

Service Improvement Plan *(abridged)*

Children, Education and Social Care

Children and Young People

2008/09 – 2010/11

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Promote positive sexual health, including a reduction in the level of conceptions in under 18 year olds		
Key actions	By when	Outcomes and Success Criteria
Implement the Teenage Pregnancy Action Plan.	2010	<ul style="list-style-type: none"> • U18 conception rate – reduce 1998 baseline of 48.3 per 1,000 by 50% by 2010. • Increase the numbers of schools to achieve the Healthy Schools Award to 100% by Summer 2008.

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Reduce substance misuse (including alcohol and tobacco) by children and young people and reduce the effects on children and young people of substance misuse by parents and carers		
Key actions	By when	Outcomes and Success Criteria
Delivery of the substance misuse commissioning plan for children and young people.	3 Year Plan (2007 – 2010) reviewed annually.	<ul style="list-style-type: none"> • Substance misuse by young people (NI 115 - target to be determined). • Increase the number of schools to achieve “Drugs Education Team Award to 100% by Summer 2008. • Ensure 100% of young offenders with identified substance misuse needs receive specialist assessment within 5 working days and, following the assessment, access the early intervention and treatment services they require within 10 working days.
Delivery of the Hidden Harm Partnership action plan.	April 2010.	
Develop and integrate action plans around alcohol use and misuse by young people.	In line with recommendations of Scrutiny Review.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Reduce the levels of obesity in children and young people		
Key actions	By when	Outcomes and Success Criteria
Delivery of school meals and healthy eating strategy (improving nutrition).	March 09.	<ul style="list-style-type: none"> • Halt by 2010 the year on year rise in obesity in children under 11 years. • Children and young people's participation in high quality PE and sport (NI 57 - target to be determined). • Increase the numbers of schools to achieve Healthy Schools Award to 100% by Summer 08.
Delivery of NRF/WNF projects supporting healthy lifestyles.	March 09.	
Delivery of Healthy Schools Standard across all schools.	July 08.	
Delivery of Sports Strategy action plan.	Action Plan reviewed annually.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Reduce health inequalities for children and young people across the Borough		
Key actions	By when	Outcomes and Success Criteria
Implementation of Integrated Service Areas.	July 08.	<ul style="list-style-type: none"> • Reduce the percentage of babies with low birth weight (<2.5kg). • Prevalence of breastfeeding at 6-8 weeks from birth (NI 53 - target to be determined). • Reduce emergency admissions to hospital for 0-19 year olds.
Roll out of Children's Centre Developments.	End of March 2010.	
Delivery of NRF/WNF projects supporting healthy lifestyles.	April 2009.	
Review levels of emergency admissions to hospital for u 19 year olds and develop action plan to address required improvements.	September 08.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Improve the mental health and emotional well-being of children and young people		
Key actions	By when	Outcomes and Success Criteria
Development and delivery of the Teeswide CAMHS Strategy, 2007-12.	Plan in place, to be reviewed annually.	<ul style="list-style-type: none"> • Reduce the percentage of CAMHS new cases with a wait of under 11 weeks (target to be determined). • Effectiveness of CAMHS – improve rating in annual self-assessment from current 12 to 14 by April 2011 (NI 51). • 95% of referral of young offenders manifesting acute MH difficulties to CAMHS are within 5 working days. • 95% of referral of young offenders manifesting non-acute mental health difficulties to CAMHS are within 15 working days.

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Delivery of the National Framework for Children, Young People and Maternity Services		
Key actions	By when	Outcomes and Success Criteria
Services reviewed against NSF Framework.	July 2008.	<ul style="list-style-type: none"> NSF outcomes delivered within timescales (2010).
Service Developments agreed and commissioned.	December 2008.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Enhance safeguarding arrangements for children and young people, with a focus on the development of early intervention and preventative strategies		
Key actions	By when	Outcomes and Success Criteria
Complete implementation of Integrated Service/Integrated Service Areas Project.	July 08.	<ul style="list-style-type: none"> • Children becoming the subject of a Child Protection Plan (CPR) for a second or subsequent time - target to maintain within a range of 5-10% (NI 65). • Child Protection Plans lasting 2 years or more - target to maintain at 0 (NI 64). • Initial assessments for children's social care carried out within 7 days – improve to 90%+ by 2011(NI 59). • Ensure 100% of reviews of children with a CP plan are completed in timescales. • Contact Point implemented by April 09 (current national timescale). • E-CAF implemented by mid 09 (current national timescale).
Develop an improved safeguarding training programme.	July 08.	
Implement new procedures for serious case/child death reviews.	July 08.	
Improve arrangements for quality assurance of casework to ensure more consistent practice.	Sept 08.	
Implement national Improving Information Sharing and Management (IISaM) programme.	In line with National timetable.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Improve the stability of placements for children looked after		
Key actions	By when	Outcomes and Success Criteria
Development of Looked After Children resource team as part of integrated service developments.	July 2008.	<ul style="list-style-type: none"> • The percentage of children in care with 3 or more placements during the year - sustain at <10% 2008-2010 (NI 62). • Proportion of children in care to be adopted – target of 9.5% for 08/09 (NI 61). • >95% of looked after children reviews are conducted in timescales. • Percentage of children under 16 years in care for more than 2.5 years living in the same placement for at least 2 years – improve to 70% by 2008/09 (NI 63). • Percentage of children in care missing 25+ school days per year – sustain below 10%. • Percentage of young people in care as a ratio to % of all young people in education, training or employment – target of 0.9 2008/09. • The percentage of children in care as a ratio to % of all children given final warnings, reprimands and convictions – improve to <3.0 for 2008/09. • National minimum standards are met consistently in all types of residential care.
Delivery of specialist foster service including recruitment of up to 6 level 3 foster carers.	July 2008.	
Development of a through care team for Looked After Children with a permanence plan aged 14+.	July 2008.	
Review quality assurance processes for short-term emergency care provision.	July 2008.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Reduce levels of bullying		
Key actions	By when	Outcomes and Success Criteria
Pilot a method of monitoring the incidence of bullying in schools across the local authority as a means of measuring the impact of local initiatives.	September 2008	<ul style="list-style-type: none"> • Monitoring system agreed, following pilot, for implementation from April 2009. • All schools to have bullying policies which are in place and up to date. • Appointment of 2 consultants to advise and support schools in achieving Charter in 2008/09.
Support schools in achieving DCSF Bullying – A Charter for Action.	Rolling programme to be reviewed every 2 years	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Raising achievement through continued improvements in educational attainment across key stages for all children and in particular for vulnerable and hard to reach groups		
Key actions	By when	Outcomes and Success Criteria
Continue focus on improving value added at key Stage 3.	Annual cycle of school performance review.	<ul style="list-style-type: none"> • 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 - 2009 target 65% (NI 72). • Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest - 2009 target 32.6% (NI 92). • Progression by 2 levels in English and Maths between Key
Develop strategy to improve further the education performance of children and young people from Pakistani communities.	July 2008.	
Implement e-learning strategy across primary and secondary schools.	From April 2008	

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<p>Further develop the Virtual School to raise achievement and standards for young people in care.</p>	<p>Annual School Development Plan.</p>	<p>Stage1 and Key Stage 2 - 2009 target English 91% and Maths 88% (NIs 93 & 94).</p> <ul style="list-style-type: none"> • Achievement at level 4 or above in both English and Maths at Key Stage 2 - 2009 target 82% (NI 73). • Progression by 2 levels In English and Maths between Key Stage 2 and Key Stage 3 - 2009 target English 35% and Maths 65% (NIs 95 & 96). • Achievement at level 5 or above in both English and Maths at Key Stage 3 - 2009 target 76% (NI 74). • Achievement at level 5 or above in Science at Key Stage 3 - 2009 target 80% (NI 83). • Progression by 2 levels in English and Maths between Key Stage 3 and Key Stage 4 - 2009 target English 63.8% and Maths 33% (NIs 97 & 98). • Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths - 2009 target 53.2% (NI 75). • The SEN/non-SEN gap: 5+ A*-C GCSE inc. English and Maths (NI 105 - target to be determined). • Children in care reaching level 4 in English at KS2 – 2009 target of 30% (NI 99). • Children in care reaching level 4 in Maths at KS2 – 2009 target of 30% (NI 100). • Children in care achieving 5 or more A*-C grades at GCSE or equivalent including English and Maths – 2009 target of 10% (NI 101). • Percentage of care leavers aged 16+ to have at least 1 GCSE or equivalent - improve to 75% and sustain during 2008-2011.
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Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Increase enjoyment by improving access, participation, inclusion, progression, curriculum flexibility and enrichment across phase		
Key actions	By when	Outcomes and Success Criteria
Support the development of learning communities through the Extended Schools initiative.	Summer 2009.	<ul style="list-style-type: none"> • % of schools with 25%+ surplus places. Targets for 2008 & 2009 in primary schools – 8% & 4%; in secondary schools – 7% & 14%. • The proportion of parents receiving first choice school place for their child to be sustained at a minimum of 98% in 2008 (review targets for 2009 onwards following implementation of equal ranking). • Reduce the percentage of persistent absentee secondary school pupils (those missing 20% or more of the school year) - 2009 target 5.45% (NI 87). • % children in care missing 25+ school days per year – sustain below 10%. • Maintain number of permanent exclusions at max 23 per year.
Continue to review school organisation arrangements to secure sufficient school and nursery places.	Annual review of school organisation plan.	
Introduce new Equal Ranking system of parental preferences for school admissions.	September 2008.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Improving the quality of strategic leadership, management and governance in schools and settings across the Borough across phase		
Key actions	By when	Outcomes and Success Criteria
Implement and manage the School Improvement Partner function within the context of Stockton-on-Tees school improvement framework as part of the national third wave roll out.	From April 2008.	<ul style="list-style-type: none"> Maintain at 0 the number of LA maintained schools moving from SRAS (Schools Requiring Additional Support) to an Ofsted inspection designation.
Support and challenge schools to sustain workforce development within the Change for Children agenda.	Annual cycle of school performance review.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: : Increase the range of accessible culture/leisure/sporting activities for children and young people by developing services across statutory, voluntary and independent sectors		
Key actions	By when	Outcomes and Success Criteria
Complete roll-out of Extended School Programme.	Summer 2010.	<ul style="list-style-type: none"> • All schools will meet the full core offer for extended schools by summer 2010. • 100% of schools to achieve the Healthy Schools Award by summer 2008. • Children and young people's participation in high quality PE and sport (NI 57 - target to be determined).
Support health and wellbeing through the Healthy Schools Initiative and Drugs Action Team.	Ongoing from April 2007.	
Support healthier communities through sport and physical activity.	Ongoing from April 2007.	
Delivery of the Play Strategy action plan.	April 2009.	
Delivery of further Youth Café provision across Stockton-on-Tees.	July 2008.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Continue to develop the involvement and participation of children and young people, parents and carers in developing services that more closely meet their needs		
Key actions	By when	Outcomes and Success Criteria
Delivery of the Participation, Involvement and Consultation action plan.	Annual review of Plan.	<ul style="list-style-type: none"> • All partnership groups linked to the Children's Trust Board are able to demonstrate engagement with parents, carers, children and young people as appropriate. • 100% of looked after children communicate their views for each of their statutory reviews using a range of mechanisms including personal participation, written or electronic communication or independent representation. • The number of direct payment agreements will increase to 70 by April 2009.
Develop Stockton YouthBank to support the Integrated Service Area Structure.	July 2008.	
Extend direct payments for children and young people with a disability.	March 2009.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Support, encourage and celebrate the involvement and participation of children and young people in community life		
Key actions	By when	Outcomes and Success Criteria
Delivery of the Participation, Involvement and Consultation action plan.	Annual review of plan.	<ul style="list-style-type: none"> Young People's participation in positive activities (NI 110 - target to be determined).
Encourage an increase in the number of young people undertaking volunteer programmes.	Annual programme.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Reduce levels of youth offending and anti-social behaviour		
Key actions	By when	Outcomes and Success Criteria
Delivery of Youth Justice Plan.	Annual Plan.	<ul style="list-style-type: none"> • Reduce the percentage of children in care, as a ratio to the percentage of all children, given final warnings, reprimands and convictions – improve to <3.0 for 2008/09. • Young offenders engaged in suitable education, training and employment (target to be determined). • Reduce re-offending rate by young offenders (NI 19 - target to be determined when revised baseline data available).
Implement the Preventions Delivery Plan.	Annual Plan linked to Youth Justice Plan.	
Implement the PAYP (Positive Activities for Young People) Delivery Plan.	Annual Plan linked to Connexions Local Delivery Plan.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Improve the proportion of young people leaving school who access further education, employment or training		
Key actions	By when	Outcomes and Success Criteria
Deliver the actions set out in the Connexions Local Delivery Plan.	Annual Plan.	<ul style="list-style-type: none"> • The proportion of 16-18 year olds who are NEET will be reduced to 7.9% or below by November 2010 (based on residency rather than place of learning). • The proportion of 16-18 year olds who are recorded as 'situation not known' will be reduced to xx (target to be determined). • Targets for increasing the proportion of vulnerable young people who are EET will be achieved (as per targets in the Connexions LDP). • Increase the proportion of young people with LDD who are engaged in work-based learning (target to be determined following the review – see 'key action').
Review access to work-based learning for young people with learning difficulties/disabilities.	September 2008.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Reduce the level of homelessness of young people		
Key actions	By when	Outcomes and Success Criteria
Implement action plan to support Young People's Homelessness Strategy.	3 year action plan (2008-2011).	<ul style="list-style-type: none"> • Cease the use of unsuitable accommodation for 16 and 17 year olds by 2010.

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Seek to reduce poverty and the impact of poverty on children, young people and their families		
Key actions	By when	Outcomes and Success Criteria
Continue the programme for increased access to Children's Centres.	2010 (Phase 3 – all areas).	<ul style="list-style-type: none"> • All areas of the Borough will have access to local Children's centre provision by 2010. • Proportion of children living in poverty (NI 116 - target to be determined). • Take up of formal childcare by low income working families (NI 118 - target to be determined).
Develop and implement a Childcare Strategy and Action Plan, following the Childcare Sufficiency Assessment to address gaps in provision and manage the local childcare market.	Three year (2008-2011) strategy to be agreed by July 2008.	
Provide information, advice, guidance to parents, in partnership with other agencies (including Job Centre Plus Lone Parent Advisors) on childcare, employment and access to benefits.	Annual programme.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Improve access to integrated services, with a focus on early intervention and support		
Key actions	By when	Outcomes and Success Criteria
Roll out of Integrated Services / Integrated Service Areas.	July 08.	<ul style="list-style-type: none"> • New structures in place for delivery of integrated services from July 2008. • Improved care pathways for complex and additional needs services developed and agreed by April 2010. • Children's Workforce Development Strategy agreed by September 2008 and action plan implemented from January 2009. • Parenting Strategy action plan implemented from April 2008. • Transition plans in place for all relevant young people by April 2009. • Proposals for future services to young carers developed and agreed by December 2008.
Implement the 5 year strategy for children and young people with complex needs.	2012.	
Develop and implement Children's Workforce Development Strategy	Implementation to start by Jan 09.	
Implement Parenting Strategy action plan.	3 Year Plan 2008 to 2011.	
Develop improved transition arrangements for young people moving to Adults Services.	April 2009.	
Review arrangements for delivery of services for young carers.	December 2008.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Children and Young People		
Development Priority: Implement major capital programmes to improve quality of school buildings		
Key actions	By when	Outcomes and Success Criteria
Develop and implement Building Schools for the Future (BSF programme)	Submit outline business case, spring 2009. Agree contracts for building projects, 2011/12. Complete building programme and open schools, from 2012/13	<ul style="list-style-type: none"> Programmes are completed in line with national programme requirements.
Develop and implement Primary Capital Programme (PCP)	PCP Strategy for Change agreed with DCSF by September 2008.	

Service Improvement Plan (*abridged*) – Children & Young People 2008/09 – 2010/11

Theme: Corporate Health – Organisational Development – All Themes

Development Priority: Organisational Development

Outcomes and success criteria

All services are subjected to a number of Organisational Development objectives. These demonstrate how the service contributes to the achievement of the organisation's 'corporate health'.

SICKNESS ABSENCE

Sickness absence remains high across the Council compared to other local authorities and therefore it is imperative that sickness is targeted for reduction. Sickness absence is measured via ex-BVPI12 and all services need to contribute to the corporate target of a reduction of at least 0.5 days lost per FTE due to sickness.

ON CONTRACT SPEND

All services contribute to making savings via better procurement. Value for money contracts have been arranged for areas of corporate spend such as mobile phones and stationery. In order to maximise savings, services have been set a target of 97% for 'on contract' spend for these contracts.

PAYMENT OF INVOICES

The Council is measured for the time taken to pay invoices. Prompt payment is important to our supply base and helps improve their cash flow, which in turn keeps them profitable and helps economic development of the locality. Payment of invoices is measured by ex-BVPI8 and all services contribute to the corporate target of at least 85% of invoices paid within 30 days, by Q4.

APPRAISALS

Highly trained and motivated employees are necessary for the delivery of modern, effective and efficient services. Consequently the employee appraisal scheme has been revised and improved to ensure staff have the relevant skills and development opportunities. All services have been set a target of undertaking appraisals for at least 90% of employees.

GERSHON EFFICIENCY SAVINGS

The Council is subject to an annual 3% cashable efficiency target and many services contribute in one way or another. Services will set their targets via the forward looking Annual Efficiency Statement (April) which includes both the financial targets and any associated quality cross checks.

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VALUE FOR MONEY REVIEWS

Council services are subject to the requirement to demonstrate value for money in order to show the public that money is spent effectively. The process also feeds into the Use of Resources service block in CPA. Services subject to reviews are those with apparent high costs compared to other local authorities and the initial focus of reviews is to determine why this is the case.

PARTNERSHIP HEALTHCHECKS

New government policies and legislation frequently involve partnership working. The major policy initiatives for local government all depend for their success on effective joint working. There is a growing policy focus on area governance and service delivery at regional, sub-regional and the neighborhood level; this may involve local authorities and a variety of partners at each level. Consequently, well-developed and effective partnerships are becoming an essential feature for Stockton Borough Council's success.

DATA QUALITY

The Council is assessed against its corporate management arrangements for Data Quality. Good quality data is essential in supporting effective decision making at all levels across the organisation. All services are working towards improving data quality further by responding to the recommendations made following the Data Quality Audit 2007 and implementing the actions highlighted within the Data Quality Strategy.

CUSTOMER FIRST

Customer First Stage II launched in June 2007 aims to encourage services to strive for excellence in customer service. The programme requires every service to adopt the latest service standards and compare how it measures up against five key components. All services should aim reach the Stage II standard by March 2009.

DIVERSITY

Equality Impact Assessment

- Ensure all appropriate reports submitted to Cabinet have been subject to Equality Impact Assessment.
- Carry out Equality Impact Assessments of existing services. 50% in 2008/09 and 50% in 2009/10, including Impact Assessments of contracted services where appropriate.
- Include actions developed as a result of Equality Impact Assessment in SIP or BUP as appropriate.

Training

- Ensure all employees attend corporate diversity training in line with Council Plan targets.

Single Equality Scheme

- Achieve all relevant targets within the race, gender and disability equality action plans

Procurement

- Utilise new procurement procedures to ensure equality is embedded in procurement activities.