



Southend Children's Partnership Children And Young People's Plan 2007 – 2010



Annual Update **2008 – 2009**

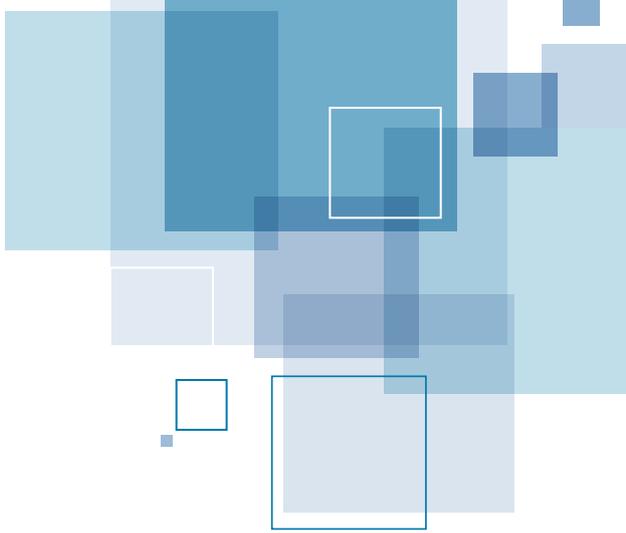


aspiration achievement inclusion participation excellence

“ The aim of the Southend Children's
Partnership is simple - success for all ”

Rob Tinlin - Chair, Children & Learning Partnership Board





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1. Foreword



Welcome to the Southend Children and Young People's Plan (CYPP) 2008-09. This is an update of the three year plan for 2007-10 which was published in 2007.

This 2008-2009 update reflects the intentions of the Council, schools, partner agencies and children and young people themselves, to secure further improvement across the five outcome areas of:

- Being Healthy;
- Staying Safe;
- Enjoying and Achieving;
- Making a Positive Contribution; and
- Achieving Economic Wellbeing.

At the heart of this plan are seven key priorities for improving outcomes and these priorities will be the focus of our work during the next year. We have revised our priorities slightly for 2008-09 after reviewing the progress we have made. We will continue to check our progress in achieving these improved outcomes and make changes each year where necessary.

Good outcomes are already being achieved for most children and young people in Southend. These are reflected in the improved 'score' received from external inspections during 2007. We are ambitious for our children and young people and are committed to securing continuous improvements in services and outcomes.

Our thanks go to staff across the Southend Children's Partnership of agencies, who have already done much to make a difference for children and young people in Southend, and who have actively worked together to develop this plan.

We look forward to even further improvements during 2008-09.

Rob Tinlin
Chair of Southend Children's
Partnership Board

Erin Burrows
Youth Mayor

2. Introduction



The Southend Children and Young People's Plan (CYPP) 2008-09 is an annual update of the three-year plan (2007-2010) which was published in 2007.

At the heart of this annual update are seven key priorities for improving outcomes for children and young people. The key priorities that were established in the three year plan have been revised to create these seven 'refreshed' priorities for 2008-09, taking account of:

- the progress we have made in achieving the actions which we set out in the CYPP Action Plan during 2007-08 and to set new challenges for ourselves in the light of this progress;
- our needs analysis, review and self-assessment, which has enabled us to understand more about the nature and severity of need in Southend and the progress we have made so far;
- the feedback from the Joint Area Review and Annual Performance Assessment carried out by Ofsted during 2007;
- other local developments, particularly the new Local Area Agreement (LAA), in place from April 2008.

Our priorities for improving outcomes during 2008-09 are:

1. Inspire high aspirations for children and young people
2. Reduce health inequalities
3. Ensure children are safe
4. Enable children and young people to achieve highly
5. Enable children and young people to make a positive contribution
6. Help young people to achieve economic well being
7. Further strengthen partnership working and secure change for children

This CYPP Annual Update 2008-09 is in two parts. The first part, in sections 1 – 8, is the main text of the Plan. At the heart of this section are our key priorities for improving outcomes for children and young people, and the needs analysis which has led to these priorities being selected. It includes our vision for children and young people, how we have worked together across the Southend Children's Partnership to develop the Plan, the resources to deliver it and the arrangements for monitoring and reviewing our progress.

The second part - Appendix 1 – is our action plan for the future. It sets out how we will go about achieving our seven priorities for improving outcomes. Each priority has a number of strategic objectives to enable it to be achieved. Each strategic objective is then further broken down into more detailed actions and targets with the timescales and lead officers being identified.

3. Our shared vision for children and young people 2007 – 2010



We aim to make sure that all children and young people who live in Southend are able to take advantage of the opportunities which are here now and to enhance these opportunities for the future.

For Southend children and young people this means we will strive to continue improving outcomes and to narrow the gap between those who do well and those who do not, whilst raising expectations of what all children and young people can achieve.

Our shared vision for all Southend children and young people is to:

- Help them to raise their aspiration and achievement
- Ensure they have the opportunities they need for inclusion
- Facilitate their participation in decision-making that affects their lives
- Strive for excellence in the services we provide

The test of success for this vision will be the degree to which outcomes and life chances improve for children and young people in Southend. We have adopted the national Every Child Matters framework for measuring outcomes using the five key outcome areas:

- Being Healthy
- Staying Safe
- Enjoying and Achieving
- Making a Positive Contribution
- Achieving Economic Wellbeing

Having a shared vision for children and young people is crucial to our success. Our shared vision for 2007 – 2010 was developed by all the organisations and agencies represented on our Southend Children and Young People's Partnership, school head teachers and staff in the Children and Learning Department of Southend-on-Sea Borough Council and children and young people themselves. Our vision expresses our common purpose to improve outcomes for children and young people.

Our shared vision is informed and underpinned by:

- the United Nations' Convention on the Rights of the Child;
- the aim and ambitions of Southend Together set out in the Sustainable Community Strategy;

'The aim is to create a thriving regional centre which celebrates and enriches our community'.

- the Council's vision and aim of 'Creating a Better Southend' which is 'Safe, Clean, Healthy, Prosperous and Excellent';
- the Local Area Agreement 2008 - 2011 between Southend Together and central government;
- the Every Child Matters – Change for Children national framework;
- the National Service Framework for Children, Young People and Maternity Services;
- the vision and strategic intentions which are set out in a range of other local plans.

4. The Southend Children's Partnership



The Southend Children's Partnership Board (SCPB) and the Southend Children's Partnership Executive (SCPE) fulfil the top-level governance and strategic planning functions for the Southend Children's Partnership – our Children's Trust arrangements.

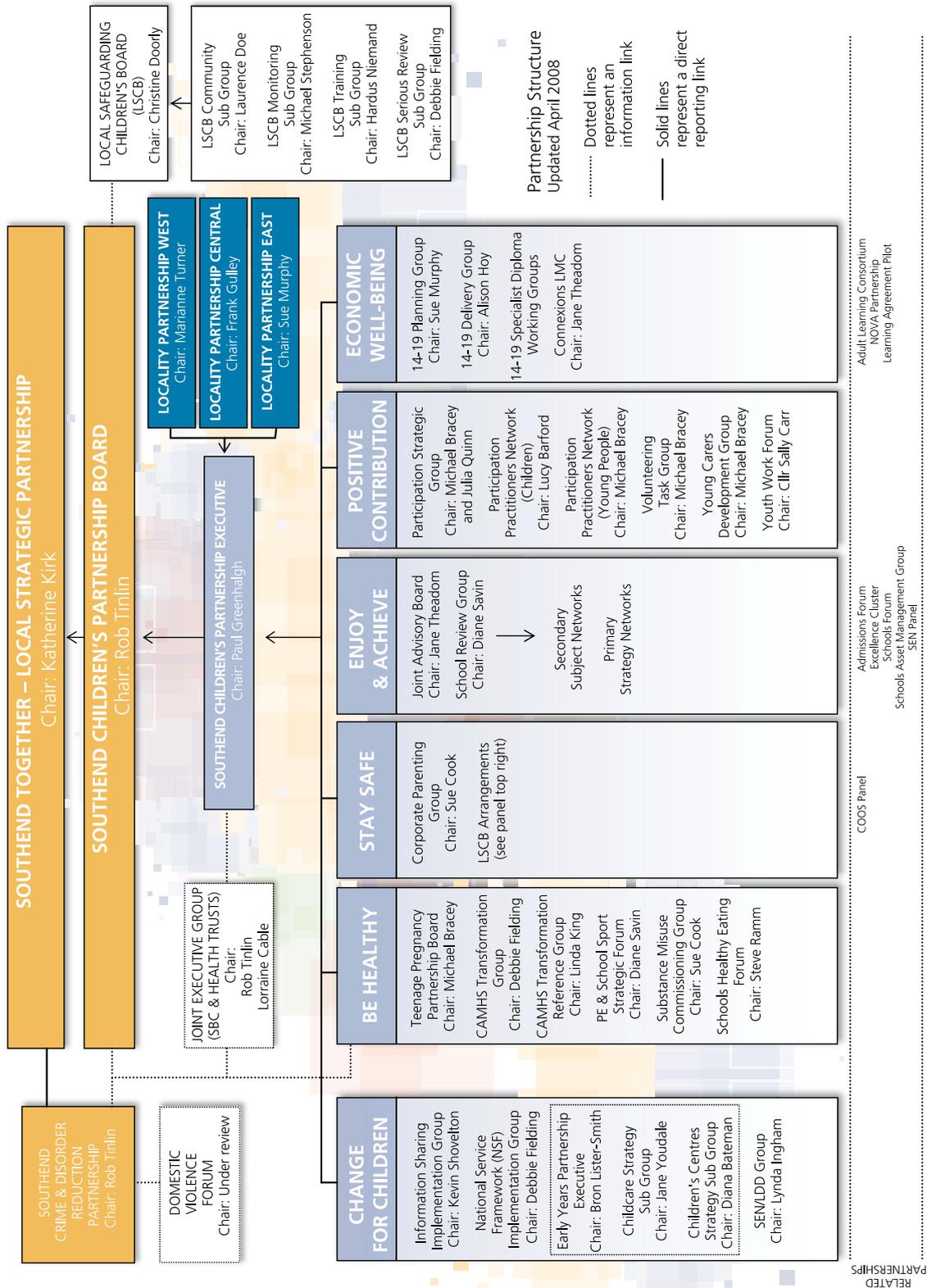
The SCPB is chaired by the Local Authority Chief Executive and provides the strategic direction for Partnership. The SCPB has adopted the following commissioning principles for 2007 - 2010:

- extending prevention and early intervention;
- removing inequalities;
- ensuring no child falls through the net; and
- working through a multi-agency staged approach.

The Southend Children's Partnership Executive Group meets monthly and fulfils the Executive function for the Southend Children's Partnership.

There are a number of sub-groups which report to the Strategic Partnership and other linked groups. The diagram on the following page sets out the framework and linkages across the Southend Children's Partnership.

In order to provide appropriate links between the Local Safeguarding Children Board (LSCB) and the Southend Children's Partnership Board, the Independent Chair of the former is also a member of the latter. The Safer and Stronger Partnership serves as the management group for the Youth Offending Service (YOS), which also reports into the Children's Partnership Executive.



Equalities and diversity

The Southend Children's Partnership has declared its commitment to equalities and diversity in the planning and delivery of services:

- The partnership will operate on the basis of principles which actively value the benefits of diversity and which ensure fair treatment in service delivery, in terms of both equal access to and equal outcomes from local service delivery which is designed to meet local needs.
- The partnership will seek, so far as it is practicable, to ensure equality of representation and participation in the local democratic process of which it is a part.
- The partnership will, through its composition and ways of working, seek to inform, support, involve and give a voice to all sections of the local communities it serves, with particular emphasis on the inclusion of communities of interest, such as minority ethnic groups, faith communities and those with disabilities. It will seek to ensure an appropriate gender balance in its membership, so far as this is practicable.
- The partnership will respond to diversity by proactively understanding and meeting challenging needs as a result of demographic change.

The partnership actively monitors children's outcomes from an equalities point of view and rigorously seeks to minimise equalities. The needs assessment and action plan components of this document are evidence of our commitment to further narrowing the gap between the outcomes of different groups of children and young people.

5. Our shared planning for children and young people



This plan has been developed by the Southend Children's Partnership of agencies. The planning forum is the Southend Children and Young People's Strategic Partnership (CYPSP), overseen by the Children and Learning Partnership Board.

These groups include the following agencies:

- Catholic Diocese of Brentwood
- Children's Fund
- Church of England Diocese of Chelmsford
- Drug Action Team
- Essex Fire and Rescue Service
- Essex Police
- Essex, Southend and Thurrock Connexions
- Learning and Skills Council
- Local Safeguarding Children Board
- South East Essex College
- South East Essex Primary Care NHS Trust
- South Essex Partnership NHS Trust
- Southend Association of Voluntary Services
- Southend Ethnic Minority Forum
- Southend Excellence Cluster and 'Scollar Trust'
- Southend-on-Sea Borough Council
- Southend Schools
- Southend Schools Governors Association
- Southend University Hospital NHS Trust
- Southend YMCA
- Southend Youth Council
- Youth Offending Service

Consultation and planning arrangements

This plan has been devised through a dynamic process of discussion and consultation which has included a number of key events, as follows:

- September 2007: 'Tellus2' survey was received, containing the views of children and young people in Southend, compared with views collected countrywide, collected during early summer 2007 by Ofsted.
- October 2007: The 'Needs analysis' (based on performance information, CYPP monitoring and JAR/ APA verbal feedback) was agreed by the SCPB to inform the identification of priorities for 2008-2009. The aspirations for improving outcomes were identified by the SCPB.
- November 2007: SCPE and the Extended Management Team in Southend Borough Council developed the proposed priorities and strategic objectives, including in discussion with Government Office for the East of England.
- December 2007: Consultation on the proposed priorities and strategic actions took place with the Local Safeguarding Children's Board and the Schools Forum.
- February 2008: SCPB approved the draft revised priorities and strategic objectives.
- May 2008: Southend-on-Sea Borough Council Cabinet approves the CYPP 2008-2009 Annual Update.

Participation of children and young people

Children and young people have been involved in priority setting and review discussions in a number of different ways to help shape the 2007-2010 Plan and this 2008-09 annual update.

During spring 2007 a local 'What do you think?' survey was carried out with children and young people about progress in achieving the priorities in the Plan. The results showed that children and young people think that things have improved for them across each of the five 'Every Child Matters' outcome areas. A summary was set out in the 2007-2010 Plan and a more detailed analysis is contained in the separate document, 'How are we doing?'

During 2007 the 'Tellus' survey was successfully introduced, providing a regular, robust consultation mechanism that can be benchmarked nationally. Ofsted provide all top-tier local authority areas with the 'Tellus' survey and analyse and publish the results. It is a survey of children and young people across England, asking their views about their local area, and including questions covering the five 'Every Child Matters' outcomes. A sample of local schools is selected and each school is provided with guidance on how to select the pupils to take part. 905 pupils in 22 Southend schools took part in the 2007 survey.

The 'Tellus' survey results were published in November 2007 and show comparisons between Southend and national responses. The responses from Southend children and young people were broadly similar to those at the national level with some slight variations being notable, as follows:

- Positive differences included fewer Southend pupils smoking, drinking alcohol and taking drugs, more feeling safe in school and more enjoying school than pupils nationally.
- Differences which should be better include: more Southend pupils wanting better information and advice on sex and relationships than pupils nationally; 29% feeling unsafe on public transport; 5% having been bullied on most days during the last 4 weeks and 55% saying their views about the local area are either not much, or not at all listened to.

6. Needs analysis



Improving outcomes for children and young people is the central purpose of this Plan. Through a systematic needs analysis, set within the knowledge and understanding of the Southend context, we have identified the priorities for improving outcomes and the strategic actions that are required to achieve them.

The characteristics of the Southend context and its people were described in the 'Southend in profile' section of the three year Children and Young People's Plan 2007-2010. Significant challenges remain across each of the five 'Every Child Matters' outcome areas as set out in the contextual analysis for each of the five outcomes in the 2007-2010 Plan.

Our process of needs analysis for this 2008-09 annual update took place between September and December 2007 by asking ourselves the following sequence of questions:

Question 1	What do we know about the Southend context and performance?
Question 2	What are our aspirations for improving outcomes?
Question 3	What were the judgements of inspectors about our strengths and areas for development through the Joint Area Review and Annual Performance Assessment during 2007?
Question 4	Based on this knowledge, what should be our priorities for improving outcomes?
Question 5	What are the strategic actions required to achieve these priorities?
Question 6	What are the risk and enabling factors that will help to determine our detailed action plan?

The product of our considerations through this sequence of this needs analysis is set out in table form below. The conclusions of our needs analysis led to seven priorities being identified, so the tables on the following pages are set out in seven columns, for ease of reference.

What do we know about the Southend context and performance? This contextual needs analysis was developed through the planning and consultation processes described in section 5 above and drew upon our 'Review of Progress' published in June 2007 and the evidence prepared for the Joint Area Review and Annual Performance Assessment inspections in September 2007.

<p>1 in 4 children live in poverty</p> <p>Deprivation Index shows 5 areas of Southend (of 107) in 10% most deprived in UK</p> <p>No overall strategy for engaging families and communities</p> <p>Health-led parenting pilot (1 of 10 nationally) in place</p> <p>Parenting strategy and training programme for parent group facilitators in place</p>	<p>A reducing teenage pregnancy rate but still higher than national rate</p> <p>Higher than average rates of Chlamydia infection</p> <p>12.7% of yr 2 & yr 7 pupils obese in 2006 survey</p> <p>Immunisation rates improving</p> <p>CAMHS transformation project under way to improve prevention and early intervention</p> <p>Most schools meet Healthy Schools standard</p> <p>Most schools have a school travel plan</p>	<p>Reducing numbers of looked after children (LAC), but still higher than comparators</p> <p>Clear interagency procedures in place for safeguarding</p> <p>Improving recruitment & retention of social workers</p> <p>More LAC living locally</p> <p>Improving rates of adoption</p> <p>More initial and core assessments within timescales</p> <p>Reducing number on Child Protection Register but increased referrals</p>	<p>2007 improvements in attainments in all Key Stages</p> <p>Improved GCSE results summer 2007</p> <p>Two thirds schools good or outstanding</p> <p>School exclusions reducing but still high in some secondary schools</p> <p>Attainment of LAC improving but still behind peers</p> <p>School attendance still below targets</p> <p>LAC school attendance well below peers and below target</p>	<p>Youth & Connexions Service recognised as good in 2007 inspection</p> <p>Youth Offending Service recognised as good in 2007 inspection</p> <p>Effective Youth Council and school councils in most schools</p> <p>Participation strategy in place</p> <p>Re-offending rates still high</p> <p>Young carers strategy in place</p>	<p>Only 14% of residents have a degree compared to 20% nationally</p> <p>30% residents aged 16-74 have no qualifications</p> <p>Over 25% residents living in 'income deprivation'</p> <p>Unemployment levels higher than nationally</p> <p>% NEET lower than comparators and national</p> <p>Childcare sufficiency targets met</p> <p>Children's Centre programme on track</p>	<p>Integrated working in Localities established</p> <p>4 stage intervention model in place</p> <p>CAF implemented</p> <p>Joint commissioning, locality commissioning and pooled budgets being developed</p> <p>Integrated children's workforce development in place in SBC</p> <p>Performance management strong in SBC and being developed across partnership</p> <p>PCT now structured into commissioners and providers</p>
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What are our aspirations for improving outcomes? These aspirations for improving outcomes were developed by Children & Learning Partnership Board and the Children and Young People's Strategic Partnership in October 2007 as the next stage in identifying our priorities for action.

<p>High aspirations</p> <p>Breaking cycles of deprivation</p> <p>Better understanding of diverse communities</p> <p>Complete implementation of multi-agency services for children in early years and their families</p>	<p>Improved health outcomes</p> <p>Completed SEBD review and CAMHS transformation</p> <p>Negligible teenage pregnancies</p> <p>Reduced obesity</p>	<p>Strengthen multi-agency packages of support at stage 3 for those at risk of stage 4</p> <p>Reduce LAC numbers</p> <p>Improved outcomes for LAC</p> <p>Safeguarding</p>	<p>No schools in OfSTED categories</p> <p>Achievement in upper quartile at all key stages</p> <p>A narrowing gap for lowest achieving groups</p>	<p>Happy children – improved emotional well-being</p>	<p>Fewer children living in poverty</p> <p>Prepare for Raising of Compulsory Learning Age</p> <p>Plan for transfer of 16-19 responsibilities from 2010</p> <p>Negligible NEETS</p>	<p>Joint commissioning further developed and 3 year medium term plan in place for vfm across the partnership</p> <p>Needs analysis and benchmarking across partnership</p> <p>Preventative services at stages 1, 2, & 3 providing flexible support for children & families.</p>
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What were the judgements of the Joint Area Review inspectors about our areas for development? The Joint Area Review fieldwork weeks were held in September 2007 and the inspector's feedback was confirmed in December 2007. These areas for development were taken into account in determining the priorities and strategic objectives for improving outcomes.

Local community aware of & supports vision	Substance misuse out of hours and needs identified & met and evaluated Comprehensive & accessible CAMHS services Health services LDD Teenage Pregnancy	Sustain improvements in initial & core assessments Quality in analysis & case planning Review effectiveness of arrangements to track missing children Reduce numbers of Looked after children Sustain improvements in timeliness of reviews	Attendance in some secondary schools	Advocacy for Learning Difficulties and Disabilities (LDD) Identification of young carers & ensuring needs are met Engagement of children in service planning & delivery	Education & training for unaccompanied asylum-seeking minors Access to post-16 & consistency in achievements in work-based learning Employer engagement in schools Transition planning for (LDD) Statements requiring medical information	Engage councillors more extensively Collation & analysis of data to support LDD Consultation & Needs analysis inclusive & address needs of minority & vulnerable groups Consistency of performance management across partnership Plans & strategies costed & embed vfm across partnership
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What should be our priorities for improving outcomes? The following seven priorities for improving outcomes were developed through the planning and consultation processes described in section 5 above and adopted by Children & Learning Partnership Board and the Children and Young People's Strategic Partnership in February 2008

Inspire high aspirations for children and young people	Reduce health inequalities	Ensure children are safe	Enable children & young People to achieve highly	Enable children and young people to make a positive contribution.	Help young people to achieve economic well-being.	Further strengthen partnership working and secure change for children.
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What are the strategic actions required to achieve these priorities? The following strategic actions for improving outcomes were developed through the planning and consultation processes described in section 5 above and adopted by Children & Learning Partnership Board and the Children and Young People's Strategic Partnership in February 2008

Engage with parents and communities to raise their aspiration for all groups of children and young people in Southend.	Develop the confidence and skills of all parents, particularly those within vulnerable communities. Promote healthy lifestyles for children and families, particularly reducing teenage pregnancy and substance misuse. Improve the emotional health of vulnerable children and young people and complete the CAHMS transformation.	Enable more children to live safely at home, by improving preventative services so that vulnerable children are identified. Secure permanent families for children to improve their life chances. Provide effective safeguarding services for all children and young people. Improve service quality and ensure value for money.	Implement a fully integrated health, care and education strategy for all children up to 8 and their families. Continue to raise standards of achievement and narrow the gap for those children and young people who achieve less well. Improve the attendance at school. Develop locally based extended services for play, recreation and learning.	Improve support for children's social and emotional resilience. Help children to manage change and transition. Enable children to participate in decision making particularly those from vulnerable groups Reduce anti social behaviour and offending. Identify and meet the needs of young carers.	Promote families economic well being, particularly low income families. Continue to improve participation and achievement of 14-19 year olds. Ensure that communities' regeneration initiatives meet the needs of children and young people. Ensure all young people live in decent housing.	Strengthen our needs analysis. Commissioning Strategy across the partnership. Embed integrated working amongst all partners. Embed Children's Workforce Development Strategy across the partnership. Implement ICT strategy across the partnership. Improve service quality and value for money across the partnership.
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What are the risk and enabling factors that will help to determine our detailed action plan? The following risk and enabling factors for improving outcomes across each of the priorities and strategic actions were developed through the planning and consultation processes described in section 5 of this Plan. They were taken into account in devising the detailed action plan in section 10, below.

enablers (systems and infrastructure)						
Parenting support services	Strengthened performance management	Continue workforce development	Effective school leadership and improvement	Robust governance arrangements.	Integration of Connexions from 4/2008	ContactPoint
Linkages to other LAA block priorities	Joint posts	Recruitment and Retention	effective School Improvement Team.			Co-location in localities
Southend Together	Partnership working	Foster Carers recruitment	School Improvement Partner (SIP) implementation and local implementation of national strategies.			Integrated locality teams
	Robust governance arrangements					
enablers (practice and culture)						
Focus on vulnerable groups	Location of accountability	Continue to strengthen LSCB, and practice priorities	Partnership working	Partnership working	Quality of Youth and Connexions Service	Joint commissioning
	Partnership working			Harnessing parents with LDD	Partnership working with LSC	Partnership management of performance
				Participation Strategy	Outcome focussed culture	

risks (systems and infrastructure)						
Community engagement strategies	Change in PCT Financial alignment	Turnover of staff Rate of reduction of LAC	SIPs for Special Schools	Cross Council alignment Recruitment of staff in YOS	Demise of LSC and loss of key staff	Tight financial settlement
Intelligence on target groups needs and locations	Commissioning cycles Teenage pregnancy – annual contracts Engagement of all parties for LDD	Freeing enough money to address high end prevention		Development of preventative services	Integration of Connexions from 4/2/2008	
risks (practice and culture)						
Approaches to participation	Approach to joint management Change management re CAHMS transformation	Development of preventative approaches	Clustering arrangements between schools	Reoffending rates	Partnership ownership	Commitment to further integration at all Children's Trust levels

7. Performance monitoring, review and reporting arrangements



The monitoring and review of our progress in improving outcomes for children and young people in Southend is set within a framework of performance management of the Children and Young People's Plan. The framework has a number of elements:

■ Monitoring our performance

The SCPE monitors performance quarterly against a range of indicators from agencies across the Children's Partnership and takes action to improve performance. The indicators being monitored will be reviewed and revised during 2008-09 in the light of the new national indicator set and the new Local Area Agreement for 2008-2011. The SCPB will also review its performance monitoring role from 2008 in the light of these developments.

■ Monitoring the CYPP Strategic Action Plan

The SCPE monitors progress in meeting the actions set out in the CYPP Strategic Action Plan and takes any remedial action required to achieve the strategic objectives. This monitoring informs our needs assessment in the annual cycle of review and planning (see diagram on the following page).

■ Reviewing our priorities

Priorities are reviewed by all the agencies and organisations which constitute the Children's Partnership and with stakeholders. Any changes will be set out in a revised CYPP for 2009-2010. The timing is set out in the table on the following page.

■ Action planning

A detailed Strategic Action Plan is devised, with targets, actions, timescales and lead officers highlighted, for achieving the priorities and strategic objectives. The action plan forms part of the annual update of the CYPP.

■ Self evaluation

The self evaluation of our performance and progress takes place during April – June and involves all the agencies and organisations of the Children's Partnership. The review report is submitted to Ofsted in June and forms part of the evidence for the Annual Performance Assessment of Children's Services by Ofsted.

Activity	April	May	June	July	August	September	October	November	December	January	February	March
ECM outcomes for financial year outturn available												
Self Assessment and review of performance												
Review Report submitted to Ofsted												
Draft APA feedback received												
Education performance data available for academic year												
Review existing YPP Priorities												
Council's APA for children's outcomes published												
Social Care Looked After Children performance data available												
Council's overall performance ranking published												
Budget proposal finalised												
Needs Analysis and update of strategic objectives and priorities												
Approval of new Plan or Review by DMT, Cabinet & CYPSP												
Include key actions in service plans												

8. Resources



Partnership funding

A comprehensive account of the resources that are devoted to improving outcomes for children and young people in Southend is provided by an analysis of the funding streams which exist and the agencies and partnerships through which they are channelled.

The resources to deliver the priorities in the Children and Young People's Plan during 2008-09 are derived from five sources:

1. Specific, earmarked government grants, including Standards Funds for schools and other specific grants targeted at particular priorities.
2. £103m provided through the Dedicated Schools Grant (DSG) managed through the Schools Forum.
3. The new 'Area-Based Grant' (ABG) of £3.754m provided by central government. This consists of a number of specific grants which were previously earmarked for particular priorities, such as reducing teenage pregnancy. These have been brought together from 2008-09 on an unringfenced basis, enabling resources to be applied flexibly to meet priority local needs.
4. Funding to the Department of Children and Learning of £25m as part of the overall Council budget.
5. The funding for services provided by partner agencies and organisations, such as South East Essex Primary Care Trust (PCT) and the voluntary sector.

The resources provided by partner agencies and organisations includes:

1. Estimated projected expenditure by the PCT of £1.476m on Health Visitors, £0.462m on school nurses, £0.298m on Speech and Language Therapy Services, £1.634m on Public Health and Health Improvements and £2.623 on CAMHS tiers 3 and 4. Financial accounting by SEE-PCT is based on activity across the PCT, which covers a wider geographical area than Southend. Funding estimates for 2008-09 are based on projected activity levels for interventions with Southend children, young people and families.
2. A total cost of hospital activity for children of £10.984m of which £1.275m is for inpatient paediatrics and £4.314m for child outpatients.
3. £1.501m for Connexions, which is being channelled through the Local Authority to provide an integrated service from April 2008.

Joint commissioning and pooled budgets

A joint post between the Primary Care Trust and Local Authority, in relation to the joint commissioning of services and the development of a CAMHS service, was successfully recruited to during 2007. A further part-time post, to support joint commissioning, particularly in partnership with the Voluntary Sector, will commence from April 2008.

Implementation of joint commissioning processes has been developed during 2007-08. Further developments planned for 2008-09 include: an increased use of pooled and aligned budgets; a greater consistency of activity across a number of joint planning and commissioning partnerships (such as CAMHS and Early Years/Sure Start); and clearer arrangements for governance and accountability through the SCPB and SCPE.

Southend Children's Partnership has built on the successful Southend Children's Fund by commissioning reconfigured services, against the commissioning priority of strengthening preventative services, using the Children's Fund element of the Area Based Grant (ABG) from April 2008. These include: a service to prevent youth offending delivered by the Youth Offending Service; programmes to develop the resilience and wellbeing of children in families who have experienced domestic violence, delivered by Southend Women's Aid; and a primary mental health and well being service, delivered by the PCT. These represent the first services to be jointly commissioned by the Southend Children's Partnership. The total resources for these services are £395,000 for each of the three years 2008-2011.

The Schools Forum has agreed additional funding in both 2006-07 and 2007-08 to enable the development of locality clusters and to support services such as education psychology and social inclusion. For 2008- 2011, the Schools Forum has agreed £250,228 for 2008-09, £255,233 for 2009-10 and £260,337 for 2010-11. These resources will be jointly commissioned by the Southend Children's Partnership building on the processes developed using the Children's Fund.

The ABG is being introduced in local authority areas from 2008-2009 alongside the new LAA for 2008-2011 although there is no direct connection between the ABG and specific indicators, targets or outcomes in Local Area Agreements (LAAs). The ABG is made up of a number of former specific grants that deliver key strategies, such as the Primary and Secondary School Improvement Strategies. Taking this into account, local authorities are able to determine locally how best to spend the ABG in order to deliver local and national priorities in their areas. During 2008-2009 in Southend the Local Authority will develop the framework for determining the flexible use of the ABG, together with partner agencies through 'Southend Together' the local strategic partnership.

The role of the voluntary sector will be increasingly important, both in the delivery of services and also in the access to resources sometimes unavailable to the statutory agencies. Links with the Southend Association of Voluntary Services (SAVS) will continue to be developed over 2008-09.

The priorities in this CYPP and for the Local Area Agreement for 2008-11 are supported by a significant number of pooled and aligned budgets. These are listed below, with an indication of the funding levels and the source of the funding.

Local authority funding

The most significant proportion of the funding devoted to children and young people is either provided by the Local Authority or channelled through it.

The distribution of resources from the DSG is allocated through the Schools Forum, with representatives from schools (heads and governors), early years and professional associations. The DSG funds the overall Schools Budget which includes both individual budgets delegated to schools as well as central budgets, mainly for individual children such as the budget for children with statements of special educational needs or payments to early years providers. The level of resourcing through the DSG has been protected by central government more so than other areas of funding. The DSG was reviewed in 2007-08 as part of the Comprehensive Spending Review and a three-year budget has been prepared for 2008-11, providing £103m for 2008-09, £106m for 2009-10 and £110m for 2010-11. The overall budget increase is lower than in recent years, but a three year settlement enables planning for the CYPP, supported from the DSG, to be more certain.

The Council has faced significant budget challenges over the last few years, with the 2001 census and a cap on council tax increases meaning year-by-year reductions. The Department of Children and Learning has had to meet challenging budget reductions over the three years, 2006-07, 2007-08 and 2008-09. Whilst gross budget savings of £1.4 million have had to be made for 2008-09 the Council has also reinvested £0.4 million in some key areas such as on front line Children's Social Care staff (where case loads have been comparatively high) and home-to-school transport. The net budget saving in 2008-09 is therefore £1.0 million. The Council has adopted a three-year budget strategy for 2008-11, requiring further budget reductions and the need for careful prioritisation.

CYPP Priorities 2008-09	Pooled and aligned budgets	Funding £000	
Inspire high aspirations for children and young people			
Engage with parents and communities to raise their aspiration for all groups of children and young people in Southend.	Choice Advisers.	28	ABG
Strengthen the capacity of families to improve outcomes for their children.	Extended rights for free travel.	29	ABG
	Short breaks for families with disabled children.	40	SG
Reduce health inequalities			
Develop the confidence and skills of all parents, particularly those within vulnerable communities.	Health-led Parenting Programme.	198	
	Parenting Practitioner (Youth Offending).	50	SG
Promote healthy lifestyles for children and families, particularly reducing teenage pregnancy and substance misuse.	Young persons Substance Misuse.	78	
	School Travel Advisers.	18	ABG
	Sustainable Travel to School.	12	ABG
Improve the emotional health of vulnerable children and young people and complete the CAHMS transformation.	CAMHS grant.	332	
	Primary Mental Health and Wellbeing.	140	ABG(CF)
Improve the health of vulnerable groups particularly those with LDD.	Portage Workers.	41	
Improve sexual health and reduce teenage pregnancy.	Teenage Pregnancy grant.	106	ABG
Ensure children are safe			
Secure permanent families for children to improve their life chances.	Adoption Allowances.	401	
Provide effective safeguarding services for all children and young people.	LSCB – Local Authority	46	
	LSCB – PCT	28	
	LSCB – Police	15	
	LSCB - Probation	6	

CYPP Priorities 2008-09	Pooled and aligned budgets	Funding £000	
Enable children & young people achieve highly			
Implement a fully integrated health, care and education strategy for all children up to 8 and their families.	Sure Start programme.	£3,584	SG
Continue to raise standards of achievement and narrow the gap for those children and young people who achieve less well.	Primary National Strategy: Co-ordination.	104	ABG
	Secondary National Strategy: Co-ordination.	137	ABG
	School Development Grant.	355	ABG
	School Improvement Partners.	65	ABG
	School Intervention.	38	ABG
Improve the attendance at school.	Secondary Behaviour & Attendance: Co-ordination.	68	ABG
Develop locally based extended services for play, recreation and learning.	Extended Schools: start-up.	440	ABG
	Extended Schools: sustainability.	245	SF
Enable children and young people to make a positive contribution			
Improve support for children's social and emotional resilience.	Wingspan – for children who have experienced domestic violence.	60	ABG(CF)
	Education Health Partnerships.	47	ABG
Enable children to participate in decision making particularly those from vulnerable groups.	Positive Activities for Young People.	80	ABG
	Youth Opportunity Fund.	94	SG
	Participation Work.	41	ABG(CF)
Reduce antisocial behaviour and offending.	Youth offending prevention.	120	
Identify and meet the needs of young carers.	Carers Grant.	175	

CYPP Priorities 2008-09	Pooled and aligned budgets	Funding £000	
Help young people to achieve economic wellbeing			
Continue to improve participation and achievement 14-19 year olds.	Connexions Grant. 14-19 Partnership. KS4 Diplomas.	1,501 55 262	ABG ABG SG
Further strengthen partnership working and secure change for children			
Embed Children's Workforce Development Strategy across the partnership.	Children's Social Care Workforce.	65	ABG
Implement ICT strategy across the partnership.	Contact Point.	142	SG

Key	
ABG:	Area Based Grant
ABG (CF):	The Children's Fund Grant, within the Area Based Grant
SG:	Other specific grant

Appendix 1: Strategic Action Plan 2008 – 2009 for achieving improved outcomes



PRIORITY ONE	Inspire high aspirations for children and young people Lead: Head of School Support and Preventative Services
Strategic Objective 1.1 to achieve Priority One	Engage with parents and communities to raise their aspiration for all groups of children and young people in Southend.

Targets	Strategic actions	By when	Lead person
Improved public awareness of the need for raised aspirations.	Deliver a public awareness scheme to promote the raising of aspirations.	October 2008	Head of Children's Commissioning and Learning Infrastructure
Develop use of 2020 Vision for Learning to enable schools to lead the aspirations of their communities.	Facilitate a working group to take forward into the community the 2020 Vision for Learning.	December 2008	Head of School Support and Preventative Services
Inspire deprived communities to achieve.	Pilot a 'motivate the estate' programme, focussing on Kursaal, working with Centreplace.	October 2008	Head of Specialist Services
All universal settings have fully constituted mechanisms for taking account of parents' voice.	Work with early years providers and schools to promote the participation of parents/carers in all universal settings.	March 2009	Head of School Support and Preventative Services

Targets	Strategic actions	By when	Lead person
Increase participation of parent-governors from hard-to-reach groups.	Deliver a campaign to improve participation of parents/carers from hard to reach groups as governors.	March 2009	Governor Support Manager

**Strategic Objective 1.2
to achieve Priority One**

Raise the aspirations of children and young people from disadvantaged groups.

Targets	Strategic actions	By when	Lead person
Understand disadvantaged populations within communities.	Complete profiling of demography by localities.	April 2009	Head of School Support and Preventative Services
Ensure 50% of extended school spend is targeted at disadvantaged groups.	Ensure commissioning is in line with children and young persons plan objectives.	April 2009	Head of School Support and Preventative Services
Increase numbers of young people applying for Higher Education (Aim Higher Targets).	Deliver the Aim Higher Programme.	October 2008 (3 year programme outputs monitored October annually)	Head of School Improvement & 14-19 Strategy Manager
Widen the celebration of success of the achievements of all children, especially those from vulnerable groups.	Improve existing and develop new communication mechanisms to facilitate better celebration of successful achievement by young people.	March 2009	Head of Children's Commissioning and Learning Infrastructure

**Strategic Objective 1.3
to achieve Priority One**

Strengthen the capacity of families to improve outcomes for their children.

Targets	Strategic actions	By when	Lead person
Deliver a 'Think Family' Pilot.	Apply for 'Think Family' Pilot.		Head of Specialist Services
Develop capacity for family support.	<p>Further develop family support capacity for families of children aged 0-16 within preventative services.</p> <p>Support all Sure Start Children's Centres to deliver bespoke integrated services that reflect the needs of the community including establishing new Phase 3 provision.</p> <p>Secure sufficient capacity to provide free early years provision for all children. (Expanding to 15 hours and developing flexibility in its use by 2010).</p> <p>Strengthen support for families by developing an integrated parenting, outreach and volunteer strategy for families.</p>	March 2009	Head of School Support and Preventative Services
Continue to improve parenting programmes.	Deliver Parenting Strategy Action Plan for 2008-09.	March 2009	Parenting Commissioner

PRIORITY TWO	Reduce health inequalities Lead: Joint Commissioning Manager
Strategic Objective 2.1 to achieve Priority Two	Develop the confidence and skills of all parents, particularly those within vulnerable communities.

Targets	Strategic actions	By when	Lead person
60% of families recruited to the health led parenting will remain engaged in the programme until their child reaches the age of 2 years.	Evaluate outcomes from the pilot as they apply to children and young people in Southend to inform future commissioning decisions. Bid to become a randomised control site.	April 2010	Assistant Director Children & Young People and Maternity Commissioner
Ensure a consistent, flexible and responsive approach to parenting particularly within vulnerable communities.	Implement Parenting Strategy Action Plan 2008-09. Align parenting strategy with locality profiling of vulnerable groups.	March 2009	
Develop a volunteer programme to provide a community parenting resource through Children's Centres.	Develop a 13 week accredited training programme with Southend Adult Community College (SACC) and Southend Association of Voluntary Services (SAVS) to provide a resource of community parenting volunteers to support each SureStart Children's Centre. Provide a wide range of information to parents on services that will support them and their families.	Autumn 2008	Head of Employer Responsiveness, Southend Adult Community College

**Strategic Objective 2.2
to achieve Priority Two**

Promote healthy lifestyles for children and families.

Targets	Strategic actions	By when	Lead person
Reduce substance misuse by children and young people (NI 115 Substance misuse by young people).	<p>Further develop the provision of universal education around substance misuse.</p> <p>Redesign role of LA drug advisor to co-ordinate schools in delivering universal prevention.</p> <p>Expand delivery of prevention activity through integrated youth service.</p> <p>Increase accessibility of young people's substance misuse service to deliver within localities and provide weekend cover.</p>	April 2009	Commissioning Manager, Drug and Alcohol Action Team (DAAT)
Improve transition into adult treatment services for young people.	Commission and performance manage a new tier 2 adult service.	May 2008	Commissioning Manager, DAAT
Reduce hospital admissions of young people due to alcohol.	Disaggregate hospital data by age, establish baseline and design targeted strategy.	April 2009	Director, Public Health
Implement the standards in the NSF by 2014.	Commission and performance manage quality standards in our commissioning practice across all providers including acute, mental health, voluntary sector, and PCT provision.	April 2009	Assistant Director Children Young People and Maternity Commissioning
Increase uptake of childhood immunisations to 95% by April 2009.	Develop and implement robust defaulter protocol.	May 2008	Public Health Manager Screening and Targets
	Improve real time data and scheduling of appointments.	July 2008	Public Health Manager Screening and Targets
	Public health nurse in post.	July 2008	
	Positively influence local public opinion on immunisations with the introduction of the parent leafleting project.	June 2008	Public Health Manager Screening and Targets
	Improve uptake of immunisations in those communities with lowest coverage.	September 2008	Public Health Manager Screening and Targets

Targets	Strategic actions	By when	Lead person
Increase rates of breastfeeding by 1% per year to provide the best start for healthy nutrition. NI 53: Prevalence of breast-feeding at 6-8 weeks from birth.	Embed new breastfeeding policy across integrated services in early years and health.	April 2009	Community Development Worker for Women and Children
Reduce obesity among 5-10 year olds by 1% by 2010 (national PSA target & LAA stretch target - baseline 12.5% in 2006). NI 55 & 56: Obesity in Reception Year and at Year 6 (LAA 2008-2011 targets in negotiation).	Develop and implement childhood obesity strategy in line with NICE guidelines.	September 2008	Reporting Progress: Director of Public Health
Reduce the number of 11-15 year olds who smoke.	Strengthen preventative programmes in schools and youth service.	April 2009	Head of School Support and Preventative Services
Embed integrated approach to New Child Health Promotion Programme across all Children's Centres in line with DOH Child Health Promotion Pilot.	Deliver plans for strengthening targeted approach by health visitors. Embed New Child Health Promotion programme across Children's Centres, early years and health. Develop integrated approach to deliver targeted outreach for vulnerable groups.	April 2009 July 2008 July 2008	Service Manager, Early Years and Child Health Group Manager, Early Years
100% schools meet the new Healthy Schools criteria.	Programme of Support and Challenge.	September 2009	Service Manager, Early Years and Child Health
NI 157: Increase children and young people's participation in sport.	Programme of Support and Challenge.	April 2009	Head of School Improvement

Targets	Strategic actions	By when	Lead person
<p>NI 115: Reduce substance misuse by young people (Tellus Survey).</p>	<p>Further strengthen substance misuse preventative strategies and ensure treatment in line with expectations:</p> <ul style="list-style-type: none"> • Implement YP substance misuse plan; • Deliver partnership plans with police and schools e.g. drug screening; • Develop out-of-hours substance misuse service. 	<p>March 2009</p>	<p>Head of Specialist Services</p>
<p>90% of Looked After Children have a completed substance misuse risk assessment and corresponding risk management plan.</p>	<p>Consistently implement the screening tool. Monitor through the substance misuse service.</p>	<p>April 2009</p>	<p>Group Manager, Young People and Fieldwork Services</p>
<p>Maintain the current mode share for travel to school by non-car modes.</p> <p>Increase the current number of schools operating Walking Bus routes from 25 to 30 by March 2009.</p> <p>NI 198: Children travelling to school – mode of transport used.</p>	<p>Review School travel plans.</p> <p>Implement accreditation package for all travel plan schools.</p> <p>Promote national awareness raising campaigns including walk to school week and bike to school week.</p>	<p>April 2009</p>	<p>Safer Journeys 2 School Ltd</p>
<p>Provide access to a range of sexual health and substance misuse information, support and targeted interventions in informal youth settings.</p>	<p>Develop and deliver a range of health promotion and prevention programmes in informal youth settings.</p>	<p>March 2009</p>	<p>Group Manager, Youth Support</p>

**Strategic Objective 2.3
to achieve Priority Two**

Improve the emotional health of vulnerable children and young people and complete the CAHMS transformation.

Targets	Strategic actions	By when	Lead person
<p>NI 50: Improve the emotional health of children (Tellus Survey).</p> <p>NI 51: Improve effectiveness of CAMHS 08/09 target score: 12 09/10 target score: 14 10/11 target score: 16</p> <p>NI 58: Improve the emotional and behavioural health of children in care (Strengths and Difficulties Questionnaire).</p>	<p>Build capacity at stages one and two to support children's emotional health and wellbeing:</p> <ul style="list-style-type: none"> • Reconfigure existing provision to increase responsiveness and flexibility; • Develop robust joint commissioning arrangements; • Develop services to include a provision for children aged 0-5; • Ensure robust outcome measures that are consistent throughout the CAMHS pathway and are integral to the commissioning and contracting process. 	<p>September 2008</p> <p>April 2008</p> <p>September 2008</p> <p>December 2008</p>	<p>CPE commissioning group</p>
	<p>Provide a single gateway approach to CAMHS to ensure equity of access to emotional health and well being services at an appropriate level.</p> <p>Identify an assessment model for emotional health and well being that can be easily accessed through a single gateway approach.</p>	<p>September 2008</p>	<p>CAMHS Transformation Group</p> <p>CAMHS Transformation group</p>
	<p>Jointly commission an integrated model of provision that offers 24 hour access to specialist CAMHS assessment for children and young people who have urgent mental health needs.</p> <p>Jointly commission access to CAMHS during 'out-of-hours', evenings and weekends.</p>	<p>September 2008</p>	<p>CAMHS Transformation group</p>
	<p>Ensure 16 and 17 year olds who require mental health services have access to services appropriate to their age and level of maturity.</p> <p>Develop protocols to ensure that young people experience smooth transition between CAMHS and Paediatric services into adult mental health services.</p>	<p>December 2008</p>	

Targets	Strategic actions	By when	Lead person
	Put plans, protocols and joint commissioning arrangements in place for partnership working between agencies for children and young people with complex, persistent and severe behavioural and mental health needs.	January 2009	CAMHS Transformation group
	Develop a multi-disciplinary training portfolio within the wider workforce development strategy for the Partnership, particularly for those working with children at stage one.	June 2008	CAMHS Behaviour subgroup

Strategic Objective 2.4 to achieve Priority Two	Improve the health of vulnerable groups particularly those with Learning Difficulties and Disabilities.
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Targets	Strategic actions	By when	Lead person
Expand team around the child model to 5 to 19 age range.	Develop proposals for redesign.	September 2008	Women and Children's Commissioning Manager and Group Manager, Learning Difficulties & Disabilities
Improve speed of assessments for children requiring specialist assessment for statements of special educational needs to 85% in time scale.	Increase capacity to undertake assessments. Continue to implement tracking and monitoring systems.		Associate Director, Women and Children's Services
90% of children and young people looked after have an up-to-date health assessment on file.	Embed introduction of BAAF health assessment. Fully embed the current system for implementing and monitoring immunisations and health checks. Monitor through Corporate Parenting Group. Implement dedicated LAC health provision proposal.	September 2008 September 2008 September 2008	Group Manager, Fieldwork Services and Assistant Director, Children Young People and Maternity Commissioning

Targets	Strategic actions	By when	Lead person
NI 54: Improve the quality of services for disabled children (Survey of parents and carers).	Commission a full range of CAMHS services for children and young people with LDD. Develop plans and protocols for children and young people with LDD and a mental health need.		Chief Nurse and Director of Women and Children's Commissioning and Women and Children's Commissioning Manager
	Jointly commission a dedicated integrated LDD service. Build capacity within existing workforce to respond to the needs of children with LDD. Review NSF Standard 8 to inform work plan.	August 2008	Group Manager, Learning Difficulties and Disabilities and Women and Children's Commissioning Manager
	Map weaknesses and gaps in transition pathway. Audit the experiences of young people and families who have moved through transition to adult services. Re-organise infrastructure within LDD services.	September 2008 July 2008 May 2008	Group Manager LDD Associate Director/ Joint Commissioner
	Define health transition pathways for CAHMS and integrate into transition arrangements. Establish strategic Transitions Board.	September 2008 October 2008	Head of Adult Commissioning
NI 54: Improve the quality of services for disabled children (Survey of parents and carers).	Build capacity in special and mainstream schools to support children with health related needs.	December 2008	Assistant Director Children and Young People and Maternity Commissioner and Service Director Children and Young People
	Continue to work with Specialist School Nursing Review group to reengineer existing Specialist resource to facilitate support to all schools.	December 2008	
	Implement an integrated care pathway and service delivery for children with LDD.	December 2008	Group Manager LDD and Associate Director/Joint Commissioning Manager

Targets	Strategic actions	By when	Lead person
Improve Access to Speech and Language Therapy in special schools.	Work with schools to audit existing provision for children with SEN Statements requiring Speech and Language Therapy.	February 2009	Group Manager, Learning Difficulties and Disabilities and Women and Children's Commissioning Manager
	Work with staff to identify perceived gaps in communication support.	February 2009	
	Develop a planned programme to increase therapy support to schools.	February 2009	
Childcare Sufficiency Audit shows sufficient places to meet demand.	Ensure there is sufficient childcare provision through extended services for 14-18 year olds with LDD.	March 2009	Group Manager, Early Years

Strategic Objective 2.5 to achieve Priority Two

Improve sexual health and reduce teenage pregnancy.

Targets	Strategic actions	By when	Lead person
Reduce by 50% (from the 1998 baseline) the rate of conceptions among young people under 18 by 2010.	Refresh the teenage pregnancy strategy and successfully deliver the activity set out in the associated action plan.	July 2008	Teenage Pregnancy Coordinator; Group Manager (Youth Support)
	Continue to implement preventative strategy approaches with particular emphasis in higher rate wards.		
NI 112: Reduce the under 18 conception rate (% change from 1998 baseline based on 2005 performance) 08/09 target: -29.6% 09/10 target: -36.4% 10/11 target: -43.2%	Develop new sites for school-based health services and review of SRE in Schools and working with parents in Hot Spot wards. Family Nurse Partnership project expected to impact on reduction.	April 2009	Service Manager, Child Health and Early Years

Targets	Strategic actions	By when	Lead person
NI 113: Reduce the prevalence of Chlamydia in under 20s.	<p>Increase capacity of Chlamydia Screening Office, to include staffing numbers and information system support.</p> <p>Improve access to screening sites, to include outreach work and out of hours access.</p> <p>Implement sexual health promotion and communications strategy.</p> <p>Roll out school based health service.</p>	April 2009	Service Director Children and Young People

PRIORITY THREE	Ensure children are safe Lead: Head of Specialist Services
Strategic Objective 3.1 to achieve Priority Three	Enable more children to live safely at home, by improving preventative services so that vulnerable children are identified.

Targets	Strategic actions	By when	Lead person
Strengthen analysis of need with respect to threshold issues.	Ensure mechanisms for review of effectiveness of integrated model provide appropriate data.	September 2008	Head of School Support and Preventative Services
Reduce the numbers of Children looked after. 08/09 target: 283 09/10 target: 270 10/11 target: 257	<p>Implement new Kinship Support Policy.</p> <p>Increase use of alternative permanency options for children including 9 Special Guardianship Orders.</p> <p>Develop Family Group Conferencing Service.</p>	April 2009	Head of Specialist Services
Ensure full implementation of Public Law Outline to effect change in families.	As outlined in PLO implementation plan.	April 2009	Group Manager, Fieldwork Services
Expand respite provision for parents of children with disabilities.	Pool 'Aiming High for Disabled Children' funding and develop joint commissioning plan to expand type and volume of respite provision.	April 2009	Group Manager, Learning Difficulties and Disabilities

Targets	Strategic actions	By when	Lead person
<p>Improve the number of LAC that have their statutory reviews held on time to 90%.</p> <p>(NI 66 Looked after children cases which were reviewed within required timescales).</p>	Sustain work on tracking systems and take corrective actions.	April 2009	Head of Specialist Resources & Quality Assurance

Strategic Objective 3.2 to achieve Priority Three	Secure permanent families for children to improve their life chances.
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Targets	Strategic actions	By when	Lead person
Improve outcomes for children in care.	<p>As detailed in Care Matters Action Plan. Contains actions to :</p> <ul style="list-style-type: none"> • Improve the children's partnerships delivery of their corporate parenting role • Support children and families on the edge of care • Continue to grow the right type and volume of placement provision and improve quality • Secure a first class education • Secure their health and well being • Improve transition to adulthood • Achieve excellence in the workforce that supports children in care. 	April 2009	Head of Specialist Services
Secure continuous improvement in quality of placement options for children in care.	Review volume and needs analysis to support commissioning of placements.	September 2008	Head of School Support and Preventative Services.

Targets	Strategic actions	By when	Lead person
Improve Adoption rates to 8% and ensure stability (NI 61 Stability of Looked After Children adopted following an agency decision that the child should be placed for adoption).	Track permanency planning for all children under 5 from 2nd review including post adoption decision. Secure adequate supply of adoptive parents.	April 2009	Head of Young People and Family Support
Achieve 9 Special Guardianships.	Complete targeted permanency plan reviews. Roll out practice development training.	April 2009	Group Manager, Fieldwork Services
Increase by 40 the number of new local in-house foster placements.	Engage Foster Families Council and Area Groups in fostering campaign. Deliver revised marketing, recruitment and assessment strategies. Decrease carers loss by improved support, communication with fieldwork services and deliver revised training strategy.	April 2009	Head of Young People and Family Support
Maintain good performance on placement stability (NI 62 Stability of placements of looked after children: number of moves and NI63 Stability of placements of looked after children: length of placement).	Implement care matters implementation plan.	April 2009	Group Manager, Fieldwork Services
Reduce statutory inspection requirements for Fostering and Adoption Services to Zero.	Implement fostering and adoption inspection action plans.	April 2009	Group Manager, Young People and Family Support

**Strategic Objective 3.3
to achieve Priority Three**

Provide effective safeguarding services for all children and young people.

Targets	Strategic actions	By when	Lead person
<p>Further strengthen children's voice with respect to anti-bullying and safeguarding issues. NI 69 Reduce the number of children who have experienced bullying (LAA 2008-2011 targets in negotiation).</p>	<p>Work with schools to review bullying hotspots. Work with Safer Journeys to School and Scrutiny on bus provision to enable children to feel safer on public transport.</p>	<p>April 2009</p>	<p>Head of School Support and Preventative Services</p>
<p>Continue to improve the effectiveness of multi-agency working to protect children. (NI 64 Child protection plans lasting 2 years or more; NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time; and NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people.</p>	<p>Implement the LSCB business plan. Introduce a bi-monthly report within the LSCB audit programme of children with a protection plan lasting over 1 year.</p>	<p>April 2009</p>	<p>Local Children's Safeguarding Board</p>

Targets	Strategic actions	By when	Lead person
<p>Sustain improvements in timescales for initial and core assessment timescales. Achieve 75% initials and 85% core assessments in timescale for 08/09.</p> <p>(NI 59 Initial assessments for children's social care carried out within 7 working days of referral; and NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement).</p>	<p>Increase capacity in front line teams.</p> <p>Increase management capacity.</p> <p>Implement the recruitment and retention strategy.</p> <p>Sustain the improvements in the management structure and culture.</p> <p>Continue existing performance management arrangements and systems.</p>	April 2009	Group Manager, Fieldwork Services
<p>Achieve a minimum of 85% multi-agency attendance at child protection conferences.</p>	<p>Performance manage through the reporting system established within LSCB and take corrective action within individual agencies.</p>	April 2009	Independent Chair, Local Children's Safeguarding Board
<p>Sustain 100% of child protection conferences being held on time</p> <p>(NI 67 Child protection cases which were reviewed within required timescales).</p>	<p>Sustain the tracking and performance monitoring system.</p>	April 2009	Head of Specialist Resources & Quality Assurance
<p>Strengthen understanding of diversity and cultural issues in safeguarding.</p>	<p>Develop LSCB workstream on cultural issues.</p>		Head of Specialist Services

Targets	Strategic actions	By when	Lead person
Ensure referral rates from minority ethnic groups reflect proportionally population numbers.	Undertake audit of re-registration and implement findings.	April 2009	Chair of LSCB Executive
Ensure effectiveness of arrangements to track missing children. (NI 71 Children who have run away from home/care).	Ensure regular reporting to LSCB in line with policy and review effectiveness.	April 2009	Chair of LSCB Executive

Strategic Objective 3.4 to achieve Priority Three	Improve service quality and ensure value for money.
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Targets	Strategic actions	By when	Lead person
Reduce turnover in social workers by 15% and reduce vacancy rate of social workers by 10%.	Implement recruitment and retention strategy.	April 2009	Group Manager Fieldwork Services
Achieve planned efficiency savings within specialist services.	<p>Complete business case and plan for contact and assessment suite.</p> <p>Complete regional fostering commissioning arrangements.</p> <p>Present business case and decide upon sub regional residential facility.</p> <p>Review local placements commissioning strategy.</p> <p>Implement alternative commissioning arrangements for contact.</p>	April 2009	Head of Specialist Services

Targets	Strategic actions	By when	Lead person
Implement joint commissioning arrangements for children with complex needs including those with LDD.	Develop continuing care criteria for children. Implement integrated panel arrangements.	April 2009	Women and Children's Commissioning Manager and Group Manager, Learning Difficulties and Disabilities
Improve quality and consistency of social work practice (NI 68 Referrals to children's social care going on to initial assessment).	Deliver mandatory training programmes, maintain learning sets and professional development framework.	April 2009	Group Manager Fieldwork Services

PRIORITY FOUR	Enable children & young People achieve highly Lead: Head of School Improvement
Strategic Objective 4.1 to achieve Priority Four	Implement a fully integrated health, care and education strategy for all children up to 8 and their families.

Targets	Strategic actions	By when	Lead person
<p>Raise standards and narrow achievement gaps for children 0-5 by: Ensuring a high standard early years provision ensuring improvements in quality of childcare providers.</p> <p>70% of children achieve a good average FSP score (NI 72).</p> <p>NI 92: Narrow the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest 08/09 target: 28.6% 09/10 target: 28.0% 10/11 target: 27.0%</p> <p>Increase the proportion of young children with satisfactory or better speech and language development and Communication Language at literacy by the end of the (Early Years) Foundation Stage.</p>	<p>Establish Integrated Locality teams for early years covering health care and education.</p>	September 2008	<p>Group Manager Early Years and Service Manager, Child Health and Integrated Early Years and Primary Strategy Manager</p>
	<p>Drive the process of quality improvement by developing a clear vision based above minimum Ofsted Standards.</p>	Autumn 2008	
	<p>Develop a strategy that sets out clear expectations of what high quality childcare looks like in Southend.</p>	Spring 2009	
	<p>Develop quality improvement framework for both childcare providers and the Integrated Early Years Team based upon children's emotional health and well being (Leuven Scales of children's well being and involvement).</p>	Autumn 2008	
	<p>Develop clear and transparent systemic quality improvement process for childcare providers based on intervention in inverse proportion to success and share and celebrate outstanding practice.</p>		
	<p>Ensure that all childcare providers sign a new childcare quality contract as a condition of receiving early years funded education.</p>		
	<p>Provide training for the early identification of children with speech and language development by providing support to families using the 'Elklan' training and the 'Lets Talk with Under 5's' training course.</p>		

Targets	Strategic actions	By when	Lead person
Ensure compliance of all childcare providers to the Early Years Foundation Stage – no inadequate Ofsted inspections.	Undertake a full audit of the learning and welfare requirements delivered by all childcare providers offering early years education.	Summer 2008	Group Manager Early Years and Service Manager, Child Health and Integrated Early Years
Implement Phase 3 SureStart Children's Centre by establishing at least one additional Centre. (NI 109 – Number of SureStart Children's Centres).	Strengthen integrated approach to delivery of Children's Centres. Secure capacity to provide free early years education for all children, expanding to 15 hours. Implement new Early Years Foundation Stage and a single framework for care, development and learning.	March 2009	Group Manager, Early Years and Service Manager Child Health and Integrated Early Years

**Strategic Objective 4.2
to achieve Priority Four**

Continue to raise standards of achievement and narrow the gap for those children and young people who achieve less well.

Targets	Strategic actions	By when	Lead person
Deliver Early Years Outcomes duty.	Implement Early Years actions at 4.1 above.	March 2009	Group Manager, Early Years

Targets	Strategic actions	By when	Lead person
<p>Ensure the standards and achievement of children in care are improved by ensuring targets for children in care are reached (NIs: 99,100,101).</p>	<p>Ensure that LAC have education and training placements which reflect their particular needs.</p> <p>Ensure education providers are informed about the particular needs and circumstances of LAC.</p> <p>Ensure every school has a designated teacher for LAC.</p> <p>Ensure that school's expectations for LAC are sufficiently high and that they provide supplementary educational support to those LAC who need it to reach their targets.</p> <p>Implement Care Matters Plan (see Staying Safe).</p>	<p>April 2009</p>	<p>Head of School Improvement and Inclusion Strategy Manager</p>
<p>NI 114: Reduce the rate of permanent exclusions from school 08/09 target: 23 09/10 target: 20 10/11 target: 18</p> <p>No LAC is permanently excluded.</p> <p>No child or young person with a statement of SEN is permanently excluded.</p>	<p>Continue to implement programmes which promote good behaviour and engagement in learning which:</p> <ul style="list-style-type: none"> • Promote the use of the SEALS programme and restorative justice practice and share learning from the Behaviour Improvement Programme. • Support children and young people at risk of exclusion and their families by ensuring the resources of multi professional teams based in localities are appropriately targeted. • Facilitate the development of collaborative arrangements between groups of schools which enable them to pool resources, develop common approaches and policies to behaviour improvement and hence better meet the needs of children and young people. • Provide alternative high quality provision for excluded children and young people which meets their needs. 	<p>April 2009</p>	<p>Head of School Improvement and Inclusion Strategy Manager</p>

Targets	Strategic actions	By when	Lead person
Ensure the needs of those children and young people not in school, either as a result of exclusion or parental choice, are met.	Track all children and young people who are not in school and provide them with educational provision that is quality assured. Maintain a full and accurate database of all children and young people of statutory school age who do not attend school e.g. educated at home.	April 2009	Head of School Improvement and Inclusion Strategy Manager

Strategic Objective 4.3 to achieve Priority Four	Improve the attendance at school.
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Targets	Strategic actions	By when	Lead person
NI 87: Reduce the secondary school persistent absence rate 08/09 target: 7.16% 09/10 target: 7% 10/11 target: 6%	Provide targeted support through integrated locality working and increase capacity through 3 school attendance assistant posts.	April 2009	Principal School Attendance Officer
	Strengthen challenge on use of term-time holidays. Implement local publicity campaign.	June 2008	
	Increase in fixed penalty notices and prosecutions.	April 2009	
	Extend truancy free zone to local shopping areas.	July 2008	
	Tighten the implementation of school action plans.	April 2009	
	Improving Attendance Action Plans for all schools targeted as at risk.	April 2009	
	Improve attendance in 4 designated Secondary schools identified by the DCSF as having high levels of persistent absence and to offer additional support to 1 school recently removed from PA category to sustain improvement.	September 2008	
	Strengthen links with LAC school liaison worker and teacher to identify and support those LAC at risk of poor attendance.	April 2009	

Targets	Strategic actions	By when	Lead person
Reduce the number of Looked After Children who miss 25+ days school in the academic year to 12.5%.	Co-ordinate working group to overcome remaining barriers.		Head of Specialist Services

**Strategic Objective 4.4
to achieve Priority Four**

Develop locally based extended services for play, recreation and learning.

Targets	Strategic actions	By when	Lead person
Deliver targets - Play Strategy.	Continue to implement the Southend Play Strategy.	As in Play Strategy	
Provide a high quality range of youth work sessions delivered by the Integrated Youth Services and taken up by 25% of 13-19 year olds with 15% attending 30 sessions or more annually. (NI 110: Young people's participation in positive activities).	Increase regular youth work hours over the year offering a range of targeted and universal youth work programmes including weekday evening sessions, weekend sessions and outreach work.	April 2008	Group Manager, Youth Support

Targets	Strategic actions	By when	Lead person
<p>Enable access to a wide range of positive activities for young people to ensure Southend delivers on the national standards set out in section (507b) of the Education Act of 1996. (NI 110).</p>	<p>Lead the development of a Promoting Positive Activities Group to maintain strategic oversight of the supply of positive activities and work with Locality Youth Forums to extend provision where necessary.</p>	<p>March 2009</p>	<p>Group Manager, Youth Support</p>
	<p>Support the YMCA and Southend Community Action in the delivery of Strand 1 and 2 'v' volunteering projects.</p>	<p>March 2009</p>	
	<p>Fully engage in the local 'Cultural Olympiad' festival.</p>	<p>September 2008</p>	
	<p>Offer training and advice to support the development of new youth facilities and activities in the borough.</p>	<p>March 2009</p>	
	<p>Support the development of the informu.co.uk website to further promote positive activities.</p>	<p>March 2009</p>	

PRIORITY FIVE	Enable children and young people to make a positive contribution. Lead: Head of Integrated Youth Support; Head of Youth Offending Services
Strategic Objective 5.1 to achieve Priority Five	Improve support for children's social and emotional resilience.

Targets	Strategic actions	By when	Lead person
Ensure that all children with behaviour, emotional & social development needs have these met by Southend schools and support services. NI 50: Improve the emotional health of children (Tellus Survey).	<p>Social & emotional resilience of children & young people in Southend primary and secondary schools is promoted through the use of DCSF SEAL materials.</p> <p>Complete and publish the next stage of provision for Pupils with Social, Emotional and Behavioural Needs and draw up an action plan to ensure:</p> <p>Teachers and support staff are trained and supported in the practical management of challenging behaviours and the stress these can cause through the creation of a high quality, comprehensive & coordinated training approach to BESD that links to the CAMHS strategy.</p> <p>Good practice is celebrated and supported.</p> <p>Access to services is improved through clear pathways and easily accessible information for all.</p>	<p>April 2009</p> <p>July 2008</p>	<p>Head of School Improvement</p> <p>Head of School Support and Preventative Services, MPT leaders & locality coordinators</p>

**Strategic Objective 5.2
to achieve Priority Five**

Help children to manage change and transition.

Targets	Strategic actions	By when	Lead person
<p>Enhance children's well being particularly at the key transition points, into and leaving the Early Years Foundation Stage</p> <ul style="list-style-type: none"> • from key stage 1-2 • 14-19 learning <p>Plan for personalised learning across all transition stages.</p>	<p>Strengthen strategy across all points of transition for care and education.</p> <p>Smooth transition from home into early years education, from a play based learning in the (Early Years) Foundation Stage into Key Stage 1 with particular focus on summer born children and other vulnerable groups.</p>	September 2008	Head of School Improvement
<p>Transition arrangements for children with LDD are fully in place.</p>	<p>Please refer to objective 2.4.</p>		

**Strategic Objective 5.3
to achieve Priority Five**

Enable children to participate in decision making particularly those from vulnerable groups.

Targets	Strategic actions	By when	Lead person
<p>The ethos of listening to children's voices permeates throughout Early Years and Childcare settings in Southend.</p>	<p>Develop the universal concept of listening to the voices of children at the heart of high quality early years provision based on the Mosaic principles, linked to the Participation Strategy.</p>	April 2009	Group Manager, Early Years

Targets	Strategic actions	By when	Lead person
Revise the borough wide participation strategy.	Refresh and republish the participation strategy. Implement new arrangements for monitoring and supporting organisations deliver high quality participation opportunities.	June 2008	Group Manager, Youth Support and Children's Fund Programme Manager
Provide direct access for young people to participate in local decision making.	Strengthen opportunities for stakeholder feedback on school services. Continue to support the development of the Southend Youth Council and introduce Locality Youth Forums.	December 2008 March 2009	Head of School Support and Preventative Services and Joint Advisory Board. Group Manager, Youth Support
Increase the role of young people in commissioning to the value of £200,000 by the year end.	Devolve the Youth Opportunity Fund and Youth Capital Fund to locality level and engage more young people in decision making.	July 2008	Group Manager, Youth Support
Develop a targeted programme of work to enable more young people from vulnerable groups to engage and participate in local decision making opportunities.	Develop and deliver an accredited development programme aimed at increasing the participation of young people from vulnerable groups in decision making and positive activities.	March 2009	Group Manager, Youth Support
Increase our understanding of young people's views.	Supplement local mechanisms with co-ordination of the delivery of the annual Tellus survey providing a regular, robust consultation mechanism that can be benchmarked nationally.	September 2008	Group Manager, Youth Support
Improve opportunities for involvement of children with LDD in service planning.	Develop and implement a model to enable children with LDD and their families who receive integrated support to better inform service planning.	March 2009	Head of Specialist Services

**Strategic Objective 5.4
to achieve Priority Five**

Reduce antisocial behaviour and offending.

Targets	Strategic actions	By when	Lead person
<p>NI 111: Reduce the number of first time entrants to the youth justice system (% change from baseline) 08/09 target: -2% 09/10 target: -3% 10/11 target: -5%</p>	<p>Implement Youth Crime Prevention Policy and work alongside police to implement ACPO Children & Young People Strategy.</p>	<p>March 2009</p>	<p>Head of Youth Offending Service</p>
<p>NI 19: Reduce the rate of proven reoffending by young offenders (% change from baseline) 08/09 target: -2% 09/10 target: -3% 10/11 target: -5%</p>	<p>Complete YJB Capability & Capacity Self Assessment. Adhere to YOS Inspection Improvement Plan.</p>	<p>June 2008</p>	<p>Head of Youth Offending Service</p>
<p>Reduce anti-social behaviour.</p>	<p>Undertake preparation work for the introduction of the 'scaled approach', the introduction of the new Criminal Justice and Immigration Bill and work associated with the introduction of the new Comprehensive Area Assessments in 2009 Continue work of FIP, Senior parenting practitioner, implement Triple P and Strengthening Families group work programmes</p>	<p>March 2009 March 2009</p>	<p>Head of Youth Offending Service</p>
<p>100% of young offenders at close of order or upon release from custody in suitable accommodation (NI 46).</p>	<p>Ensure Homelessness 5 year Strategy and Supporting People supports needs of young offenders.</p>	<p>March 2009</p>	<p>Head of Youth Offending Service</p>

**Strategic Objective 5.5
to achieve Priority Five**

Identify and meet the needs of young carers.

Targets	Strategic actions	By when	Lead person
Strengthen schools' identification and support for young carers.	Develop monitoring, school reviews and School Improvement Partners procedures to raise profile of this group.	March 2009	Head of School Support and Preventative Services and Joint Advisory Board
Identify young carers and directly provide enhanced access to support and positive activities for this group.	Deliver a high quality set of support and development services for young carers including access to youth groups, trips and residential and structured accredited learning opportunities.	March 2009	Group Manager, Youth Support with community partners
	Introduce a process for identifying and monitoring young carers and their needs.	July 2008	Group Manager, Youth Support
	Develop the role of the Young Carers Development Group ensuring that an accurate needs assessment is maintained and that commissioned services are monitored.	March 2009	Group Manager, Youth Support with community partners

PRIORITY SIX	Help young people to achieve economic well-being Lead: Head of School Support and Preventative Services
Strategic Objective 6.1 to achieve Priority Six	Promote families' economic well being, particularly low income families.

Targets	Strategic actions	By when	Lead person
<p>NI 118: Drive take-up of formal childcare by low-income working families.</p> <p>Increase the number of families accessing working family tax credits to 16%.</p>	<p>Ensure the outcomes from the Childcare Sufficiency Assessment provide high quality affordable, integrated services for all children and their families, with a particular focus on disadvantaged groups.</p> <p>Sure Start Children's Centre to provide basic skills and confidence building working with Job Centre Plus on employment related issues and SAVS to provide specialist training on Working Tax Credits.</p> <p>Support workless families to access training and support including Working Family Tax credits to break the cycle of poverty.</p>	April 2009	Group Manager, Early Years

Strategic Objective 6.2 to achieve Priority Six	Continue to improve participation and achievement 14-19 year olds.
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Targets	Strategic actions	By when	Lead person
Provide access to high quality careers education and guidance leading to more young people remaining in learning after the end of Year 11 and at Year 12.	Deliver high quality school and community based access to careers education and guidance.	March 2008	Group Manager (Youth Support)

Targets	Strategic actions	By when	Lead person
NI 79: Achievement of a Level 2 qualification by age 19.	Continue to implement and develop the Southend 14-19 Strategy especially with respect to:	April 2009	Head of School Improvement and 14-19 Strategy Manager
NI 80: Achievement of a Level 3 qualification by age 19.	Inform planning for 14-19 provision by maintaining an evaluation of likely demand in the context of the local and national economy.		
NI 81: Inequality gap in the achievement of a Level 3 qualification by age 19.	Plan 14-19 provision to give access to affordable, flexible and structured learning opportunities post 16 with a smooth transition to support progression to further and higher education, training and employment.		
NI 82: Inequality gap in the achievement of a Level 2 qualification by age 19.	Ensure that young people have access to high quality information and guidance about learning opportunities and progression routes.		
100% Delivery of the September guarantee.	Monitor, challenge and support education and training providers to improve their provision especially the breadth and relevance of the curriculum and the quality of teaching and training.		
Maintain no less than Amber/green (good) for all aspects of 14-19 progress checks and increase number of indicators rated green (outstanding) by 10% in Oct 2008 c.f. Oct 2007.	Ensure that education and training providers implement appropriate race equality schemes and promote good race relations.		14-19 Strategy Manager
	Ensure that groups of young people at risk of underachieving (BME, white working class boys, asylum seekers and post 16 refugees, receive appropriate support and advice.		
	Plan provision to ensure it is sensitive to all equality issues and to the needs of potentially underachieving groups.		
	Deliver four employer engagement sessions in sector priorities.	March 2008	
	Prepare for "Machinery of Government" changes regarding transfer of LSC functions.		Corporate Director LSC
	Develop and deliver action plan in partnership with LSC.		

Targets	Strategic actions	By when	Lead person
<p>NI 117: Reduce the number of 16 to 18 year olds who are not in education, training or employment (NEET) 08/09 target: 6.6% 09/10 target: 6.2% 10/11 target: 6.0%</p> <p>NI 145: Increase young offenders engagement in suitable education, employment or training (LAA 2008-2011 targets in negotiation)</p>	<p>Develop a new NEET prevention and reduction group accountable to the 14-19 Partnership; Involve partners and produce initial work plan.</p> <p>Sustain very good performance on ensuring care leavers are engaged in Education employment and training.</p> <p>Mainstream the High Sheriff's Project.</p> <p>Fully implement Council's apprenticeship scheme for care leavers.</p> <p>Continue to develop accessible and inclusive provision within the 14-19 strategy for vulnerable groups.</p>	<p>Sept 2008</p>	<p>Group Manager, Youth Support and Head of Youth Offending Service</p>
<p>Reduce the number of young people in jobs without training.</p>	<p>Provide a service to 120 young people in jobs without training which successfully enables them to reconnect with appropriate learning.</p>	<p>March 2009</p>	<p>Group Manager, Youth Support</p>
<p>Ensure improved provision for Asylum Seekers, especially young people aged 16-19.</p>	<p>Continue implementation of working group plan.</p>	<p>Sept 2008</p>	<p>Group Manager, Young People and Family Support</p>

**Strategic Objective 6.3
to achieve Priority Six**

Ensure that communities' regeneration initiatives meet the needs of children and young people.

Targets	Strategic actions	By when	Lead person
Strengthen the 'one-council' approach to children and learning issues in community development.	Develop a borough protocol for developing community facilities based around school to provide co-location spaces for schools, SureStart children's centres, locality teams, health, adult learning, libraries, swimming pools and theatres all of which provide access to 52 weeks a year Extended service provision.	April 2009	Head of School Support and Preventative Services
Support implementation of Healthy Living Centre serving St Luke's ward.	Ensure development of Healthy Living Centre includes improved social enterprise opportunities and access to Children's Services front line staff.	March 2010	Corporate Director, Children and Learning

**Strategic Objective 6.4
to achieve Priority Six**

Ensure all young people live in decent housing.

Targets	Strategic actions	By when	Lead person
<p>16/17 year olds to whom the council have a statutory duty do not spend more than 6 weeks in bed and breakfast accommodation, and then only in an emergency.</p>	<p>Provide advice and assistance to prevent homelessness and make efficient use of temporary and permanent where the Council has a statutory duty.</p>	<p>April 2010</p>	<p>Housing Manager</p>
<p>Reduce the length of stay of families with children in bed and breakfast and hostel accommodation.</p>	<p>Develop and expand the Tenancy Grant Scheme, increasing the number of properties in the private sector available to assist the Council in its statutory duties and prevent homelessness.</p> <p>Ensure that existing protocols relating to Children Leaving Care and Intentionally Homeless Families are adhered to. Revise and update as necessary.</p> <p>Maximise the use of Supported Housing and Floating Support schemes in the borough.</p> <p>Consider/implement new initiatives for assisting 16/17 year olds to secure accommodation.</p>	<p>April 2010</p> <p>April 2009</p> <p>April 2010</p> <p>April 2009</p>	

PRIORITY SEVEN	Further strengthen partnership working and secure change for children Lead: Head of Children's Commissioning and Learning Infrastructure
Strategic Objective 7.1 to achieve Priority Seven	Strengthen our needs analysis and joint commissioning across the Partnership.

Targets	Strategic actions	By when	Lead person
Further develop the Partnership Commissioning Strategy.	<p>Develop further the processes for joint commissioning and identify capacity to further develop joint commissioning.</p> <p>Ensure that planning and commissioning processes for the Partnership are timed and aligned with single agency planning and commissioning activities in partner agencies.</p> <p>Identify increased opportunities to pool funding streams across partner agencies.</p>	September 2008	Head of Children's Commissioning and Learning Infrastructure
Increase the number of services being jointly commissioned across the Partnership.	<p>The Partnership Board agrees commissioning priorities and processes for jointly commissioned services from April 2009.</p> <p>Build capacity across the Partnership to develop joint commissioning.</p>	<p>May 2008</p> <p>September 2008</p>	Joint Commissioning Manager and Group Manager, Planning, Commissioning and Performance
Widen members' involvement and engagement in children and young people issues.	Develop programme of opportunities, e.g. participation in Children's Partnership, Scrutiny of LSCB Business Plan and participation in training.	March 2009	Director of Children and Learning
Introduce locality-based commissioning.	<p>Develop the capacity for commissioning through the Locality Partnership Boards.</p> <p>Develop and implement the processes required to identify priorities, commission services and secure governance through the Locality Partnership Boards.</p>	July 2008	Head of School Support and Preventative Services

Targets	Strategic actions	By when	Lead person
Strengthen multi-agency packages of support at stage 3 for those children and young people on the edge of care.	Evaluate effectiveness and implementation of children and family panel integrated locality guidance for support at stage 3.	April 2009	Head of School Support and Preventative Services and Head of Specialist Services
Develop the role of the Locality Partnership Boards.	Develop the capacity to enable Locality based needs analysis, prioritisation, commissioning and performance monitoring to be developed.	April 2009	Head of School Support and Preventative Services
Develop co-location of Locality Teams.	Implement an accommodation strategy for locality working, rationalising the use of accommodation.	April 2009	Business Support Manager
Develop the Family Information Service.	FIS meets both statutory requirements and addresses the needs of the community, embracing partnership working.	April 2009	Business Support Manager

**Strategic Objective 7.3
to achieve Priority Seven**

Embed Children's Workforce Development Strategy across the Partnership.

Targets	Strategic actions	By when	Lead person
Continue to embed integrated locality working processes.	<p>Support leaders of childcare provision to set their own learning culture and quality improvements visions for both staff and children.</p> <p>Build capacity in managers to enable them to support the childcare workforce to raise quality by ensuring that they are reflective practitioners that can effectively self assess their strengths and identify barriers to be addressed.</p> <p>Facilitate information, advice and support to relevant funding streams with a particular focus on Level 3 and above qualification to EYPS.</p> <p>Continuous Professional development for childcare staff and when appropriate supported by supply cover.</p>	April 2009	<p>Head of School Support and Preventative Services</p> <p>Group Manager, Planning, Commissioning and Performance</p>

Targets	Strategic actions	By when	Lead person
Update systems for the more effective analysis of recruitment and retention to the Children's Workforce including data on skills and competencies.	<p>Continue to develop methods of data collection and analysis related to the recruitment and professional development across all strata of the Children's Workforce.</p> <p>Continue to develop the use of 'Training Needs Analyses' across the Children's Workforce to inform strategic planning.</p>	April 2009	Children's Workforce Development Manager and Recruitment Strategy Manager
Continue to develop opportunities for professional development that will attract and retain a Children's Workforce of the highest calibre.	<p>Improve the capacity within services areas for student placements. Improve the number and training of Practice Teachers and Mentors who work with students.</p> <p>Work with training providers such as the STTP to improve the quality of professional development for work based students and NQTs.</p>	September 2008	Children's Workforce Development Manager and Specialist Services Training Manager
Develop CPD with partner organisations to include the Common Core of Skills and Knowledge so that the Children's Workforce can work effectively in multi agency teams.	<p>Continue to liaise with Colleges of FE, HE, SACC and independent providers to plan and produce a comprehensive programme of professional development activities.</p> <p>Continue to promote the Common Core of Skills and Knowledge to partner organisations and the Children's Workforce.</p>	April 2009	Children's Workforce Development Manager
Continue to develop effective recruitment and retention strategies for middle and senior leaders and managers.	<p>Liaise with external organisations such as the NCSL and SCILS to develop 'succession planning' and recruitment strategies for middle and senior managers.</p> <p>Continue to develop and promote postgraduate professional development opportunities for middle and senior managers across the Children's Workforce.</p>	April 2009	Children's Workforce Development Manager and Specialist Services Training Manager

**Strategic Objective 7.4
to achieve Priority Seven**

Implement ICT strategy across the Partnership.

Targets	Strategic actions	By when	Lead person
Implement Contact Point.	Deliver milestone actions on the national project plan and complete final roll-out meeting national timescales, to ensure vulnerable children and families are identified early and receive speedy and effective responses from all professionals and agencies across the Partnership.	April 2009	Group Manager, Planning, Commissioning and Performance
All childcare providers have the hardware and technical expertise to submit relevant returns electronically.	Provide all early years providers with access to safe systems for the transfer of child level data with the local authority.	Spring 2009	ICT Strategist and Business Partner for Children and Learning and Group Manager, Early Years
Implement the Learning Platform for schools. Progress the development of multi-agency electronic management.	Implement ICT action plan.	March 2009	Head of Children's Commissioning Support & Adult Learning

**Strategic Objective 7.5
to achieve Priority Seven**

Improve performance management and value for money across the Partnership.

Targets	Strategic actions	By when	Lead person
Strengthen arrangements for performance management across the partnership.	Implement partnership reviews on a quarterly basis of the new national indicator set, and ensure corrective action is taken where necessary.	April 2009	Head of Children's Commissioning Support & Adult Learning
Strengthen arrangements for evaluating value for money across the partnership.	<p>Ensure that robust processes are developed for monitoring pooled and non-earmarked budgets.</p> <p>Ensure that arrangements are in place for evaluation of value for money across the partnership.</p>	<p>April 2009</p> <p>September 2008</p>	Head of Children's Commissioning and Learning Infrastructure

Children and Young People's Plan 2007 - 2010 for Southend-on-Sea

If you would like to contact Southend-on-Sea Borough Council about this document, you can contact us in a number of ways:

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A summary of this information can be provided in alternative formats such as Braille, audio-tape, or in large print. Translations of this document in alternative languages are also available.

Please contact the Planning and Performance Manager, Southend-on-Sea Borough Council, Department of Children & Learning, Floor 5, Civic Centre, Southend-on-Sea, Essex SS2 6ER, 01702 534395 or email kevinshovelton@southend.gov.uk





This document is published by Southend-on-Sea Borough Council in partnership with agencies and organisations who work with children and young people in Southend.

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