

QUARTERLY MONITORING REPORT

DIRECTORATE: Children & Young People
SERVICE: Preventative Services
PERIOD: Quarter 4 to Year-end 31st March 2010

1.0 INTRODUCTION

This quarterly monitoring report covers the Preventative Services Department fourth quarter period up to 31st March 2010. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2009 / 10 financial statements for the Department will be prepared and made available via the Council's Intranet once the Council's year-end accounts have been finalised. A notice will be provided within the Members' Weekly Bulletin as soon as they are available.

The way in which symbols have been used to reflect progress to date is explained within Appendix 7.

2.0 KEY DEVELOPMENTS

2.1 Teenage Pregnancy

The latest local and national figures (ONS) show a significant reduction in the number of teenage pregnancies in Halton of 25.9%. We have worked closely with the National Support Team from Central Government to implement the most effective evidence of good practice to tackle this issue and we have recently extended provision to a full range and choice of sexual health information, advice and services.

2.2 Substance Misuse

Halton has submitted its Treatment Plan for 2010/11 and received the following feedback: The NTA North West strongly feel your plan is truly fit for purpose to guide the specialist substance misuse treatment system, within the wider approach of the Children and Young Peoples arrangements, for the year ahead, with Halton remaining one of our regional best examples of a successful and inclusive system.

2.3 Children's Centres

Windmill Hill Children's Centre was given Full Core Offer approval,

following a visit from Together for Children in January. This now means that 100% of Halton's Children's Centres are meeting the requirements of Full Core Offer which includes early education, childcare, play and learning, support for childminders, health and Jobcentre plus services. Outreach and family support and support for disabled children.

DCSF has approved Halton's reduction in main Children's Centres from 12 to 8 to ensure future sustainability of services; the main sites are Ditton, Brookvale, Halton Lodge, Halton Brook, Kingsway, Warrington Road, Upton and Windmill Hill.

3.0 EMERGING ISSUES

3.1 Teenage Pregnancy

The under 18-conception rate nationally is now 13.3% lower than in 1998. While behind the target to halve the teenage pregnancy rate by 2010, conceptions and births are at their lowest level for over 20 years. During the life of the strategy, information, advice and support for children and young people, to help them stay safe and healthy and understand the importance of relationships, has improved significantly. Young people also have better access to contraception, when they reach the point at which they begin to have sex. The international evidence – base for the Strategy shows that the two measures for which there is the strongest evidence of impact on teenage pregnancy rates are comprehensive information advice and support-from parents, schools and other professionals-combined with accessible, young people – friendly sexual and reproductive health (SRE)

Sex and Relationship Education (SRE) in schools and post- 16 learning remains patchy. And the wider children's workforce is not routinely equipped to talk to young people about their relationships and their sexual health. The aims continue to be to place understanding of sex firmly in the context of loving relationships and to stay healthy when they become sexually active.

3.2 Substance Misuse

Under 18s substance misuse services are now dominated by alcohol, cannabis, cocaine and ecstasy (ACCERS) in most of the UK. The 2008 Drug Strategy encouraged a more recovery focused treatment systems, aimed at getting drug and alcohol users back into education, employment and training. The profile of drug and alcohol users in Halton is consistent with the rest of the UK, with alcohol and cannabis being the drugs used most by young people. The Tell us survey 2009 told us percentage of young people reporting drug use in Halton is 1% higher than our statistical neighbours. Further work is required focussed through the Children and Young People's Plan to reduce the number of Halton's Young People involved in substance misuse.

4.0 PROGRESS AGAINST OBJECTIVES / MILESTONES




Total	27		26		0		1
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For further details, please refer to Appendix 1.

5.0 SERVICE REVIEW




No issues to report this period

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	3		2		0		1
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For further details, please refer to Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	9		2		0		7
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For further details, please refer to Appendix 3.

7.0 RISK CONTROL MEASURES

During the production of the 2009-12 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.

For further details please refer to appendix 4.

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

During 2008/09 the service was required to undertake an Equality Impact Assessment. Progress against actions identified through that assessment, with associated High priority are to be reported in the quarterly monitoring report in quarters 2 and 4.

For further details please refer to appendix 5.

9.0 DATA QUALITY

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.


10.0 APPENDICES




Appendix 1- Progress against Objectives/ Milestones
Appendix 2- Progress against Key Performance Indicators
Appendix 3- Progress against Other Performance Indicators
Appendix 4- Progress against Risk Control Measures
Appendix 5- Progress against High Priority Equality Actions
Appendix 6- Financial Statement
Appendix 7- Explanation of traffic light symbols





Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
PS 1	To strengthen early intervention processes to address needs of children and families	Review and evaluate the findings of the multi-agency Locality Working pilot by October 2010	<input checked="" type="checkbox"/>	The review was completed by April 2010. This is being used to inform roll out of wider Localities (Team around the Family work).
		Implement strategy for Locality Working from January 2010	<input checked="" type="checkbox"/>	The full roll out of locality working commenced in April 2010 in line with the new council structure working on the findings from the locality pilot. This is in line with the promise made in the Children and Young People's Plan to roll out locality working from April 2010.
		Establish early intervention pathways across children 0 – 5, school age, and 13 –19 outside of schools settings by March 2010	<input checked="" type="checkbox"/>	Pathways have been developed in line with the key recommendations of the CAF review and form part of the establishment of the Team Around the Family (locality teams). The roll out commenced in April 2010 once staff were appointed in post in line with the Efficiency Review.


Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
PS 2	To improve young people's sexual health	Implement strategy to deliver a broader range of community based SRE services to young people by March 2010	<input checked="" type="checkbox"/>	<p>A range of health services for young people, including sexual health, have been developed and these have been made more accessible.</p> <p>This includes outreach services available in locations where young people want them, such as community and educational venues, and at times appropriate to them, i.e. evenings and weekends.</p> <p>Raised awareness of the negative effects alcohol and drugs have on positive sexual health</p> <p>Encouraged parents and carers to talk with their children about relationships, sex and sexuality.</p> <p>Offered sexual health awareness training to workers in community and health and social care settings.</p>





Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Implement quality standards at Key Stage 3 for SRE as recommended by the Teenage Pregnancy Unit by March 2010	<input checked="" type="checkbox"/>	<p>Key Stage 3 SRE GONW pilot evaluation completed by John Moores University 20th October and disseminated across the North West. Further evaluation to be undertaken by John Moores University.</p> <p>Date for the roll out of the resource by GONW put on hold whilst awaiting the DCFS publication of SRE guidance for schools. Halton has been involved in the piloting and the development of the resource.</p>






Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		<p>Deliver a range of teenage drop-in centres in hotspot wards addressing sexual health, alcohol misuse, and emotional health and well being by March 2010</p>	<p></p>	<p>We have ensured family planning clinics. Drop ins and one stop shops are open during times when young people can access them. We have improved Improve availability and accessibility of sexual health and contraceptive services to young people in Halton</p> <p>We are also continuing to Implement the development of Teen Drop Ins across all high schools and community settings</p> <p>The VRMZ outreach bus is now operational and is providing information, advice and guidance to young people on positive sexual health.</p>

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
PS 3	To reduce NEET and improve the employability of our young people	Implement Working Neighbourhoods Fund apprenticeship scheme by March 2010		WNF Apprentice programme has been in operation from April 2009 and has been further extended for 2010/11. The working neighbourhood apprenticeship programme was implemented in April 2009 and is being managed by Halton People into jobs. All 100 places have been obtained and further funding to expand the programme through 2010/11 is being sought.
		Secure the effective and efficient commissioning of 'connexions services' and Halton Youth Service by October 2009		Greater Merseyside Connexions Partnership has been commissioned to deliver the Connexions Service across the Liverpool City Region (including Halton)
		Establish a directory of positive activities for young people by September 2009		The Halton4teenz website (www.halton4teenz.com) has recently been established and is publishing a range of positive activities for 13-19 year olds, with information provided by the Youth Service, Libraries, Sports agencies, and many statutory and voluntary organisations.

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Embed access to targeted youth support by March 2010		Targeted Youth Support activities are in place in order to ensure equality of access based on specific need.
		Undertake a locality pilot with targeted interventions for young people who are NEET or at risk of becoming NEET		A Connexions PA was successfully linked to the locality pilot to work in an integrated way with NEET young people in that locality – this will be taken forward as an approach via locality working currently being developed by the LA.
		Establish a system to ensure targeted interventions are in place for young people at risk of NEET by March 2010		The NEET Strategy and Action plan are in place and an at risk matrix for early identification of young people at risk of becoming NEET is being developed.
PS 4	To reduce alcohol and substance misuse	Using the range of information / data available compile and complete alcohol needs analysis / ACCE profile by March 2010		Needs analysis in progress, with findings to be presented in May 2010

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Develop relevant and accessible information for young people on drugs and alcohol, their effects and support services across Halton by March 2010		<p>Through the revised Children and Young People Plan we have developed Service Delivery Partnership. These are multi agency partnerships tasked with delivering real improvements to outcomes across a number of our priority areas of which young people's substance misuse is one. By joining up our approaches in this manner we will be better equipped to target resources to identified hotspots.</p> <p>The VRMZ mobile outreach bus is now operational and engaging with young people in 'hotspot' areas, who currently do not access services. A wide range of provision is being delivered from this mobile service including a range of drug and alcohol interventions.</p>

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Further development of referral and screening protocols using CAF across universal, targeted prevention and specialist treatment services, especially as part of development of Integrated Youth Support Services by March 2010		Specialist treatment services are currently under review to ensure they are fit for purpose. Training is being offered to staff in Intergrated Youth Support Services a level 3 drug and alcohol course linked to the national drug and alcohol national occupational standards.
PS 5	To improve levels of school attendance for all children	Develop a multi-agency intervention plan for each child identified in persistent absent cohort by September 2009 to improve their attendance and reduce their risk of becoming NEET		The plan was in place by September 2009 in line with the target.
		Make available support, appropriate to need, to all schools to assist them to meet their published attendance target set out in an SLA by September 2009		Support is being provided via individual service level agreements with schools.
		Ensure that procedures and processes are in place to meet legislative and guidance requirements around Children Missing from Education by April 2009		There is a constant monitoring of the Children's database and children who don't appear in schools are followed up as are leavers who don't appear in other schools

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Provide targeted interventions from Educational Welfare Service to further improve the attendance of children who are in need of safeguarding by March 2010		A central attendance register is maintained for all children with safeguarding plans
PS 6	To improve behaviour in schools for all children	Develop the LA monitoring and quality assurance in respect of all alternative provision commissioned for Halton Young People by September 2009		A process of observation of lesson quality in alternative providers has commenced
		To review and embed alternatives to exclusion through the KS3 outreach service and KS4 gateway by September 2009		A wide range of alternative placements are accessible to schools via the two PRU's (short stay schools as they are now called nationally)
		To rationalise services for young people with medical/mental health issues within the Pupil Referral Unit (PRU) structure by September 2009		This is now centralised and delivered via the Bridge (Short Stay School)
PS 7	To Reduce Health Inequalities for all Children and Young People	Local reporting system is developed to provide an accurate benchmark to monitor the joint PCT and Children's Centres targets for breastfeeding, teenage pregnancy & childhood obesity by Sept 2009		The PCT provides quarterly data nationally on breastfeeding at 6-8 weeks. The multi-agency breastfeeding steering group meets quarterly to monitor progress and to secure improvements in breastfeeding rates across Halton & St.Helens

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		PCT in partnership with Preventative Services review access to services and activities to secure improvements in breastfeeding rates by March 2010	<input checked="" type="checkbox"/>	<p>Progress against the breastfeeding action plan has continued with 49 premises receiving the baby welcome award and peer support groups are operating in children's centres. Support is available to women through maternity support workers and community parents at King's Cross have been trained to provide peer support. Breastfeeding rates have increased in Halton over the past 12 months (awaiting Q4 final figures); the target for 2010-11 is to secure further increase to 23%.</p> <p>The Breastfeeding Steering Group has produced an Action Plan for 2010-11.</p>

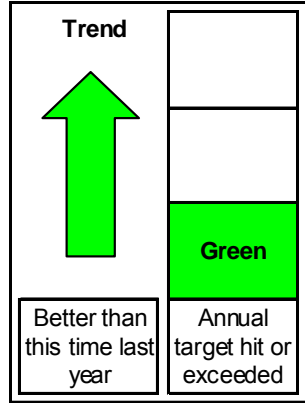
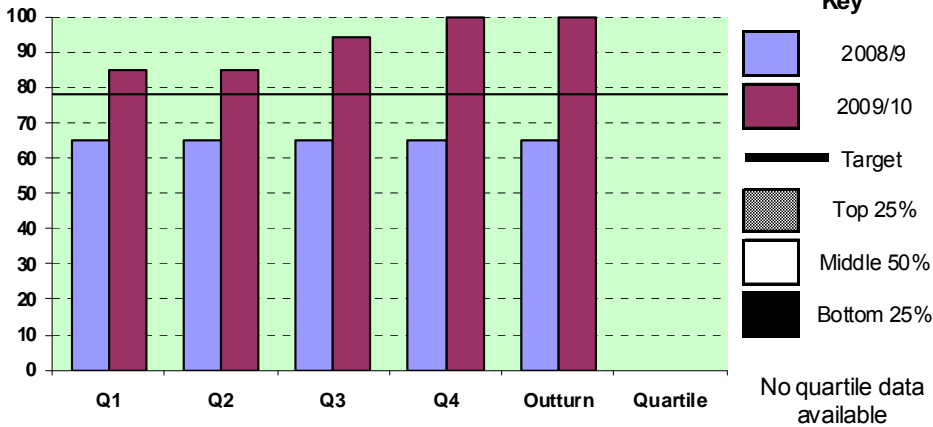
Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		PCT in partnership with Preventative Services secure the roll-out of support services for addressing childhood obesity via children's centres and schools by March 2010	<input checked="" type="checkbox"/>	<p>Extended schools programme to be expanded. Specialist weight management services for morbidly obesity children to be expanded. The Obesity Partnership Commissioning Group has oversight and have now produced a forward plan for 2010-11 with key actions and targets.</p> <p>The new service for teenagers provided by Weight Management Centre commences in April 2010. The early years service was delayed as the contract was not awarded to any provider.</p> <p>A range of preventative activities in schools and Children's Centres will continue to be provided; key strands include Halton Healthy Schools and Halton Healthy Early Years Status (HHEYS).</p>
		Establish measures to monitor the improved access and participation in children's centre services from Sept 2009.	<input checked="" type="checkbox"/>	Data systems in place

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Establish performance management frameworks for children's centres in accordance with developing government guidance by March 2010	<input checked="" type="checkbox"/>	Self Evaluation Forms and Business Plans in place for all centres. Advisory Boards were delayed due to Efficiency Review. Dates have now been set for 2010-11.

NI 88

Number of Extended Schools DCSF DSO

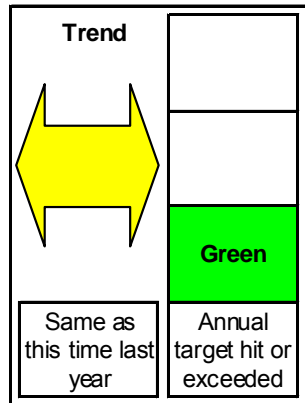
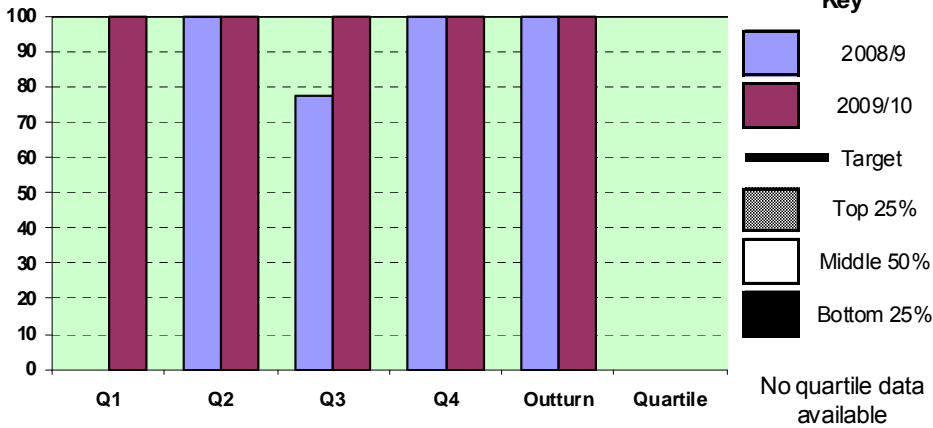
Higher figures represent better performance



Commentary

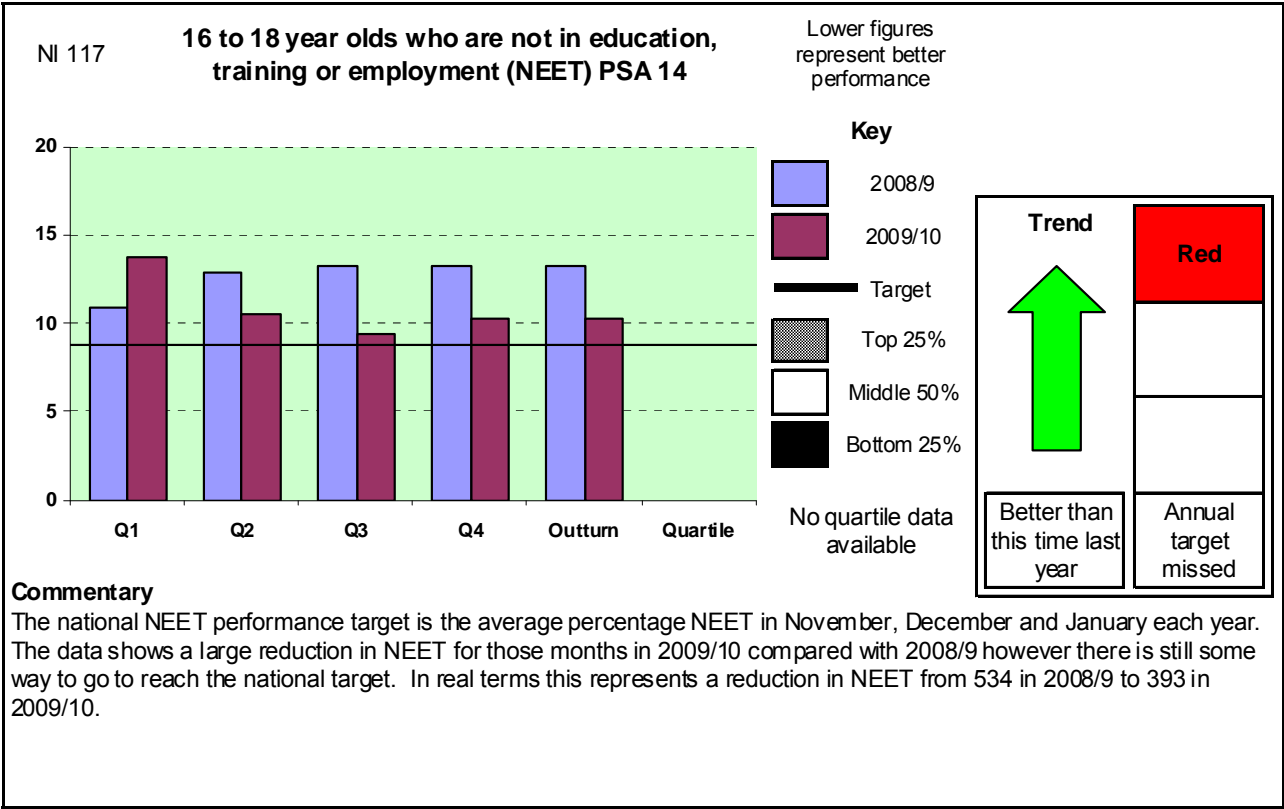
99.8% of Halton schools are now delivering the Extended Schools core offer □
 There is one outstanding school with one element of the core offer to achieve □
 It is expected that Halton will be 100% Full Core offer in the very near future □



PS L13 **% of pupils receiving full time provision from 6th school day after exclusion**







Commentary

This figure has been consistently stable throughout the year.






Ref	Description	Actual 2008/9	Target 09/10	Quarter 4 Year-end	Progress	Commentary
Fair Access						
NI 118	Take up of formal childcare by low income working families	21.39 (2007/08 data)	TBA	Not available	-	The most recent 2007-08 figure available is 21.39%. This will serve as a useful benchmark for target setting. Further data not yet available.
NI 110	Young peoples participation in positive activities	67.8%	69%	62.5%		The Tell Us 4 survey shows 62.5% down -4.1 points on Tell Us 3 new weightings. Although the percentage for England for same Indicator is 65.8% down 2.4 points.
NI 116	Proportion of children in poverty	Awaiting DWP figures	25.2%	-	-	New indicator calculation expected from DWP. Information provided by GONW indicates that proportion of children in families in receipt of out of work benefits is being used as a proxy. Halton have set a target of narrowing the gap between Halton and NW average to 4.6% with the GONW for this indicator.
Service Delivery						
NI 53	Prevalence of breastfeeding at 6-8 weeks from birth	14.1%	21%	19.26%		Breastfeeding is recommended for a period of 6 months. Performance data is measured at birth and at 6 weeks although local information is available for interim stages. The proportion of mothers breastfeeding has increased year on year in both boroughs and over the last year has stabilized at around 48%.






Ref	Description	Actual 2008/9	Target 09/10	Quarter 4 Year-end	Progress	Commentary
NI 56	Obesity among primary age children in Year 6	21.4%	21.3%	22.4%		Children's heights and weights are collected annually by the PCT. PCT data is submitted to a national database which then produces verified results for the PCT only. Borough percentages are calculated locally. Provisional data for 2008/09 indicates a 1% increase in the prevalence of obesity amongst Year 6 age children. Figures currently stand at 22.4% compared to 21.4% in 2007/08.
NI 86	Secondary Schools judged as having good or outstanding standards of behaviour	87.5%	87.5%	71.4%		This indicator is measured annually with the position at the end of December 2009 with the schools latest position prior to the reporting date. Halton should be reported as 75% if St Chad's had not changed its denomination and was not removed from the cohort of schools. School Improvement Partners continue to work with schools around all aspects covered by inspections.
NI 87	Secondary school persistent absence rate	6.4%	6.5%	Data not available	-	Data published a year in arrears 2008/9 data not due until June 2010
NI 112	Under 18 conception rate	+49	-41	+12		Although this is provisional data. Latest local and national figures (ONS) show a significant reduction in the number of teenage pregnancies in Halton of 25%Provisional




Ref	Description	Actual 2008/9	Target 09/10	Quarter 4 Year-end	Progress	Commentary
NI 113	<p>Under 25 Chlamydia rate</p> <p>Part 1 - % of population 15 – 24 screened Chlamydia</p> <p>Part 2 - % of population 15 – 24 newly diagnosed with Chlamydia</p>	<p>TBA</p> <p>Introduced 2009/10</p>	<p>TBA</p> <p>TBA</p>	<p>23.5%</p> <p>7.6%</p>	<p>-</p> <p>-</p>	<p>Part 1 Up until the end of March unofficial figures show that 23.5% of young people 15-24 had been screened for Chlamydia. This data does not include people from Halton who have been screened in other areas or services that are not directly linked to the screening programme.</p> <p>Part 2 Unofficial figures to December show a positivity of 7.4% amongst those who have been screened, however official figures for the PCT show positivity as slightly higher at 8%. Whilst we have seen positivity reduce since the beginning of the programme from over 10% to between 7-8%, positivity has stabilised around this figure suggesting there is still a substantial level of Chlamydia in the population. The PCT positivity level is around the same as the rest of the North West but higher than the England level of 6.5% (quarter 3)</p>
NI 114	Rate of permanent exclusions from school (% of school population permanently excluded)	Awaiting DCSF figure	0.35%	Data not available	-	Data published a year in arrears 2008/9 data not due until June 2010
NI 115	Substance misuse by young people (TellUs survey - estimated % of young people in years 6, 8 and 10 who have used alcohol, and or drugs, in the last 4 weeks).	12.6%	11.8%	14%		Work on reducing substance misuse to be continued. Work is focussed through the Children and Young People's Plan and should be impacted by the Treatment plan.






Additional National Indicators:

The indicators below form part of the new National Indicator Set introduced on 1st April 2008. These indicators are subsidiary indicators to the main indicators monitored through the service plan. Where appropriate information will be provided as exception reports within the quarterly monitoring reports.

NI	Description	2008-09 Actual	2009-10 Target	Quarter 4	Progress	Commentary
55	Obesity in primary school age children in Reception	10.1	10	11.5		Children's heights and weights are collected annually by the PCT. PCT data is submitted to a national database which then produces verified results for the PCT only. Borough percentages are calculated locally. Interviews have been held for tendered children and adult obesity services and contracts have been awarded for teenage services and adult brief intervention services, however none of the companies interviewed succeeded in achieving the required standard for delivery of early years services.
109	Delivery of Sure Start Children's Centres	100%	100%	100%		DCSF has approved Halton's reduction in main Children's Centres from 12 to 8 to ensure future sustainability of services; the main sites are Ditton, Brookvale, Halton Lodge, Halton Brook, Kingsway, Warrington Road, Upton and Windmill Hill.
199	Children and young people's satisfaction with parks and play areas (TellUs)	39.5	40	50.1		Tell Us 4 Information shows a significant rise of 9.7 points on Tell Us 3 new weightings indicating a positive increase in children and young people's satisfaction with parks and play areas in Halton.

Objective Reference	Risk Control Measure	Progress	Commentary
PS 1	Locality integrated working pilot in place and will be evaluated to inform implementation of a locality model		Pilot complete and informing roll out of locality working
	Integrated working training provided for staff from all agencies to increase understanding of each others roles and the integration agenda		Information sharing, CAF in Practice, LP in Practice – delivered quarterly evaluation and feedback consistently high.
	Increasing use of integrated process such as CAF and Lead Professional		The localities pilot has allowed practitioners to access support in order to embed CAF and LP within their own agency policy and procedures. It has also resulted in a faster response for children/young people and their families.
PS 2	Use of Outcomes Based Accountability 'Turning the Curve' exercise.		Work is ongoing part of the transfer of responsibility to be identified following the efficiency programme.
	Establishing local systems for collating data to provide more update to date picture to inform planning.		A Data Sub-group has been established to co-ordinate all agencies that can provide local data. This includes the PCT, Connexions, Information Governance and representatives from HBC. The data sub-group will help to improve data sharing and address any gaps in local data. In addition to this the Tier 3 agreement has now been signed.




Objective Reference	Risk Control Measure	Progress	Commentary
	Targeting of support services at hotspot wards including teen drop in services		<p>The commissioning of Brook Advisory and the launch of V-RMZ is ensuring that hot spot wards are targeted.</p> <p>In partnership with Halton & St Helens PCT BROOK advisory service has been commissioned to offer a range of services targeting young people who require access to sexual health services. Brook will be operating across Halton in areas and times that meet the needs of individuals.</p> <p>VRMZ has continued to develop in Q4 and is operating through the weekend in hotspot areas. The outreach team are also working in partnership with the Fire and Rescue “On the street” team which is also a commission from CYPD.</p>
PS 3	Range of apprenticeships to be developed for young people by the authority and its partners		<p>The 14-19 partnership and Halton Borough Council (HBC) executive board have agreed to a Collegiate framework to deliver the 14-19 reforms however a series of complex scenarios have arisen since the announcement of the reforms which have delayed the mapping exercise.</p> <p>The action remains to develop a collaborative curriculum model through Collegiate working based upon a planning assumption of the broader range of future post 16 provision for a 14-19 commissioning statement by July 10.</p>
	Piloting demand lead commissioning of post-16 provision		<p>Diploma numbers have risen accordingly as Halton has increased the number of diploma courses offered within the borough. In 2008/09 Halton had 25 learners from 3 Secondary Schools studying the Construction & Built Environment Diploma - 13 at Level 2 and 12 at Level 1. In September 2009 85 learners started Diploma courses across level 1 and 2 following diploma lines in 'Creative & Media', 'Business, Administration & Finance', 'Information Technology' and 'Society, Health & Development</p>

Objective Reference	Risk Control Measure	Progress	Commentary
	Mapping the range of post-16 provision in Halton		The 14-19 partnership and Halton Borough Council (HBC) executive board have agreed to a Collegiate framework to deliver the 14-19 reforms however a series of complex scenarios have arisen since the announcement of the reforms which have delayed the mapping exercise.
	Monitor 'real' NEET performance based on residency rather than destination		Residency based figures established and a paper produced by Greater Merseyside Connexions this has been discussed with GONW and the Children's Trust Executive Board in March 2010.
PS 7	Alignment of service delivery through localities		Work is on-going as a result of the restructure.
	Establishing local systems for collating data to provide more update to date picture to inform planning		Work is on-going as part of the transfer of responsibility for post 16 provision from the LSC to HBC however the pilot is not yet in place.
	Joint Commissioning of Services in line with the Ambition for Health targets		Some examples of joint commissioning have taken place, for instance the recent commissioning of Brook to deliver sexual health services. Children's Trusts developments will enhance this activity. Efficiency review impacting on the full development of this area of work, however work ongoing to further develop joint commissioning.

HIGH Priority Actions	Target (Resp. Officer)	Progress (Traffic lights)	Commentary
Ensure staff participate in a programme of Equality and Diversity training	March 10 OD Preventative Services and all DM's	<input checked="" type="checkbox"/>	Rolling programme of attendance at training by DMs and for other staff through EDR process.
Participate in programme of Equality Impact assessments on all Strategy, Policy, and Service Areas	March 10 OD Preventative Services and all DM's	<input checked="" type="checkbox"/>	This has been Included within reporting arrangements.
Embed a system of stakeholder engagement, participation and consultation in all aspects of Service Delivery	March 10 OD Preventative Services and all DM's	<input checked="" type="checkbox"/>	Stakeholder engagement, consultation and participation is led through the Children's Trust.

Financial statement to be inserted.

Application of RAG symbols:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 Indicates that the milestone/objective <u>will</u> be achieved within the identified timeframe.	Indicates that the annual target <u>will</u> , or has, been achieved or exceeded.
<u>Amber</u>	 Indicates that at this stage it is <u>uncertain</u> as to whether the milestone/objective will be achieved within the identified timeframe.	Indicates that at this stage it is either <u>uncertain</u> as to whether the annual target will be achieved.
<u>Red</u>	 Indicates that the milestone/objective <u>will not</u> , or has not, been achieved within the identified timeframe.	Indicates that the annual target <u>will not</u> , or has not, been achieved.