



CHILDREN'S SERVICES

SERVICE PLAN 2007-8

27th June 2007

Children's Services - 'A strong commitment to developing children's services and to improving the life chances of all young people in Cumbria' (Joint Area Review 2006)

CSD Service Plan 2007-8 (Version 4.1 – 27.06.07)

1. EXECUTIVE SUMMARY

EXECUTIVE SUMMARY FOR CHILDREN'S SERVICES DIRECTORATE

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

Children's Services is about maximising life chances for all children.

During 2007-8 we will ensure that outcomes for all children living in Cumbria are improved.

Whatever a child's level of needs, services will be shaped and delivered in a manner that will help him/her to maximise his/her potential in any setting. This will be achieved through the Council's own services and through strong partnership arrangements with other agencies and the voluntary sector.

To maintain a seamless integrated series of excellent services that can respond to any level of need, the provision will be re-shaped to address needs earlier and prevent the unnecessary development of more acute problems. Over time therefore, the need for acute services will be reduced and the resources released will be re-invested in further high quality universal and preventative services. Schools are central to the local delivery of this approach.

The preventative service will, wherever achievable, be delivered as locally as possible to ensure ease of access for children and families and to ensure services are sensitised to local needs, demands and communities.

The impact of the services will be monitored carefully to ensure that they are effective, that they meet the identified need of children and families and that they strive to address inequalities between communities and individuals.

In 2007/08 Children's Services will –

1. improve outcomes for children and young people through coordination and targeting early intervention services;
2. ensure children and young people lead a healthier life;
3. ensure children and young people stay safe;
4. ensure all children and young people are enabled to enjoy life and achieve in education, training and recreation;
5. ensure all children and young people are able to make a positive contribution to society and their community;
6. improve the economic wellbeing of children, young people and their families;
7. ensure that the experiences of children, young people and carers shape the services that are delivered to them.

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 revenue budget to achieve these objectives is £438m (including the Dedicated School Grant) together with a capital programme of a further £32m. Details can be found in Appendix D.

2. INTRODUCTION

i. 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.

ii. 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

iii. 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:

- Seeking the views of children, young people and families and value these in planning responses and services
- Assessing the need for support and responding at the earliest opportunity
- Ensuring that the services and resources are allocated in a fair, flexibly transparent and responsive way informed by evidence.
- Valuing and developing a workforce, recognising the richness and depth of skills they possess and supplying creativity.
- Setting and meeting high service standards that challenge us to constructively improve and develop in all service areas.
- Enabling the child and family to access support and services as locally as possible.
- Developing and sustaining effective partnerships, working with or through others 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 balanced scorecard to help deliver the objectives and targets identified in the service plan. Activities and performance measures that are included as part of the balanced scorecard are identified in this plan (e.g. C12, F22). A summary of the balanced scorecard we will be using is also attached as an Appendix (Appendix E).

Improvement Delivery Plan

We will monitor and manage the performance of our services in support of the Council Plan through an Improvement Delivery Plan. The Improvement Delivery Plan shows how improved and maintained good performance supports the overall performance of the County Council.

Children and Young People's Plan

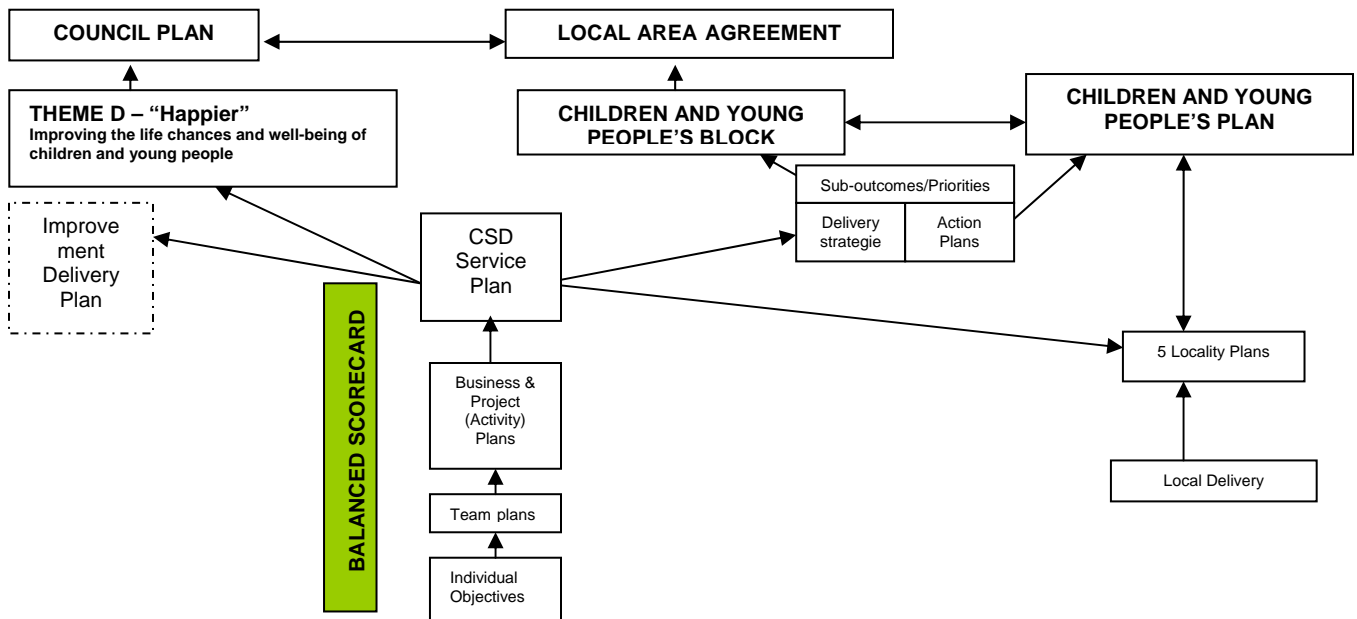
The service plan supports achievement of the strategy for delivering improved outcomes for children and young people that we have agreed with our partners (the Children and Young People's Plan). Our contribution to these activities and performance measures are also highlighted in this plan (CYPP).

Local Area Agreement (Cumbria Agreement)

The Cumbria Agreement sets out the objectives and targets that the County Council and its partners in Cumbria have agreed with central government. In return, central government agrees to support delivery of these improved outcomes through enabling measures (e.g. reduced red tape) and additional "pump priming" resources invested to radically change how services are delivered. The Cumbria Agreement has a children and young people's element (or bloc) which correlates with the Children and Young People's Plan for the County.

How the service plan supports/relates to other plans

The service plan says what we will do and what are our targets to support the Council Plan. The service plan identifies how Children's Services will support delivery of the Children and Young People's Plan for Cumbria (in partnership) and the Cumbria Agreement. The activities set out in our service plan provide the basis for all our unit business plans and team task plans.



2. BASELINE FOR IMPROVEMENT

Analysis of Recent Performance

Achievements in 2006-7

- Children's Services was inspected in 2006 as part of a Joint Area Review and our performance was judged satisfactory overall; the inspection team assessed our capacity to improve as good.
- We have improved our performance on Social Care Assessments within timescales to a level comparable with other local authorities.
- 81% of 11 year olds achieved Level 4 in English, 78% achieved Level 4 in Maths and 89% achieved level 4 in Science at key stage 2. Key Stage 2 results remain above the national averages and 12 schools had 'outstanding' value added scores.
- 6.4% of our Children Looked After have gone onto higher education this year (our best ever performance).
- Ofsted have judged 94% of schools inspected as being 'satisfactory' or better, and well over half as 'good' or 'outstanding'.
- We have progressed the development of improved short-break provision for Children with Disabilities in consultation with parents and carers.
- Over half of secondary schools are above the average Contextual Value Added Score and three schools are in the top 10% nationally.
- 1,000 young people and 300 volunteers involved with Cumbria Youth Games delivered by Cumbria Sport. We attracted £20k worth of sponsorship towards this event.
- Between April 05 and March 06, Youth Work provision, in partnership with the voluntary sector and Connexions Cumbria (over 40 different organisations), were in contact with 11,690 young people and of those 1,196 were involved in long-term projects. 836 young people gained accreditation for taking part in youth work.
- We are currently the only Local Authority in the Country that is achieving 100% performance in meeting statutory timescales for issuing statements of SEN.
- Despite a major flu outbreak Cumbria school children's attendance remains above the national average.
- Cumbria Sure Start was short listed in the finals of the prestigious Working Families Awards. 94% of callers expressed satisfaction with the response to their enquiry to the Children's Information Service and 95% would use it again in the future.
- We are a leading authority on the implementation of the Integrated Children's System (ICS) in Children's Social Care and one of nineteen national pilots for Contactpoint (children's index). DfES have asked us to share our plans with other Local Authorities.
- 184 schools have now achieved the Healthy Schools Standard, and the percentage of schools in Cumbria doing 2 or more hours of PE each week already exceeds the national target for 2008.
- Recent inspections of our Fostering and Adoption Services have highlighted improvements, and we have restructured these services to deliver better outcomes for children.

Identified Areas for Improvement

- Reduce numbers of children and young people not in education employment and training (NEET) from vulnerable groups (e.g. children looked after)
- Increase levels of achievement in post 16 education (National Qualifications framework);
- Increase participation in Higher Education;
- Reduce levels of homelessness amongst young people;
- Increase parent's participation in skills for life training;
- Increase parent's participation in family learning programmes;
- Formalise partnership arrangements to secure effective governance and accountability arrangements at a strategic and local level;
- Further develop joint planning and commissioning arrangements;
- Integrate school improvement activity into the change programme;
- Increase capacity to support the management and delivery of the change programme;
- Implement the Prevention Framework to ensure a planned shift of resources and activity into early and earlier interventions;
- Engage staff at all levels in the development and implementation of the change /restructuring programme.

Joint Area Review

The Joint Area Review (JAR) established a baseline for current services provided by Children's Services in partnership with other key providers in the health and voluntary sectors. The grades awarded are:

4: outstanding; 3: good; 2: adequate; 1: inadequate

	Local Services Overall	Council Services	Health Service
Being Healthy	2		
Staying safe	2		
Enjoying and achieving	3		
Making a positive contribution	2		
Achieving economic well-being	3		
Service management	2		
Capacity to improve	3	3	
Children's services		2	
The education service		3	
The social care services for children		2	
The health service for children			2

The JAR report made seven recommendations, one for immediate action and the others for action over the next six months. The recommendations were that the Council and its' partners must:

1. Increasing the participation of vulnerable children and young people in reviews that plan for their future.

2. Ensuring that procedures are implemented to monitor the impact of the Children and Young People's Partnership.
3. Increasing the involvement of children and young people in the future planning for the development of Children's Services
4. Improving the responsiveness of services to the needs of children and young people from black and minority ethnic communities.
5. Improving the range of respite services for children and young people with learning difficulties and/or disabilities.
6. Extending support for young carers.
7. Enabling more children and young people to take part in leisure and recreational provision, especially vulnerable children.

FOCUS FOR IMPROVEMENT

Strategic Objective 1: Improve outcomes for children and young people through coordination and targeting early intervention services							
Strategic priorities	Lead Officer	Reference	Performance Indicators within BOPI	Weight within BOPI	Bench Mark/ Statutory	Target	Contact Officer
Establish cost of all services and review high cost/acute services to support shift to prevention	M Swann	F13	Complete independent service reviews and costings (M)	100%	No	Mar 08	P Boyce
External and internal commissioning is effective and supported by locality planning	C Reeves	F11	Youth Service budget per head per young person aged 13-19 is increasing (6026OF)	10%	£82.19	£82.20	C Reeves
	C Reeves		<u>Proportion of statutory to non-statutory funding is shifting in favour of non-statutory funding</u>	<u>20%</u>	<u>No</u>	<u>TBC</u>	<u>C Reeves</u>
	A Henderson		% of pupils statement of SEN (3052OF)	20%	1.94%	1.79%	A Henderson
	A Henderson		<u>Contracts in place (M)</u>	<u>10%</u>	<u>No</u>	<u>TBC</u>	<u>TBC</u>
	TBC		<u>Compliance with contract (M)</u>	<u>10%</u>	<u>No</u>	<u>TBC</u>	<u>TBC</u>
	TBC		<u>Local indicators from LGP & CPD</u>	<u>10%</u>	<u>No</u>	<u>TBC</u>	<u>TBC</u>
	TBC						
Build the capacity of schools and services to intervene early to prevent children progressing to acute services (e.g. Behaviour Support)	H Smith	F12	Increase expenditure on Family Support Services (PSS EX1) PAF E44 6010SC?	50%	38.1%	39.7%	GMs WSE
	K Jones		<u>Increase no. of children and young people allocated to a named Lead Professional</u>	<u>25%</u>	<u>No</u>	<u>TBC</u>	<u>L Smith</u>
	J Williamson		<u>Secure sufficient childcare places (LAA)</u>	<u>25%</u>	<u>✓</u>	<u>TBC</u>	
Integrated Behaviour Strategy	S Mason	C12	Improve school attendance in selected schools in the PSA Project (Pri/Sec)	30%	93.5/91.3%	94/92%	S Mason

	S Mason		Reduce the rate of exclusions in selected schools in the PSA project (Pri/Sec)	30%	118/1506	-2.5%	S Mason
	S Mason		BV159 Reintegration to schools	40%	✓	TBC	S Mason
Effective partnership working	M.Swann	NA	Joint Planning and commissioning arrangements in place; performance mgt framework; project management.	NA	No	Oct 07	P.Boyce

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	1	2	3	4	1	2	3	4	1	2	3	4
Develop and implement the preventative framework. Project Milestones TBC				✓	✓			✓				
Carry out service reviews to ensure that targeted services are meeting the needs of children and young people (family support, children looked after, behaviour support, youth provision, SEN and CwD). CCC		✓	✓			✓	✓			✓	✓	
Ensure that procedures are implemented to monitor the impact of the Children and Young People's Partnership	✓	✓		✓	✓			✓	✓			✓
Improve the range of residential respite care services for children and young people with learning difficulties and and/or disabilities			✓	✓	✓	✓	✓	✓				✓
Put in place Children's Trust arrangements.	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓
Provide strategic leadership to all partners to help improve and strengthen the local planning and delivery of services for children, young people and their families.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Risk Numbers III, V, VI, VII, VIII, IX, XI, XII, XIV, XV

Risk Assessment: Strategic Risk III. Proportionately less of the budget is not spent on Tier 1 and 2 services; V. The service does not provide good value for money; VI. Business processes do not support integrated working; VII. Performance management is not integrated across the service; VIII. Standards are not defined, agreed and/or met; IX. Staff do not understand how others contribute to the service XI. Staff do not understand and do not use a common language across the service; XII. There is no integrated workforce strategy and/or development plan; XIV. Restructuring of Children's Services is not effective and capacity constraints; XV. Unexpected death of a child or young person (as a result of inaction or ineffective action by the public authorities).

Strategic Objective 2: Ensure children and young people lead a healthier life

Strategic priorities	Lead Officer	Reference	Performance Indicators within BOPI	Weight within BOPI	Bench Mark/ Statutory	Target	Contact Officer
Minimise underachievement	P.McGaw	C13, LAA CYP 1.1c	Increase the percentage of Parent Support Advisor targeted selected schools achieving the healthy schools standard	NA	10%	40%	R.Corton
Minimise underachievement	P.McGaw	C13, LAA CYP 2.1a CPA C16	Increase the percentage of 5-16 year olds who participate in 2 hours of P.E. / Sport per week	NA	70%	78%	R.Corton
Children Looked After achieve optimum life chances	H.Smith	C13, LAA CYP 1.2d	Increase the percentage of children looked after accessing health assessments and dental checks	NA	82.4%	90%	A.Carruthers

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	1	2	3	4	1	2	3	4	1	2	3	4
Highlight specific initiatives to develop more facilities for young children – including play areas & playgrounds	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Highlight specific initiatives to develop more activities for teenagers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Work with Partners to develop more facilities for young children – including play areas and playgrounds				✓				✓	✓			
Work with partners to develop more activities for teenagers			✓									
Survey the quality and uptake of school meals and report to scrutiny committee			✓				✓				✓	
Support for children to make more informed choices about contraception, drugs & alcohol	✓	✓		✓		✓	✓		✓		✓	✓
Enable more children and young people, particularly the most vulnerable to take part in leisure and recreational provision by working more closely with parents and carers to remove barriers to participation				✓								

Reduce health inequalities through the healthy schools programme		✓		✓		✓				✓		✓
------------------------------------------------------------------	--	---	--	---	--	---	--	--	--	---	--	---

Risk Numbers: I, XIV

Risk Assessment: Strategic Risk I - Progress against key targets in the 5 Outcome areas is not good; XIV. Restructuring of Children's Services is not effective and capacity constraints;

Strategic Objective 3: Ensure children and young people stay safe

Strategic priorities	Lead Officer	Reference	Performance Indicators within BOPI	Weight within BOPI	Bench Mark/ Statutory	Target	Contact Officer
Children in need of protection are effectively safeguarded	H.Smith	C14	Children on the CPR per 10,000 population (2023 SC)	20%	15.6%	18%	C.Proctor
			Registrations per 10,000 (2027 SC)	10%	19%	23%	
			Children on CPR for two years or more (2036 SC, PAF C21)	10%	5.8%	5%	
			Re-registrations on the CPR (2028 SC, PAF A3)	30%	13.8%	12.5%	
			Percentage of Child Protection cases that should have been reviewed that were PAFC20 BV 162 reviewed	30%	97%	100%	
Children Looked After achieve optimum life chances	A.Carruthers	C15,	Number of Looked After Children with three or more placements during the year PAF A1 BV49	20%	8.2%	10%	C.Proctor
			Long term placement stability of LAC (2065SC, new PSA target)	20%	57.8 ¹	TBC	C.Proctor
			Number of Looked After Children adopted during the year as a percentage of those looked after for 6 months or more - Adoption from care (2058 SC, PAF C23, KT1)	15%	8.9%	12.5%	C.Proctor
			Educational qualifications of care leavers (3072 SC, PAF A2, BV50 KT1)	15%	52.9%	64%	F.Livesey
			Care leavers in education, employment and/or training at age 19 (5022 SC)	10%	0.45%	0.85%	
			School attendance of Looked After Children (3074 SC, PAF C24)	20%	20%	16%	

¹ Figure for 2044SC, indicator to be replaced by PAF D78.

Assessments of children in need are timely, high quality and of high quality	H.Smith	P32	Children are seen as part of an Initial Assessment or outcome of assessment (audit outcome (2020 SC))	25%	71.4%	85%	C.Proctor
		P32, LAA CYP 4.1a & b	improving the timeliness of social care (PAF C64)– <ul style="list-style-type: none"> • Initial assessments • Core assessments 	25%	53% 60%	80% 75%	
		P32	Timescales for core assessment (2022 SC, PAF C64)	25%	68.9%	80%	
	C.Proctor	Core Assessments judged acceptable in audit of CPR cases	25%	No	TBC		

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	1	2	3	4	1	2	3	4	1	2	3	4
Work more closely with partners to strengthen safeguarding arrangements	✓			✓								
Develop an integrated approach to assessment procedures within the authority by 2008					✓							
Improve access to support for children at risk of social exclusion and in most disadvantaged areas				✓		✓						

Risk Numbers I, VI, VIII, IX, XII, XIV, XV

Risk Assessment: Strategic Risk I - Progress against key targets in the 5 Outcome areas is not good; VI. Business processes do not support integrated working; VIII. Standards are not defined, agreed and/or met; IX. Staff do not understand how others contribute to the service XI. Staff do not understand and do not use a common language across the service; XII. There is no integrated workforce strategy and/or development plan; XIV. Restructuring of Children's Services is not effective and capacity constraints; XV. Unexpected death of a child or young person (as a result of inaction or ineffective action by the public authorities).

Strategic Objective 4: Ensure all children and young people are enabled to enjoy life and achieve in education, training and recreation

Strategic priorities	Lead Officer	Reference	Performance Indicators within BOPI	Weight within BOPI	Bench Mark/ Statutory	Target	Contact Officer
Minimise underachievement	P.McGaw	C13	Ensure that learners benefit from improved education provision by raising value added scores <ul style="list-style-type: none"> Value Added KS1 to KS2 Value Added KS2-KS3 Value Added KS2 to GCSE or equivalent Value Added KS3 to GCSE or Equivalent 	NA	99.7 TBC 993.5 TBC	100 TBC 1000 TBC	R.Corton
		C13, LAA CYP xx	Increase the percentage of pupils that achieve 5 GCSE A*-C in each area of Cumbria (includes Barrow and west Cumbria BVPI 38)	NA	57.9%	63.6% ²	R.Corton
Children Looked After achieve optimum life chances	A.Carruthers	C15, LAA CYP 2.2C	Reduce the percentage of children looked after for at least 12 months who missed 25 days of schooling	NA	17.5%	9%	F.Livesey
		C15, LAA CYP 2.2a & 2.2b	Increase the overall educational achievement of children & young people looked after. Percentage of young people leaving care with 1 GCSE A*-G or equivalent PAF A2 Percentage of young people leaving care with 5 GCSEs A*-C or equivalent	As above (C15)	52.9% 22.8%	64% 28%	
Promote choice, diversity and fair access to educational opportunity	M Shiels	P33	Ensure that the majority (95%) of children and young people are able to attend their preferred school	50%	97%	95%	M Shiels
	J Swains'n		School Organisation - Achievement of Project Milestones to timetable (as agreed by Project Board) (M)	50%	No	TBC	T Mason

² County figure. Sub-targets set for each area.

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	1	2	3	4	1	2	3	4	1	2	3	4
	✓			✓								

Risk Numbers I, XIV, XVI

Risk Assessment: Strategic Risk I - Progress against key targets in the 5 Outcome areas is not good; XIV. Restructuring of Children's Services is not effective and capacity constraints; XVI. Lack of diversity and choice in education provision (failure of School Reorganisation Project)

Strategic Objective 5: Ensure all children and young people are able to make a positive contribution to society and their community;

Strategic priorities	Lead Officer	Reference	Performance Indicators within BOPI	Weight within BOPI	Bench Mark/ Statutory	Target	Contact Officer
Minimise underachievement	P.McGaw	<u>C12</u>	<u>Increase the number of schools judged by OFSTED to be encouraging children and young people to engage in their communities</u>	<u>NA</u>	<u>TBC</u>	<u>TBC</u>	<u>R.Corton</u>
Minimise underachievement	Y.Lake	LAA SSC 1.1f	Reduce year on year the number of first time entrants into the youth justice system	NA	1189	1153	D. Royston
Integrated Behaviour Strategy	S Mason	C11 LAA CYP 2.4a	Improve school attendance in selected schools in the PSA Project (Pri/Sec)	30%	93.5/91.3%	94/92%	S Mason
			Reduce the rate of exclusions in selected schools in the PSA project (Pri/Sec)	30%	118/1506	-2.5%	S Mason
		<u>C11</u>	<u>BV159 Reintegration to schools</u>	<u>40%</u>	<u>TBC</u>	<u>TBC</u>	<u>S Mason</u>

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	1	2	3	4	1	2	3	4	1	2	3	4
Delivery strategy to support LAA stretch target. Action plan and milestones TBC	✓	✓	✓	✓				✓				
Improve the responsiveness of services to the needs children and young people from BME communities	✓	✓	✓	✓			✓	✓			✓	✓
Extend support for young carers	✓	✓	✓	✓		✓						✓

Risk Numbers I, XIV

Risk Assessment: Strategic Risk I - Progress against key targets in the 5 Outcome areas is not good; XIV. Restructuring of Children's Services is not effective and capacity constraints;

Strategic Objective 6: Improve the economic wellbeing of children, young people and their families

Strategic priorities	Lead Officer	Reference	Performance Indicators within BOPI	Weight within BOPI	Bench Mark/ Statutory	Target	Contact Officer
Develop integrated youth provision	C.Reeve	C16	LAA, % young people reached (4021 OF); and	10%	22.89%	25%	P Norris
			% young people participating (LP0336);	10%	TBC	TBC	
			% young people gaining a recorded outcome (BV221a) and	10%	36.45%	60%	
		% young people gaining an accredited outcome (BV221b) are increasing ;);	10%	2.87%	4.5%	C.Reeve	
		C16, LAA CYP	% young offenders, teenage mothers and drug/ substance mis-users in EET (EET vulnerable groups 5013OF	10%	TBC		TBC
		% of young people aged 16-18 who are NEET (5013OF)	50%	6.7%	5.8%		
Children Looked After achieve optimum life chances	A. Carruthers	<u>C15</u>	<u>Children Looked After moving into higher Education</u>	<u>NA</u>	<u>TBC</u>	<u>TBC</u>	<u>F.Livesey</u>
Build the capacity of schools and services to intervene early to prevent children progressing to acute services (e.g. Behaviour Support)	J Williamson	<u>F12</u>	<u>Secure sufficient childcare places</u>	<u>25%</u>	<u>✓</u>	<u>TBC</u>	
Improve access to accommodation for young people making the transition to adulthood	M Swann	CYP 3.3a	Increase the percentage of resolved cases from the multi-agency housing panel for young people (16-24) presented as homeless or "at risk" of becoming homeless	NA	60%	65%	P Boyce

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	1	2	3	4	1	2	3	4	1	2	3	4
Children looked after achieve optimum life chances	✓	✓	✓	✓				✓				
Improve Access to Local Services	✓	✓	✓	✓			✓	✓			✓	✓
Develop integrated youth provision	✓	✓	✓	✓		✓						✓
Put in place Children's Trust arrangements.	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓
Provide strategic leadership to all partners to help improve and strengthen the local planning and delivery of services for children, young people and their families.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Risk Numbers: I, XIV

Risk Assessment: Strategic Risk I - Progress against key targets in the 5 Outcome areas is not good; XIV. Restructuring of Children's Services is not effective and capacity constraints;

Strategic Objective 7: Ensure that the experiences of children, young people and carers shape the services that are delivered to them.

Strategic priorities	Lead Officer	Reference	Performance Indicators within BOPI	Weight within BOPI	Bench Mark/ Statutory	Target	Contact Officer
Develop a consultation and participation structure throughout the organisation	M Watm'h	C21	Ensure all council Children's services achieve the Hear By Right standards by 2010 (M)	25%	0%	100%	C.Proctor
	M Watm'h		Improving perceptions about consultation & participation amongst children and young people (TELLUS 2)	25%	TBC	TBC	C.Proctor
	H Smith	C21, LAA CYP 5.1e	Looked After Children Participation in Reviews (4016 SC, PAF C63)	50%	68.8%	80%	C.Proctor

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	1	2	3	4	1	2	3	4	1	2	3	4
Put in place children trust arrangements.	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓
Continue to develop the integrated children services directorate at both a strategic and operational level.	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓
Provide strategic leadership to all partners to help improve and strengthen the local planning and delivery of services for children, young people and their families. CCC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Continue to deliver the action plan following the inspection of youth services; specifically the recommendation to Implement consistent and rigorous quality assurance process.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Increase the participation of vulnerable children and young people, and in particular looked after children, in reviews that plan for their future	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓

Increase the involvement of children and young people in the future planning for the development of Children's Services	✓	✓	✓	✓			✓	✓			✓	✓
Implement the JAR Action Plan and respond to specific recommendations with partners	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Risk Numbers: I, XIV

Risk Assessment: Strategic Risk I - Progress against key targets in the 5 Outcome areas is not good; XIV. Restructuring of Children's Services is not effective and capacity constraints;

Strategic Objective 8: Ensure management of the service remains effective.

Strategic priorities	Lead Officer	Reference	Performance Indicators within BOPI	Weight within BOPI	Bench Mark/ Statutory	Target	Contact Officer
Ensure the common vision is embedded in the service	M Watm'h	L11	All managers attend locality Performance Review Days	30%	No	100%	T Whit'ker
			All appraisals are undertaken and monitored by HoS senior teams	40%	92%	100%	L Johns'n
			All teams/units have a team plan that reflects learning and development needs identified in staff appraisals	30%	No	100%	I Geraghty
Support the integration and delivery of new liP standards	M Watm'h	L21	All units have a task/activity plan that links to the Council Plan, Directorate Service plan and individual work objectives	100%	No	100%	E Ch'man
There are robust supervision processes	M Watm'h	L22	All staff have a regular timetabled review of progress/supervision	100%	No	100%	L Johns'n
Produce and disseminate a CSA Directory of Services	M Watm'h	L23	Publication of Directory of Services by 31 October 2007.	100%	No	Nov 07	TBC
Teams participate in team planning and review	M Watm'h	L33	Team plans evidence participation of team members and the golden thread of service priorities	50%	No	100%	E Ch'man
			More than 85% of staff say they know what is the vision and mission for the Council and the Directorate	50%	No	85%	E Ch'man
Produce a workforce strategy and development plan, implement and monitor actions	M Watm'h	L41	A Directorate workforce strategy is produced by 31 October 2007.	50%	No	Nov 07	A Murphy
	I Geraghty		A Directorate Learning and Development plan is produced by 31 May 2007	50%	No	Jun 07	I Geraghty
Managers are effective	M Watm'h	L42	All managers have attended core management training identified for them	100%	No	100%	M Watm'h

			in appraisal against required management behaviours					
The Directorate is an Investor in People	M Watm'h	L51	Completion of appraisal reports (recorded on PWA);	50%	92%	100%	L Johns'n	
			Staff survey measures indicate iIP standards are met	50%	No	85%	E Ch'man	
All staff have their training needs assessed and progressed	M Watm'h	L52	95% staff have personal development portfolios reflecting appraisal outcomes	100%	No	95%	L Johns'n	
Standards are defined, agreed and met	M Watm'h	P31	<u>No. of complaints received about child facing services/head of population is reducing</u>	<u>20%</u>	<u>No</u>	<u>TBC</u>	<u>S Burke</u>	
	A Ca'thers		School attendance of LAC (PAF c24, 3074SC) is improving	20%	20%	16%	F Livesey	
	A Hen'son		% of proposed statements of SEN issued within 18 weeks excluding exceptions BVPI 43A		100%	100%		A Hen'son
			% of proposed statements of SEN issues within 18 weeks including exceptions BVPI 43B	20%	100%	100%		
	A Ca'thers		% of Final statements of SEN issued within 26 weeks (Local indicator)		No	TBC		
	J Lightfoot		LAC with PEPs are increasing	20%	No	TBC	F Livesey	
Establish clear accountability and support frameworks for all budget managers	A Hodge	F21	Expenditure by services remains within budget tolerances	50%	No	100%	A Hodge	
			Achieve milestones/standards for local budget management (M)	50%	No	Mar 08		
Establish zero based budgets for every budget line	A Hodge	F22	All budgets are reviewed and revised (M)	100%	No	Mar 08	A Hodge	
Embed budget setting and budget	A Hodge	F31	Budget returns are completed on time	100%	No	100%	A Hodge	

monitoring more effectively							
Business processes for child facing services are effectively integrated	K Jones	P11	Achievement of Project Milestones to timetable (as agreed by Project Board)	50%	No	Mar 08	Jo Fox
	H Smith		Audit outcomes for CP cases are improving.	25%	No	TBC	C Proctor
	H Smith		Audit outcomes for LAC cases are improving	25%	No	TBC	C Proctor
Establish and sustain standards across all services	K Jones	P12	Milestones - Reports by managers confirm consistency of approach across the County (M)	100%	No	TBC	Jo Fox
Ensure the effective working of the Integrated Working Project	K Jones	P13	Achievement of Project Milestones to timetable (as agreed by Project Board) (M)	100%	No	TBC	Jo Fox
Performance is effectively managed at locality level	M Watm'h	P21	Milestone - Managers prepare for and attend Area Review days	50%	No	100%	T Whit'ker
	T Whit'ker		Managers receive reports and performance data on a quarterly basis to locality/team level in a meaningful and accessible format.	50%	No	100%	T Whit'ker
Embed a common performance management framework that is fit for purpose	T Whit'ker	P22	Achievement of Project Milestones to timetable (as agreed by Project Board)	100%	No	100%	T Whit'ker
Ensure accurate data is collected in a timely way and appropriately report	R White	P23	Improve racist incident reporting	40%	TBC	TBC	A Gibson
	T Whit'ker		Reduce latency and improve error records.	60%	No	100%	T Whit'ker

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	1	2	3	4	1	2	3	4	1	2	3	4

See attached Workforce Development plan (Appendix B) and Directorate Equalities Action plan (Appendix C); Budget (Appendix D). Project plans shown as separate planning documents (milestone completion will be as per BOPs).	See appendices and project plans.
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------

Risk Numbers: I, II, IV, V, VI, VII, VIII, IX, X, XI, XII, XIII, XIV.

Risk Assessment: Strategic Risk I - Progress against key targets in the 5 Outcome areas is not good; III. Proportionately less of the budget is not spent on Tier 1 and 2 services; IV. Children's Services does not achieve a balanced outturn; V. The service does not provide good value for money; VI. Business processes do not support integrated working; VII. Performance management is not integrated across the service; VIII. Standards are not defined, agreed and/or met; IX. Staff do not understand how others contribute to the service; X. Staff are not able to describe how they contribute to the service; XI. Staff do not understand and do not use a common language across the service; XII. There is no integrated workforce strategy and/or development plan; XIII. Individuals are not set development goals and/or are not encouraged to achieve them; XIV. Restructuring of Children's Services is not effective and capacity constraints;

CONTRIBUTION TO THE DELIVERY OF OTHER COUNCIL PLAN OBJECTIVES IN 2007/08:

We will:

Theme A	Theme B	Theme C	Theme E	Theme F
Support delivery of the LAA	Help increase the number of active borrowers in libraries	Help increase the percentage of adults taking part in sport	Help reduce the number of victims of domestic violence	Help increase waste recycled and composted
Increase residents and employee satisfaction			Contribute to a fall in recorded crime	Help reduce energy used in Council properties
Help achieve L5 Equality std			Help reduce the number of killed and seriously injured on Cumbria's roads	
Improve Customer Service delivery				
Achieve efficiency savings				

Appendix A: About Children's Services

In Cumbria the need for education services and children's social care services to work more closely together was recognised before the national initiatives of 'Every Child Matters' (Sept 2003) and 'Change for Children' (2004) that were supported by the Children's Act 2004. Two Best Value reviews on 'Children with Disability' (2001-02) and 'The Education of Vulnerable Children' (2002-03) both recommended closer working between education and social care. In 2003 the County Council established an Elected Members working party, initially under the title of 'Shaping Learning and Care' and commissioned a report from the Price Waterhouse Cooper to progress thinking in this area.

In 2005 the County Council restructured its organisation and brought into a single Children's Services Directorate the education directorate and the social services children's services division. The Corporate Director of Children's Services, Moira Swann, took up her post on 1st October 2005. Initially the former education directorate and the social care children's service continued to be managed as separate but parallel teams.

In September 2006 a new strategic management structure was formed. Four Heads of Service took up posts; John Swainston (School and Learning), Helen Smith (Child and Family Care), Kevin Jones (Prevention and Partnership) and Michael Watmough (Planning, Commissioning, Performance and Resources). Whilst there was some realignment of accountabilities through third tier managers to reflect the new structure, there were no changes to existing teams or roles. The new roles of Heads of Service reflected their developing matrix management functions which required them to both provide local leadership and strategic leadership and commissioning.

The Directorate is continuing to re-structure its services to bring about the integration of services needed in Cumbria and as envisaged by Every Child Matters.

Children and Young People's Strategic Partnership

The Children Act (2004) imposes a statutory "duty to cooperate" upon public authorities to ensure and promote the well being of children. The Act provides for the Secretary of State to issue regulations governing the implementation of this provision by Children's Services authorities. The Act also requires the authority to engage with organisations drawn from the voluntary and community sector.

In Cumbria, the Children and Young People's Strategic Partnership (CYPSP) has been in existence for three years. The partnership brings together representatives from the County and District Councils, Cumbria PCT, Cumbria Constabulary, the Probation Service, the Connexions Service, Cumbria Youth

Offending Service, the Community and Voluntary Sector Reference Group, the Headteacher Associations for primary and secondary schools.

The partnership needs to work together more closely and effectively, not least in commissioning and joint planning of services, if we are to integrate and improve services for children and young people. The common vision for how this will be achieved is through Children's Trust ways of working. Whilst the Government has not specified how these Trusts are established, it has set the requirements for there to be a Children's Trust in every local authority area by April 2008.

Every Child Matters: Change for Children, the guidance document that accompanied the Children Act, identified four essential components of a Children's Trust:

- strong inter-agency governance arrangements, in which shared ownership is coupled with clear accountability;
- a planning and commissioning framework which brings together agencies' planning supported as appropriate by the pooling of resources, and ensures key priorities are identified and addressed;
- common processes which are designed to create and underpin joint working;
- professionals enabled and encouraged to work together in more integrated front-line services, built around the needs of children and young people.

In Cumbria, the CYP Strategic Partnership Board, Safeguarding Board and associated structures provide the strong inter-agency governance required. Common processes are being developed and implemented (such as the Common Assessment Framework); and professionals are enabled and encouraged to work together (through the five Local Delivery Platforms that are being piloted). Together, these provide a strong basis for an effective Children's Trust in Cumbria and the partnership has agreed to establish itself as a formal Trust by the end of 2007.

APPENDIX B: Workforce Development Plan

LEARNING AND DEVELOPMENT PLAN 2007/08

Cumbria Children's Services is undergoing a major structural and cultural transformation to build a strong, integrated and highly professional service that will support children and young people in Cumbria.

Cumbria County Council's People Strategy 2006-09 identifies five themes that are important to the future success of the workforce:

- Transformational leadership
- Developing our people
- Reward and recognition
- Embedding equality and diversity
- Achieving quality people management

Learning and Development is about personal and professional growth, acquiring the knowledge or skills to do a particular task and contributing to the development of Cumbria County Council as a learning organisation. It is not solely about attending external training courses or pursuing higher education, though both have a role to play.

Priorities will shift over time but the learning and development should always operate within local, national and individual contexts.

Within Cumbria there is a clear emphasis on organisational development, culture change and improving standards of service. New ways of working need to be developed and managed to ensure that services, whether directly provided or commissioned, meet the objectives within the Council Plan.

The Learning Organisation

The Every Child Matters agenda requires improved local, collaborative working to achieve improved outcomes for children and young people. Achieving this will require:

- Successful development of an integrated workforce through improved understanding of roles, responsibilities and language across the service
- Successful development of integrated business processes through better understanding of information sharing, common and specialist assessment processes
- A shift in resources towards targeted early intervention and prevention through improved commissioning processes that enable the participation of customers in the design, review and delivery of services

This represents a challenging improvement agenda at a time of on-going organisational development in which there is a need to bring together a number of cultures and different working practices. Specifically:

- To assist in bringing together all the learning components in Cumbria in one place, such as peer support, learning groups, e-library opportunities, learning & development, knowledge management, which together establish the culture of a learning organisation, which shares knowledge and experiences internally and externally. Unlocking Tacit knowledge can be

difficult to achieve, nonetheless, it not impossible, there are a number of ways organisations can implement effective and robust systems and procedures to capture the learning and share this knowledge.

1. Organisational Structure

- Team working, sharing skills and experiences
- Integrated, cross-organisational and collaborative working
- Improved evidence informed practice and service evaluation skills will ensure service users feedback informs commissioning

2. Leadership

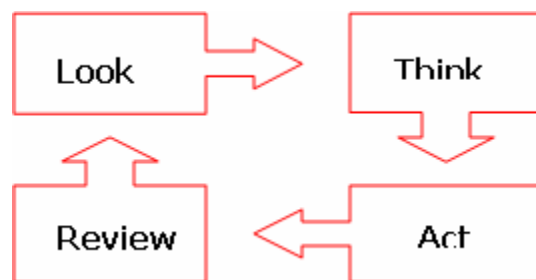
- Leadership at all levels model the key principles of a learning organisation
- Openness, measured risk-taking and reflection, providing empathy, support, communication of the vision to lead others toward becoming a learning organisation
- Work groups have the capacity to learn, change and develop

3. Organisational Culture

- It is envisaged the above would support cultural development indicative of a learning organisation
- Openness, creativity and experimentation are promoted
- Structures and systems enable members to acquire, share and effectively use information
- Management support is provided for members to try new things based upon the latest research, to reflect upon and learn from mistakes as well as successes

Capturing learning can be shown as a four-stage process, this process is very much connected to the Investors in People standards.

IIP sets out a national framework for improving business performance and competitiveness through a planned approach to setting and communicating business objectives and developing people to meet these objectives. Children’s services are committed to the on-going life long learning of its entire workforce and will work hard to maintain the standards and continuously improve.



Future Focus

Children’s Services will be undertaking a comprehensive skills audit over the next two years that will enable a detailed plan to be formulated based on an accurate reflection of the workforce skills and skill gaps. It will link closely to the Every Child Matters: Change for Children agenda, Common Core of Skills and Knowledge, Safeguarding, Common Assessment Framework and Commissioning, these being the overarching documents promoting our direction of travel. Links will be made to the Cumbrian Leadership Behaviours Framework currently under development and this will form part of a major senior and middle managers learning program for the future. Specialist and technical skills will be developed through an on-going program of support.

During 2007/08 individual team plans will be brought together as a single directory and used to support staff learning and development needs. From 2008, a whole workforce learning & development plan will be developed based on identified needs, appraisals and feedback from customers.

It is acknowledged that Children's Services are in a transition phase and a fully integrated workforce development unit does not yet exist. Nonetheless, the plan for 2007/08 will highlight for staff where learning and development can be sourced, it is recognised there is a wealth of talent, knowledge and experience within existing teams and to promote this knowledge, a program of events has been developed from existing team plans. The courses outlined in the learning directory attached will be available to all staff across children's services. This will promote integrated working disciplines and ensure sharing of resources until a workforce unit is formed and budgets are allocated accordingly.

A system will be developed to monitor take-up of learning & development through new systems yet to be implemented and a new approach to evaluating learning will be developed. The appraisal process will be integral to monitoring outcomes and the CPD document will be implemented through induction and appraisal.

The concept of single and double loop learning will be promoted with course tutors to enable staff to reflect and challenge existing practices and to encourage staff to look at improving the service we offer. Ultimately leading to improved outcomes for children, young people and their families.

This directory is still under development; it will be accessible via the children's services home page on the intranet and will be hyperlinked through the overarching themes set out on page 14.

It will be colour coded to highlight types of learning related to the 90, 180 and 360-degree principles. This directory has been developed linking into existing team plans for learning & development and encourages the sharing of resources.

Some of the courses will have costs associated with attendance. Key contacts listed will give details before bookings are confirmed.

A system will be implemented that will track attendance at mandatory core courses and alert people to when refresher training is required. This will support corporate HR in the development of corporate courses ensuring the correct numbers of courses are available to meet our needs. All staff are encouraged to try a variety of different forms to aide their knowledge and personal development.

The Directory will be updated quarterly to reflect new learning & development opportunities and to be responsive to changing environments. A new plan will be developed in 2008/09 more focused on specific needs identified from the skills audits and through learning needs captured throughout the recruitment & selection process currently underway.

Staff and managers need to be mindful to the fact that Learning & Development is not just about attendance at courses but can be accessed through a series of other opportunities such as:

- Action Learning sets
- Attendance at national and regional conferences
- During review meetings
- From briefing papers
- Using discussion forums
- From research and development Via mentoring Job shadowing

:

Directorate Learning and Development Plan 2007/08

Main task Headings	Person responsible	Others involved	Resources	Timescales	Monitoring (who)	Monitoring (how)	APA/JAR/LAA/Local PI's
Re-organisation priorities							
Continuation of re-organisation working group	Michael Watmough	Core group		Review December 07	DMT	Updates	
Approval for the planning of additional road shows to be delivered September by HOS's	Angela Murphy	Hos's	TBC	September 07	DMT	Updates	
Continuation of AskAnne Campaign	Angela Murphy	DMT		Review December 07	Michael Watmough	Reviews	
Continuation of Intranet discussion forum	Katie Walker			Review quarterly	Michael Watmough	Updates	
Development of staff database – identification of fieldwork staff, plus other key outcomes required from the data	Angela Murphy	WFD Team		8 th June	Michael Watmough / DMT	Report	
Staff database accuracy check report by all Managers	Lynda Johnston	Angela Murphy WFD Team		1 st June	Michael Watmough / DMT	Report	
Prepare articles for ch@room on reorganisation	Katie Walker	Ch@room planning group		Monthly	Michael Watmough		
Roll out change	Angela Murphy	Shadow	£3'500 (DMT)	May/June and	DMT	Quarterly	

management workshops		WFD Team		Sept/Oct 07		reports	
Monitor uptake of job shadowing and report on outcomes	Angela Murphy	Liz McKie		Quarterly	DMT	Quarterly reports	
Workforce development priorities							
Approval for Workforce Strategy	DMT	Angela Murphy		11 th May 07	Michael Watmough	Quarterly report to DMT	
Approval for Workforce Learning & development Plan/directory of learning	DMT	Angela Murphy		11 th May 07	Michael Watmough	Quarterly report to DMT	
Clarify responsibility for basket of indicators related to L11, L41 and L42	DMT	Angela Murphy		11 th May 07	Michael Watmough	Review	
Implementation of strategic documents placed on intranet and marketing activity undertaken to promote awareness	Angela Murphy	Ed Chapman Katie Walker		1 st June 2007	Michael Watmough	Review	
Identify resources available for specific priority learning	DMT	Angela Murphy Liz McKie		TBC	Michael Watmough	Quarterly report to DMT	
Gain DMT approval to utilise existing staff to deliver identified courses	DMT	Angela Murphy		TBC	Michael Watmough	Quarterly report to DMT	
DMT to approve the skills audit and decide which model to adopt and allocate relevant resources	DMT	Angela Murphy		TBC	Michael Watmough	Quarterly report to DMT	
Once skills audit model has been approved agree timeline for implementation and key priority groups	DMT	Angela Murphy		TBC	Michael Watmough	Quarterly report to DMT	
Commission approved supplier of skills audit	Angela Murphy	Liz McKie Sharon	TBC	TBC	Michael Watmough	Quarterly report to DMT	

develop specification and outputs required		Simpson					
DMT to approve the 90, 180, 360 degree learning principle	DMT	Angela Murphy			Michael Watmough	Quarterly report to DMT	
DMT to approve the roll out of the Common Induction Toolkit and agree a priority group	DMT	Angela Murphy Sharon Simpson		July 07	Michael Watmough	Reviews	
Continue to develop the Social Care induction standards	Liz McKie	Sharon Simpson		September 07	Michael Watmough	Reviews	
Links with corporate HR to be made related to the implementation of the HR ICT System	Angela Murphy	Alice Madden		16 th May 2007	Michael Watmough	Reviews	
Links with corporate HR to be made related to the 360 degree appraisal process	Angela Murphy	Katie Hornby		When group forms	Michael Watmough	Reviews	
To develop a system for capturing mandatory training and identify when refresher training is required and link with Corporate HR about the number of courses required to meet our needs	Angela Murphy	Katie Hornby		Quarterly meetings	Michael Watmough	Reviews	
Work Life Balance DMT to agree there approach to this and how to develop	Jane Williamson	Angela Murphy		June 2007	Michael Watmough	Report for DMT	
Develop a commissioning framework for commissioning training	Angela Murphy	Sharon Simpson		September 2007	Michael Watmough	Reviews	
Balanced Score Card Indicators As above (Strategic Objective 8).							

Cumbria Leadership Framework

DMT to decide whether to adopt the Corporate LBF or to create a separate framework for children's services managers	DMT	Anne Kendrick		11 th May 07	Michael Watmough	Reviews	
If a separate framework is the preferred option DMT to approve adoption of Essex Model or development of in-house model	DMT	Anne Kendrick		11 th May 07	Michael Watmough	Reviews	
DMT to agree which roles will be accessing the framework	DMT	Anne Kendrick		11 th May 07	Michael Watmough	Reviews	
DMT to decide if they want to commission a 360 degree appraisal tool specific to Championing Children	DMT	Anne Kendrick		11 th May 07	Michael Watmough	Reviews	
DMT to agree priority areas for the programme of events/workshops and resources available to deliver	DMT	Anne Kendrick		11 th May 07	Michael Watmough	Reviews	
DMT to agree other priority areas related to the LBF such as: Mentoring, Coaching, NLP, Prince 2 and what resources are available	DMT	Angela Murphy		11 th May 07	Michael Watmough	Reviews	

Learning Organisation							
DMT to approve development of a bid for the New Type of worker funding	DMT	Angela Murphy Liz McKie		25 th May Bid Deadline	Michael Watmough	Reviews	
Develop and implement a system to reduce duplication of attendance at regional and national conferences by one central booking system	Angela Murphy	WFD Team	Conference budgets to be pooled into one resources	September 2007	Michael Watmough	Reviews	
Track learning from attendance at conferences by the introduction of conference reports and implement a system for disseminating information	Angela Murphy	WFD Team	Conference budgets to be pooled into one resources	September 2007	Michael Watmough	Reviews	
Develop a system for co-ordinating learning from other local authorities, links to SCIE project	Anne Kendrick						
New evaluation tools to be developed and implemented for all training both in-house and external	Angela Murphy	Liz McKie		September 2007	Michael Watmough	Reviews	
liP consider who will be responsible after the re-structure	DMT	Lynda Johnston Ed Chapman		September 2007	Michael Watmough	Reviews	
Develop tools for monitoring learning from higher level qualifications	Angela Murphy	Liz McKie		September 2007	Michael Watmough	Reviews	
Create a WF L&D Team under the new structure to be the Test Case from September	DMT	WFD Team Equality Marketing		June 2007	Michael Watmough	Reviews	

Appendix C: Directorate Equality Plan

Directorate: Children's Services

Director: Moira Swann

Equality Lead Officer: Michael Watmough, Head of Service Planning, Commissioning, Performance and Resources

Deputy Equality Lead Officer: Angela Gibson

The Directorate Equality Plan is based on the Cumbria County Council Equality Scheme which brings together all County Council Equality policies, schemes and strategies into a single document covering the period 2007 to 2010. The plan also draws on the Audit Commission, the Commission for Social Care Inspection and the Joint Area Review inspections carried out in 2006. The Directorate Plan is an annual plan which seeks to progressively deliver the annual milestones contained within the Cumbria Equality Scheme. The Cumbria Equality Scheme is built around six key priorities those being:

Key Priority 1: Service Delivery

Key Priority 2: Accessibility

Key Priority 3: Public Attitudes to Diversity

Key Priority 4: Employment

Key Priority 5: User Involvement and Advocacy

Key priority 6: Cumbria Strategic Partnership

In each key priority area actions will be developed to ensure all 6 equality strands are addressed these being:

- Ethnicity
- Disability
- Gender
- Sexuality
- Religion or belief
- Age

This plan seeks to build on the work undertaken in 2006/07 to Equality Impact Assess key service delivery focused policies. The plan aims to ensure the delivery of actions arising from the EIA process, fully integrate Equalities and Diversity into policy making, strategic planning, service delivery and employment practice. The plan will be performance managed with actions appropriately linked to appraisal objectives to ensure accountability, support and measurement is achieved.

Cumbria Equality Scheme - Key priority 1: Service Delivery

Key Activities:

1. Equality Impact Assessments
2. Monitoring uptake and outcomes
3. Setting targets and objectives
4. Procurement

5. Complaints and comments

Cumbria Equality Scheme - Key priority 1: Service Delivery

Key Activity	Actions required	Lead officer(s)	Proposed completion date	How will we know we have made a difference?	Outcome / Method of measuring
Equality Impact Assessments	Deliver actions contained within Equality Impact Assessments carried out in 2006	Heads of Service	All complete by March 2008	The EIAs have been consulted through AWAZ, Cumbria Disability Network and Equality Works and form the basis of a systematic approach to ensuring demonstrably fair access to services.	All actions from 2006 Equality Impact Assessments completed by March 2008
	All new Policies to be subject to an EIA before sign off	Directorate Equality Lead Officer	Continuous from April 2007	No new policies contain actions that will discriminate against the 6 equality strands.	End of financial year: 100% new policies signed off following an Equality Impact Assessment.
	Undertake EIAs on the following policies/functions: <ul style="list-style-type: none"> Preventative Framework (service reviews); School Improvement Team; Performance information. 	Heads of service supported by Directorate Equality Group	First Draft September 2007 Completed January 2008	Evidence from completed EIAs. Present completed EIA reports to portfolio holder, CYP scrutiny and oversight panel.	All specified EIAs completed by January 2008
	Produce a schedule for all Policies and procedures to be subject to EIAs over a 3 year (April 2007 to March 2010) period. Priorities: <ol style="list-style-type: none"> Those affecting direct service provision Internal processes which indirectly affect service provision Internal processes that have little or no affect on service provision 	Directorate Equality Group to lead	Schedule in place End January 2008	Draft EIAs produced as per schedule Consulted Cumbria Disability Network / AWAZ and Gay Cumbria	EIAs for 2007/08 completed
Monitoring uptake and outcomes	All client facing services will capture information covering the 6 equality strands in 100% of cases.	Heads of Service	All by March 2008	Corporate information on service uptake for all 6 equality strands. This will form the basis for future Equality Impact	100% services collecting baseline data on equality by March 2008

				Assessments.	
Procurement	Equalities will be built into all contract negotiations and organisations with a consistently poor equalities record will be considered for re-tendering.	Procurement Manager	Contracts reviewed at least annually	Equality requirements built into contracts	100% procurement complying with Equality legislation by March 2008
	Assess any changes required arising from the issue of Corporate procurement Equality Guidance	Procurement Manager	Guidance due end Aug. 2007		
Complaints and comments	All complaints relating to equality issues to be actioned and copied to Directorate Equality Lead Officer	Heads of Service	Beginning January 2008	Equality related complaints used in Equality Impact Assessments.	

Cumbria Equality Scheme - Key priority 2: Accessibility

- Information in alternative formats and languages
- Accessible buildings
- Accessible transport
- Access to streets and open spaces

Key Activity	Actions required	Lead officer(s)	Proposed completion date	How will we know we have made a difference?	Outcome / Method of measuring
Information in alternative formats and languages	Information provided on demand in all formats and languages	Heads of Service	Beginning January 2008	Measure level of take up Consultation with user groups	Set budgets for 2009 in line with uptake for 2008
	Develop information for people's first language communication needs	Directorate Equality Group to lead	Dec 2007	Feedback from service users.	Completion of task.
	Equalities poster to be developed and distributed to all sites.	HoS PCPR	January 2008	Feedback from service users.	Completion of task.
	Multi-lingual statement included on all public facing information.	HoS PCPR	Beginning January 2008	All information aimed at the public has a multi-lingual statement that makes it easier for people to access information.	Random sample of new documents October 2007. Target 100% documents have multi-lingual statements.
Accessible	All bookings of meetings and conferences	All Managers	May 2007	The Council will have a list of	Random sample of meeting

buildings	in non-Cumbria County Council properties to check the Directenquiries.com site for accessibility.			accessible venues to use for conferences and meetings.	bookings October 2007. Target 100% bookings have used the Directenquiries.com site
Accessible transport	Complete Equality Impact Assessment re. Home to School/College transport.	HoS PCPR	March 2008	Evidence from completed EIAs. Present completed EiA reports to portfolio holder, CYP scrutiny and oversight panel.	Completion of task.
Access to streets and open spaces	Develop proposals with partner organisations (CYPSP).	Directorate Equality Lead Officer	March 2008	Feedback from children and young people.	Presentation of proposals to Partnership Board.

Cumbria Equality Scheme - Key priority 3: Public Attitudes to Diversity

- Incident reporting
- Cumbria Attitudes Survey
- Working with the Media

Key Activity	Actions required	Lead officer(s)	Proposed completion date	How will we know we have made a difference?	Outcome / Method of measuring
Incident reporting	All units to complete quarterly on-line prejudicial incident reporting forms.	Heads of Service	June 2007 September 2007 December 2007 March 2008	The Council has consistent information on prejudicial incidents affecting all 6 equality strands. Information will be correlated with Hate crime data collected by police to develop local action plans.	Quarterly information shows that 100% incidents resulted in further action.
	Ensure that the Cumbria Attitudes Survey findings are used in Equality Impact Assessments	Directorate Equality Group	By January 2008.	Each Equality Impact Assessment shows how the area of policy is addressing the requirement to promote good relations between communities.	Action completed.
Working with	Promote and champion the interests of	Corporate	Ongoing.	Improved perceptions about	Feedback from media team.

the Media	children and young people (tackle age discrimination)	Director and senior managers		young people in local media. Feedback from children and young people.	
------------------	-------------------------------------------------------	------------------------------	--	-----------------------------------------------------------------------	--

Cumbria Equality Scheme - Key priority 4: Employment

- Learning and development
- Employment monitoring
- Recruitment and selection
- Reasonable adjustments

Key Priority	Actions required	Lead officer(s)	Proposed completion date	How will we know we have made a difference?	Outcome / Method of measuring
Learning and development	All Managers and Supervisors will have attended Equality and Diversity training	Workforce Learning Development Team	March 2008	All managers will have been trained in Equality and diversity across the organisation.	March 2008 100% managers trained. Overall satisfaction rate with training 90%
	Arrange Equality input during Road show events for front line staff.	Directorate Equality Lead Officer	December 2008	Equality and Diversity made relevant to the experiences of front line staff across the organisation.	By September 2007 all units across Children's Services have participated.
	Events arranged with Trade Unions, CCC Equality Officer, AWAZ, Gay Cumbria and Cumbria Disability Network Directorate Equality Lead Officer	Directorate Equality Group	January 2008		
	Identify staff for Equality Impact Assessment coaching and inform Equality Officer	Heads of Service	November 2007	All people completing Equality Impact Assessments	Survey of EIA authors shows that 100% have received coaching in how to carry out an Equality Impact Assessment

Recruitment and selection	Ensure that all changes arising from Equality Impact Assessments of HR policies are communicated to managers in the Directorate.	Directorate HR managers and officers	October 2007	Issues arising from EIA's are embedded into practice.	Random survey of managers demonstrates awareness of issues arising from Equality Impact Assessments.
	Ensure that restructuring proposals have been equality impact assessed	Heads of Service Directorate HR managers	October 2007	Issues arising from EIA's are reflected in restructuring proposals and implementation.	Completion of task; exception reporting.
Reasonable Adjustments	All units to use the booklet Reasonable Adjustments to address barriers to disabled staff.	Heads of Service	Beginning April 2007	Disabled staff experience the Council as a proactive employer.	Cumbria Disability Network of disabled staff shows 60% satisfaction that the Council is a proactive employer March 2008.

Cumbria Equality Scheme - Key priority 5: User Involvement and Advocacy

- Service Level Agreements with User Groups.
- Promoting advocacy services
- Cumbria Multi-Cultural Service

Key Priority	Actions required	Lead officer(s)	Proposed completion date	How will we know we have made a difference?	Outcome / Method of measuring
Cumbria Multi-Cultural Service	All managers to be aware of the Cumbria Multi-Cultural Service and make appropriate referrals.	Heads of service	January 2008	All black and minority ethnic users of service are signposted to an advocacy service if unhappy with council services.	100% of appropriate referrals were made to the Service

Cumbria Equality Scheme - Key priority 6: Cumbria Strategic Partnership

- Cumbria Equality and Diversity Partnership.
- Local Area Agreement.
- Joint training and equality events.
- Equality mapping through data sharing

Key Priority	Actions required	Lead officer(s)	Proposed completion date	How will we know we have made a difference?	Outcome / Method of measuring
Cumbria Equality and Diversity Partnership	Ensure children's services are effectively represented on the Cumbria Equality and Diversity Partnership at Hub and Spoke level	Directorate Equality Group	January 2008	Feedback from partner organisations and service users.	Completion of task.
Local Area Agreement	Ensure that the LAA continues to address the needs of disadvantaged groups.	Directorate Equality Lead Officer	Mar 2008	Feedback from children and young people from disadvantaged groups.	Presentation of proposals to Partnership Board.
Joint training and equality events	Ensure that equality and diversity issues are addressed as part of joint training and development.	Workforce Learning & Development Team	Mar 2008	Feedback from staff, evaluation of learning & development.	Completion of task, L&D evaluation.
Equality mapping through data sharing	Identify equality and diversity data sets that can be shared with partner organisations	HoS PCPR	March 2008	Better data in place to look at issues which cut across different organisations	Cumbria Equality and Diversity Partnership mapping exercises draw on data-sets identified.

Appendix D: Overall budget

(a) Detailed budget for 2007-08

Children's Services Budget 2007-08

	Gross Budget £000s	Grant Income £000s	Other Income £000s	Net Budget £000s
Summary				
Director's Budgets	1,497	-421	0	1,076
Schools and Learning	315,323	-311,663	-36	3,624
Prevention and Partnership	28,863	-21,944	-940	5,979
Child & Family Care	40,731	-10,200	-132	30,399
Commissioning	33,777	-2,452	-7,466	23,859
Corporate Budgets	17,777	-638	0	17,139
Local Committees	861	-789	0	72
DSG funding in other Themes	0	-3,308	0	-3,308
	438,829	-351,415	-8,574	78,840

Details

Director's Budgets

Development Budgets	295	0	0	295
School Reorganisation	250	0	0	250
Director and support	214	0	0	214
Schools and Learning	134	0	0	134
Prevention and Partnership	128	0	0	128
Child & Family Care	267	0	0	267
Commissioning	210	0	0	210
PSA Grant to be allocated	0	-421	0	-421
	1,497	-421	0	1,076

Corporate Budgets

Insurance	1,055	-638	0	417
Capital Charges	16,913	0	0	16,913
Procurement and other Corporate savings	-191	0	0	-191
	17,777	-638	0	17,139

Local Committees

Funding for Under 5s (less amount in ISB)	512	-512	0	0
School Delegated Budgets - Local Cttees	277	-277	0	0
Youth Grants	67	0	0	67
School Governor Appointments	5	0	0	5
	861	-789	0	72

Schools and Learning

School Delegated Budgets	246,970	-246,970	0	0
--------------------------	---------	----------	---	---

Teachers Pay Grants	10,013	-9,918	0	95
Social Inclusion Funding	1,071	-1,071	0	0
Additional Numbers	144	-144	0	0
School Standards Grant	13,293	-13,293	0	0
School Standards Grant (Personalisation)	3,210	-3,210	0	0
School Development Grant	20,504	-20,504	0	0
Other Standards Fund - Schools Budget	5,038	-5,038	0	0
Other Standards Fund - LA Budget	4,222	-3,263	0	958
Schools Forum	30	-30	0	0
Schools Contingency	250	-250	0	0
Recoupment	0	36	-36	0
NAS Early Bird	74	-74	0	0
PRU Services	1,730	-1,730	0	0
Specialist Advisory Teaching Service	2,021	-2,021	0	0
Home and Individual Tuition	352	-352	0	0
Sick Children	0	0	0	0
Out-county Hospital Tuition	81	-81	0	0
Schools Causing Concern	377	0	0	377
Healthy Eating (DAAT)	150	0	0	150
Teacher Support Network	14	-14	0	0
School Improvement Team	1,835	0	0	1,835
Governor Support	176	0	0	176
School Places Team	360	-360	0	0
Credits	33	0	0	33
Adult Education	3,376	-3,376	0	0
	315,323	-311,663	-36	3,624

Prevention and Partnership

Nursery Grant - Private Providers	4,283	-4,283	0	0
Cumbria Sure Start - Grant	13,733	-13,733	0	0
Cumbria Sure Start - Council Budgets	734	-647	0	87
Cumbria Sure Start - Standards Fund	650	-650	0	0
Statutory Advertising (EP)	8	0	0	8
EBD Services	744	-744	0	0
RIP (Incl Literacy Development)	126	-126	0	0
LEA Initiatives: Primary Behaviour	824	-824	0	0
Teenage Pregnancy	45	-45	0	0
Combined Services	892	-892	0	0
School Clothing	11	0	0	11
Boarding	23	0	0	23
Sports Centres (Rent)	5	0	0	5
Psychological Service	1,285	0	0	1,285
Education Welfare	859	0	0	859
Connexions (part of IYW)	959	0	0	959
Integrated Youth Work	2,153	0	0	2,153
Cumbria Outdoors	940	0	-940	0
HE In Cumbria	25	0	0	25
Community Swimming	337	0	0	337
Sports & Recreation	132	0	0	132

South Lakes Sports Centre

95	0	0	95
28,863	-21,944	-940	5,979

Child & Family Care

Adoption	1,557	-195	0	1,362
Child Protection	0	0	0	0
Children with Disabilities	789	-356	-49	384
Children with Disabilities - purchasing	1,722	0	0	1,722
Community Support	623	0	0	623
Family Centres	841	0	-38	803
Family Placement	2,525	-205	0	2,319
Family Support	1,504	-810	-4	691
Fieldwork East	1,848	0	0	1,848
Fieldwork West	1,779	0	0	1,779
Fieldwork South	1,929	0	0	1,929
Fieldwork other	809	-548	0	261
Fostering & Family Support East	1,095	0	0	1,095
Fostering & Family Support West	1,324	0	0	1,324
Fostering & Family Support South	1,609	0	0	1,609
Management	687	-919	-43	-275
Out of Hours	331	0	0	331
Pathway	1,272	0	0	1,272
Learning Disability Transition workers	55	0	0	55
Provider Services Management	183	-40	0	142
Residential	2,094	0	0	2,094
Respite Units	1,053	0	0	1,053
Training	19	0	0	19
Out County Placements	3,335	0	0	3,335
Legal Services	813	0	0	813
Admin - DMS	1,162	0	0	1,162
Business Intelligence	0	0	0	0
C & F HR External Admin & Support	89	0	0	89
C & F SC- Pensions Increase Act	41	0	0	41
Contracts Officers - ex DMS	0	0	0	0
Review Officer for the Visually Impaired (ROVI)	32	0	0	32
Capital	281	0	0	281
Policy officer	0	0	0	0
Children's interim HR	12	0	0	12
Alcohol co-ordinator	0	0	0	0
Youth Offending Service	2,129	-1,140	0	989
Disagreement Resolution	13	0	0	13
Occupational/Speech Therapy	186	0	0	186
Autism Officer	21	-21	0	0
SENS Central Management	172	0	0	172
SENS Management: East	245	0	0	245
SENS Management: West	301	0	0	301
SENS Management: South	270	0	0	270
SENS Training Budget	10	0	0	10
Cumbria Deaf Association	9	0	0	9

Unallocated Statements	2,226	-2,226	0	0
Non-Delegated NSA	426	-426	0	0
Out-county Residential East	586	-586	0	0
Out-county Residential West	722	-722	0	0
Out-county Residential South	647	-647	0	0
Assistance to Pupils: East	95	-95	0	0
Assistance to Pupils: West	117	-117	0	0
Assistance to Pupils: South	105	-105	0	0
Literacy Panel: East	41	-41	0	0
Literacy Panel: West	52	-52	0	0
Literacy Panel: South	44	-44	0	0
Strategic Facilities	321	-321	0	0
Children Looked After	350	-350	0	0
Extra-District	119	-119	0	0
Special Schools - SLD Development	115	-115	0	0
	<u>40,731</u>	<u>-10,200</u>	<u>-132</u>	<u>30,399</u>

Commissioning

Catering	629	-501	0	128
Safeguarding	40	-40	0	0
Absence Cover Etc.	684	-684	0	0
Social Priority	22	-22	0	0
Working with Partners	50	-50	0	0
Supply List	30	-30	0	0
Union Duties	173	-130	0	43
Copyright	143	-143	0	0
Ex Gratia	1	-1	0	0
Miscellaneous Expenditure	46	-46	0	0
Development Fund	26	-26	0	0
Long-term absence	23	-23	0	0
Policy and Directorate Unit	265	0	0	265
Office Services	430	-136	0	294
Student Support	260	-18	0	242
Learning Support Services	7,385	0	-7,385	0
Pensions	3,029	0	0	3,029
Lump Sums	504	-61	0	443
Health & Safety	344	0	0	344
PRIM and Business Development	640	0	0	640
Pensions (SEN)	105	0	0	105
Personnel SLA (SEN)	68	0	0	68
Human Resources	122	-122	0	0
Nursery/Prim/Sec Home to School Transport	9,713	0	0	9,713
Special Home to School Transport	4,165	0	0	4,165
Home to College Transport	1,042	0	0	1,042
School Days Variance	95	0	0	95
Health & Safety	11	0	0	11
SLAs	685	0	0	685
Pensions (Admin)	219	0	0	219
Teachers Centres Pensions	10	0	0	10

Playing Fields Pensions	4	0	0	4
College Pensions	347	0	0	347
Health & Safety	102	0	0	102
Social Care Commissioning	341	0	-62	279
Safeguarding and Review	2,024	-419	-19	1,586
	<u>33,777</u>	<u>-2,452</u>	<u>-7,466</u>	<u>23,859</u>

(b) 3-Year Projection

Include a short commentary to explain how the 3-year budget projection reflects actions and targets over the period 2007-08 to 2009-10.

	2007-08 £000s	2008-09 £000s	2009-10 £000s
APPROVED NET BUDGET 2006-07	79,076	78,704	78,704
Reasons for Changes			
maintain existing performance	803	888	938
service improvements	0	150	150
increase in govt grants	-269	-269	-269
efficiencies	-1,741	-2,020	-2,020
income and charges	-548	-473	-273
service reductions	-351	-1,124	-1,644
Inflation to 2007-08	1,870		
Inflation to 2008-09		1,870	
Inflation to 2009-10			1,870
TOTAL THEME D	78,840	77,726	77,456

(c) Capital Programme Summary

Theme D Capital Programme	2007-08 £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	2011-12 £000s	TOTALS £000s
Formula Capital	9,569	9,700	9,700	9,700	9,700	48,369
Formula Capital c/fwd	9,355	0	0	0	0	9,355
Sports	685	0	0	0	0	685
AMP Projects	6,338	5,650	5,650	5,650	5,650	28,938
School Organisation	846	350	350	350	350	2,246
Extended Schools	908	908	908	908	908	4,540
Children's Centres	2,692	0	0	0	0	2,692
Youth Facilities	185	185	185	185	185	925
Children's Homes	155	81	81	81	81	479
Schools Access Initiative	810	810	810	810	810	4,050
SEN	200	200	200	200	200	1,000
Pupil Referral Units	400	0	0	0	0	400

BSF Feasibility	75	100	100	100	100	475
Inclusive Education	100	100	100	100	100	500
Health and Safety	250	250	250	250	250	1,250
Carlisle Secondary Review	0	15,000	20,000	5,000	0	40,000
	32,568	33,334	38,334	23,334	18,334	145,904

(d) Value for Money and Efficiency

Efficiency Savings in 2007-08:

Cashable £626k

Non-cashable £600k

Appendix E: Risk Management

The authority has a duty to manage or minimise those risks that are significant and/or likely to have a critical impact upon children’s services. Risks that will have a significant or greater impact and that are likely to occur require management controls. These are activities or tasks to eliminate or mitigate the risk. These management controls/activities are identified in the service plan and will be reported upon as part of performance management.

Children’s Services actively manages risks that have the greatest impact upon the business and are most likely to occur. The strategic risks have been identified and then assessed using a system developed by Zurich (see below). Children’s Services has established an appetite line for risks with a “significant likelihood” (C or above) of occurring and with “critical impact” (I or II).

Risk Matrix

Likelihood	A		IV	VI	
	B		XI	III, VIII	
	C		IX	II, V, XII XIV, XVI	XV
	D		I, VII, X		
	E			XIII	
	F				
		4	3	2	1
		Severity			

Key:

A – High likelihood of occurrence (Certain)

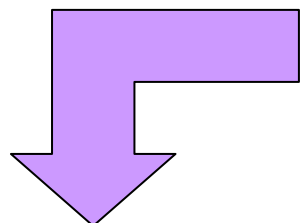
1 = High severity for the business (Catastrophic)

STRATEGIC RISKS	Nature of risk	Risk Assessment	Activity to mitigate risk (underscore indicates new/ additional activity required)
I. Progress against key targets in the 5 Outcome areas is not good	<ul style="list-style-type: none"> Operational (staffing) Business (Failure of Partnership working) Regulatory (Ofsted/JAR-APA) Systems failure (ICT projects/processes) Reputational risk (unitary bid not successful) 	D2 (Low/critical)	<ul style="list-style-type: none"> Workforce strategy/effective performance management Commissioning Trust; leadership; partnership work programme; & robust project management Effective planning & performance management Robust project management Effective locality working/partnership working
II. Customers have not participated in the design, review and delivery of services	<ul style="list-style-type: none"> Operational (staffing) Business (Failure of Partnership working) Regulatory (Ofsted/JAR-APA) 	C2 (significant/critical)	<ul style="list-style-type: none"> Workforce strategy/effective performance management Commissioning Trust; leadership; partnership work programme; & robust project management Effective planning & performance management
III. Proportionately less of the budget is not spent on Tier 1 and 2 services	<ul style="list-style-type: none"> Operational (staffing) Business (Failure of Partnership working) Regulatory (Audit) 	B2 (high/critical)	<ul style="list-style-type: none"> Workforce strategy/effective performance management Commissioning Trust; leadership; partnership work programme; & robust project management Effective planning & performance management Robust project management Effective locality working/partnership working
IV. Children's Services does not achieve a balanced outturn	<ul style="list-style-type: none"> Operational (staffing; efficiency agenda not achieved) Business (Failure of Partnership working) Systems failure (processes/monitoring) Regulatory (Audit) Reputational risk (unitary bid not successful) 	A3 (Very high/marginal)	<ul style="list-style-type: none"> Workforce strategy/effective performance management Commissioning Trust; leadership; partnership work programme; & robust project management Effective planning & performance management Robust project management Effective locality working/partnership working
V. The service does not provide good value for money	<ul style="list-style-type: none"> Operational (staffing) Business (Partnership liabilities crystallize where CCC has accountable body role) Systems failure (processes/monitoring) Regulatory (Audit) Reputational risk (unitary bid not successful) 	C2 (significant/critical)	<ul style="list-style-type: none"> Workforce strategy/effective performance management Commissioning Trust; leadership; partnership work programme; & robust project management Effective planning & performance management Robust project management Effective locality working/partnership working
VI. Business processes do not support integrated working	<ul style="list-style-type: none"> Operational (staffing – lack of understanding; training; procedural awareness; record keeping) Business (Failure of partnership working) 	A2 (Very high/)	<ul style="list-style-type: none"> Workforce strategy/effective performance management Commissioning Trust; leadership; partnership work programme; & robust project management Robust project management

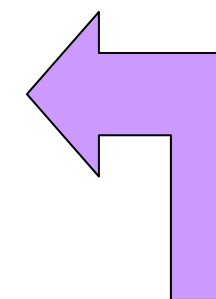
	(Agilisys/Liquid Logic) <ul style="list-style-type: none"> Systems failure (failure of infrastructure/software) 	critical)	
VII. Performance management is not integrated across the service	<ul style="list-style-type: none"> Operational (management) Business (Failure of partnership working) Systems failure (failure of infrastructure/software) 	D2 (Low/critical)	<ul style="list-style-type: none"> Workforce strategy/effective performance management Commissioning Trust; leadership; partnership work programme; & robust project management Robust project management
VIII. Standards are not defined, agreed and/or met	<ul style="list-style-type: none"> Operational (failure to implement common procedures; record keeping) 	B2 (High/critical)	<ul style="list-style-type: none"> Workforce strategy/effective performance management <u>Develop & monitor effective communications plan</u>
IX. Staff do not understand how others contribute to the service	<ul style="list-style-type: none"> Operational (management/leadership) Business (Failure of Partnership working) Reputational (poor communications & marketing) 	C3 (Significant/Marginal)	<ul style="list-style-type: none"> Workforce strategy/effective performance management Commissioning Trust; leadership; partnership work programme; & robust project management <u>Develop & monitor effective communications plan</u>
X. Staff are not able to describe how they contribute to the service	<ul style="list-style-type: none"> Operational (management/leadership) Regulatory (professional standards) Reputational (poor communications & marketing) 	D2 (Low/critical)	<ul style="list-style-type: none"> Workforce strategy/effective performance management <u>Develop & monitor effective communications plan</u>
XI. Staff do not understand and do not use a common language across the service	<ul style="list-style-type: none"> Business (Failure of Partnership working) Regulatory (professional standards) Reputational (poor communications & marketing) 	B3 (High/marginal)	<ul style="list-style-type: none"> Commissioning Trust; leadership; partnership work programme; & robust project management Workforce strategy/effective performance management <u>Develop & monitor effective communications plan</u>
XII. There is no integrated workforce strategy and/or development plan	<ul style="list-style-type: none"> Operational (management/leadership) Regulatory (professional standards & qualifications) 	C2 (significant/critical)	<ul style="list-style-type: none"> Workforce strategy/effective performance management Effective planning & performance management Robust project management Effective partnership working
XIII. Individuals are not set	<ul style="list-style-type: none"> Operational (management/leadership) 		<ul style="list-style-type: none"> Workforce strategy/effective performance management

development goals and/or are not encouraged to achieve them	<ul style="list-style-type: none"> • Business (Failure of Partnership working) • Regulatory (professional standards) • Technical (systems) • Reputational (poor communications) 	E2 (very low/ critical)	<ul style="list-style-type: none"> • Commissioning Trust; leadership; partnership work programme; & robust project management • Robust project management • Effective locality working/partnership working • <u>Develop & monitor effective communications plan</u>
XIV. Restructuring of Children's Services is not effective and capacity constraints	<ul style="list-style-type: none"> • Operational (management/leadership) • Business (Failure of Partnership working) • Regulatory (Ofsted/JAR-APA) • Technical (systems) • Reputational (poor communications) 	C2 (significant, critical)	<ul style="list-style-type: none"> • Workforce strategy/effective performance management • Commissioning Trust; leadership; partnership work programme; & robust project management • Robust project management • <u>Develop & monitor effective communications plan</u>
XV. Unexpected death of a child or young person (as a result of inaction or ineffective action by the public authorities)	<ul style="list-style-type: none"> • Operational (management/leadership) • Business (Failure of Partnership working) • Regulatory (Ofsted, legal challenge) • Technical (systems) • Reputational (poor communications) 	C1 (significant, catastrophic)	<ul style="list-style-type: none"> • Robust safeguarding procedures and effective processes; effective performance management; • Safeguarding Board; partnership work programme; & robust project management • Robust project management • <u>Develop & monitor effective communications plan</u>
XVI. Lack of diversity and choice in education provision (failure of School Reorganisation Project)	<ul style="list-style-type: none"> • Operational (management/leadership) • Business (Failure of Partnership working) • Regulatory (Ofsted, legal challenge) • Reputational (poor communications) 	C2 (significant, critical)	<ul style="list-style-type: none"> • Workforce strategy/effective performance management • Commissioning Trust; leadership; partnership work programme; & robust project management; Effective locality working/partnership working • Robust project management (SOP) • <u>Develop & monitor effective communications plan</u>

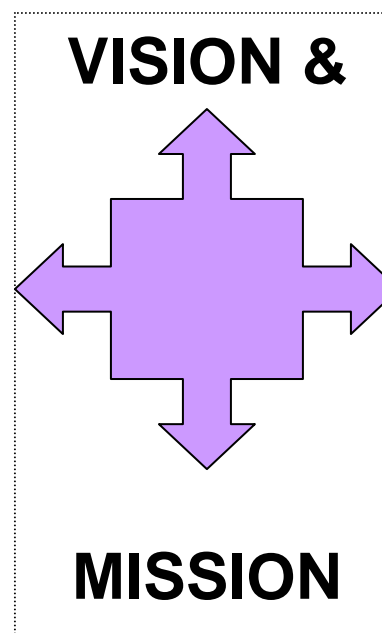
APPENDIX F: CHILDREN'S SERVICES DIRECTORATE BALANCED SCORECARD



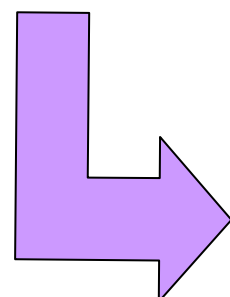
CUSTOMER				
Strategic Objective	CSF	Cross – cutting priorities	Basket of Pls	CSF Status
(I) Maximise children and young people's development within the 5 outcome areas	There is good progress against key targets in the 5 Outcome areas (C1)	Integrated Behaviour Strategy	C11 C12 C13 C14 C15 C16	A ↑
		Local Access to services		
		Minimise underachievement, especially boys'		
		Children in need of protection are effectively safeguarded		
		Children looked after achieve optimum life chances		
(II) Children, young people and families participate in the design, review and delivery of services	Customers have participated in the design, review and delivery of services (C2)	Develop a consultation and participation structure throughout the organisation	C21	G ↔



LEARNING & GROWTH					
Strategic Objective	CSF	Cross-cutting Priorities	B of Pls	CSF Status	
(VII) Ensure clarity of roles and responsibility and ensure common language	Staff understand how others contribute to the service (L1)	Ensure the common vision is embedded in the service	L11	G ↔	
	Staff are able to describe how they contribute to the service (L2)	Support the integration and delivery of new IIP standards	L21	G ↔	
	Staff understand and use a common language across the service (L3)	There are robust supervision processes	Produce and disseminate a CSA Directory of Services	L31	G ↔
		Teams participate in team planning and review		L33	
(VIII) Make progress in establishing an integrated workforce that balances individual and organisational needs	There is an integrated workforce strategy and development plan (L4)	Produce a workforce strategy and development plan, implement and monitor actions	L41	G ↔	
		Managers are effective	L42		
	Individuals set development goals and are encouraged to achieve them (L5)	The Directorate is an Investor in People	L51	A ↑	
		All staff have their training needs assessed and progressed	L52		



FINANCIAL				
Strategic Objective	CSF	Cross – cutting priorities	B of Pls	CSF Status
(III) 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 (F1)	External and internal commissioning is effective and supported by locality planning	F11	A ↑
		Build the capacity of schools and services to intervene early to prevent children progressing to acute services (e.g. Behaviour Support)	F12	
		Establish cost of all services and review high cost/acute services to support shift to prevention	F13	
(IV) To deliver an efficient and effective service within available financial resources	Children's Services achieves a balanced outturn (F2)	Establish clear accountability and support frameworks for all budget managers	F21	G ↑
		Establish zero based budgets for every budget line	F22	
	The service provides good value for money (F3)	Embed budget setting and budget monitoring more effectively	F31	G ↔



INTERNAL BUSINESS PROCESSES					
Strategic Objective	CSF	Cross-cutting Priorities	Basket of Pls	CSF Status	
(V) To develop consistent business processes and integrated performance review across the service	Business processes support integrated working (P1)	Business processes for child facing services are effectively integrated	P11	N/A	
		Establish and sustain standards across all services	P12		
		Ensure the effective working of the Integrated Working Project	P13		
	There is integrated performance management across the service (P2)	Performance is effectively managed at locality level	P21		A ↑
		Embed a common performance management framework that is fit for purpose	P22		
		Ensure accurate data is collected in a timely way and appropriately report	P23		
(VI) Define standards and ensure that internal processes are embedded across the Directorate	Standards are defined, agreed and met (P3)	Standards are defined, agreed and met (Literally do it!)	P31	G ↔	
		Assessments of children in need are timely and of high quality	P32		
		Promote choice, diversity and fair access to educational opportunity	P33		

