



Children's Services

Portfolio Plan

2009/10 / 2012/13

March 2009

The children's services three-year portfolio plan sets out the strategic direction we will take in making things better for children and young people in East Sussex, from birth to age 19 (25 in the case of young people who are disabled or who are leaving care).

The Plan shows how we will deliver coherent and sustainable services over the medium-term and links closely to the Local Area Agreement, Council Plan and Children and Young People's Plan. This plan also provides a framework for many other plans and activities; from local community strategies and action plans to detailed plans for specialist county wide services.

Contents

1 Introduction	3
2 Strategic direction	6
2.1 Children's Services policy steers for 2009/10 to 2012/13	6
3 Current position and key drivers	7
3.2 Comparative Performance on Key Performance Indicators.....	8
3.3 Value for Money	14
3.4 Workforce Planning	15
3.5 Key drivers for the development of Children's Services	16
3.6 Demographics and trends	24
3.7 Contract/partnering changes and opportunities.....	28
4 Our customers' views	29
4.1 How children, young people, parents and carers have been involved..	29
4.2 How we have used other sources of information	34
5 Where we aim to be – 2012/13	35
5.1 Vision for children and young people	35
5.2 Key aims for the way children's services are provided	36
6 Budget and service plan targets	39
6.1 Financial Strategy.....	39
6.2 Policy steers and associated targets	39
7 Key risks and how we propose to manage them	50
Children's Services Risk Matrix.....	51

1 Introduction

1.1 A message from our portfolio holders

Still to be agreed with Cllr Glazier

The overriding aim of Children's Services is to help children and young people aged 0-19, and their families, to improve their lives by providing them with effective, responsive and joined up services.

We will continue to work closely with partners and local communities over the next three years to provide seamless, coherent support to children, young people and their families to help them maximise their skills for life, their enjoyment of learning and to ensure they are safe and healthy. One of our key priorities is to narrow the gap between outcomes for children and young people in our most deprived areas and the rest of the County.

We want East Sussex to be a place where children and young people are celebrated and we are committed to enabling children and young people to participate as fully as possible in decisions which affect them personally, as well as in helping us develop our services.



Councillor Keith Glazier

Lead Member for Children's
and Adults' Services



Councillor David Elkin

Lead Member for Learning and
School Effectiveness



Councillor Meg Stroude

Lead Member for Children
and Families

1.2 The structure of Children's Services

The Children's Services Department is structured to ensure that it is well positioned to implement the "Every Child Matters" agenda. Reflecting the size of the Children's Services sphere of activity, there are three portfolio holders.

Councillor Keith Glazier leads for the whole of Children's Services and for Adult Social Care, which ensures that a high level overview is maintained of the whole of services for children and adults, including support services. He works closely with Councillor Elkin and Councillor Stroude and with the Director of Children's Services, Matt Dunkley, to ensure the delivery of effective services.

Still to be confirmed -

Councillor David Elkin leads on **Learning and School Effectiveness**; this division covers:

- Quality and standards in education and attainment
- Early years and childcare
- Extended schools
- Children's centres
- Behaviour, Attendance Support and Reintegration
- Connexions Service
- School place planning and development

Still to be confirmed -

Councillor Meg Stroude leads on **Children and Families**; this division covers:

- Family support
- Youth support
- Looked After Children
- Children's Disability Services
- Psychology and learning
- Children with Special Educational Needs
- School admissions and transport
- Under 19s and Family Substance Misuse
- Youth Development Service
- Youth Offending Team

Support Services within the Children's Services Department are split between the Planning and Performance Division and the Resources Division.

The **Planning and Performance** Division is responsible for:

- Business planning and performance management
- Data and Information management
- Communications, customer services and complaints

- Equalities, Diversity and Engagement
- Inspections
- Quality assurance including Safeguarding
- Participation of Children and Young People
- Services to Schools

The **Resources** Division is responsible for:

- Strategic finance
- Departmental risk management
- Personnel
- Schools ICT
- E Government and CBOSS
- Contracts management
- Corporate Accommodation

The Children's Services Department continues to evolve, moving to a model of integrated services in the East and West of the County, where professionals from different disciplines are enabled and encouraged to work together effectively to deliver frontline services. This change in culture and practice across the children's workforce ensures services for children and young people can be coordinated in a responsive way and solutions built around individual needs.

2 Strategic direction

2.1 Children's Services policy steers for 2009/10 to 2012/13

The policy steers set out the Council's aims and ambitions over the next four years, reflecting National Policy and local priorities, and are set by the Lead Members for each service area and agreed at Cabinet and Council. The outcomes in the Children and Young People's Plan link to and are entirely consistent with the Council's policy steers.

Overarching

1. Improve the way that we work with partners through the Children's Trust arrangements.
2. Shift the pattern of investment towards prevention and early intervention, including increasing the range of family support services.
3. Improve access to services, especially in rural areas.

Being healthy

4. Promote good health for children and young people and reduce health inequalities.
5. Reduce teenage conception rates across the County.

Staying safe

6. Protect children and young people from harm.
7. Reduce bullying and anti-social behaviour by and towards children and young people, wherever it occurs.
8. Improve support to children and young people on the edge of care, especially vulnerable teenagers.

Enjoying and achieving

9. Develop integrated services for children under 5 and their families through a network of children's centres and increase take up and quality of early years education.
10. Continue to raise educational achievement and aspirations at all key stages for children of all abilities, and reduce the attainment gap for children and young people from vulnerable and disadvantaged backgrounds.

Achieving economic wellbeing

11. Increase the choices for vocational learning opportunities for children and young people aged 14-19 and reduce the number of young people who are not in education, employment or training.

Making a positive contribution

12. Provide positive activities for children and young people and increase opportunities for them to be involved in decisions that affect them.

3 Current position and key drivers

3.1 Our current position

Each year the Council is subject to its Annual Performance Assessment (APA) by Ofsted, which judges our Children's Services under each of the "Every Child Matters" outcomes. There are gradings for overall performance, management and capacity to improve and for the five outcomes for children. The gradings operate on a 1-4 scale as follows: 1 = inadequate, 2 = adequate, 3 = good, 4 = outstanding

The Final APA letter for 2008 was published on 17 December. The judgments remain the same as in 2007, except for safeguarding which was upgraded provisionally to 4 (outstanding), pending the outcome of a serious case review (SCR) which is currently being completed. Once this has been completed and assessed, Ofsted will confirm the provisional grade or revise if necessary. The current grades, therefore, are:

- Overall effectiveness of children's services - Good (Grade 3)
- Being healthy – Outstanding (Grade 4)
- Staying safe - Outstanding (Grade 4)
- Enjoying and achieving – Good (Grade 3)
- Making a positive contribution – Outstanding (Grade 4)
- Achieving economic well-being - Good (Grade 3)
- Capacity to improve, including the management of services for children and young people - Outstanding (Grade 4)

Further to these judgments, the APA letter acknowledges that East Sussex County Council makes a good contribution to improving outcomes for children and young people and delivers services which are consistently above minimum requirements. It also acknowledges that the council has made good progress in responding to the recommendations of the joint area review report, published in November 2007 and, therefore, makes no additional recommendations for improvement as a result of the 2008 APA.

Comparatively, these judgments about children's services place East Sussex as the best performing authority in the South East, best performing within our Statistical Neighbours, within the top 7% of authorities in the country and as the best performing County Council in the country.

3.2 Comparative Performance on Key Performance Indicators

This section has been updated following Q2 results and will be updated further at Q4.

3.2.1 Being healthy

Our Annual Performance Assessment (APA) for 2008 judged this area overall to be outstanding, which continues from last year's assessment and is an improvement on the 2006 judgement of good.

- We have now accredited 159 (82%) schools with the new Healthy Schools Status exceeding the national and local target.
- The comprehensive Child and Adolescent Mental Health Services (CAMHS) expanded tier 2 service has met and indeed exceeded national targets. CAMHS was judged 'good' in the 2007 joint area review (JAR).
- Teenage conception rates remain one of our significant performance challenges. The figures show a slight decrease from 37.3 to 37.2 pregnancies per 1000 female population aged 15-17. Although 2008 has seen the implementation of the refreshed Teenage Pregnancy Strategy, which involves:
 - Targeted work with vulnerable groups
 - Intervention programmes for looked after children and children with disabilities
 - Targeted work with schools in areas of high conception rates
 - Extending sexual health services and support to rural areas

**Annual number of conceptions amongst girls under 18 years per 1,000
15-17 yr old females (East Sussex)**

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
East Sussex - Target					33.8	31.8	29.2	26.9	24.6	22.2
East Sussex - Actual	38.6	30.8	35.9	35.4	36.9	37.3	37.2			
South East	36.0	35.0	34.4	33.1	33.3	34.1				
England	43.6	42.5	42.7	42.2	41.6	41.3	40.4			

Teenage conception data is 14-18 months behind e.g. calendar year 2006 is reported in 2007/08

- 90% of 5-16 year olds are engaged in 2 hours a week minimum of high quality PE & school sport within and beyond the curriculum (86% in Hastings & Rother, 93% in South Downs and 91% in North Wealden – the three School Sport Partnership areas).
- 5.4a of the council plan (PAF CF19) – an indicator measuring the health of looked after children showed a 2007/08 outturn for East Sussex of 89% compared to a national average of 83% (2006/07 average – latest available). This places East Sussex in the top banding for the indicator.
- The percentage of mothers initiating breastfeeding in Surestart Children's Centre areas declined slightly in 2007/08 to 76% (from 77%) putting it adrift of the LAA target of 81.1%.

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
East Sussex - Target	-	-	-	79.4	81.1	82.9
East Sussex - Actual	62.2	76.5	77.8	77	76	-
England (All Mothers)	64.6	66.6	69.0	-	-	-

28 operational Children's Centres are now situated across the county, with proposed additional centres to be identified by January 2009.

3.2.2 Staying safe

East Sussex has a strong record of performing well on safeguarding.

To be updated.

To ensure continued good performance in this area, several key developments and improvements have been implemented, these include:

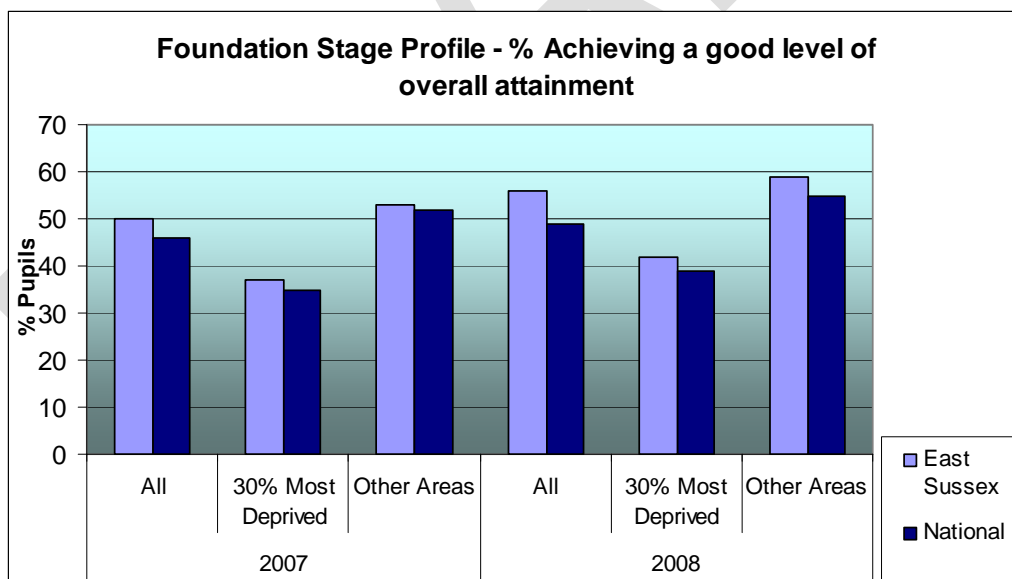
- Effective interventions to tackle and reduce bullying by specialist Anti-Bullying Team.
- Improved interventions with the perpetrators of domestic violence and with children affected by it.
- Earlier intervention with vulnerable children and their families through integrated working with schools and Children's Centres, through the Common Assessment Framework processes (CAF).
- Effective new Family Substance Misuse Service.
- Reduction in permanent exclusions and admissions of teenagers to care through targeted youth support; during 2008 permanent exclusions have been reduced by quarter two from 19 to 15.
- Robust protection plans, alongside an increase in children with protection plans.
- Fostering service and short breaks for disabled children was judged outstanding by OfSTED inspections.
- In 2008, 100% of child protection cases were reviewed during the year out of those which should have been reviewed during the year. All children with child protection plans had a key worker who was a qualified social worker.
- In 2008 (Quarter Two), the number of children who ceased to have a child protection plan, having previously had one for over two years, was 5.5%, against a national average of 5.4% (2006/07 – latest available).
- The proportion of children requiring child protection plans more than once was 13.9% in 2007/08, a significant improvement following a review of the causes of repeat child protection plans. Quarter Two indicators highlight a potential further decrease to 10% (rolling year figures of 34/340).
- 80.3% of initial assessments and 83.5% of core assessments were completed within prescribed timescales in 2007/08. This is against national averages of 74% and 79% respectively (2006/07 – latest available).
- There are currently 386 children with a child protection plan in place.

- In 2007/08, 85% of reported incidents of bullying reached a positive outcome following effective intervention by the anti-bullying team. A Safer Schools survey completed on 2008 will provide additional insight to areas which may need targeted support. More details can be found in Chapter 4 of the Plan: Our Customer's Views.
- The recording of racist incidents in schools has improved and the proportion of schools returning racist incident monitoring forms increased by 37% compared to the previous year (2006/07), detailing a total of 59 incidents.
- Looked After Children live in safe environments with 87% in family placements and the number of children experiencing three or more placements reduced to 6% in Quarter Two of 2008.

3.2.3 Enjoying and Achieving

Children and young people in the county generally achieve well and enjoy the education they receive. Our APA in 2008 judged this area overall as good.

- More children in deprived areas are taking up nursery education places at age 3 – the figure increased from 72% in 2005/6 to 78% in 2006/7. The gap between deprived and other areas remains however - in the 70% least deprived SOAs the take up was 95%.
- For the county as a whole the attainment of 5 year olds, as assessed through the Foundation Stage Profile, is broadly encouraging with county wide targets being met. In the most deprived areas, however, attainment is not yet improving.



- At age 7, attainment has improved on all measures at a better rate of progress than the national average. For 2008, at Level 2 and above (the age related expectation) reading, writing and mathematics results each fell slightly in comparison to 2007.

East Sussex Trends at Key Stage 1 (shown to zero decimal places)

	% Achieving Level 2B +			% Achieving Level 3 +		
	Reading	Writing	Maths	Reading	Writing	Maths
2005	71	59	73	25	12	20
2006	68	57	71	22	10	18
2007	70	57	74	26	10	21
2008	70	56	73	24	9	20

- Results for attainment at age 11 show improvement across all subjects for 2008. Results are the highest to date for East Sussex and show continued improvements in English and mathematics.
- GCSE results show an increase of 2 percentage points in the % achieving 5+ A*-C grades at GCSE including English and Maths and 4 percentage points in the achieving 5+ A*-C grades in any subject.

KS4 GCSE % of students at end of Key Stage 4 with 5+ A*-C including English and maths (all pupils)

	2004/05	2005/06	2006/07	2007/08
East Sussex	41.5	41.2	43.2	45.7
England	44.9	45.8	46.7	47.2

KS4 GCSE % of students at end of Key Stage 4 with 5+ A*-C (all pupils)

	2004/05	2005/06	2006/07	2007/08
East Sussex	54.9	55.4	58.1	62.3
England	57.1	59.2	62.0	64.6

- Contextual value added (CVA) in 2007 from Key Stage (KS) 2-4 was third highest in the country, outside of London, and the highest of our former and current statistical neighbour (SN) groups.
- The percentage of 15 year olds in local authority maintained schools achieving five or more GCSE's at grades A*-C or equivalent has risen in 2008 to 62%, being the highest ever percentage for this target; with 18 schools improving their performance since 2007.
- The attainment gap between some groups of vulnerable pupils and pupils as a whole, however, remains too wide in some areas and remains a focus for current and future planning.
- Authorised absence in both primary and secondary schools has seen a significant overall decrease since 2000/1.
- Unauthorised absence has fallen slightly in the past year but is still higher than our comparators. The higher figures in East Sussex are as a result of a local strategy which requires holidays taken in term time to be recorded as unauthorised absence.

East Sussex Primary Schools - Unauthorised Absences – % half days missed of total half days (all pupils)

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
E. Sussex unauthorised	0.37	0.41	0.53	0.78	0.72	0.66	0.7
SN unauthorised	0.23	0.23	0.22	0.25	0.27	0.42	
England unauthorised	0.44	0.43	0.41	0.43	0.45	0.52	0.56

East Sussex Secondary Schools - Unauthorised Absences – % half days missed of total half days (all pupils)							
	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
E. Sussex unauthorised	1.41	1.33	1.41	1.41	1.36	1.61	1.53
SN unauthorised	0.78	0.76	0.82	0.93	0.93	1.25	
England unauthorised	1.08	1.06	1.12	1.24	1.19	1.46	1.41

- There has been a significant reduction in permanent exclusions in secondary schools from 129 in the academic year 2004/5 to 58 in the academic year 2007/8.

	2001/2	2002/3	2003/4	2004/5	2005/6	2006/7	2007/8
Number of Permanent Exclusions in East Sussex	87	91	88	129	107	66	58

3.2.4 Making a Positive Contribution

Our APA in 2008 judged this area overall as outstanding. Consultation with children, young people, parents and carers in service planning, delivery and evaluation is extensive, as set out in Chapter 4, “Our Customers’ Views”

- All Looked After Children (LAC) are encouraged to directly communicate their views. PAF CF/C63, participation of looked after children in reviews, was 80.8% in 2007/08, compared to 80.1% in 2006/07.
- Development of restorative justice and protocols has reduced offending by LAC to 2.7% in 2007/08 from 2.9% in 2005/06, but the rate is still higher than some other similar authorities.
- There has been a reduction of 6.2% in first-time entrants to the youth justice system in 2007/08 compared to the baseline year of 2005/06.

3.2.5 Achieving economic wellbeing

The APA in 2008 judged this area overall as good and the JAR 2007 found that education and training outcomes for vulnerable young people are good and improving through the implementation of a comprehensive 14–19 strategy.

- In 2007/08, 7.7% of 16-18 year olds in East Sussex were NEET; this is higher than our target of 5.5%. However, we have performed better than our target in terms of identifying young people whose status is ‘unknown’. This will have had some effect in increasing the percentage of those who are NEET.

% of East Sussex 16-18 year olds that are NEET and unknown

	2004/5	2005/6	2006/7	2007/8
NEET - Target	7.00	6.10	5.80	5.50
NEET - Actual	8.20	8.10	8.00	7.70
Unknowns - Target	5.00	5.00	5.00	5.00
Unknowns - Actual	25.70	5.92	4.53	4.27

- The proportion of those achieving a level 2 qualification at 19 is 72%, which is in line with the end of LAA target.
- Eastbourne and Hastings are national hotspots for youth homelessness. In 2006/07, 80 young people in Hastings and 38 young people in Eastbourne were housed in bed & breakfast accommodation. This accounted for 33 and 24 per cent of all acceptances respectively.

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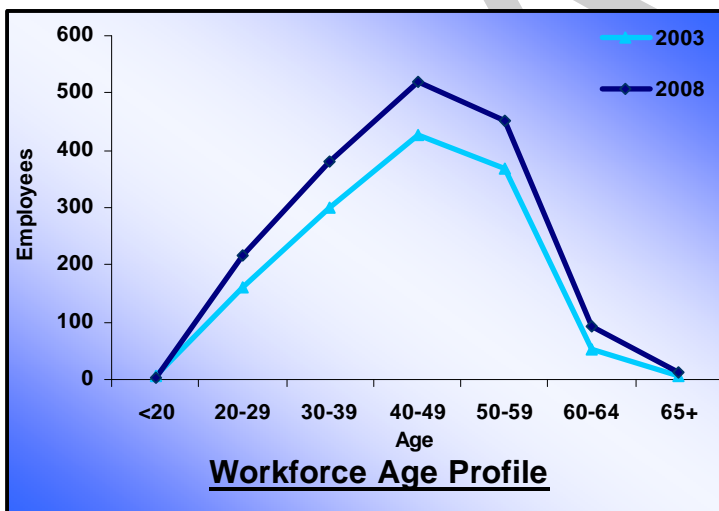
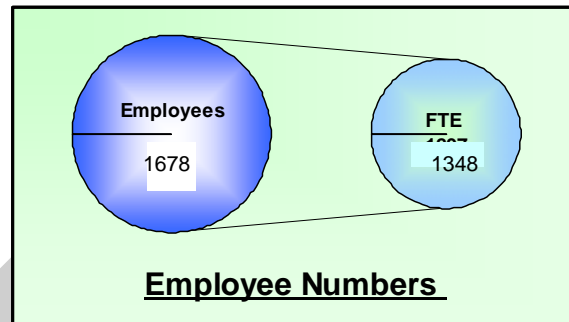
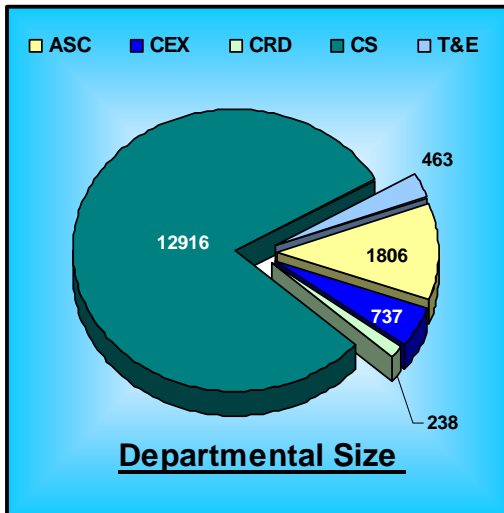
3.3 Value for Money

Hazel to add commentary here

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3.4 Workforce Planning

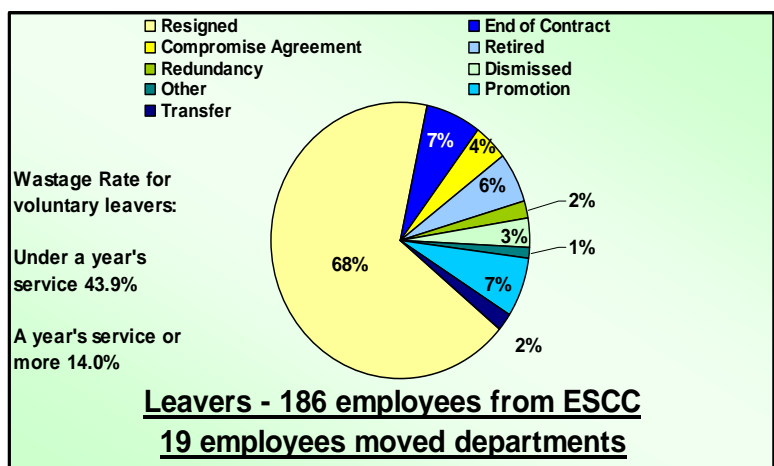
The Children's Services workforce profile is currently made up of 12916 employees including schools; with 1678 non school staff members which equates to 1348 full time equivalent staff. This data is from annual workforce profile review covering the period April 2007-March 2008.



This graph shows the Children's Services workforce (non schools) age profile for the same period.

The age profile is now more balanced although the average age has changed little during the year from 43 to 44 in 2008.

This pie chart details reasons for leaving the department. Retirements have fallen from 15% to 6% since 2006/07 which has caused the proportion of voluntary resignations to increase from 64% in 2006/07 to 68%, and actual voluntary resignation wastage rates have increased from 8.7% in 2006/07 to 14.04% in 2007/08, probably caused through the restructuring.



As a summary of the workforce trends in Children's Services, it can be noted that the Full Time Equivalent (FTE) figure has increased by 122 and the headcount by 163 since March 2006; with an increase of 87FTE in the last full year (2007-08).

The number of LMG managers has also increased over the five years since 2003 by more than 50% due to the reconfiguration of the department.

The new starter's age profile shows fluctuations over the last three years but does indicate that the majority of new recruits are aged 20-29 with 15 more employees in this age range compared to 2006/07, in line with Council Strategy to improve numbers of younger staff. Corporate targets for the employment of disabled and BME staff have also been consistently exceeded.

The department has an agreed joint workforce strategy which will ensure we develop a skilled, committed and flexible workforce that is well placed to deliver and build upon the targets set out in our strategic plans. A key challenge is the development of a single children's workforce across East Sussex and effective integrated working. An in-depth assessment of our progress towards this will be undertaken between January and June 2009 with the aid of an online tool - the One Children's Workforce tool, developed by the Children's Workforce Development Council. The results of the assessment will inform a refresh of the joint workforce strategy from which detailed action plans will be developed.

Focus will continue on three key aims of the current strategy:

- development of common induction material on the Children and Young People's Trust and integrated working, including an e-learning module
- development of multi-agency training, building on the successful models for delivering training in CAF and safeguarding
- promotion and facilitation of workforce development within the third sector, including the development of a website, Skillshare, and the delivery of training programmes for third sector staff and volunteers

3.5 Key drivers for the development of Children's Services

3.5.1 The National Context

Over the past few years, a range of national reports and guidelines have been published, which have focused on improving children's services through greater integration and co-ordination between agencies.

Key Legislation and Policy Guidance includes:

Lord Laming's report of the inquiry into the death of Victoria Climbié (Jan 2003)

This inquiry highlighted the extent to which better working together and better communication are crucial to improving children's services. Following the death of Baby P, a further report by Lord Laming has been commissioned and this is expected to be published in early 2009.

Children Act 2004

The Act required local authorities to lead on integrated delivery through multi-agency Children's Trusts, to develop a Children and Young People's Plan, and to set up a shared database of children, containing information relevant to their welfare.

Every Child Matters: Next Steps

Published alongside the Children Act 2004, this provided details of the wider, non-legislative, elements of change that are being taken forward to promote the well-being of all children.

Removing barriers to achievement: The government's strategy for SEN (Feb 2004)

This Strategy set out the Government's vision for enabling children with special educational needs to realise their potential and a programme of sustained action and review over a number of years to support early years settings, schools and local authorities in improving provision for children with SEN. It built on the proposals for integrating children's services in Every Child Matters and included a strategy for improving childcare for families of children with special educational needs and disabilities.

The National Service Framework for Children, Young People and Maternity Services 2004

This Framework is a 10 year programme aimed at everyone who comes into contact with, or delivers services to children and young people. It is intended to stimulate long-term and sustained improvement in children's health through integrated health and social care from pregnancy, right through to adulthood.

Childcare Act 2006

This Act formalised the important strategic role local authorities play in early years and childcare through a set of duties, including improving the five ECM outcomes for all pre-school children, securing sufficient childcare for working parents and providing a better parental information service.

The Education and Inspections Act 2006

This Act gave local authorities an enhanced strategic role as champion of pupils and parents, with a duty to promote choice, diversity and high standards for every child. Local authorities were set up as the commissioner of school places, and were given a new duty to promote fair access to educational opportunity. It also tightened the admissions framework to ensure fair access for all. The Act created a power for staff to discipline pupils, extended the scope of parenting orders and contracts, and improved provision for excluded pupils. It established new nutritional standards for food and drink

served in maintained schools, and gave local authorities responsibility for making sure young people have a range of exciting things to do in their spare time. It also gave schools a duty to promote the wellbeing of pupils (came into force in September 2007) and merged several existing inspectorates into a single inspectorate to cover the full range of services for children and young people.

Aim Higher (Jul 2007)

This 10 year strategy is focused on ensuring that all young people can enjoy their teenage years while developing the capabilities essential for success. It builds on Every Child Matters and extends the initiatives set out in the Green Paper "Youth Matters". Key provisions include giving young people influence over the distribution of Youth Opportunity Funding, developing places to go and tackling issues such as poor transport. The strategy also sets out a 10-year work force reform programme and the expectation that local authorities, youth offending teams and primary care trusts will start to pool budgets to drive a renewed focus on prevention and early intervention.

The Children's Plan: Building Brighter Futures (Dec 2007)

This 10 year plan set out a new leadership role for Children's Trusts in every area, a new role for schools as the centre of their communities, and more effective links between schools, the NHS and other children's services so that together they can engage parents and tackle all the barriers to the learning, health and happiness of every child. Key undertakings are to strengthen support for all families during the formative early years of their children's lives, to deliver world class schools and an excellent education for every child, to help to make sure that young people have interesting and exciting things to do outside of school and to provide more places for children to play safely.

Building Brighter Futures: next steps for the children's workforce (April 2008)

This document sets out the actions Government is taking to build on existing investment; to improve further the skills and capacity of people who work with children; and deliver the high-quality, personalised and integrated services detailed in the Children's Plan.

Youth Alcohol Action Plan (June 2008)

One of the key proposals of the YAAP is to develop a national consensus on young people and drinking with the view that there should be clearer information for young people and parents about the risks of drinking alcohol. The Government has asked the Chief Medical Officer to conduct work which will form the basis of a new set of guidelines on young people and alcohol. These guidelines will cover how young people under the age of 18 could be introduced to alcohol, providing clear information to parents and young people about the risks of early drinking.

The National Challenge (June 2008)

The National Challenge is a programme of support to secure higher standards in all secondary schools so that, by 2011, at least 30 per cent of pupils in every school will gain five or more GCSEs at A*-C, including both English and mathematics.

Young Runaways Action Plan (June 2008)

This plan aims to improve services for young runaways and seeks to bring about improvements at a local level. The steps set out in the plan are intended to catalyse long-term change by Government, local delivery agencies and the voluntary sector working together to put in place those services that will prevent young runaways coming to harm and provide them with the support they need.

Youth Crime Action Plan (July 2008)

The Youth Crime Action Plan is a cross-government analysis of what further needs to be done to tackle youth crime. It sets out a 'triple track' approach of enforcement and

punishment where behaviour is unacceptable, non-negotiable support and challenge where it is most needed and better and earlier prevention.

Report of the Bercow Review into the provision of services for children and young people with speech, language and communication needs (July 2008)

The review report calls on Government to raise the profile of children with communication difficulties amongst local authorities and primary care trusts, which are responsible for services for children with SLC needs, as well as in wider society. The review found that, across the country, services and the capacity of the children's workforce needs to improve and much more needs to be done to join up services at a local level. The key recommendations focus on creating a Communication Council, better training for the workforce in helping children with SLC needs, early identification and improving the information, support and advice that parents receive about children's communication. The Government accepts the points highlighted in the recommendations and will address them in an implementation plan by the end of the year.

Education and Skills Act 2008

This Act introduces a requirement to remain in education or training beyond the current statutory leaving age, and implements the recommendations of the Leitch Review on adult skills. It contains measures to encourage more young people to participate in learning post-16 and to achieve higher levels of skill and qualification.

Children and Young Persons' Act 2008

This Act reforms the statutory framework for the care system to ensure that children and young people receive high quality care and support and to drive improvements in the delivery of services focused on the needs of the child. It aims to enable those children and young people who enter the care system to be able to achieve the same aspirations parents have for their own children. Key areas include improving the stability of placements, improving the educational attainment of children in care, ensuring the child's voice is heard when important decisions that affect their future are taken and making sure that young people are not forced out of care before they are ready.

Forthcoming Legislation and Policy Guidance includes:

Consultation on Strengthening Children's Trusts: legislative options

Following on from the recent consultation on the Statutory Guidance for Children's Trusts on the Duty to Cooperate, which closed on 26 June, this was a further call for views and advice from partners. This discussion document proposed a number of changes to the current framework for Children's Trusts including requiring all areas to have a Children and Young People's Plan, with extended ownership of the plan to all statutory partners; proposals to strengthen the statutory framework for Children and Young People's Plans through secondary legislation and further clarifying the required content of plans; extending the 'duty to cooperate' to other key partners; and establishing a stronger basis for Children's Trusts Boards.

Back on Track: alternative provision strategy (May 2008)

This White Paper was designed to improve outcomes for some of the most vulnerable young people. Central to its approach were the two themes of identifying problems early on, and improving the quality of the alternative educational provision that young people receive outside mainstream schools. To achieve this, legislation will be introduced covering:

- DCSF taking the power to require the replacement of underperforming PRUs with specified alternatives and, where necessary, to require local authorities to hold a competition to replace them;

- A change the statutory name “Pupil Referral Units” into something that better describes the provision; and
- Making school behaviour partnerships mandatory, so partnership working can underpin improvement.

Draft Apprenticeships Bill (July 2008)

This Bill seeks to establish a statutory basis for the entire apprenticeships programme. It sets out the relationship between different parts of the apprenticeship system and redefines the ‘blueprint’ outlining what apprenticeships should contain. It will also ensure schools provide advice about apprenticeships where appropriate.

The Review of the Primary Curriculum (2008)

This Review is looking at curriculum design and content, how to improve reading, writing and numeracy, introducing modern foreign languages at KS2, how to create a simple, coherent framework for the personal skills that children need to develop during their primary years and facilitating smooth progression from EYFS to primary, and through into secondary school. Sir Jim Rose will report in March 2009 so that agreed changes to the curriculum can be implemented in September 2011.

Report on the delivery of Sex and Relationships Education (SRE) in schools (October 2008)

The group's independent report includes a number of recommendations designed to improve the quality and consistency of SRE in schools, including that PSHE should be made statutory and be supported by a statutory programme of study. The Government has accepted the arguments for statutory PSHE and agreed to undertake a review, headed by Sir Alasdair MacDonald.

Child Internet Safety Strategy

Following on from the Byron internet review report, a Child Internet Safety Strategy will be developed by early 2009 by the new UK Council for Child Internet Safety (UKCCIS).

3.5.2 East Sussex Context

Our aim is to make East Sussex the best place in the country for children and young people to grow up. From service users' views, inspection feedback and performance data we have identified a number of key drivers for the next three years:

Being healthy

We want children and young people to live free from the avoidable causes of poor health and unhappiness.

- BH1 Better emotional well being and mental health for all children and young people
- BH2 Better physical health and the adoption of healthy lifestyles by all children and young people
- BH3 A reduction in risky behaviour by young people and fewer teenage conceptions
- BH4 Improved support for children and young people with complex health needs, promoting maximum independence and inclusion

Staying safe

Keeping children and young people safe from harm is a key priority. In recent years in East Sussex we have seen significant increases in the numbers of children on the child protection register – from 299 in March 2005 to 372 in March 2007; this is an indicator of the closer working relationships between all agencies. It is now vital that ESCC responds appropriately and effectively to the increased need that has been identified.

We will need to identify problems early and take action to prevent harm to children and young people.

- SS1 Children and young people safe from bullying and discrimination
- SS2 Earlier intervention to prevent more serious safeguarding and safety issues arising in the future
- SS3 Vulnerable children in need of care protected, while minimising disruption to their lives, and emotional stability achieved for those children who need to be looked after
- SS4 Children and young people safe from accidental injury and death
- SS5 Children and young people protected from neglect and abuse, including domestic violence
- SS6 Children and young people safe from being victims of crime

Enjoying and achieving

We want all children and young people to achieve their potential and enjoy their time in Education.

- EA1 Better play facilities for children, particularly in deprived areas

- EA2 Higher take up of early years education and high quality provision for all
- EA3 Improved opportunities for cultural and creative development for all children and young people
- EA4 All children and young people achieving their potential at school, and experiencing broad and stimulating curriculum/activities both at school and beyond
- EA5 A reduction in persistent absence
- EA6 A reduction in the numbers of children and young people excluded from school (permanently or fixed term)

Making a positive contribution

The majority of young people are not involved in criminal activities but we need to reduce the harm caused by youth crime to those who are victims and to youth offenders themselves.

- PC1 More children and young people encouraged to participate in decision making
- PC2 More children and young people participating in positive activities, including volunteering
- PC3 A reduction in the perception of anti-social behaviour and reduced numbers of young people receiving final warnings, reprimands or convictions
- PC4 An improved perception of children and young people by others in their community, including between different groups of people
- PC5 Better access to activities by improving transport options

Economic wellbeing

We want all our young people to stay on in education, employment and training to 18 and beyond and when they leave we want them to have the skills they need to prosper.

- EW1 Significantly fewer children and young people living in poverty and all children and young people living in decent housing
- EW2 All young people able to access a broader, personalised range of education and training opportunities until the age of 18, supported by good information, advice and guidance; able to achieve well and to manage their learning and personal development
- EW3 Many more employers engaging with and participating in the planning and provision of learning opportunities

Improving outcomes across the board

One of the most important factors in delivering our aspirations for children and young people in East Sussex is the development of our workforce so that they have the skills and capacity to deliver improved outcomes for children and young people.

We will need to continue to exercise our leadership role to improve the way that we work with partners through the Children's Trust arrangements including agreeing joint policies and clear structures to drive integration.

We also need to ensure that we gradually shift the pattern of investment towards prevention and early intervention, including increasing the range of family support services. We will need to put in place by 2010 consistent high quality arrangements to provide identification and early intervention for children and young people who need additional help.

Implement our equalities strategy ensuring fair access to inclusive services that meet the specific needs of children and young people and their families.

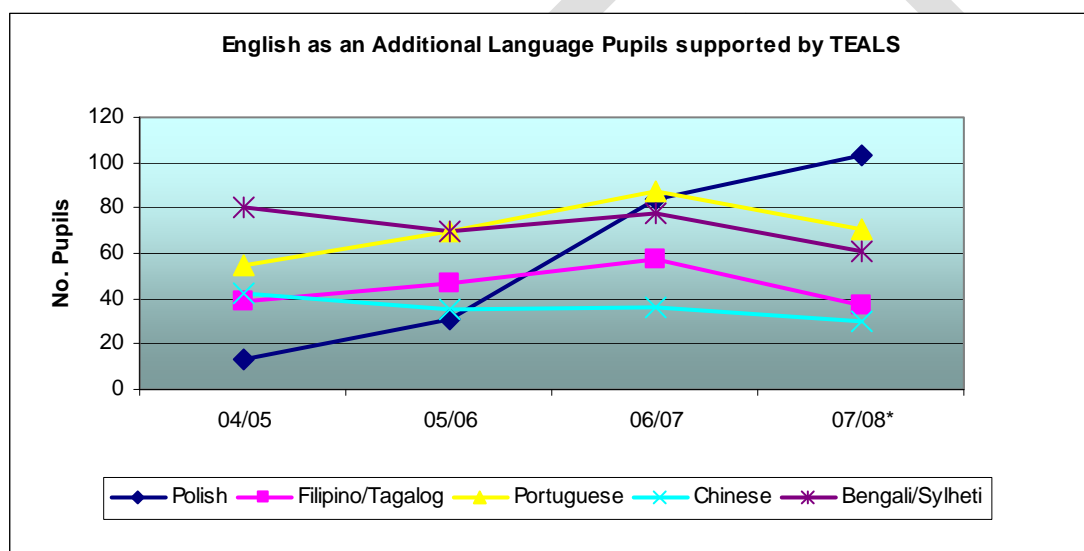
- AB1 Maximum possible engagement of parents and carers and the wider community
- AB2 Effective support for parents and carers
- AB3 An interconnected system of services and support, focused on prevention
- AB4 Diversity that is valued and equality and community cohesion promoted

3.6 Demographics and trends

- Children and young people make up around 23% of our population in East Sussex, which is just over half a million
- We educate 66,000 children in our 196 schools
- One in four households in East Sussex has dependent children living in them
- The minority ethnic population for 0-19 year olds is around 6%
- There are about 4,500 children with disabilities aged 0-19 in East Sussex
- There are around 440 children looked after by the County Council

Since 2001, East Sussex has become more ethnically diverse and at a faster rate than nationally. Around 2,800 economic migrants (as measured by National insurance registrations) came into East Sussex in 2006/7 with just under half coming from East European “A8” countries.

The graph below shows how demand for the services provided by the TEAL’s (Traveller and English as an additional language) team has risen since 2004/05:



While population density is highest along the coastal strip, East Sussex’s rural hinterland also has significant pockets of social and economic disadvantage. Access to services, and particularly transport, is an issue.

East Sussex is ranked the 11th most deprived of the 34 shire counties in England and is the most deprived county in the South East. Over 55,000 people are dependant on benefits, representing one in ten people in the county. Nearly 23,000 are employment deprived through unemployment or disability, one third of who live in Hastings.

Poverty and social exclusion are therefore potentially major barriers to the achievement of the statutory outcomes for a significant number of children and young people in East Sussex. We are working in many areas of the county to overcome a culture of low social and educational aspiration which derives from our low wage, low skills economy. The County Council’s corporate commitment to social and economic regeneration is therefore a major component of the drive to achieve better outcomes for all.

The shift of resources to earlier identification and prevention could mean greater numbers of children requiring services. In the medium term, however, there should be

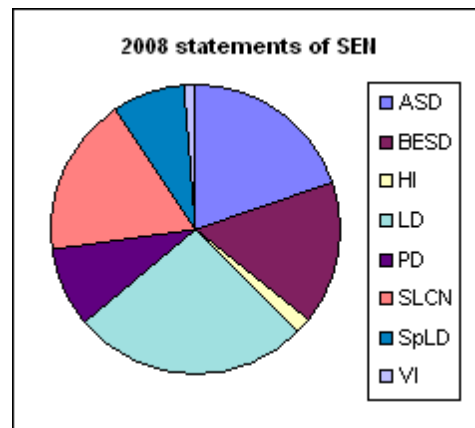
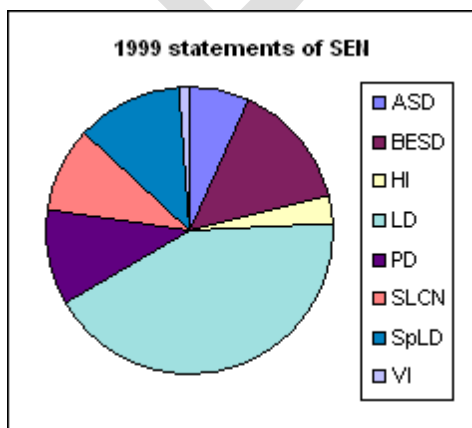
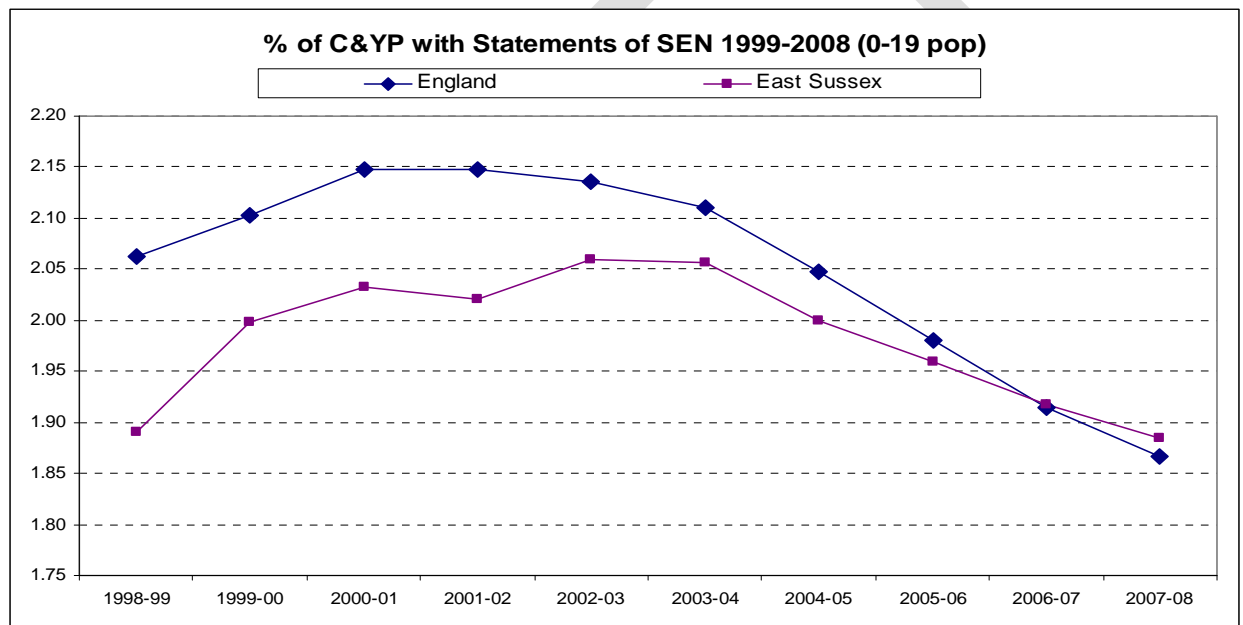
fewer children and young people with severe and complex needs as the earlier intervention will have a beneficial impact.

3.6.1 Children with Learning Difficulties and Disabilities

Based on the 2001 Census it is estimated that there are about 4,500 children with disabilities aged 0-19 in East Sussex, of whom about half will have a moderate to severe disability.

In January 2008 there were 2,193 children with statements of special educational need maintained by East Sussex, of whom 440 (20%) have autistic spectrum disorder (ASD) as their primary need type. The number of children with ASD (with a statement of SEN) has increased by nearly 200% since 1999. The National Autistic Society currently believes that about 1 in 100 children have an ASD. This would mean that there could be about 1200 children living in East Sussex who have an ASD. The data indicate that the increase in numbers is likely to continue for at least the next 5 years with the greatest increase being in the 11-19 age range.

The graphs below detail the changes in SEN between 1999 and 2008:



There are currently 159 children aged 0-5 supported through the Early Support Programme (as at November 08). These children have particularly complex needs and it is predicted that there will be at least twice as many children requiring such support in the next 3-5 years as more children are surviving beyond the neo-natal stage due to medical advances.

3.6.2 Looked After Children

The figures below are a snapshot as at 31 October 2008.

There are around 450 children looked after by the County Council. Of the looked after children –

- 54% are boys
- 46% girls
- 9.6% are from black or minority ethnic groups
- 8.2% are of dual heritage
- 7.6% have severe disabilities
- 50% are aged 12 -17

Their placements are:

- Fostering 78.7%
- Pre-adoption 5.8%

Residential, including:

- Residential schools 8.6%
- Placed with parents 5.6%
- Other 1.3%

The trends over the past three years are, as follows:

- There has been no significant increase in number of children becoming looked after, but children who are admitted stay longer.
- An increasing proportion of looked after children are subject to care orders rather than being admitted by voluntary agreement with parents, thereby reducing the chances of early re-unification
- Improved placement stability, through a rigorous permanence policy, resulting in more fostering placements being declared permanent, with young people remaining in these placements until adulthood. Hence, increase in 16-17 year olds in foster care.
- A reduction in number of children adopted, with an increase in proportion of children offered alternative permanent arrangements i.e. special guardianship, permanent fostering, residence orders, kinship care.
- A reduction in the proportion of children in residential care in the private and voluntary sector.
- A reduction in new admissions to independent fostering agencies (IFAs), due to an increase in number, range and quality of 'in-house' foster carers, proportion of **children in IFAs remains static around 11% as a number** of placements are permanent

- There has been a significant increase in parent and child assessment fostering, largely due to the implementation of the PLO.
- Earlier admissions to care – 31 admissions of babies under 1 between Nov06-Oct07 (24% of all admissions), after babies, the peak age for becoming looked after is the next peak ages are 14 – 11% of all admissions between Nov06-Oct07.
- The majority of looked after children (78%) are likely to remain in the Council's care for several years (many until age 18). Therefore, an increase in the LAC population is likely unless intensive support services are delivered for teenagers to prevent their admission.
- The introduction of the Children's and Young Peoples Bill 2007 is aiming to drive forward improvements in the life chances of looked after children. It introduces a number of new key initiatives such as a Virtual School (with a Virtual Headteacher), Children in Care Council, Staying Put options enabling looked after children to remain in foster care beyond 18, flexible housing options, and the council's Pledge to all children in care.

3.7 Contract/partnering changes and opportunities

Hazel and Alison to complete

E.g. VCS commissioning etc

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4 Our customers' views

4.1 How children, young people, parents and carers have been involved

The children, young people and families of East Sussex continue to play a pivotal role in shaping the development of our services at all levels, some detailed examples include:

Children and Young People's Plan consultation

Children's Trusts are local partnerships which bring together the organisations responsible for the services for children, young people and families in a shared commitment to improving children's lives.

The Children and Young People's Plan (CYPP) sets out our key priorities and the actions that all the organisations will take to make life better for children and young people in our county; this year following extensive consultation the plan for 2008-2011 was published.

More than 2000 people were involved in the consultation activities. This included young people from across the county, parents and carers, people who work with children and young people and young people from vulnerable groups.

Young People

Through the Big Vote (for more information on the Big Vote, please refer to the Youth Cabinet paragraph in this chapter), young people told us that the top three issues for them were having places to go, drugs and stopping smoking.

Young people from vulnerable groups

Young people from vulnerable groups told us that other issues included:

- Reducing the cost of travel
- Tackling negative perceptions of young people
- Valuing young people
- Providing better information
- Providing a range of activities
- Support for tackling barriers to education

Parents and carers

Parents and carers told us that the three things that would help children and young people in their area the most were:

1. More places to go and things to do
2. Help to avoid risky behaviour
3. Stopping bullying

The three things that would help them the most in their roles as parents and carers were:

1. Safer places for children to play
2. More out of school activities
3. Knowing where to get help and advice

People who work with children and young people told us that overall they agreed with the key priorities we had set out. But, they wanted to see more in the plan about

providing children and young people with places to go and things to do, and more recognition of the positive aspects that children and young people can offer their community.

The feedback from the consultations has shaped the new Children and Young People's Plan. In particular, we considered the consultation findings in our needs analysis for each of the five Every Child Matters outcome areas and revised our key priorities for the next three years to reflect the views of the county and its young people.

The results of the consultation were also made available to all agencies that work with children and young people in East Sussex so that the feedback can continue to shape service development in future years. In particular, the Youth Cabinet has adopted the top three issues identified by young people in the Big Vote as their priorities for the next two years; and, the Council will be working with the five Children's Services Planning Groups to address issues that are specific to boroughs and districts.

Safer Schools Survey 2008

The first round of the annual Safer Schools Survey was completed in July 2008, in total 13 schools took part, with 3,527 young people completing the survey, making it one of the largest on-line surveys ever run at East Sussex.

The survey aims to measure children and young people's perceptions and experiences of bullying behaviour across a number of pilot schools, in order that the effectiveness of anti-bullying work can be more easily understood and maintained.

By gaining accurate information on the effectiveness of bullying initiatives year on year, it will be possible to target support, monitor patterns and ensure children and carers feel more confident that incidents of bullying are taken seriously. **Findings to follow.**

Kites Family Information Survey 2008

The survey was carried out during July – September 2008, to find out how parents across the county prefer to access and receive information and what matters to them when choosing childcare. The survey involved face to face interviews, fun days, postal questionnaires to community groups, focus groups and group interviews. Full feedback from the survey is due in March 2009.

The Primary Capital Programme

The Primary Capital Programme (part of the high level Primary Strategy for Change) aims to renovate/renew half of the primary schools in the county over the next 14 years to ensure they are fit for learning. The consultation process has achieved a good response rate with the 10 meetings so far being attended by 335 people. Pupils of five schools involved also provided their views and their responses showed insight into perceptual awareness of spaces and a desire to protect the environment.

Trail Blazer

Two trailblazer initiatives, based in Eastbourne North East and North St Leonards took place in 2008, with the aim to support families with children aged 0-11 who live in the most vulnerable communities.

The focus was on helping children's services in these two areas to work together more effectively and provided a more integrated approach in supporting families. Practitioners had the opportunity to identify common issues and were supported in addressing these issues through the following:

- training and induction
- integrated processes to help with the Common Assessment Framework (CAF)
- family support
- pooling resources

Local events took taking place, bringing together local practitioners from across key services.

The Youth Cabinet: Consultation through the Big Vote

More than 16,000 young people from across East Sussex have chosen the representatives who will be their voice on the county's Youth Cabinet for the next two years in the Big Vote 2007. A total of 25 young people contested the seats.

Of 33,418 young people on the electorate from the schools taking part, the vote turnout was almost 50% - the second highest in the country based on last year's figures.

Each district in the county has their own elected representatives: two candidates have been elected each of the areas of Wealden, Rother, Hastings, Lewes, Eastbourne North and Eastbourne Central and three members of the cabinet also represent the county at a national level in the UKYouth Parliament.

The Big Vote is also used to obtain young people's views on what they were most concerned about. The top three issues of concern were Places to go, Drugs and Smoking cessation; the results of the consultation are shown in the table below:

Issue	Number of young people for whom it was the top issue
Places to go	4,619
Drugs	4,202
Stop smoking	4,070

Now young people across East Sussex are even better informed of what the Youth Cabinet is doing, through its new MySpace web pages set up in September 2008. The MySpace pages include photographs of activities and events that the Youth Cabinet have undertaken; a register of interests of individual Cabinet Members; regularly updated blogs of work undertaken by Cabinet Members, including campaign updates; and trailer of the anti smoking DVD.

In July 2008 the Youth Cabinet also consulted marginalised groups of young people across the county, who brought up a huge range of issues and ideas. With video and editing training the Youth Cabinet made a film of the sessions entitled 'Speak Out' and showed it to the Children and Young People's Trust Executive Group, who are making contact with these groups to meet with them and help address some of the issues raised.

Funding arrangements for children and young people with special educational needs

Schools and a number of other stakeholders (the NHS, the Learning Skills Council, Unions, the Diocese, other authorities with children placed in ESCC schools, MPs, and Council Members) are currently being consulted about changes to the funding formula for special educational needs, designed to provide more flexibility for schools to use resources creatively, across their local partnership areas, rather than funding being, as now, very tightly linked to individual children and young people. Views on this so far are mixed with some seeing opportunities and others anxious about change.

Children Centres and Extended Schools

Local consultation is an important aspect of the development of Children's Centre and extended school services. Themes emerging from this work include parenting and family support, behaviour, mental health and well being, substance misuse and school attendance.

2008 Tellus3 Survey

The Tellus3 Survey aims to provide an annual national comparative profile of pupils in terms of their views and opinions. The latest survey took place in spring 2008 and the findings feed into the Children's Services annual inspection processes.

The Tellus3 Survey selected a sample of schools across East Sussex which represented the different types of schools in the area and was aimed at pupils in Years 6, 7 and 8.

Most questions showed responses in line with the national comparative figures. The only particular issues which emerged for East Sussex indicated that pupils worried more about school work in East Sussex than the national average; however a higher percentage East Sussex pupils felt it was quite easy to get help with their work from school compared to the national average. Responses also showed that information and advice on Healthy Eating, Smoking and Drugs was better in East Sussex than nationally.

Health Related Behaviour Survey 2007

East Sussex Healthy Schools Programme commissioned the Health Related Behaviour survey to take place during Autumn term 2007. The survey had taken place on three previous occasions with 2004 being the most recent. A total of 3906 Year 10 students from, Pupil Referral Units, secondary schools and special schools took part in the survey in 2007. For the first time, every mainstream secondary school participated. Students anonymously completed questionnaires which were returned to the Schools Health Education Unit in Exeter for analysis. The questions covered many aspects of young people's health including their drug and alcohol use, how happy or unhappy they are, what food they are eating and how much exercise they take. It provides a useful picture of local young people and their behaviour, lifestyles and aspirations. The normative data can be used to support the breaking down of unrealistic stereotypes and the development of an understanding of young people in East Sussex.

CAMHS Participation Project

Child and Adolescent Mental Health Service (CAMHS) won the 2008 NHS award for 'Involvement 2 Impact' for their Participation Project, aspects to the project included:

- always involving young people in staff recruitment
- the use of feedback boxes and regular three monthly 'sweep' weeks (short phone interviews with young people and families on a particular theme such as how to improve waiting areas)
- regular monthly young people's meetings in Bexhill, Lewes and Eastbourne with staff from CAMHS
- involving young people on development of policies,
- development of a participation action group,
- production of information for young people and families, including several films,
- a week-long music project jointly funded by rhythmix
- a quarterly feedback bulletin for children, young people and carers on the impact their involvement has had on the service

The project is enjoying huge success and the team is receiving lots of positive feedback about their work.

Connecting Communities Plus

In partnership with PCT's, District and Borough Councils, and the police, two task groups have been set up with parents and carers from Black and minority ethnic (BME) groups. The task groups are facilitated by Sompriti – a BME charity based in East Sussex that aims to empower people, build communities and advance race equality. The purpose of the task groups are to:

- get feedback on experiences and knowledge of children's centres and support the Equality Impact Assessment of the Extended Services Strategy
- explore experiences of racism and racist incidents at schools and get feedback on how BME families can be supported. An information leaflet is being developed about racism and racist incidents in schools in partnership with the members of this task group

A new voice for children in care

Children and young people living in care in East Sussex will have a voice on the issues that matter to them with the setting up of new Children in Care Council. The new Care Council has been set up for children in care including those in foster care, living in children's homes, and care leavers, the new council will provide a forum to represent the views of young people. As part of the process of setting up the council young people in care have been asked for their views on what the council should do, what issues it should discuss, how it should get the views of all children in care, and how it can best represent those views. It will also provide them with access to various skills, training opportunities including through the Keystone Awards, and involvement in volunteering programmes. It will look to develop the existing Volunteering Project.

Customer focus mystery shopper

ESCC commissioned a Council wide mystery shopping exercise in March 2008 in order to evaluate and assess the levels of customer service provided across the Council, it was agreed that this would become an annual exercise and enable subsequent training needs to be both tailored and targeted.

Aiming High for Disabled Children

A range of disabled young people have been consulted as part of the development of short breaks under the Aiming High for Disabled People programme. Their input will inform how those services are developed.

Next Steps

A participation and engagement strategy is being developed to share good practice principles around engaging the community, as well as children, young people and parents. The Strategy is planned to be available by mid-2009.

4.2 How we have used other sources of information

Data about outcomes for children and young people in East Sussex are available from a number of sources:

- On the **Children's Trust web pages**, a data compendium brings together key data and analysis. Benchmarks are provided and used to identify key issues, such as teenage pregnancy rates, attainment by different groups and youth offending rates. The compendium provides data to the lowest available geography, allowing issues in specific localities to be identified and services targeted accordingly.
- **East Sussex in Figures (ESIF)** provides other supporting contextual information and is currently being populated with children's services data.

Children's services monitors, compares, analyses and reports data and information in a variety of ways:

- Data are analysed at every level - county wide to individuals – and communicated through reports such as pupil attainment by school and by group. For the first time in 2005 a range of data was provided to each of the Local Partnerships for Children (LPCs) indicating performance at LPC level and benchmarking this against overall county and national outcomes.
- The APA dataset shows annual performance over time and comparison with national and specific comparator groups.
- The Multi-Agency Group for Performance Information (MAGPI) identifies, shares and reviews data and survey information in order to track progress made against the five outcomes for children and young people identified in the Children Act 2004. The group reports regularly to the Children's Trust Executive Group (CTEG) on an agreed set of critical performance indicators (CPIs).
- We regularly monitor performance against a number of plans and strategies, including the Local Area Agreement, the CYPP, the Council Plan, the detailed plan for 14-19 provision in Hastings & Rother, the multi agency strategy to raise looked after children (LAC) attainment, the Child and Adolescent Mental Health Services (CAMHS) strategy and the Special Educational Needs (SEN) Review action plan.
- Performance is externally assessed by Ofsted through the Annual Performance Assessment (APA), and from April 2009 this will be replaced with the Comprehensive Area Assessment.

5 Where we aim to be – 2012/13

5.1 Vision for children and young people

Over the four years to 2013, we will be working to achieve the vision for children and young people set out in the Children and Young People's Plan. That vision is for East Sussex to be a place where all children and young people:

- Are celebrated, cherished and well cared for by their families and their community, with a real recognition both of their distinctive and individual needs and of the huge asset to the community which they represent
- Are protected against risks they cannot manage, but supported to take increasing responsibility, as they grow older, for all aspects of their lives, and to contribute to the wellbeing of their communities
- Have every opportunity: to learn and develop with high quality support; to achieve success in a wide range of fields at all ages; to have meaningful options to choose from; and to have high quality information and advice to guide them
- Have healthy lifestyles, and are given high quality, responsive health care when they need it
- Have the opportunity to benefit from, and contribute to, the economic prosperity of the county
- Participate as fully as possible in decisions which affect them personally, the development of services, broader strategic development and local democratic activity

5.2 Key aims for the way children's services are provided

Over the next four years, we will also be continuing to develop the way we provide children's services. We will be building on existing work to:

- **Implement an integrated, inclusive approach to effective support for children, young people and families**

To improve particular outcomes for children and young people, for example their health, we need strategies specifically aimed at those outcomes, for example, more support for breastfeeding and better access to sexual health services. We have also started to develop a 'whole system' cross-cutting approach to the improvement of outcomes for children and young people across the board, enlisting a broad range of stakeholders.

- **Engage children and young people, parents, carers and the wider community and promote their participation in developing strategies and services**

Action to promote the wellbeing and life chances of children and young people is likely to be most successful if children, young people and their families share the same goals and high aspirations and if they have directly shaped that action so that it really meets their needs. We want to engage with, and build the confidence of, young people, families and whole communities so that everyone shares the self-belief and aspirations which are such critical factors in improving outcomes. Building on the important foundations we have laid in recent years, we want to promote the fullest possible participation by children and young people in shaping the strategies, policies and local developments, which are designed to help them and which affect their lives. We also want to extend that participation to parents, carers and the wider community. The success of many of our main priorities, including the continuing development of Children's Centres and extended services in schools, will depend on effective engagement with parents, carers and other partners.

- **Provide effective support for parents and carers**

We recognise, in particular, that it is critical that children and young people have good quality of care from their parents or other carers. With effective care and support at home, children and young people can achieve almost anything. Without it, the chances of poor outcomes are greatly increased. Implementation and embedding of the Family Support Strategy is a key objective.

- **Develop an interconnected system, of services for all children, young people and families, focused on prevention**

In addition to high quality parenting care, children and young people need services and support that are truly joined up and that act at all times in a *preventative* way. This involves identifying problems early and working alongside parents and carers to tackle them swiftly so that the best possible outcomes can be achieved.

The key elements of the joined up system we are creating are:

- High quality universal services with a strong focus on prevention and close joint working with each other. These include Children's Centres, early years settings, schools and colleges, GP surgeries, health clinics, district and

borough council services, neighbourhood policing, Connexions' Centres, Job Centre Plus, a Citizens' Advice Bureau and Housing Associations.

- Locally based, targeted services such as targeted Health Visiting support, floating housing support including family mediation, voluntary and community organisations, locally-based family support and youth support services and Connexions. Bringing the operation of these services ever closer together in an integrated way is a long-term, evolutionary project that is a key part of this Plan.
- Highly specialised, often county-wide, integrated services for those with the most complex needs, including the Youth Offending Team, services for disabled children, speech and language and other therapy services, substance misuse services and mental health services (for adults and for whole families as well as for children and young people only), and intensive family support.

To embed the system over the next four years will require:

- Significant workforce development across all partner agencies;
- Strong partnership and governance arrangements at all levels, both through the Children and Young People's Trust arrangements and through the East Sussex Strategic Partnership;
- Flexible collaboration of all kinds between institutions and agencies across the county;
- A common approach to sharing information about individual children, young people and families;
- A common process/framework for working with children, young people and families themselves to identify problems and to tackle them together – the Common Assessment Framework (CAF); and
- Effective, well understood, local mechanisms for ensuring, on as systematic a basis as possible, that those who need help are given it (using the CAF processes) at the right time.

- **Value diversity and promote equality and community cohesion**

We recognise the importance of proactively focusing on a range of issues in order to value diversity, address inequalities in outcomes and to promote community cohesion for different groups of people. Building on current good practice, our key priorities for achieving this over the next four years are:

- Ensuring effective data collection about services according to different equality categories, including ethnic origin; gender; disability; sexual orientation; religion; age; and indicators of deprivation;
- Developing more inclusive services, which are targeted to the needs of specific groups of people;
- Ensuring effective engagement and participation of a range of people from minority groups, and promoting cohesion between different groups of people;

- Ensuring effective commissioning and procurement processes across the Children and Young People's Trust that take into account equality and diversity;
- Ensuring personal safety and tackling harassment through effective monitoring processes, particularly tackling racist incidents and challenging homophobia; and
- Developing the skills of our workforce to be confident and competent in working together to address inequality and promote diversity and cohesion.

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6 Budget and service plan targets

6.1 Financial Strategy

TO BE UPDATED

The Medium Financial Plan for 2009/10 will be finalised in early 2009 and will detail plans for the next three years within Children's Services. The Portfolio Plan will be updated with the 2009/10 Financial Plan when it has been agreed. The following version is from the 2008/9 Medium Financial Plan and is provided for information and context.

4 Year Financial Summary

(Please refer to Scrutiny Board Paper)

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6.2 Policy steers and associated targets

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
Policy Steer 5.1 Improve the way that we work with partners through the Children's Trust arrangements.				
A programme of benchmarking and value for money assessments is established (APA/JAR Action Plan).	2 areas assessed in relation to best practice & VFM (achieved)	3 areas assessed in relation to best practice & VFM	3 areas assessed in relation to best practice & VFM	
A procedure for systematic project evaluation is developed and disseminated (APA/JAR Action Plan).	Procedure published on intranet (to be completed Q4)	Sample audit of project evaluations undertaken	Sample audit of project evaluations undertaken	
Level of usage of ContactPoint (CYPP)		<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> PROPOSE ADDITION This is a proxy indicator of inter-agency working </div>		
Number of Open CAF Plans recorded on ContactPoint (CYPP)		<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> PROPOSE ADDITION This is a proxy indicator of inter-agency working </div>		
Policy Steer 5.2 Shift the pattern of investment towards prevention and early intervention, including increasing the range of family support services.				
The number of children identified with complex social, emotional, behavioural difficulties who receive intensive specialist input from the Play Development Service (Council Plan)	50 (Q2 58)	60	60	
The number of parents/carers and child interaction groups (Council Plan)	80 (Q2 225)	90	120	
Percentage of final statements of special education need issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the year (NI 103a) (Council Plan)	83% (Q2 92%)	85%	87%	
Percentage of final statements of special education need issued within 26 weeks as a proportion of all such statements issued in the year. (NI 103b) (Council Plan)	80% (Q2 82%)	81%	82%	
Increase the number of young carers identified and provided with appropriate support	210 (Q2 140)	225	To be set in 2009	

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
Ensure Early Years Coordinators in TEALS evaluate provision in Children's Centres to benefit parents and children involved with TEALS (JAR/APA Action Plan).	Evaluated provision in 5 Children's Centres (Q2 new posts being recruited)	Evaluated provision in 5 Children's Centres	Evaluated provision in 5 Children's Centres	
Ensure that all partners are aware of the specific identity and emotional issues faced by minority ethnic/mixed heritage (JAR/APA Action Plan).	CAMHS cultural competence audit to establish baseline (Q2 Progress unknown)	To be set once results of audit are known	To be set once results of audit are known	
Race equality guidance reviews and revised (JAR/APA Action Plan).	5% increase in racist incident reporting by schools (Q2 progress unknown)	5% increase in racist incident reporting by schools	5% increase in racist incident reporting by schools	
Number of families supported by the Family Outreach Service (CYPP)		PROPOSE ADDITION A better proxy indicator of family outreach?		
Number of schools with parent Support Advisors (CYPP)		PROPOSE ADDITION A proxy indicator of family support provided via schools		
Policy Steer 5.3 Improve access to services, especially in rural areas.				
Percentage of schools providing access to the full core offer of extended services: (Council Plan) (i) Primary (ii) Secondary	(Academic year – end Aug 08) i) 50% ii) 33% (Q2 i) 70% ii) 100%)	(Academic year – end Aug 09) i) 75% ii) 60% (These are nationally set targets)	(Academic year – end Aug 10) i) 100% ii) 100% (These are nationally set targets)	
Policy Steer 5.4 Promote good health for children and young people and reduce health inequalities.				
The average of the percentage of children looked after who have been looked after continuously for at least 12 months and who had their teeth checked by a dentist during the previous 12 months and had an annual health assessment during the previous 12 months (PAF CF/C19) (Council Plan)	>85% (Q2 progress unknown)	>86%	>87%	

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
The percentage of schools achieving the new Healthy Schools Status (Council Plan)	85% (Q2 6 more schools needed to achieve 85%)	90%	95%	
NI 50 Emotional Health of Children (CYPP)		<p>PROPOSE ADDITION</p> <p>The aim of this indicator is to capture one of the key elements of children's emotional health: the quality of their relationships with family and friends.</p>		
NI 51 Effectiveness of CAMHS (CYPP)		<p>PROPOSE ADDITION</p> <p>This indicator uses four proxy measures which, when taken together, will identify those areas delivering comprehensive CAMHS.</p>		
NI 58 Emotional and behavioural health of children in care (CYPP)		<p>PROPOSE ADDITION</p> <p>This measure assesses emotional and behavioural health of LAC who experience mental health problems 4 x as often as all children.</p>		
NI 115 Substance misuse by young people (CYPP)		<p>PROPOSE ADDITION</p> <p>This indicator measures progress in reducing the proportion of young people frequently misusing substances</p>		
NI 57 Children and young people's participation in high quality PE and sport		<p>PROPOSE ADDITION</p> <p>This indicator measures 5-19 year olds participation in sport.</p>		
Policy Steer 5.5				
Reduce teenage conception rates across the County				
Under 18 conception rate The change in the rate of under-18 conceptions per 1,000 girls aged 15-17 years resident in the area for the current calendar year, as compared with the 1998 baseline rate, shown as a percentage of the 1998 rate. (NI 112) (LAA2) (Council Plan)	Rate 35 (change in rate from 1998 baseline = -12%) (To be reported Q4)	Rate 28 (change in rate from 1998 baseline = -30%)	Rate 19.9 (change in rate from 1998 baseline = -50%)	
Policy Steer 5.6				
Protect children and young people from harm				

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
The percentage of child protection cases which were reviewed during the year out of those which should have been reviewed during the year (100% with tolerance of -3% to allow for key individuals being unavailable) (NI 67) (Council Plan)	>97% (Q2 100%)	>97%	>97%	
The percentage of schools that have a designated Child Protection teacher trained within the last two years (100% with tolerance of -3% due to staff turnover) (Council Plan)	>97% (Q2 97%)	>97%	>97%	
The percentage of children with a child protection plan with an allocated social worker (100% with tolerance of -2% to allow for staff turnover) (Council Plan)	>98% (Q2 99.7%)	>98%	>98%	
Number of young people under 19 receiving substance misuse treatment services (2005/06 baseline: 351) (Council Plan)	-3% (Q2 Progress info not yet available)	-2%	-2%	
The percentage of children looked after at 31 March with three or more placements during the year (NI 62) (Council Plan)	< 12% (Q2 6%)	< 12%	< 12%	
NIS 066 - The % of children looked after cases which should have been reviewed during the year ending 31 March that were reviewed on time during the year	>95% (Q2 cumulative 94.5%)	>95%	>95%	
NI 60 Core assessments for children's social care carried out within 35 working days of their commencement (CYPP)		<div style="border: 1px solid black; padding: 5px; text-align: center;"> PROPOSE ADDITION This is a proxy measure – how quickly a child is assessed should lead to better outcomes </div>		
NI 65 Number of children becoming subject of a Child Protection Plan for a second or subsequent time (CYPP)		<div style="border: 1px solid black; padding: 5px; text-align: center;"> PROPOSE ADDITION This is a proxy measure – children coming on and off the register could indicate misjudgements putting them at risk </div>		
Policy Steer 5.7				
Reduce bullying and anti –social behaviour by and towards children and young people, wherever it occurs				
Rate of proven re-offending by young offenders (NI 19) (LAA2) (Council Plan)	Target setting to be deferred and subject to review in 2009	Target setting to be deferred and subject to review in 2009	Target setting to be deferred and subject to review in 2009	
First time entrants to the Youth Justice System aged 10-17 (NI 111)	897 (Q2 cumulative 386)	To be set once Youth Crime Prevention Strategy in place	To be set once Youth Crime Prevention Strategy in place	

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
Reduce perceived levels of bullying through effective anti-bullying strategies (Council Plan)	Collate and analyse pilot survey data to develop benchmark/baseline (Q2 achieved - baseline 29%)	Set target for future survey once 2008 results known	Set target for future survey once 2009 results known	
Number of reported incidents of bullying which are resolved following intervention	75% or above of referrals reach a positive outcome (Q2 87%)	75% or above of referrals reach a positive outcome	75% or above of referrals reach a positive outcome	
Number of hate incidents recorded by schools (CYPP) (Target – currently being reviewed)		<div style="border: 1px solid black; padding: 5px; text-align: center;"> PROPOSE ADDITION Tackling bullying goes hand in hand with tackling racist and other discriminatory abuses </div>		
Policy Steer 5.8 Improve support to children and young people on the edge of care, especially vulnerable teenagers				
The number of families with children aged 12+ engaging in family group conferences (Council Plan)	40 (Q2 27)	40	40	
Number of families supported by family substance misuse service (Council Plan)	90 (Q2 75)	115	120	
Number of days lost through fixed term (temporary) exclusions in relation to number of pupils in secondary phase in Hastings (Council Plan)	-5% on 2007 baseline of 2765.5 (2627.5) (to date 2008 1392.5)	-5% on previous year	-5% on previous year	
LAC participation in reviews: The number of children and young people who communicated their views specifically for each of their statutory reviews as a percentage of the number of children and young people who had been looked after at 31 March for more than 4 weeks.	>95% (Q2 cumulative 93.5)	> 95%	> 95%	
NI 61 Timeliness of placements of LAC adopted following an agency decision that the child should be placed for adoption (CYPP)		<div style="border: 1px solid black; padding: 5px; text-align: center;"> PROPOSE ADDITION This is a proxy indicator for promoting wellbeing of vulnerable children </div>		
NI 59 Initial assessments for children's social care carried out within 7 working days of referral (CYPP)		<div style="border: 1px solid black; padding: 5px; text-align: center;"> PROPOSE ADDITION This is a proxy indicator – the faster the assessment the better safeguarded the child </div>		

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
NI 68 Referrals to children's social care going on to initial assessment (CYPP)			<div style="border: 1px solid black; padding: 5px;"> PROPOSE ADDITION A proxy indicator showing how well the referrals are made and handled </div>	
Policy Steer 5.9 Develop integrated services for children under 5 and their families through a network of children's centres and increase take up and quality of early years education.				
Number of Children's Centres Operational (NI 109) (Council Plan)	28 (Q2 achieved)	N/A	35	N/A
Prevalence of breast-feeding at 6-8 wks from birth (NI 53) (LAA2) (Council Plan)	Prevalence 49.1% Coverage 85.1% (Q2 p = 37%, c= 72.8%)	Prevalence 50.9% Coverage 90.1%	Prevalence 52.9% Coverage 95%	
Take up of formal childcare by low-income working families (NI 118) (LAA2) (Council Plan)	Spatial Level of this target and target setting to be agreed by January 2009	Spatial Level of this target and target setting to be agreed by January 2009	Spatial Level of this target and target setting to be agreed by January 2009	
Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest (NI 92 - MANDATORY): (LAA2) (Council Plan)	Academic year 08/09 27.75% (07/08 result = 31.6%)	Academic year 09/10 To be set autumn 09	Academic year 10/11 To be set autumn 10	
Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy (NI 72 – MANDATORY) (LAA2) (Council Plan)	Academic year 08/09 52.80% (07/08 outturn 6%)	Academic year 09/10 To be set autumn 09	Academic year 10/11 To be set autumn 10	
Policy Steer 5.10 Continue to raise educational achievement and aspirations at all key stages for children of all abilities, and reduce the attainment gap for children and young people from vulnerable and disadvantaged backgrounds.				
Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4) (NIS 102): - The % point gap between pupils eligible for FSM achieving at least level 4 in English and maths at KS2, and their peers. - The % point gap between pupils eligible for FSM	Develop baseline (No data available until Q3)	Targets to be developed once baseline established	Targets to be developed once baseline established	

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
achieving 5 A*-C grades at GCSE (and equivalent), including English and maths, and their peers.				
Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics) (NI 101 – MANDATORY) (LAA2) (Council Plan)	Academic year 08/09 21.7% (07/08 outturn 12.5%)	Academic year 09/10 To be set autumn 09	Academic year 10/11 To be set autumn 10	
Looked after children reaching level 4 in English at Key Stage 2 (NI 99 - MANDATORY) (LAA2) (Council Plan)	Academic year 08/09 48.1% (07/08 outturn 50%)	Academic year 09/10 To be set autumn 09	Academic year 10/11 To be set autumn 10	
Looked after children reaching level 4 in mathematics at Key Stage 2 (NI 100 - MANDATORY) (LAA2) (Council Plan)	Academic year 08/09 44.4% (07/08 outturn 40%)	Academic year 09/10 To be set autumn 09	Academic year 10/11 To be set autumn 10	
Achievement at level 4 or above in both English and Maths at Key Stage 2 (NI 73 – MANDATORY) (LAA2) (Council Plan)	Academic year 08/09 78% (07/08 outturn 70.5%)	Academic year 09/10 To be set autumn 09	Academic year 10/11 To be set autumn 10	
Progression by 2 levels in English between Key Stage 1 and Key Stage 2 (NI 93 – MANDATORY) (LAA2) (Council Plan)	Academic year 08/09 88% (no progress info til Q3)	Academic year 09/10 To be set autumn 09	Academic year 10/11 To be set autumn 10	
Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 (NI 94 – MANDATORY) (LAA2) (Council Plan)	Academic year 08/09 85% (no progress info til Q3)	Academic year 09/10 To be set autumn 09	Academic year 10/11 To be set autumn 10	
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (NI 75 – MANDATORY) (LAA2) (Council Plan)	Academic year 08/09 52.2%	Academic year 09/10 To be set autumn 09	Academic year 10/11 To be set autumn 10	
Secondary schools persistent absence rate (NI 87 - MANDATORY) (LAA2) (Council Plan)	Academic year 08/09 6.2% (no progress info til Q1 09/10)	Academic year 09/10 5.8%	Academic year 10/11 To be set autumn 10	
Contextual Value Added (CVA) Key Stage 1-2 in a) Eastbourne	Academic year 07/08	Academic year 08/09	Academic year 09/10	

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
and b) Hastings (Council Plan)	CVA for a) Eastbourne and b) Hastings is above County Average (no outturn until Q3)	CVA for a) Eastbourne and b) Hastings is above County Average	CVA for a) Eastbourne and b) Hastings is above County Average	
Contextual Value Added (CVA) Key Stage 2-4 in a) Eastbourne and b) Hastings (Council Plan)	Academic year 07/08 CVA for a) Eastbourne and b) Hastings is above County Average (no outturn until Q3)	Academic year 08/09 CVA for a) Eastbourne and b) Hastings is above County Average	Academic year 09/10 CVA for a) Eastbourne and b) Hastings is above County Average	
Level 4 English and Maths for Eastbourne and Hastings (Council Plan)	Academic year 07/08 a) Eastbourne 77% for English 79% for Maths b) Hastings 75% for English 78% for Maths (07/08 outturns: available Q3)	Academic year 08/09 Estimated addition of 2% on 2008/09 targets. This will be confirmed following discussions with schools	Academic year 09/10 To be set Autumn 2008	
5+ GCSEs at A-C including English and Maths for Eastbourne and Hastings (Council Plan)	Academic year 07/08 a) Eastbourne 46% b) Hastings 34% (07/08 outturn a) 43% b) 28%)	Academic year 08/09 Estimated addition of 2% on 2008/09 targets. This will be confirmed following discussions with schools	Academic year 09/10 To be set Autumn 2008	
Aggregate performance of Hastings Federation Schools at Level 5+ KS 3 English (Council Plan)				
Aggregate performance of Hastings Federation Schools at Level 5+ KS 3 mathematics (Council Plan)				
Aggregate performance of Hastings Federation Schools at KS 4 - 5 A*-C GCSEs including English and maths (Council Plan)				
Aggregate performance of Hastings Federation Schools at KS 4 - 5 A*-C GCSEs (Council Plan)				

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
The percentage of Looked after Children attaining at least 1 GCSE at grade A-G	> 68% (Q2 cumulative 89%)	> 70%	To be set during autumn term 09	
The percentage of schools whose overall effectiveness is judged to be good or better by SIPS/SIS	62% (Q2 50%)	65%	<div style="border: 1px solid black; padding: 5px; text-align: center;"> PROPOSE CHANGE? Should we look at number of schools judged to be outstanding? </div>	
Number of feasibility studies on a range of primary and secondary schools to determine priority investment needs in advance of eligibility for Building Schools for the Future funding and Primary Capital Programme	5 (Q2 2 studies to begin Oct)	5	5	<div style="border: 1px solid black; padding: 5px; text-align: center;"> PROPOSE REMOVAL OR CHANGE? This is an input indicator. Could this be replaced with an alternative? </div>
The aggregated CVA for schools in Eastbourne and Hastings exceeds the LA average for 2008	Exceeds the LA average for 2008 (data available Q3)	Exceeds the LA average for 2009	Exceeds the LA average for 2010	
Number of schools in an Ofsted category remains below national averages	Below national average (Q2 all below)	Below national average	Below national average	
All schools in categories 3s, 4 and 5 move up a category in the timescale specified on the CSA support plan	All schools in category (Q2 all schools on track)	All schools in category	All schools in category	
The LA rate of progress for the % of pupils gaining 5+ A*-C grades including English and mathematics (APA/JAR Action Plan)	greater than the national rate of progress (data available Q3)	greater than the national rate of progress	greater than the national rate of progress	
Policy Steer 5.11 Increase the choices for vocational learning opportunities for children and young people aged 14-19 and reduce the number of young people who are not in education, employment or training.				
Effective collaboration arrangements between schools, colleges, employers and other agencies are in place. (Council Plan)	Collaborative protocols and underpinning systems are operating across all partnerships (Q2 progress unclear)	All LAPB's provide at least 3 diploma lines	All LAPB's provide at least 5 diploma lines	<div style="border: 1px solid black; padding: 5px; text-align: center;"> QUERY Does the indicator fit the desired outcome? </div>
The percentage 17 year olds participating in education and training (Council Plan)	78% (Q2 80%)	79.5%	81%	

Performance Measures	Targets			
	Our result for 2008/09 was:	Our target for 2009/10	Our target for 2010/11	Our target for 2011/12
Achievement of a Level 2 qualification by the age of 19 (NI 79) (LAA2) (Council Plan)	Academic year 08/09 74.5% (07/08 outturn available Q3)	Academic year 09/10 76.8%	Academic year 10/11 78.8%	
16 to 18 year olds who are not in education, employment or training (NEET) (NI 117) (LAA2) (Council Plan)	7% (Q2 6.8%)	6.2%	5.4%	
Vulnerable young people involved in Pre Engagement and Summer Transitions programmes in East Sussex move into EET (cohort 1600). (JAR/APA Action Plan).	Bid completed (Q2 achieved)	80%	80%	
Implement September Guarantee for 16 and 17 yr old learners: all have an appropriate offer of EET by September 2008 (JAR/APA Action Plan).	90% (Q2 91%)	95%	100%	
NI 106 Young people from low income backgrounds progressing to higher education				<p>PROPOSE ADDITION This is proxy indicator – indicates increased choice and opportunities</p>
NI 148 care leavers in employment, education or training				<p>PROPOSE ADDITION This is a useful indicator of the impact of NEET strategy on a vulnerable group</p>
NI 45 Young offenders engagement in suitable education, training and employment				<p>PROPOSE ADDITION This is a useful indicator of the impact of NEET strategy on a vulnerable group</p>
<p>Policy Steer 5.12 Provide positive activities for children and young people and increase opportunities for them to be involved in decisions that affect them.</p>				
Young people's participation in positive activities (NI 110) (LAA2) (Council Plan)	Baseline to be established Year 1 and targets set at refresh (Q2 no progress yet)	Baseline to be established in Year 1 and targets set at refresh	Baseline to be established in Year 1 and targets set at refresh	
NI 19 rate of proven re-offending by young offenders				<p>PROPOSE ADDITION This is a reverse indicator – shows the number of YP involved in <i>negative</i> activities</p>
NI 111 First time entrants to the youth justice system				<p>PROPOSE ADDITION This is a reverse indicator – shows the number of YP involved in <i>negative</i> activities</p>

7 Key risks and how we propose to manage them

To be updated:

The key risks in implementing the Plan are:

1. Improving outcomes for children and young people requires integrated working across statutory, independent and voluntary sector partners.
2. Prudent assumptions have been made about specific grants received from Government. Nevertheless the withdrawal in whole or part of a range of specific grants continues to present a risk to our financial planning. For example, a number of funding streams for new preventative services are pump priming only or are being reduced or ended soon. These include Children's Fund, Neighbourhood Renewal Funding, and mental health grant funding.
3. In addition, financial constraints within the NHS and their ability to direct resources to children's services may have an impact. The new joint planning and commissioning structures will help identify issues early so that appropriate action can be taken.
4. The level of change required to deliver the plans across children's services is significant and there is a need to ensure the effective management of the programme as a whole, as well identify sufficient management capacity to deliver the desired outcomes. The pace of change must be managed carefully so as not to jeopardise front line service delivery.

A more detailed risk matrix can be found below.

Children's Services Risk Matrix

To be updated

Objective	Risk	Control Measure
Corporate Parent role	Child harmed, injured or killed while in our care. <ul style="list-style-type: none"> • Statutory responsibility • Impact on reputation of the county Council 	<ul style="list-style-type: none"> • Children's homes and fostering service regulated by OfSTED – regular inspection • Safeguarding and health & safety policies and procedures in place • Regular audits by managers • Off-line scrutiny by independent reviewing officers
Safeguarding Children	Child killed or suffers very serious harm due to failures in CSD and/or LSCB performance <ul style="list-style-type: none"> • Statutory responsibility • Impact on reputation of County Council/ LSCB 	<ul style="list-style-type: none"> • Updated Child Protection procedures in place • Regular audit by CSD managers and by LCSB audit group • Offline scrutiny by Safeguarding unit
Foster Carers – sustainable pool of foster carers who have the ability, skills and knowledge to provide suitable placements for Children	Sustainability of a good quality service. Increased cost pressures if high cost private sector places are required	<ul style="list-style-type: none"> • Continued engagement with Foster carers • Provision of support, training and development • Continue programme for recruiting new foster carers • Review policy for placement support fees following national guidance and continued consultation
Planning and provision of suitable service accommodation	<ul style="list-style-type: none"> • Loss of registration or licences under criteria set by regulatory or statutory guidelines i.e. Secure Unit licence (statutory), Ofsted registration for Residential homes, Children's Centres etc • Lack of suitability in buildings and accommodation to meet needs (i.e. school places, children's centres) 	<ul style="list-style-type: none"> • Develop property and accommodation strategy for whole Children's Service • Monitor suitability and condition • Maximise asset base • Business plans • Health and safety plans • Outcomes clearly stated and monitored to meet requirements • Staffing: development, training, CRB checks

Cross Cutting		
Objective	Risk	Control Measure
Financial sustainability	<ul style="list-style-type: none"> • In ability to fund increasing demands for services • Inability to fund increasing statutory requirements • Add something on specific grants vulnerabilities 	<ul style="list-style-type: none"> • Reconciling Policy and Resources process • Prioritisation against statutory requirements and policy leads • Compliance with LAA and grant conditions • Service efficiencies and productivity plans • Service reconfiguration • Continued development of financial strategy & use of resources in consultation with key stakeholders and partners.
Loss of key or skilled staff	<ul style="list-style-type: none"> • Reduced capacity and knowledge to deal with critical elements of service delivery, i.e. • Responding to emergencies, or enquiries concerning children. 	<ul style="list-style-type: none"> • RP&R and MTFP • Staff planning with teams • Succession Planning • Departmental Training and development plan • Identification of operational risks, ensure wide understanding of management actions to mitigate (BCP/ Emergency planning) • Clarity of arrangements with partner agencies (schools, Health, Police etc)
Access to strategic or key contracts	<ul style="list-style-type: none"> • Reduced market provision/ lack of competition • Poor quality of performance from contractors • Loss of external providers 	<ul style="list-style-type: none"> • Departmental Procurement Strategy • Develop knowledge of national and local providers (alternative suppliers) • Review Best Practice within the Council and in other Local Authorities • Develop Partnerships • Inclusion of performance bonds in contracts • Business continuity plans to be included in strategic contracts • Continual management & monitoring of contracts with providers.

Objective	Risk	Control Measure
Improve partnership working and integration of service delivery	<ul style="list-style-type: none"> • Failure to agree joint commissioning strategies with CTEG members • Inability to implement structural and staff changes to meet new requirements for integrated delivery 	<ul style="list-style-type: none"> • Further development of CTEG joint commissioning strategy with agreement at a more detailed level, including roles and responsibilities of key governance groups within Children's Trust Arrangements • Consultation with stakeholders, clear plan for implementation and clarity regarding deliverables and outcomes.
To provide managers with appropriate information to manage services	<ul style="list-style-type: none"> • Loss of critical systems to support services • Lack of funding for software upgrading, and impact on future support as well as potential increases in costs • Lack of funding to develop infrastructure and hardware to meet needs of services • Agree key data specifications 	<p>Business Continuity Plan:</p> <ul style="list-style-type: none"> • Disaster recovery plan • Back up processes, master records of core data • Maintenance agreements • Manual processes clearly documented and understood • Make use of latest data analysis
Services are provided on a consistent and robust basis to meet user needs and statutory requirements	<ul style="list-style-type: none"> • Loss of key and critical service properties and/or communication links (i.e. as a result of major incident locally or across the county, weather, infrastructure failure, high levels of sickness in staff) 	Implementation of Business Continuity plans at a departmental and service team level.

More information about the three year plan

This document is also available on our website (eastsussex.gov.uk).

Children's Services staff can visit the East Sussex County Council intranet page at XXXXXX

Contact details?

Ways to get more information?

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Children's Services

March 2009