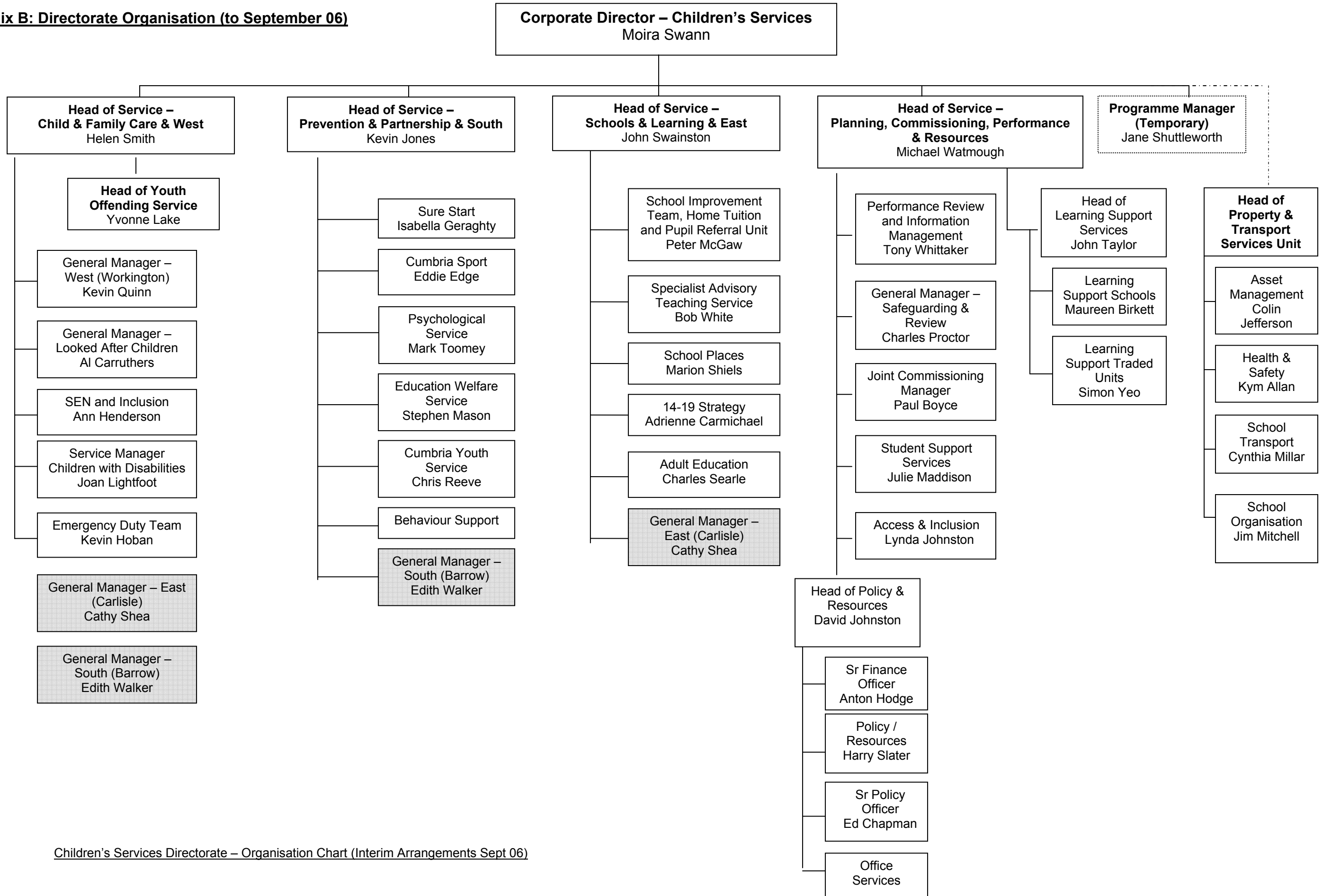
Risk Number 12 and 13

Risk Assessment: There is no integrated workforce strategy or development plan
Individuals do not set development goals and are not encouraged to achieve them

Appendix A: SWOT analysis

<p>Strengths</p> <ul style="list-style-type: none"> ● Steadily improving performance places Cumbria in the 'good' banding for PAF Indicators) ● Improvements to Pathway (leaving care) Service from LPSA for care leavers have impacted positively ● Dedicated, enthusiastic and hardworking staff ● Strong transformational leadership ● Wide range of local good practice in existing services 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Small cohorts of care leavers many of whom have multiple needs means performance can vary widely ● Lack of co-operative working ● Poor communications ● Co-ordinated planning across agencies is under developed ● Difficulties in recruitment (in some areas) ● Differences in systems and processes (e.g. IT systems) ● Poor relationship between the authority and schools ● Poor quality of accommodation
<p>Opportunities</p> <ul style="list-style-type: none"> ● Coming together of social care and education services creates opportunities to further improve services (synergy and efficiencies) ● Longstanding positive relationships with Connexions Service and other partners ● Strategic thinking possible with a 2 yr budget ● Willingness to work more co-operatively and change the culture ● Workforce development and cross-training ● Emerging funding streams 	<p>Threats</p> <ul style="list-style-type: none"> ● Emerging Children's Trust arrangements might focus on younger children and safeguarding to the detriment of older vulnerable young people including care leavers ● Lack of capacity to deliver change ● Lack of time ● Demographic change (falling rolls and an ageing workforce) ● Uncertainty ● Withdrawal of external funding ● Economic downturn, rising costs and falling income

Appendix B: Directorate Organisation (to September 06)



Children's Services Directorate – Organisation Chart (Interim Arrangements Sept 06)

Appendix C: Directorate/Service Learning and Development Plan

Please note that this section is only partially complete and will need further amendment before publication.

Service Plan Objective	Learning/Development Need	Expected Outcomes	Learning Method	Timetable	Cost (If Applicable)		Method of Evaluation
					Budget	Actual	
Implement integrated assessment	Train staff in new systems within framework of best practice	Improved performance in assessment and care planning	Demonstration and one to one staff training and support	Commences March 2006. Complete March 2007			Audit, data assurance and improved PI's
Improve Assessment timescales	Staff understand principles of assessment	Improved performance on identified indicators	Training for teams and individual managers	Ongoing. Complete March 2007			Audit and improved PI's
Increase educational attainment of Care Leavers	Ensure staff across directorate and partner agencies are enabled to work effectively with challenging young people	Maintain and improve performance on identified indicators	Skill sharing and mentoring across directorate and partner agencies	Ongoing. Review March 2007			Audit and improving PI's

Please note that this section is only partially complete and will need further amendment at the end of the 05/06 appraisal round.

Appendix D: Overall budget

Budget information for Plans must cover the following –

a) Detailed budget for 2006-07

Include a short commentary to explain how the budget reflects the activities and targets for the strategic objective (page 6 of Service Plan template). The link to this table is through those plans, which should cross reference to the budget line(s) that fund the actions described.

ITEM	Net Budget (£000s)
South Community Support+fam group conferences	212
East Community Support+fam group conferences	210
West Community Support+fam group conferences	207
South Family Centre	264
East Family Centres	288
West Family Centre	225
Fieldwork, South	1,884
Fieldwork, East	1,751
Fieldwork, West	1,721
Fostering & Family Support, South	1,499
Fostering & Family Support, East	1,132
Fostering & Family Support, West	1,232
Family Placement	2,375
Residential	2,131
Pathway Services	1,128
Respite Units	1,008
Adoption Services	975
Provider Services Management	136
Children with Disabilities - Purchasing	1,405
Children with Disabilities	783
Learning Disability Transition workers	53
Child Protection	586
Children's Services Training	241
Out-County Placements	3,300
Legal Services	888
Management	867
Family Support Services	783
Out of Hours	343
ISI	300
Fieldwork, CAMHS	257
Youth Offending	989
Dedicated schools grant	-247,214
School Budgets (Delegated)	213,122
Teachers' Pay Grants	9,220
Schools Other	6,977
Nursery Grant	3,901
Early Years	778
Catering	630
Childcare Information Services	33
Nursery Schools	0

Standards Fund	2,368
School Improvement Team	1,815
Performance Review Information Management (PRIM)	438
Education Development Plan	209
Governor Support	184
Special Education	13,078
Psychology	1,056
Nursery/Prim/Sec Home to School	9,073
Special Home to School	3,738
Education Welfare	1,373
Transport - Colleges	1,031
School reorganisation and restructuring of children's services	595
Contribution to smoothing of number of school days variance	92
Transforming Youth Work/ Services to Youth	2,085
Connexions	881
Pathway to Youth	303
Extended schools	53
Student Grants	47
Cumbria Outdoors	30
HE In Cumbria	26
Adult Education	-72
Swimming	327
Sports & Recreation	174
SL Sports Centre	102
Policy & Directorate	1,362
Lifelong Learning	496
Recharges : SLA's	458
Pensions - Colleges	345
Pensions - Administration	229
Recharges : Capita	222
Change for Children	100
Health & Safety	99
Combined Services	380
Capital Charges	16,913
Insurance	1,024
TOTAL	77,251

b) Value for Money and Efficiency

Include a summary of planned efficiency measures, showing separately any corporate initiatives being led within the Directorate.

Cashable Efficiency Gains					
Which Service?	How will efficiency be improved?	How will it be evidenced?	2006-07 £	2007-08 £	2008-09 £
Out of County Placements	To be determined as part of the Invest to Save and Improve programme	Expenditure for 2006-07 compared with outturn 2005-06	£350k	£350k	£350k
Transport	Route rationalisation and efficiencies though	Expenditure for 2006-07 compared with outturn	£100k	£100k	£100k

	Children's Services integration	2005-06			
Transport - SEN	Closure of Literacy Centres	Expenditure for 2006-07 compared with outturn 2005-06	£58k	£100k	£100k
Governor Support Publications	Review of printing and circulation	Expenditure for 2006-07 compared with outturn 2005-06	£20k	£20k	£20k

Non-Cashable Efficiency Gains

Which Service?	How will efficiency be improved?	How will it be evidenced?	2006-07 £	2007-08 £	2008-09 £
Child & family care	Implementation of Integrated Children's System (ICS) will support good practice and deliver the Electronic Social Care Record (ESCR) for children – reducing paper recording and duplication of records	Move to electronic records from paper and swifter and more efficient business processes			

Appendix E: Risk assessment

The sheer size and range of activities undertaken across children's services expose it to a wide variety of risks. These risks have to be identified, assessed and prioritised by the authority. Risks also change over time.

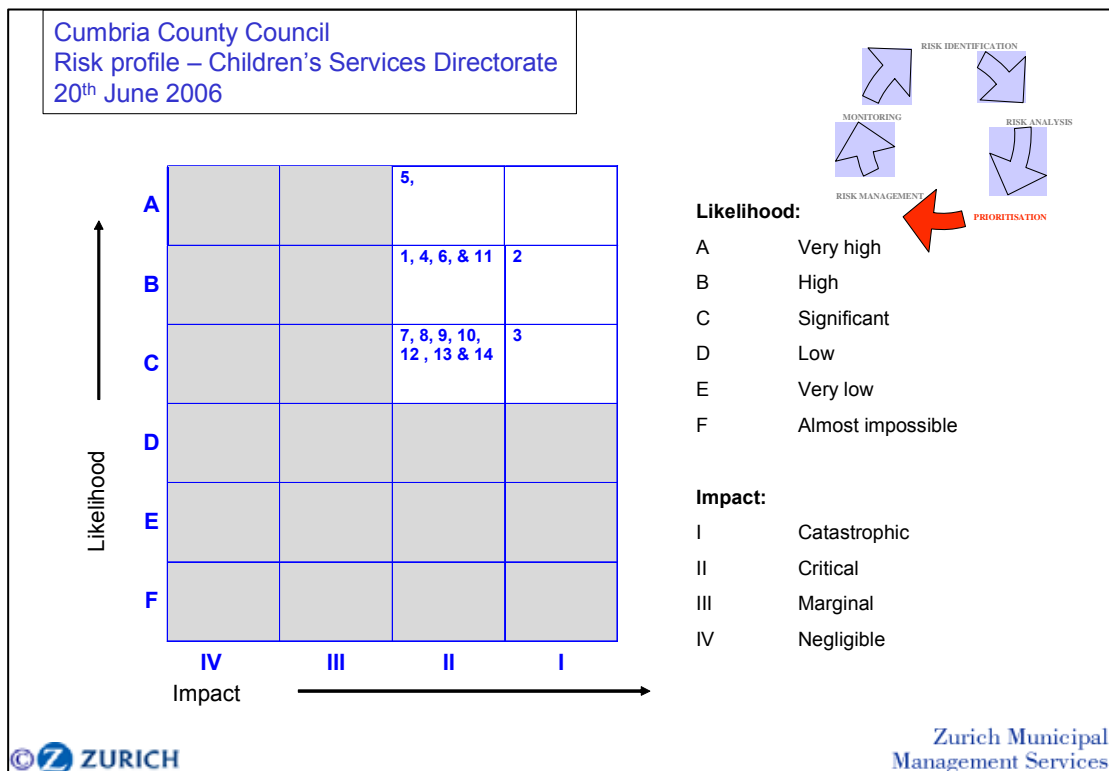
Therefore please note that this section will need further and regular amendment throughout the year.

Prioritisation and Management of Risks

The authority has a duty to manage or minimise those risks that are significant and/or likely to have a critical impact upon services for children, young people and their families. These are shown on the risk matrix (see below) and listed overleaf in Table 1.

These risks require management controls and these activities are identified in the service plan (see Section 2). Risks and management controls are regularly reviewed by the authority. Further improvements or additional controls are then implemented as necessary.

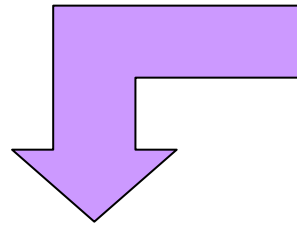
CHILDREN'S SERVICES: RISK MATRIX



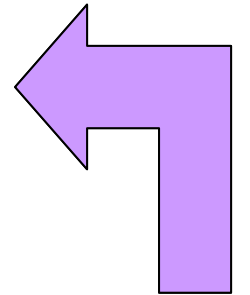
Risk management action plan

No	Risk	Likelihood	Severity	Controls in Place/Controls Required
1	Proportionately less of the budget is spent on Tier 1 and 2 services and more is spent on Tier 3 and 4 services	B	2	DMT monitors service and unit expenditure. Financial controls in place (e.g. SOA for recruitment).
2	Children's Services does not achieve a balanced outturn	B	1	DMT monitors service and unit expenditure. Financial controls in place (e.g. SOA for recruitment).
3	The service does not provide good value for money	C	1	DMT monitors service and unit expenditure. Invest to save proposals accepted and efficiency savings are being identified.
4	Progress is not good against key targets in the 5 Outcome areas	B	2	PM framework agreed, monitoring and reporting arrangements in place.
5	Customers have not participated in the design, review and delivery of services	A	2	Participation strategy agreed, implementation action plan being drafted. Children's Commissioner to be appointed.
6	Business processes do not support integrated working	B	2	Processes mapped and project team established. Project plan to be agreed and implemented.
7	Performance management is not integrated across the service	C	2	PM framework agreed, monitoring and reporting arrangements in place.
8	Business Continuity/ Emergency planning is ineffective	C	2	Business continuity/emergency plans in place and being revised. Training completed.
9	Standards are not defined, agreed or met	C	2	Standards agreed in service plan and scorecard. Performance monitored and reviewed.
10	Staff are unable to describe how they contribute to the service and do not understand how others contribute to the service	B	2	Service plan and scorecard published/communicated to staff and managers. Appraisal process in place and monitoring in place.
11	Staff do not have a common language and are unable to communicate effectively across the service	C	2	Internal/external communications improved and further improvement planned. Awareness training planned and underway.
12	Staff are not sufficiently skilled to deliver required services in the new Directorate	C	2	Workforce strategy agreed, development plan and training programme to be implemented.
13	Individuals do not set development goals and are not encouraged to achieve them	C	2	Appraisal process in place & training available. Reminders and monitoring of completion in place.
14	The service continues to function in two silos	C	2	DMT appointed, communications improved and awareness training planned/underway. Projects to integrate services underway.

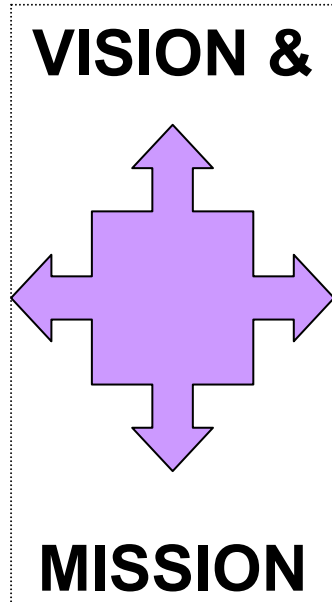
BALANCED SCORECARD FOR CHILDREN'S SERVICES DIRECTORATE



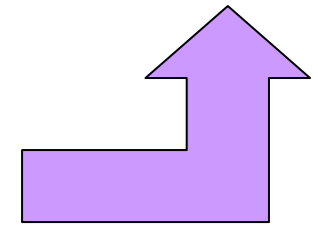
FINANCIAL				
Strategic Objective	Critical SF	Measure	Measure	Measure
To ensure a shift in resources towards targeted early intervention and prevention	Proportionately less of the budget is spent on Tier 3 and 4 services and more on Tier 1 and 2 services	<ul style="list-style-type: none"> Proportion of schools at T2 or higher is reducing – fewer schools need enhanced support 	<ul style="list-style-type: none"> Youth service budget per head per young person aged 13-19 is increasing. (6026OF) Proportion of statutory to non-statutory funding of SEN is shifting in favour of non-statutory funding: % of pupils statement of SEN (3052OF) % pupils with statements placed in maintained schools / independent and non-maintained special schools outside LA (3053OF) (High cost option) 	<ul style="list-style-type: none"> Relative spend on family support (PAF E44) rises KIGS EX61 Gross expenditure on children per capita aged under 18 (6006SC) KIGS EX66 Gross expenditure on adoption services per capita under 18 (6045SC) KIGS EX 62 Gross expenditure on LAC per capita aged under 18 (6022SC) PAF CF / B8 cost of services for children looked after (6024SC) BV51.
To deliver an efficient and effective service within available financial resources	Children's Services achieves a balanced outturn	<ul style="list-style-type: none"> Projected expenditure across the service for each service area meets expenditure targets set (Finance Team) 		
	The service provides good value for money	<ul style="list-style-type: none"> Net cost of each young person aged 13-19 reached 6028OF) KIGS ST03 SSD operational staff working specifically for Children's Services (WTE's) per 10000 population 0-17 (6020SC) KIGS ST12 Social workers and care managers specifically for children (WTE's) per 10000 population aged 0-17. (6021SC) 	<ul style="list-style-type: none"> Unit costs of services compares well with high performing comparator authorities (PAF B8 and PSS EX1) 	



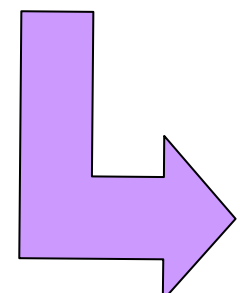
CUSTOMER				
Strat Objective	CS Factor	Measure	Measure	Measure
To maximise children and young people's development within the 5 Outcome areas	There is good progress against key targets in the 5 Outcome areas	<ul style="list-style-type: none"> Boys achievement is rising, reducing the gender gap with girls.(LP03328) Percentage of permanently excluded pupils provide with 21 hours or more alternative tuition (BV159/3067AC) The variation in performance between schools is reducing Value added/ achievement on standardised tests is within national norms for SEN (subset of info KS1-KS2 3008OF and KS2-GCSE 3017OF) % young people leaving care with 1 GCSE A*-G or GNVQ(BV50) % young people leaving care with 5 GCSE's A*-C or a GNVQ 	<p>For the Youth Service the</p> <ul style="list-style-type: none"> % young people reached (4021OF), and % young people participating (LP0336), % young people gaining a recorded outcome (BV221a), % young people gaining an accredited outcome(BV221b) are increasing Value added/ achievement on standardised tests within national norms for SEN Percentage of young offenders, teenage mothers and drug and substance mis-users in education, employment and training (EET vulnerable groups 5014OF) Percentage of young people aged 16-19 who are not in education, employment and training 5013OF) 	<ul style="list-style-type: none"> Children on CPR per 10,000 (2023SC) Registrations per 10,000 population (2027SC) Children on CPR for 2years or more (2036SC) CP Reviews (BV162) Adoptions of LAC (BV163) Re-registrations on the Child Protection Register (PAF A3) are reducing (2028SC) Long term placement stability of LAC (PAF D35) is improving (2044CS) LAC with 3 or more placements during year (PAF A1/2043) Health Assessments of LAC (1037SC) Pupils on CPR not allocated a Social Worker (2024SC) LAC with a named Social Worker who is qualified as a Social Worker (2060SC) % final statements of SEN sent within 26 weeks
To promote the participation of customers in the design, review and delivery of services	Customers have participated in the design, review and delivery of services	<ul style="list-style-type: none"> No. of HTs, leading teachers and AST's deployed to support the school improvement programme increases (Local measure required) 	<ul style="list-style-type: none"> All areas of the service audited against Hear by Right The use of the parent partnership to consult with/support the public is increasing (Form 4, 82 Total number of referrals to the parent partnership service during school year – 3056OF) No. Children participating in their own Statement reviews is increasing 	<ul style="list-style-type: none"> LAC participating in their own reviews (PAF C63) are increasing (4016SC)



INTERNAL BUSINESS PROCESSES				
Strat objective	Critical SF	Measure		
To develop consistent business processes and integrated performance review across the service	Business processes support integrated working	<ul style="list-style-type: none"> School attendance of LAC (PAF C24) (3074SC) is improving % Statements of SEN issued within 18 weeks (BVPI 43b exceptions involve multi-agency input) is maintained at 100% LAC with Personal Education Plans are increasing (Indicator required) % of children with disabilities aged 14+ with transition plan to support move into adult services (5026SC) Milestones and targets for integrated joint SEN/CWD business plan are met 		
	There is integrated performance management across the service	Timescales and processes for directorate, service area, team reviews are met		
To ensure that internal processes meet agreed standards	Standards are defined, agreed and met	<ul style="list-style-type: none"> School reviews are completed in all T2 schools or higher in line with procedures and standards (EPM indicator) All link visits are completed within the specified window and procedures for reporting are met(EPM indicator) 	<ul style="list-style-type: none"> Percentage Statements of SEN issued within 18 weeks (BVPI 43a) is maintained at 100% 	<ul style="list-style-type: none"> Regular managerial file audit takes place VCI Standards met National Standards for LAC met Initial Assessments are within timescales (SS9) (2020SC 7days of referral) Core Assessments are within timescales (SS11) (2022SC) LAC Reviews completed within timescales (PAF C68)



LEARNING & GROWTH		
Strategic Objective	Critical Success Factor	Measure
To improve understanding of roles, responsibilities and language across the service	Staff are able to describe how they contribute to the service Staff understand how others contribute to the service Staff understand and use a common language across the service	<ul style="list-style-type: none"> Process - Completion of appraisal reports (recorded on PWA) Outcome - Annual Staff Survey (I understand the objectives of my team/unit; how my work contributes to achieving the objectives of my team/unit; the Council's corporate aim; how my work contributes to achieving the Council's corporate aims)
To develop an integrated workforce that balances individual and organisational needs	There is an integrated workforce strategy and development plan	<ul style="list-style-type: none"> Process - Workforce strategy and development plan is in place and targets and milestones monitored Process - Completion of training/planned training programmes Outcome - Annual Staff Survey ((My Line manager) Identifies and delivers on my training and development needs).
	Individuals set development goals and are encouraged to achieve them	<ul style="list-style-type: none"> Process - Completion of appraisal reports (recorded on PWA) Outcome - Annual Staff Survey ((Aspects of your job) Constructive feedback on your performance).



SCHOOLS & LEARNING	RED
PARTNERSHIP AND PREVENTION	GREEN
CHILDREN IN NEED	BLUE