

# **Children, Families and Schools**

**Directorate Development Plan  
April 2003 – October 2004**

**Version 3**



## **Introduction**

### **Vision: Setting Direction, Enabling Delivery**

**Children and young people are our future. We will support them and their families in securing that future.**

The Children, Families and Schools Directorate came into being in April 2002. It brought education and children's social services into a single directorate responsible for the education, development and welfare of our 52,000 children and young people and their families. Our objectives, set out below, ensure that the service achieves its full potential.

#### **Key Objective 1 – High achieving, inclusive schools and learning**

Effective schools at the heart of their community will deliver an excellent education by focussing on both achievement and inclusion. Our aim as a service is to further this aspiration in every way, through targeted support and intervention, through the extended schools programme, and through linking services together effectively to build on the work done in schools.

#### **Key Objective 2 – Keeping children safe and thriving**

We have an absolute responsibility to do all we can to protect children from harm through our child protection work and through a wide range of preventive services to children, young people and their families.

This includes effective strategies to support children and young people at risk, as well as dealing with youth offending, mental health needs, substance misuse needs, teen pregnancy, young carers, bullying, equalities, disabilities, social inclusion, looked after children and care leavers, and a number of other at risk groups.

Helping children and young people to thrive also involves offering opportunities to develop their talents, interests and potential through a wide range of cultural, social and recreational pursuits, some of which are targeted specifically at those who would not normally access them.

### **Key Objective 3 – Developing integrated services where these are shown to be effective**

As a service which provides both education and social care services, we are well placed to integrate these where increases effectiveness in terms of speed, cost, responsiveness to need, and the potential for achieving better outcomes.

We expect to see our services becoming increasingly multi-disciplinary, building on the successful lessons learnt from some of our existing multi-disciplinary teams. We shall continue our close joint working with health, the Police, the voluntary sector and other agencies, and will use every opportunity to establish integrated working with these agencies on the same basis.

### **Key Objective 4 – Delivering services in partnership with young people and their communities**

We take seriously the need to consult our clients – children, young people and their families – and to allow their responses and ideas to shape our thinking about what services are needed and how they should be delivered. Similarly, we believe in working closely with local communities about the services we and other agencies provide for them. Several locally based projects, such as Sure Start and On Track, have been established on this basis, and we want to ensure that effective local consultation underpins all our services, including schools.

### **Key Objective 5 – Building an effective workforce**

To deliver our objectives we need a highly skilled, motivated and well regarded workforce,. We have recruitment and retention difficulties in some areas of the service, and the development of the service as a whole requires training for staff at all levels. This objective is crucial to the delivery of our objectives as a service, and touches on all aspects of our work, from organisational culture to performance management. We are a pioneering service in terms of seeking to foster a new professional identity around working with children and young people, within which traditional professional disciplines will find their place.

We shall be working hard to ensure that managers and staff at all levels understand and embrace this new professional identity, to build on strong bonds of loyalty and commitment to the new service which already exist.

The table below sets out the main Directorate objectives together with the responsible DMT manager. These have been categorised against the existing Council Priorities with the corresponding Community Strategy priorities shown in parenthesis.

Council Priority	Directorate Objectives
<b>An Improving quality of life in the city (Safer, Healthy, Inclusive, Attractive, Mobile city)</b>	<ul style="list-style-type: none"> <li>• High achieving, successful schools and learning.</li> <li>• Keeping children safe and thriving.</li> </ul>
<b>Enterprising City (Strengthening of the City's Economy)</b>	<ul style="list-style-type: none"> <li>• High achieving, inclusive schools and learning.</li> <li>• Building an effective workforce.</li> </ul>
<b>Better Council services and access to them (a customer focused city)</b>	<ul style="list-style-type: none"> <li>• Developing integrated services where these are shown to be effective.</li> <li>• Delivering services in partnership with young people and their communities.</li> </ul>
<b>Leadership to the City</b>	<ul style="list-style-type: none"> <li>• Delivering services in partnership with young people and their communities.</li> <li>• Building an effective workforce.</li> </ul>

<b>A Council Fit for Purpose</b>	<ul style="list-style-type: none"> <li>• Developing integrated services where these are shown to be effective.</li> <li>• Building an effective workforce.</li> </ul>
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## Directorate Resources

### Budget

Division	Director/Assistant Director/Head of Service	Annual Budget £'000
Director	David Hawker	638
Strategic Planning & Services to Schools	Elizabeth Wylie	87,114
Quality Standards and Leadership	Janette Karklins	6,241
Community & Families	Rosalind Turner	5,710

Children's Social Care Colin Tucker 17,772

Child Protection Fiona Johnson -615

Total 116,860

**Note: These are net block budgets for all division, i.e. they exclude capital financing charges and internal charges (SLAs)**

### Workforce Tracker

Heading	Measure	Actual No.	F.T.E (Full Time Equivalent)
Number of employees	Estimated Establishment Mar 03	<b>3846 schools</b> <b>1008 non-schools</b>	<b>2807.41 schools</b> <b>765.65 non-schools</b>
	No. of agency placements (from Mar. 03)		
Staff leaving the council's employ  Apr 02 - Mar 03	Leavers as a % of staff in post	<b>15.48% schools</b> <b>12.48% non-schools</b>	
	Number of leavers	<b>591 schools</b> <b>126 non-schools</b>	<b>333.54 schools</b> <b>89.12 non-schools</b>
	Number of early retirements	<b>1 schools</b>	<b>0.40 schools</b> <b>1.00 non-schools</b>
	Number of ill-health retirements	<b>5 schools</b> <b>1 non-schools</b>	<b>4.64 schools</b> <b>1.00 non-schools</b>
Staff transferring within the council Apr 02 - Mar 03	Leaving Jobs (Transfer Out)	<b>126 schools</b> <b>96 non-schools</b>	<b>93.87 schools</b> <b>79.09 schools</b>

New starts Apr 02 – Mar 02	External	<b>501 schools</b> <b>195 non-schools</b>	<b>291.61 schools</b> <b>148.96 non-schools</b>
Staff transferring within the council Apr 02 – Mar 03	Starting Jobs (Transfer In)		

### Notes

The leavers as a percentage of staff in post is calculated by taking all leavers (excluding transfers within the council) and dividing by the average number of staff in the department (i.e. average is calculated as the number at 1st April 02 plus number at 31 March 03 and the result divided by 2).

Those staff transferring within the council and shown either as transfers out or transfers in include internal staff changes within a department. This would include internal promotions or secondments/acting ups within the same division or team. The figure looks high but it does give an indication of the level of change within the directorate.

### Sickness Absence

<b>Measure</b>	Within Directorate Apr 02 – Sep 02	Within Council Apr 02 – Sep 02	BVPI Target 2002/3 NB this is an annual target for the whole council	Best Value Upper Quartile Target of all Unitary Councils NB this is an annual target for the whole council
Average Working Days lost to sickness absence	<b>8.71 schools</b> <b>8.93 non-schools</b>	<b>11.06</b>	<b>BVPI 12</b> <b>10.35</b>	<b>BVPI 12</b> <b>8.3</b>

## Equality Profile

Measure	Within Directorate Mar 03	Within Council Mar 03	BVPI Target 2002/3	Best Value Local Community Comparator
Percentage of workforce that are from an Ethnic Minority	<b>2.58% schools</b>	<b>3.40%</b>	<b>BVPI 17a 3.65%</b>	<b>BVPI 17b 5.74%</b>
Percentage of workforce that are disabled under DDA definition	<b>1.10% schools 2.54% non-schools</b>	<b>2.78%</b>	<b>BVPI 16a 2.75%</b>	<b>BVPI 16b 13.04%</b>

## How the Directorate is developing its staff

The Directorate has developed a draft Workforce Strategy to reflect the character and requirements of the new service. The main strands of this strategy are:

- Performance Development and Review (Appraisal)
- Learning and Development
- Management and Professional Competencies
- Recruitment and Retention
- Informal Events
- Listening to Staff and Recognising their Contribution
- Greater Flexibility.

## Achievements

Since December 2002, the Children, Families & Schools Directorate has achieved the following actions which were detailed in the Directorate Development Plan Version 2. The Directorate has:

- Articulated where it wanted to be by January 2003, identified critical longer-term success factors and implemented a change management plan to deliver this. The new structure for the Directorate has been achieved by the target date of April 2003.
- We have begun to develop the culture and ethos of the Directorate by facilitating cross-disciplinary working and team building throughout the Directorate, creating Family Support Teams and engaging schools in the wider agenda and have achieved the setting up of Extended School Pathfinders by the target date of 2003.
- Reviewed the Directorate's communications and consultation mechanisms to support effective change management and secure participation and ownership on the part of partners (both other agencies and communities of interest). The Directorate's communication and consultation strategies have been designed in such a way as to secure access for all. Examples of communication methods are Children First magazine, Education on Line (Intranet), Information on The Wave.
- We have established a robust community role for schools and other centres as outlined in the Extended Schools Pathfinder Proposal and the Extended Schools Plus Action Plan.
- By the establishment of Task Group of officers we have improved staff morale, retention and recruitment – including the implementation of a unified performance management and appraisal system. We have developed new integrated roles and job profiles to reflect the new shape of the Directorate and the future needs of the service.
- CFS Budget Strategy and Opportunity Funding guidance was produced by the end of November 2002.

- The Directorate's budget was agreed by Policy & Resources in February 2003.
- We have amended our service delivery and vacancy management in line with the Directorate's objectives.
- We have established a Project Board to reduce the costs of agency and residential placements.
- We have agreed a comprehensive family support strategy.
- We have submitted a bid to become a pilot Children's Trust.

**New Issues/Projects requiring resources:**

- Family Support
- Children's Trust
- Workforce Strategy
- Consultation on the future of COMART
- Forthcoming Ofsted and SSI Inspections.

**Risk**

**Departmental Risks** (Note: Where TMT have identified Corporate Risks on 2/4/03, this Directorate's risk issues will be included within Corporate response, co-ordinated by TMT, to manage these risks)

Risk No	Risk Scenario Title	Risk Score	Risk Priority	Responsibility
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23	Services to children, families and schools need to integrate effectively (includes risk about failure to adequately safeguard)	B1	2	
1	The resources available do not match the demands on the Directorate (including fulfilment of statutory duties)	A2	3	
16	The Directorate needs to secure a shift in balance towards prevention and early intervention	A2	3	
21	There is a need for a sufficient number of foster carers	A2	3	
20	Arrangements for unfunded liabilities need to be clear	C1	4	
7	The Directorate needs to retain existing staff and improve morale	B2	5	CCR9
3	The Directorate's activities as set out in the service strategy require longer-term budget commitments than the one year (or fixed term) funding commitments	B2	5	
17	Interventive action on the part of the service needs to be taken on clear and evidenced grounds	B2	5	
<b>Risk No</b>	<b>Risk Scenario Title</b>	<b>Risk Score</b>	<b>Risk Priority</b>	<b>Responsibility</b>
18	Transition and place planning needs to be effective	B2	5	
22	Local service capacity needs to be sufficient to meet the needs of children and young people to reduce reliance of out of city provision	B2	5	

19	Internal commissioning arrangements for support services need to be robust and managed in a way that secures best value.	C2	7	
24	Quality standards need to be clear and consistent	C2	7	
6	There is a need to recruit sufficient numbers of quality staff to deliver services	C2	7	CCR9
9	Management capacity is essential to ensure strategic direction and operational management	C2	7	
2	The resources available need to be sufficient to deliver the service strategy	A3	8	
11	Performance data and management information must be available to demonstrate effectiveness and indicate areas which require further improvement	B3	9	
14	The Council and partnerships need to recognise the importance of shared objectives	B3	9	
13	Partnership working needs to support quantifiable improvements in service outcomes	C3	12	
25	Relations with stakeholders need to be effectively managed	C3	12	

**The Cross Cutting and Corporate Council Risks – None allocated to this directorate**

	Themes & Objectives	Action	Target	Date	Responsibility	Notes
1.	<b>High achieving, inclusive schools and learning</b>					
1.01	Prepare for next Ofsted LEA Inspection	<ul style="list-style-type: none"> <li>▪ Review and update the action plan from previous Ofsted Inspection (July 2003)</li> <li>▪ Named managers to carry out self-evaluation across CFS (Sept 2003)</li> <li>▪ Review results of school survey by the Audit Commission (August 2003)</li> <li>▪ Establish actions/school improvement groups, where needs have been identified from self-evaluation (Sept/Oct 2003)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective preparation to establish areas for development /improvement Oct 2003</li> <li>▪ Successful future Ofsted inspection Spring 2004</li> <li>▪ Target to be graded 'good' (Grade 2)</li> </ul>		Janette Karklins/DMT	
1.02	Review provision for special educational needs	<ul style="list-style-type: none"> <li>▪ Scope the review and set up working groups</li> <li>▪ Appoint lead officers for each group and timescale for review paper.</li> <li>▪ Approve working groups action plans</li> <li>▪ Consult on review outcomes and implement changes</li> </ul>		<p>July 03</p> <p>July 03</p> <p>October 03</p> <p>Dec 03 – March 04</p>	Elizabeth Wylie/Yvonne Ely	
1.03	Develop the creative curriculum	<ul style="list-style-type: none"> <li>• To enhance the primary curriculum through creativity whilst maintaining standards</li> </ul>	Hold a conference on creativity to share effective practice	Autumn 2003.	Janette Karklins/Mandy Miller/Peter	

		<ul style="list-style-type: none"> <li>- Establish a discussion group of primary headteachers (july 2003).</li> <li>- Develop strategies with headteachers to help schools to develop creativity. EDP priority 7e</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve EDP Priority 7e actions.</li> </ul>	Chivers	
1.04	Develop extended schools and out of hours learning	<ul style="list-style-type: none"> <li>• Hold a dissemination conference</li> <li>• Complete and evaluate Pathfinder Programme</li> <li>• Link extended schools programme to Children's Trust development</li> </ul>	<ul style="list-style-type: none"> <li>• 100+ attendees July 03</li> <li>• Programme judged successful by DfES evaluation.</li> <li>• Links articulated and relevant headteachers signed up to Trust development Mar 04</li> </ul>	Rosalind Turner/Ty Goddard	
1.05	Continue to develop strategies to promote inclusive behaviour, attendance, reducing school exclusions, education otherwise than at school, the Alternative Centre for Education, work with young offenders, looked after children and young people	<ul style="list-style-type: none"> <li>▪ Review existing Behaviour Support Plan and write new plan</li> <li>▪ Review the structure and operational practice of the EWS/linked to SFST development.</li> <li>▪ LEA Inclusion policy/principles to be revised and seek sign up of entire educational community.</li> <li>▪ Develop handbook for schools</li> </ul>	<p>March 2004</p> <p>On target for achievement of LPSA targets on school attendance Mar 04</p> <p>February 2004</p> <p>January 2004</p>	Yvonne Ely/ Gillian Cunliffe/ Nigel Lewis/ Nick Dry/Jacqueline Coe/Nigel Jenner.	

		on management of SEN.			
1.06	Develop and agree a city wide secondary education strategy	<ul style="list-style-type: none"> <li>▪ Prepare a secondary strategy in collaboration with headteachers</li> <li>▪ Implement and review</li> <li>▪</li> </ul>	<p>Strategy agreed June 03</p> <p>Mar 04</p>	Janette Karklins/Maggie Fenwick	
1.07	Develop strategies for transforming teaching and learning	<ul style="list-style-type: none"> <li>▪ EDP Priority 1: Raising attainment in Early Years towards the early learning goals and in primary education especially in literacy and numeracy</li> <li>▪ EDP Priority 2: Raising attainment in KS3</li> <li>▪ EDP Priority 3: Raising attainment in KS4</li> <li>▪ EDP Priority 5: Support for schools causing concern.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve the EDP Action Plans.</li> <li>▪ Headteachers Conference held on how children learn Sep 03</li> </ul>	Janette Karklins/Advise rs	
1.08	Carry out consultation on possible closure of COMART and follow through relevant action	<ul style="list-style-type: none"> <li>• Prepare options paper to CFS Sub-Comt</li> <li>• Carry out consultation and subsequent action</li> </ul>	<p>Sept 03</p> <p>CFS Comt Dec 03, SOC meeting Feb 04</p>	Elizabeth Wylie	
1.09	Develop an effective school place planning and capital investment strategy	<ul style="list-style-type: none"> <li>▪ Review population estimates and produce a revised School Organisation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Plan presented and agreed by SOC</li> </ul> <p>Nov 03</p>	Elizabeth Wylie/John Atkin	

		<ul style="list-style-type: none"> <li>▪ Prepare response for DfES re. 'Building Schools for the Future' document</li> <li>▪ Revise Asset Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• 31<sup>st</sup> October</li> <li>• 30<sup>th</sup> November</li> </ul>		
1.10	Develop effective student support arrangements in response to national developments.	<ul style="list-style-type: none"> <li>▪ Manage transition to PROTOCOL (national HE student support processing system).</li> <li>▪ Implement the "Care to Learn" Pilot from Sep 03</li> <li>▪ Lead Local Transport Partnership to produce policy for post-16 FE students in 2004/05.</li> <li>▪ Develop local strategy to support other developments in FE (eg EMAs) once DfES</li> </ul>	<ul style="list-style-type: none"> <li>▪ Student support team fully trained; IT support in place; and systems ready to begin HE processing on PROTOCOL by 1<sup>st</sup> April 2004.</li> <li>▪ Young parents supported to access education and training.</li> <li>▪ Local transport policy to be agreed and published in accordance with legal requirements by 31<sup>st</sup> May 2004.</li> <li>▪ Strategy agreed and in place by 1<sup>st</sup> April 2004.</li> </ul>	Elizabeth Wylie/ Chris Bailey	

		guidance is published.			
1.11	Continue to promote school improvement by pursuing effective strategies for developing school self evaluation and tackling school underperformance/uneven performance	<ul style="list-style-type: none"> <li>• EDP Priority 4: Narrowing the attainment gaps and tackling underachievement</li> <li>• Adopt the national standards for school advisers.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve the EDP Action Plan for Priority 4.</li> <li>• By end of Sept 03</li> </ul>	Janette Karklins/ Annette Quelch	
1.12	Develop and relaunch a city wide adult education strategy, with other partners and the LSC	Implement the Adult Learning Plan working closely with the Consortium and the LSC. Identify, with partners, cross city adult learning provision to provide for all learners.	Plan delivered and targets identified by July 2004.	Maggie Fenwick/ Noel Nanton	
1.13	Develop a citywide 14-19 strategy, and liaise with the LSC and other partners in developing post-16 learning provision.	<p>Finalise the 14-19 strategy incorporating the LEA secondary strategy and the 16-19 strategy produced in conjunction with the LSC. Develop identified post-16 learning provision.</p> <p>Continue to roll out Connexions (see 3.9)</p>	<ul style="list-style-type: none"> <li>• Strategy finalised by December 2003 and implementation planned and developed for implementation in September 2004.</li> <li>• Successful Ofsted/ALI inspection of 14-19 provision. Mar 04</li> </ul>	Maggie Fenwick/ Elizabeth Wylie	



1.16	Consult on and implement changes to the school admissions arrangements	<ul style="list-style-type: none"> <li>• Model changes proposed by 2002 Scrutiny Panel</li> <li>• Present report to Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Models produced and evaluated Dec 03</li> <li>• Report presented and any changes agreed Mar 04</li> <li>• Changes implemented Sept 05</li> </ul>	Elizabeth Wylie/Steve Healey	
2.	<b>Keeping Children Safe and Thriving</b>				
2.1	Produce and implement a post-Laming and post-SSI inspection action plan	<ul style="list-style-type: none"> <li>▪ Produce action plan</li> <li>▪ Monitor implementation of action plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Full implementation of SSI/Laming Action Plan.</li> </ul>	Fiona Johnson/DMT	
2.2	Prepare for SSI inspection of children's services	<ul style="list-style-type: none"> <li>▪ Carry out self-evaluation across CFS (Sept 2003) using Quality Protects self-evaluation tool and SSI inspection self-evaluation report.</li> <li>▪ Establish SSI preparation groups across the service</li> <li>▪ Undertake briefings of staff across the service.</li> <li>▪ Prepare documentation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective preparation to establish areas for development/improvement</li> <li>▪ Successful SSI inspection Spring 2004.</li> </ul>	Fiona Johnson/DMT	

		<ul style="list-style-type: none"> <li>▪ Manage inspection process</li> </ul>			
2.3	Roll out a city-wide family support strategy	<ul style="list-style-type: none"> <li>• Agree structures and procedures for Family Support Service</li> <li>• Implement preventative strategy for vulnerable children</li> <li>• Build up new service to manage Children in Need work</li> <li>• Strengthen Links with Schools</li> </ul>	<ul style="list-style-type: none"> <li>• July 03</li> <li>• Strategy agreed March 04</li> <li>• March 04</li> <li>• March 04</li> </ul>	Rosalind Turner/ Duncan Campbell/James Dougan	
2.4	Develop and implement a city-wide child safety strategy, in conjunction with the ACPC	<ul style="list-style-type: none"> <li>▪ Appoint Child Safety Development Officer</li> <li>▪ Develop and implement work programme</li> <li>▪ Undertake audit of need</li> <li>▪ Identify potential funding for post in the future.</li> </ul>	<ul style="list-style-type: none"> <li>▪ CSDO in post Sept 2003</li> <li>▪ Work programme agreed by ACPC Dec 2003</li> <li>▪ Audit completed March 2004</li> <li>▪ Future work programme funded</li> </ul>	Fiona Johnson	
2.5	Pursue an effective high-cost placement strategy	<ul style="list-style-type: none"> <li>• Review of JAPLAG projects and engagement of health providers</li> <li>• Implement new Foster Care payment scheme</li> <li>• Reduce quantity and cost of out</li> </ul>	<ul style="list-style-type: none"> <li>• April 2004</li> <li>• July 2003</li> <li>• March 2004</li> </ul>	Colin Tucker/Andy Pallas/Yvonne Ely	

		of city placements			
		<ul style="list-style-type: none"> <li>• Integrate educational and social care placement planning</li> </ul>	<ul style="list-style-type: none"> <li>• Dec 2003</li> </ul>		
2.6	Shift the resource allocation within the service into more effective prevention and early intervention	<ul style="list-style-type: none"> <li>• Use targeted funding to boost tier 1 and 2 services.</li> <li>• Develop more effective provision for Children in Need and vulnerable children</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• New family support service in place March 2004</li> </ul>	Colin Tucker/ Rosalind Turner	
2.7	Develop more robust quality assurance processes, including monitoring, supervision, file audit and customer feedback processes	<ul style="list-style-type: none"> <li>▪ Develop Quality Assurance Policy</li> <li>▪ Establish QA team</li> <li>▪ Set up series of QA audits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy agreed by DMT April 2003</li> <li>▪ QA team established by September 03</li> <li>▪ Audit programme completed April 2004.</li> </ul>	Fiona Johnson	
2.8	Respond to the Children at Risk Green Paper	<ul style="list-style-type: none"> <li>▪ Respond as appropriate to the recommendations within the Green Paper</li> </ul>	<ul style="list-style-type: none"> <li>▪ Green Paper recommendations implemented in a timely manner.</li> </ul>	Fiona Johnson/ Colin Tucker/ Rosalind Turner/ James Dougan	

2.9	Implement the requirements of the Adoption and Children Act	<ul style="list-style-type: none"> <li>▪ Plan established for training and familiarisation programme for social work staff.</li> <li>▪ Adoption support services audited and action plan established to comply with regulations in relation to adoption support services.</li> <li>▪ Plan for requirements of the Adoption and Children Act, particularly in relation to adoption support, to be considered by Children and Young Peoples Strategic Partnership Board.</li> <li>▪ As Agency decision-maker ensure that decisions made conform to requirements of Adoption &amp; Children Act.</li> </ul>	<ul style="list-style-type: none"> <li>• Sept 03 – March 04.</li> <li>• Oct 03</li> <li>• Sept 03</li> <li>• Service meets the requirements of the Adoption &amp; Children Act.</li> </ul>	Colin Tucker/ Sharon Donnelly/Fiona Johnson	
2.10	Review and improve the arrangements for supervised contact.	<ul style="list-style-type: none"> <li>• Review current arrangements and produce recommendations for improvement</li> </ul>	Oct 2004	Duncan Campbell	
3.	<b>Developing Integrated Services</b>				

3.1	Roll out a city wide family support strategy	See 2.3		Rosalind Turner/Duncan Campbell	
3.2	Roll out the new Sure Start strategy across the city including developing Children's Centres.	<ul style="list-style-type: none"> <li>▪ Agree plans for Children's Centres and submit proposals to DfES</li> <li>▪ Meet targets set in the Early Years Childcare and Development Plan for 2003/4</li> <li>▪ Agree new PSA/SDA targets for the City for childcare for 2004-6</li> </ul>	<p>October 03</p> <p>March 2004</p> <p>March 2004</p>	<p>Rosalind Turner/Caroline Parker</p> <p>Sarah Colombo</p>	
3.3	Develop an integrated referral and assessment system	<ul style="list-style-type: none"> <li>• Draft and consult on a new integrated system</li> <li>• Adopt new system</li> </ul>	<p>December 2003</p> <p>March 2004</p>	Rosalind Turner/Nigel Hancock	
3.4	Develop a city-wide inter-agency commissioning strategy leading to comprehensive commissioning arrangements across children's services	<ul style="list-style-type: none"> <li>• Review current approaches to commissioning across BHCC and BHPCT.</li> <li>• Draft a comprehensive strategy for adoption</li> </ul>	<p>Strategy adopted    Mar 04</p>	James Dougan	

3.5	Set up a pilot Children's Trust	<ul style="list-style-type: none"> <li>• Draft and submit expression of interest</li> <li>• Appoint Children's Commissioner</li> <li>• Submit progress report to DfES</li> <li>• Establish a development Plan</li> <li>• Establish an agreed 3 year plan</li> </ul>	<p>April 03</p> <p>May 03</p> <p>Oct 03</p> <p>Dec 03</p> <p>March 04</p>	James Dougan	
3.6	Review at least two service areas for potential delivery under the trust.	<ul style="list-style-type: none"> <li>• Identify services to be reviewed</li> <li>• Carry out reviews and make recommendations</li> <li>• Carry through recommendations</li> </ul>	<p>Oct 03</p> <p>Jan 04</p> <p>March 04</p>	James Dougan	
3.7	Develop one full service school	<ul style="list-style-type: none"> <li>• Publicise Government criteria for the development and scope of a 'full service' school to partners and schools.</li> <li>• Create and lead process for selection process for the development of the 'full-service' school.</li> <li>• Begin development of the full service school with a range of</li> </ul>	<ul style="list-style-type: none"> <li>• Create prospectus document according to national criteria for schools and partners by October 2003.</li> <li>• October 2003</li> <li>• Develop the 'full service' school from Jan 2004</li> </ul>	Rosalind Turner/ Ty Goddard	

		partners			
3.8	Continue to roll out Connexions	<ul style="list-style-type: none"> <li>• Deployment of Personal Advisers into all secondary schools, Special schools and 6th form colleges</li> <li>• Continued training of Personal Advisers, all staff to be trained to a standard level with all staff registered for the PA Diploma, or completed by the end of the year.</li> <li>• All contact and work with young people to be recorded on central MIS system.</li> <li>• Review of existing contract and re-tender for the new financial year.</li> </ul>	<ul style="list-style-type: none"> <li>• Sept 2003</li> <li>• December 2003</li> </ul>	Rosalind Turner/ Nigel Jenner	
3.9	Liaise with Southdowns Trust and other partners in replacing the McKeith Centre			Colin Tucker/Liz Rugg /James Dougan	

4.	<b>Delivering Services in Partnership with Children, Young People and their Communities</b>				
4.1	Establish a citywide parent partnership	<ul style="list-style-type: none"> <li>▪ Undertake an audit of existing parent consultation groups</li> <li>▪ Make recommendations for establishing a fully representative parent forum</li> <li>▪ Agree and implement recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Dec 03</li> <li>• Mar 04</li> <li>• Sept 04</li> </ul>	Fiona Johnson/James Dougan/Janette Karklins	
4.2	Review advocacy service and independent visiting scheme	<ul style="list-style-type: none"> <li>• Make recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feb 04</li> </ul>	Kristyn Wise/James Dougan/Fiona Johnson/Liz Rugg	
4.3	Implement the 'Hear by Right' standards	<ul style="list-style-type: none"> <li>• Action plan devised for C4Y and Childrens Rights Service</li> <li>• The Children's Rights team to deliver Total Respect training to all relevant staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Feb 04</li> <li>• 40 staff to attend training by end of April 2004</li> </ul>	Kristyn Wise /Fiona Johnson	
4.4	Develop an active citizenship communication/consultation strategy with children and	<ul style="list-style-type: none"> <li>• Recommendations made for a strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• April 2004</li> </ul>	Saskia Neary/James Dougan/Kristyn	

	young people.	<ul style="list-style-type: none"> <li>• Childrens Rights to facilitate a fourth consultation survey with looked after children and young people</li> </ul>		Wise	
5.	<b>Building an Effective Workforce</b>	-			
5.1	Develop and pursue an effective recruitment and retention strategy	<ul style="list-style-type: none"> <li>• EDP Priority 6: Recruitment &amp; Retention</li> </ul> <p><u>For CFS Staff</u></p> <ul style="list-style-type: none"> <li>- Prepare an Action Plan to address the R&amp;R issues.</li> <li>▪ Monitor progress on actions through the R&amp;R Task Group meetings..</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve EDP Priority 6 Action Plan.</li> <li>• Action Plan May 03. Action Plan implemented by March 2004.</li> </ul>	Janette Karklins	
5.2	Develop an effective workforce development strategy, in conjunction with HR and external partners	<ul style="list-style-type: none"> <li>▪ Establish a workforce development strategy across a range of external partners.</li> <li>▪ Prepare an Action Plan to meet the strategy</li> </ul>	Establish the group and prepare an Action Plan (December 2003). Develop and agree a new approach to workforce development across services for children and families (March 2004)	Janette Karklins	
5.3	Implement robust and consistent performance management and appraisal arrangements across the service	<ul style="list-style-type: none"> <li>▪ .Review the consistency of performance management systems across CFS.</li> <li>▪ Establish performance management arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Performance management in place and operating across whole of CFS (December 2003)</li> <li>•</li> </ul>	Janette Karklins/Fiona Johnson/DMT Andrew Parfitt	

		<p>where none exist.</p> <ul style="list-style-type: none"> <li>▪ Review systems and their applications. .</li> </ul>			
5.4	Prepare for Investors in People	<ul style="list-style-type: none"> <li>▪ Prepare an Action Plan for the implementation of IIP in conjunction with HR</li> </ul>	Achieved IIP by end of 2004	Janette Karklins/DMT	
5.5	Develop a service-wide training and development plan linked to service objectives.	<ul style="list-style-type: none"> <li>▪ Draft and agree plan, responding to identified service development needs.</li> <li>▪ Improve Induction Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• July 2003</li> <li>• New arrangements introduced Sept 2003</li> </ul>	Justine Stewart	Andrew Parfitt
5.9	Agree and implement a council-wide Childcare Strategy as part of improved staff recruitment and retention	<ul style="list-style-type: none"> <li>▪ Finalise proposals and agree with Policy &amp; Resources Committee</li> <li>• Implement Strategy proposals</li> </ul>	<ul style="list-style-type: none"> <li>• September 2003</li> <li>• Oct 2003 – April 2004</li> </ul>	Rosalind Turner/Vicky Jenkins	

6.	<b>Manage a Balanced Budget</b>				
6.1	Agree a city wide Commissioning Strategy for Children	<ul style="list-style-type: none"> <li>▪ Draft Strategy</li> <li>• Consult partners</li> <li>• Draft implementation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategy agreed by CYPSP, BHCC, PCT</li> <li>▪ March 2004</li> </ul>	James Dougan	
6.2	Pursue an effective high cost placement strategy	<ul style="list-style-type: none"> <li>▪ Develop commissioning contractual and procurement arrangements.</li> <li>▪ Increase stability of LAC placements</li> <li>▪ Inter-departmental working to identify vulnerable children at an earlier stage and intervene effectively to prevent placement or school disruptions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preferred providers for IRAs and IFAs (march 2004)</li> <li>• Reduction in proportion of LAC experiencing 3 moves or more in a year (March 2004)</li> </ul>	Colin Tucker/Andy Pallas/Yvonne Ely	
6.3	Provide effective support to schools in managing their budgets	<ul style="list-style-type: none"> <li>• Guide schools in setting 2003/04 budgets</li> <li>• Analyse budget returns, and identify schools needing support in managing their budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• May 2003</li> <li>• July 2003</li> </ul>	Elizabeth Wylie/Louse Hoten	

		<ul style="list-style-type: none"> <li>• Consult regularly with Schools Forum</li> <li>• Provide Support</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>		
6.4	Attract extra resources from external sources to pursue service priorities and support change management	<ul style="list-style-type: none"> <li>• Analyse current spend and report to CFS Sub-Committee with recommendations for meeting Government Standard</li> <li>• Link with corporate budget setting processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	All managers  Viki Junor	
6.5	Review the resourcing of the Youth and Community Service	<ul style="list-style-type: none"> <li>• Analyse current spend and report to CFS Sub-Committee with recommendations for meeting Government Standard</li> <li>• Link with corporate budget setting processes</li> </ul>	<ul style="list-style-type: none"> <li>• Dec 03</li> <li>• Annual</li> </ul>	Rosalind Turner/Louise Hoten	
6.6	Monitor key budgets in relation to 'service pressures'	<ul style="list-style-type: none"> <li>• Hold monthly Programme Board meetings to oversee the High Cost Placement Strategy.</li> <li>• Identify "hot spot" budgets, and review regularly via DMT meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	Colin Tucker  All DMT	

6.7	Further develop special schools funding formula and develop new formula method for the distribution of SEN resources to mainstream schools.	<ul style="list-style-type: none"> <li>• Carry out fine tuning of special needs schools formula</li> <li>• Agree and implement new SEN mainstream formula. Impact principles and methodology</li> </ul>	<ul style="list-style-type: none"> <li>• April 2004</li> <li>• Agreed December 2003</li> </ul>	Liz Wylie/Louise Hoten	
7.	<b>Develop internal systems, structures and procedures</b>				
7.1	Build service-wide research and development capacity	<ul style="list-style-type: none"> <li>▪ Review the current systems for collecting and storing research information.</li> <li>▪ Encourage and facilitate the spread of good practice.</li> <li>▪ Provide opportunities for staff who have carried out research and to present their findings.</li> <li>▪ Improve electronic systems to facilitate information exchange (EDP Priority 7a)</li> </ul>	Improved access to research information and greater exchange opportunities (March 2004)	Janette Karklins	
7.2	Make more effective use of ICT	<ul style="list-style-type: none"> <li>• Via the IS Steering Group improve the accessibility of carefirst for staff and promote more effective use of the Carefirst system</li> <li>• Pursue further development of ICT Strategy for schools</li> </ul>	<ul style="list-style-type: none"> <li>• Improvements in data inputting.</li> <li>• Current Strategy reviewed Dec 03</li> </ul>	Elizabeth Wylie/ Fiona Johnson  Liz Wylie  Janette karklins	

		<ul style="list-style-type: none"> <li>• Review Electronic Schools Bulletin and fine-tune as necessary.</li> <li>• Re-design Education Online Internet site, and evaluate.</li> </ul>	<ul style="list-style-type: none"> <li>• Sept 03</li> <li>• Dec 03</li> </ul>		
7.3	Develop more robust internal communications protocols	<ul style="list-style-type: none"> <li>• Develop Friday Update</li> <li>• Establish Operational Management Groups for Education, Social Care and Integrated Services as an intermediate tier of co-ordination between DMT and branches.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate Oct 03</li> <li>• Sept 03</li> </ul>	DMT	
7.4	Pursue equalities	<ul style="list-style-type: none"> <li>• Carry through actions agreed in Equalities Action Plan</li> </ul>		Gillian Cunliffe/All DMT	
7.5	Mainstream sustainability	<ul style="list-style-type: none"> <li>• Carry through actions agreed in Sustainability Action Plan.</li> <li>• Establish ESD 'reference' group to contextualise school ESD promotion within dept strategic framework.</li> <li>• Further develop Eco-school network..</li> </ul>	<ul style="list-style-type: none"> <li>• By Dec 03</li> <li>• Increase number of awards by July 04</li> </ul>	Viki Junor/ All DMT	

		<ul style="list-style-type: none"> <li>• Create active links with INSET and Advisory programme</li> </ul>	<ul style="list-style-type: none"> <li>• Active ESD component in Science and Citizenship by Sept 04</li> </ul>	<p>Janette Karklins/Mandy Miller/Pathfinder Co-ordinator</p> <p>Viki Junor</p>	
7.6	Develop more effective project management	<ul style="list-style-type: none"> <li>• Establish project management arrangements for key areas of work:  High Cost Placements COMART review School budgets SEN review Ofsted/SSI Inspections Family Support</li> <li>• Review effectiveness of these arrangements and refine as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	Elizabeth Wylie	
7.7	Improve performance management	<ul style="list-style-type: none"> <li>• Re-establish networks for delivering good social care performance management information to managers in CFS.</li> <li>• Ensure that managers hold regular 1:1 meetings with their staff, to review work</li> </ul>	<ul style="list-style-type: none"> <li>• Improved data collection of performance management information.</li> </ul>	Fiona Johnson/Janette Karklins	

		programmes and discuss performance.			
7.8	Develop robust partnership protocols covering information exchange, joint working, procedures etc	<ul style="list-style-type: none"> <li>• Develop and adopt protocols for joint working, to support identified areas of work e.g. <ul style="list-style-type: none"> <li>- staff redevelopment</li> <li>- school mergers</li> <li>- child protection</li> <li>- exclusions and reintegration</li> <li>- consultation.</li> </ul> </li> <li>• Develop and agree information sharing protocols via IRT project.</li> </ul>	<ul style="list-style-type: none"> <li>• July 2004</li> </ul>	Janette Karklins  Rosalind Turner	
7.9	Review emergency planning procedures	<ul style="list-style-type: none"> <li>• Produce a revised list of contact numbers</li> <li>• Issue revised guidance to schools</li> <li>• Collaborate with Corporate Emergency Planning team in bringing procedures into line with current organisational structures.</li> <li>• Agree revised aftercare arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Sept 03</li> <li>• Oct 03</li> <li>• Dec 03</li> <li>• Sept 03</li> </ul>	Elizabeth Wylie	