

Service Improvement Plan (*abridged*) – CESC (Childrens) 2006/07- 2008/09

| Theme: Be Healthy | |
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| Objective 1: Teenage Conception; reduce the level of teenage conception in under 18 year olds. | |
| Action & Milestones | Success Measures & Targets |
| Develop and implement Teenage Pregnancy Strategy. <ul style="list-style-type: none"> • Strategy in place by May 2006. • Co-ordinator in place by March 2006. • Develop training, education and outreach work during 2006-07 | <ul style="list-style-type: none"> • Proportion of expectant mothers smoking during pregnancy • Percentage of babies with low birth weight • Proportion of mothers initiating breast feeding • Immunisation rates by 2nd birthday • Immunisation rates by 5th birthday • Diagnosis of chlamydia amongst under 16s and 16-19 year olds • BVPI 197 - % change in number of conceptions amongst 15-17 year olds |

| Theme: Be Healthy | |
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| Objective 2: Substance Misuse : reduce substance misuse by children and young people, reduce the effects on children and young people of substance misuse by parents/carers and reduce the level of smoking by children & young people. | |
| Action & Milestones | Success Measures & Targets |
| Implementation of the High Focus Area Action Plan. <ul style="list-style-type: none"> • Commissioning Plan agreed by April 2006. • Training ongoing for all front line staff through 2006-07. • Carers and users involved in reality check group - April 2006. • Hidden Harm group action plan in place April 2006. | <ul style="list-style-type: none"> • Substance misuse related admissions to hospital, ages under 20 • Proportion of those in substance misuse treatment who are aged less than 18 |

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| Theme: Be Healthy | |
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| Objective 3: Obesity : Reduce levels of obesity in children | |
| Action & Milestones | Success Measures & Targets |
| Development of strategy and action plan. Key Actions : <ul style="list-style-type: none"> • Development of baseline information - June 2006. • Link to development of Healthy Schools and School Meals Strategy - June 2006. | <ul style="list-style-type: none"> • Percentage of schools participating in the National Healthy Schools Standard • Section 5 school inspection judgements: The extent to which schools enable learners to be healthy (primary, secondary and special schools) |
| Transforming School Meals Strategy in place - June 2006. (see also objective 5) | |

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| Objective 4: Infant Mortality : Reduce the level of infant mortality | |
| Action & Milestones | Success Measures & Targets |
| <ul style="list-style-type: none"> • Continuing rollout of Surestart/ Children's Centre Programmes : 6 new Children's Centres in place by 2008 providing core offer of services. (see also objective 5) | <ul style="list-style-type: none"> • Infant mortality rate (deaths per 1,000 live births) • Perinatal mortality (number of stillbirths and deaths of infants at ages under 7 days) • Deaths of children under age 15 • Incidence of measles, ages under 1 year and under 15 years • Oral health in children – number of decayed/ missing/ filled teeth in children aged 5, 12 and 14 • Accident and Emergency waiting times • Percentage of nurses in A&E that are children's nurses • Young patient questionnaire for in-patient/ day cases, access and waiting domain score |

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| Objective 5: Reducing health inequalities for children and young people | |
| Action & Milestones | Success Measures & Targets |
| Rollout of Surestart/Children's Centre programmes : <ul style="list-style-type: none"> • 6 new Children's Centres in place by 2008, across the 20% most deprived areas across the Borough. • | |
| Transforming School Meals Strategy in place - June 2006 targeting NRF areas. | |
| Improve access to health assessments including dentistry for children looked after through dedicated health resources. | <ul style="list-style-type: none"> • PAF C19: The average of the percentages of children looked after who had 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 • Patients provided with GP practice child health surveillance service (per child aged under 5) • Percentage of under 5s having first contact with Health Visitors |

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| Theme: Stay Safe | |
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| Objective 6: Outcomes for children and young people, improved stability of placements, choice of placements. | |
| Action & Milestones | Success Measures & Targets |
| <p>Development of specialist fostering scheme .</p> <ul style="list-style-type: none"> • 6 carers in place by October 2006. • Review of volume and capacity of residential provision - May 2006. | <ul style="list-style-type: none"> • PAF A3: The % of children on the Child Protection Register who have previously been registered • PAF CF/C20: The % of child protection cases which should have been reviewed during the year that were reviewed • CH10: De-registrations per 10,000 population aged under 18 • PAF CF/C21: The % of children de-registered from the Child Protection Register during the year who had been on the Register continuously for two years or more • CH39 Children looked after per 10,000 population aged under 18 • PAF CF/C68: The percentage of children looked after cases which should have been reviewed during the year which were reviewed during the year • PAF CF/A1 (BV49): The number of children looked after with three or more placements during the year • PAF CF/D35: The % of children who had been looked after continuously for at least four years, who had been in their foster placement for at least two years • SS (LAC) 4: Effectiveness of safeguarding arrangements for [looked after] children placed in your area by other local authorities? • CH44: % of children looked after in residential accommodation • DIS 1111: % of looked after children fostered by relatives or friends • PAF CF/B7: of children looked after (excluding those placed with parents) the % who were in foster placements or placed for adoption • 1115: The % of looked after children adopted during the year who were placed for adoption within 12 months of their best interest decision being made • PAF CF/C23: the number of looked after children adopted |

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| | <p>during the year as a % of the number of children looked after who had been looked after for 6 months or more</p> <ul style="list-style-type: none"> • 1114: % of looked after children with a named social worker who is qualified as a social worker • What % of children with disabilities aged 14+ had a transition plan to support their move from children's services to adult's services? CH141: Number of referrals of children per 10,000 population • CH141: Number of referrals of children per 10,000 population • CH142: % of children whose referral occurred within 12 months of a previous referral • CH143: % of referrals of children in need that led to initial assessments • CH02: Initial child protection conferences per 10,000 population aged under 18 • 1704: % of initial assessments within 7 working days of referral • CH145: Number of core assessments of children in need per 10,000 population aged under 18 • PAF CF/C64: The % of core assessments that were completed within 35 working days of their commencement • CH01: Children and young people on the Child Protection Register per 10,000 population aged under 18 • 1219: % of children and young people on the Child Protection Register who are not allocated to a social worker • CH03: registrations per 10,000 population aged under 18 |
| <p>Rollout of Regional Commissioning Trust Action Plan :</p> <ul style="list-style-type: none"> • Needs analysis completed - April 2006. • Commissioning proposals - July 2006. | |

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| Theme: Stay Safe | |
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| Objective 7: Child Safety: reduce the levels of serious accidents and deaths of children in domestic and non-domestic situations through the development of Preventative Strategies. | |
| Action & Milestones | Success Measures & Targets |
| Establish Prevention Sub-Group of Local Children's Safeguarding Board and establish baseline figure to measure performance <ul style="list-style-type: none"> • June 2006. Develop Action Plan from analysis of figures - September 2006. | <ul style="list-style-type: none"> • Children's accident and emergency facilities, opening hours • Number of children aged 0-15 killed or seriously injured in road traffic accidents |
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| Theme: Stay Safe | |
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| Objective 8: Develop the role of the Local Safeguarding Children's Board | |
| Action & Milestones | Success Measures & Targets |
| Co-ordinate local work to safeguard and promote welfare of children and ensure the effectiveness of that work: <ul style="list-style-type: none"> • Develop LSCB Action Plan - May 2006. Appoint Safeguarding Manager - April 2006. | |

Service Improvement Plan (*abridged*) – CESC (Childrens) 2006/07- 2008/09

| Theme: Enjoy & Achieve | |
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| Objective 9: Raise achievement, continue improvements in educational attainment across key stages for all children and in particular for black minority ethnic groups and hard to reach children. Reduce the gap between areas of deprivation and other areas of the Borough. | |
| Action & Milestones | Success Measures & Targets |
| Improve educational attainment for all pupils aged 3-11 | <ul style="list-style-type: none"> • Teacher assessment results on reading: Achievement at KS1, level 2+ and Average Point Scores (all pupils) • Teacher assessment results on writing: Achievement at KS1, level 2+ and Average Point Scores (all pupils) • Teacher assessment results on mathematics: Achievement at KS1, level 2+ and Average Point Scores (all pupils) • Test results on English: Achievement at KS2, level 4+ and Average Point Scores (all pupils) • Test results on mathematics: Achievement at KS2, level 4+ and Average Point Scores (all pupils) • Test results on science: Achievement at KS2, level 4+ and Average Point Scores (all pupils) • Value added measures KS1 to KS2 |
| Improve educational attainment for all pupils aged 11-19 | <ul style="list-style-type: none"> • Test results on English: Achievement at KS3, level 5+ and Average Point Scores (all pupils) • Test results on mathematics: Achievement at KS3, level 5+ and Average Point Scores (all pupils) • Test results on science: Achievement at KS3, level 5+ and Average Point Scores (all pupils) • Value added measures KS2 to KS3 • Percentage achieving 5+ A*-C (all pupils) • Percentage achieving 1+ A*-G (all pupils) • Average point scores (all pupils) • Capped average point scores (all pupils) • Value added measures KS2 to GCSE/Equivalents • Value added measures KS3 to GCSE/Equivalents • Percentage of schools not attaining floor targets |

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| Promote inclusion and raise attainment of BME children and young people. | <ul style="list-style-type: none"> • Cohort attainment by ethnic group |
| Support the development of learning communities : <ul style="list-style-type: none"> • multi-agency workshops - June 2006 for all 3 clusters. • Commissioning arrangements in place - July 2006. | |
| Develop vision and strategy for implementing Building Schools for the Future. <ul style="list-style-type: none"> • Draft Strategy in place by March 2007. • Consultation on Strategy April-June 2007. | |
| Develop and manage school reorganisation proposals to secure sufficient school and nursery places. <ul style="list-style-type: none"> • New Primary School at Roseworth, SOC approval - May 2006; Design work - July 2006. | <ul style="list-style-type: none"> • % of primary schools with 25% or more surplus places as at Easter statutory return to the DfES • % of secondary schools with 25% or more surplus places as at Easter statutory return to the DfES |
| <ul style="list-style-type: none"> • Identification of possible future infant/junior school amalgamation - July 2006. | |
| Review of provision for children with autism <ul style="list-style-type: none"> • May 2006. • Reorganisation proposals agreed by SOC - Autumn 2006. | |
| Reduce the number of children with statement of special educational needs <ul style="list-style-type: none"> • ongoing through frontline management, identification of which school and other support services. | |
| Review personal education plans of CLA <ul style="list-style-type: none"> • identify remedial action (targeting years 6, 9 and 10) - June 2006. | |

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| Theme: Enjoy & Achieve | |
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| Objective 10: Increase enjoyment by improving access, participation, inclusion, progression, curriculum flexibility and enrichment across phase. | |
| Action & Milestones | Success Measures & Targets |
| <p>Review the provision of Services for children with complex needs</p> <ul style="list-style-type: none"> strategy and action plan by May 2006. Review completed strategy and action plan developed by August 2006. | |
| <p>Raise the achievement of vulnerable groups of children through targeted multi-agency working (for CLA see 'improving outcomes for CLA')</p> | <ul style="list-style-type: none"> CF/C69 Distance children newly looked after are placed from home 1406: The percentage of children looked after who were pupils in year 11 who were eligible for GCSE (or equivalent) examinations who sat at least one GCSE equivalent exam PAF CF/A2: The percentage of young people leaving care aged 16 or over with at least 1 GCSE grade A*-G 1403: The percentage of young people leaving care aged 16 or over with 5 or more GCSEs at grade A*-C or a GNVQ Proportion of unaccompanied asylum seeking children who left care with at least one GCSE A*-G or GNVQ PAF CF/C24: percentage of children looked after continuously for at least 12 months, of compulsory school age, who missed at least 25 days schooling for any reason during the previous school year |
| <p>Challenge and support all schools to adopt fully inclusive curricula, and improve the progress made by pupils with SEN</p> <ul style="list-style-type: none"> Reduce the number of statements through the year. | <ul style="list-style-type: none"> Section 5 school inspection judgement: How well learners with learning difficulties and disabilities make progress (primary, secondary and special schools) % of pupils with a statement of SEN DfES SEN2 – number of new statements of SEN Audit Commission BVPI – percentage of new statements of SEN prepared within 18 weeks DfES SEN2 - percentage of pupils with statements placed in special schools |

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| | <ul style="list-style-type: none"> • % of pupils with statements placed in maintained special schools, and % placed in independent and non-maintained special schools which are outside of the LEA. • % of permanent exclusions in relation to the number of pupils in special schools • % of permanent exclusions in relation to the number of pupils with statements of SEN • % of fixed term exclusions of more than five days in relation to the number of pupils in special schools • Percentage of FE college students aged under 19 with SEN or a disability • Percentage of work-based learners living in the area & aged under 19 who had a disability and/or learning need |
| <p>Improve attendance and behaviour, reduce exclusions and raise attainment, of all pupils including vulnerable and LAC groups.</p> <ul style="list-style-type: none"> • Development of monitoring system around LAC group - April 2006. • Restructure behaviour for learning service and attendance service into one service - January 2007. | <ul style="list-style-type: none"> • % of fixed term and permanent exclusions in relation to the number of pupils in primary phase • % of fixed term and permanent exclusions in relation to the number of pupils in secondary phase |
| <p>Improve curriculum flexibility, enrichment and progression across phase.</p> | |

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| Theme: Enjoy & Achieve | |
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| Objective 11: Raise Standards by improving the quality of strategic leadership management and governance in schools and settings across the Borough and across phase. | |
| Action & Milestones | Success Measures & Targets |
| Improve the quality of strategic leadership and governance at all levels, across phase and subject areas. | |
| Ensure continuous school improvement. | <ul style="list-style-type: none"> • Section 5 school inspection judgements: effectiveness and achievement (primary, secondary and special schools) • Section 5 school inspection judgements: personal development and well-being of learners (primary secondary and special schools) • Section 5 inspection judgements: quality of provision and leadership and management (primary, secondary and special schools) • Percentage of Schools requiring Special Measures since Jan 2003* (*Over the last three years) • Percentage of Schools requiring a 'Notice To Improve' since Sep 2005 |
| Implement and manage the SIP function within the context of Stockton's school improvement framework. | |
| Support and challenge schools to sustain workforce development within the Change for Children agenda. <ul style="list-style-type: none"> • Extended schools workshop for 3 clusters completed by June 2006. | |
| Restructure Tees Valley Music Service - January 2007. | |

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| Theme: Enjoy & Achieve | |
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| Objective 12: Increase the range of accessible culture/leisure sporting activities for children and young people by developing services across statutory, voluntary and independent sectors. | |
| Action & Milestones | Success Measures & Targets |
| Support health and wellbeing through the Healthy Schools Initiative and Drugs Education team. | |
| Support healthier communities through sport and physical activity. | |
| Provide a music service to schools and communities across the Tees Valley. (see also objective 11) | |
| Develop the CLCs to provide broader opportunities for voluntary learning for Children and Young People. | |
| Review the provision of services for children with complex needs. <ul style="list-style-type: none"> Review completed, strategy and action plan developed by August 2006. | |
| Raise the achievement of vulnerable groups of children through targeted multi-agency working. (see also objective 10) | |
| Challenge and support schools to adopt fully inclusive curriculum and improve the progress made by pupils with SEN. | |
| Improve attendance and behaviour, reduce exclusions and raise attainments. | |
| Improve curriculum flexibility, enrichment and progress across phase. | |

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| Theme: Make a Positive Contribution | |
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| Objective 13: Increase involvement of children and young people, parents and carers in service development and delivery and community life in general. | |
| Action & Milestones | Success Measures & Targets |
| <p>Effectively implement the PIC Strategy across all children and young people services across Stockton-on-Tees.</p> <ul style="list-style-type: none"> Participation Officer to be appointed - April 2006. | <ul style="list-style-type: none"> Breach/recall action taken place within national standards timescale Case supervisor actively liaises with others with others who provide interventions Most recent ASSET score - improvement over initial score |
| <p>Ensure parents and carers are represented on all partnership groups through direct involvement and representation.</p> | <ul style="list-style-type: none"> Contact - % of young people aged 13-19 reached by publicly funded Youth Services Ratio of full-time equivalent youth workers to young people aged 13-19 |
| <p>Promote and develop use of direct payments for children and young people with a disability.</p> <ul style="list-style-type: none"> Develop new service specification and contract - July 2006. | |

Service Improvement Plan (*abridged*) – CESC (Childrens) 2006/07- 2008/09

| Theme: Make a Positive Contribution | |
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| Objective 14: Reduction in Youth Crime. Reduce the level of offending by young people and the impact of crime on young people. | |
| Action & Milestones | Success Measures & Targets |
| <p>Delivery of Youth Justice Plan. Review at 6 months.</p> | |
| <p>Target support for young people who are looked after and at risk of offending through multi-agency working.</p> <ul style="list-style-type: none"> MALAP Action Plan in Place - May 2006. | <ul style="list-style-type: none"> PAF CF/C18: final warnings, reprimands and convictions of children looked after PAF CF/C63: The number of children and young people who communicated their views specifically for their latest statutory review as a percentage of the number of children and young people who were looked after during the year for more than four weeks |

| Theme: Achieving Economic Wellbeing | |
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| Objective 15: Young people into employment and training - increase the level of young people leaving school who access further education, employment and training. | |
| Action & Milestones | Success Measures & Targets |
| <p>Delivery of Connexions Action Plan</p> <ul style="list-style-type: none"> Review at 6 months. | <ul style="list-style-type: none"> Connexions Partnership data: % of young people aged 16-19 who are not in education, employment and training (NEET) broken down by active in labour market and not active in labour market. Connexions Partnership data - % of young people aged 16-19 joining the NEET group (young people Not in Education Employment and Training) Connexions Partnership data - % of young people aged 16-19 leaving the NEET group (young people Not in Education Employment and Training) Connexions Partnership data: % of young people aged 16-19 who are in education, employment and training (EET) or not in education employment or training (NEET) Connexions Partnership data - % of young offenders, teenage mothers, and drug and substance mis-users in education |

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| | <p>employment and training. (EET data on vulnerable groups)</p> <ul style="list-style-type: none"> • Connexions Partnership data - average number of 13-19 year old young people per personal advisor |
| <p>Review outcome of the piloting of student finance by the Student Loan Company. Redeployment of staff if pilot goes ahead by January 2007.</p> <ul style="list-style-type: none"> • Re-integrating the service if the pilot does not go ahead by March 2007. | |

| Theme: Achieving Economic Wellbeing | |
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| Objective 16: Accommodation for young people | |
| Action & Milestones | Success Measures & Targets |
| <p>Rollout of homelessness strategy action plan.</p> <ul style="list-style-type: none"> • Review of existing provision for young people leaving care - October 2006. | <ul style="list-style-type: none"> • PAF CF/A4: percentage of young people looked after on 1 April in their 17th year (aged 16) who were engaged in education, training or employment at the age 19 • PAF CF/E67: The number of disabled children supported in their families or living independently, receiving services in the census week, as percentage of the estimated total population of disabled children in the council area • Percentage of care leavers at age 19 who are living in suitable accommodation (as judged by the council) |
| <p>Increase the number of supported lodgings.</p> <ul style="list-style-type: none"> • Appoint additional personal adviser to support care homes. | |

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| Theme: Service Developments | |
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| Objective: Develop the Children's Trust Board | |
| Action & Milestones | Success Measures & Targets |
| <p>Develop themed groups and their work plans.</p> <ul style="list-style-type: none"> All in place Sept <p>Develop governance arrangements for the Board</p> <ul style="list-style-type: none"> arrangements agreed by partners Dec 2006. <p>Develop engagement with partners including statutory, voluntary and community sectors, independent and private sectors, children and young people, parents and carers</p> <ul style="list-style-type: none"> all sectors fully engaged by April 2007. <p>Develop the role of CTMT</p> <ul style="list-style-type: none"> April 2006. | |
| <p>Develop the performance monitoring role of the Board</p> <ul style="list-style-type: none"> in place September 2006. <p>Develop commissioning strategy, including use of pooled budgets. Strategy agreed by September 2006.</p> <p>Develop public face of the Board.</p> <ul style="list-style-type: none"> Positive feedback from partners etc March 2007. | |

| Theme: Service Developments | |
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| Objective: Review and develop the Children & Young People's Plan | |
| Action & Milestones | Success Measures & Targets |
| <p>Develop consultation on initial plan - July 2006.</p> <p>Improve needs assessment process. Needs assessment reviewed in light of APA outcomes - September 2006.</p> <p>Develop multi-agency working group to write plan</p> <ul style="list-style-type: none"> July 2006. <p>CYPP reviewed</p> <ul style="list-style-type: none"> October 2006. Plan for 2007-09 produced by March 2006. | |

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| Theme: Service Developments | |
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| Objective: Development of Integrated Service Areas | |
| Action & Milestones | Success Measures & Targets |
| Implement strategy for developing Integrated Service Areas. <ul style="list-style-type: none"> • New Structures developed; • consulted on - June 2006; • implementation by April 2007; • 3 extended schools clusters in place by October 2006; rollout new children's centres in place 06/08. | |

| Theme: Service Developments | |
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| Objective: Develop local integrated youth services | |
| Action & Milestones | Success Measures & Targets |
| Ascertain young people's views on the services and activities they need and their priorities for action <ul style="list-style-type: none"> • by Dec 06. • Views of a fully representative section of young people obtained. Clear priorities for action determined in key areas to improve outcomes in the 5 key themes • by December 06 | |
| Identify existing resources and services supporting young people. <ul style="list-style-type: none"> • Audit of available resources and services completed by 04/06 | |
| Realign existing services and resources to meet young people's identified needs and central government requirements for youth services <ul style="list-style-type: none"> • by 04/08. Project Group established by 09/06 and Project Plan developed and agreed by 04/07. <ul style="list-style-type: none"> • Project implementation Plan agreed by 09/07. | |

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| Theme: Service Developments | |
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| Objective: Develop a local Workforce Development Strategy for all children and young people's services across Stockton-on-Tees. | |
| Action & Milestones | Success Measures & Targets |
| (Multi-agency Project Group to manage process) <ul style="list-style-type: none"> Identify Lead Officers for Workforce Development across the Council and its partner organisations to develop a local Children's Workforce Strategy that identifies and addresses all children's workforce issues across the Borough in the context of service delivery in integrated Service Areas. Needs analysis of required cross sector skills and competencies completed by 12/06. Consultation on strategy and action plan completed by 07/07. Strategy and action plan agreed by Children's Trust Board by 09/07. | |

| Theme: Service Developments | |
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| Objective: Implement the Common Assessment Framework (CAF) | |
| Action & Milestones | Success Measures & Targets |
| Roll out the project plan for CAF <ul style="list-style-type: none"> Pilot implementation in August 2006. Full implementation by April 2007. | |

| Theme: Service Developments | |
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| Objective: To be prepared for Joint Area Review (JAR) | |
| Action & Milestones | Success Measures & Targets |
| Develop and implement action plan to ensure readiness for JAR. <ul style="list-style-type: none"> Action plan in place 1.4.06. | |

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| Theme: Service Developments | |
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| Objective: Develop and Commission New Services (and recommissioning of existing Services) | |
| Action & Milestones | Success Measures & Targets |
| <p>New Service development :</p> <ul style="list-style-type: none"> • palliative care services; • supported housing for young people; • services arising out of Direct Payments. • Special Guardianship • Adoption Services; • Outreach support for children with a disability; • Autism Services. • Youth Services • New services in place during 06/07. • Fostering Services. • Early intervention (linked to Integrated Service Areas) | |
| <p>Recommissioning/Review</p> <ul style="list-style-type: none"> • Existing residential stock • Hearing Impaired/Visually Impaired : • Special school provision; • Travelling children; • Respite care for children with a disability; • School meals/healthy schools; • Children's Fund Services • Therapy Services • Transport • SN equipment • DOVES | |