



Vulnerable Children

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

Contents

	Page
1.0 Introduction	3
2.0 Service Profile	4
3.0 Aims of the Service	9
4.0 Factors affecting the Service	11
5.0 Resources	19
6.0 Service Performance	22
7.0 Performance reporting	41
8.0 Statutory and Non-Statutory Plans	41

1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The children and families we work with are often some of the most disadvantaged and vulnerable in Halton. The services we provide are designed to support and protect children, ensuring that they are safe, have the opportunity to reach their potential and to lead a normal life. Wherever possible this will be with their families and we will provide services and support to families to achieve this. When this is not possible we try to ensure that children live somewhere that is safe, caring and appropriate to their needs.

Many of the services the department offers and the way it works are set out in law, for example the Children Act 2004, including the Every Child Matters programme, and Adoption and Children Act 2002. The Department offer a range of services to families who are failing to manage or are having difficulty caring for their children. We also look after children whose parents are unable to care for them.

The Department's main responsibilities which are all primarily customer focussed are summarised in the work of the 4 divisions detailed below. However, much of our work is closely linked with the work of others including Education Support Services, Health, Schools and Voluntary Agencies.

Services to Looked After Children

- Care Leavers services
- Recruitment, assessment and support for adoptive and foster carers
- Provision of Residential Children's Unit
- Support to Looked After Children
- Intensive Support Services
- Inter Agency Working

Safeguarding and Partnerships

- Child Protection co-ordination
- Independent review of services to children looked after
- Inter agency working
- Foster Carer Reviews
- Adoptive Carer Reviews
- Lead the development and implementation of Common Assessment Framework (CAF), Single Plan, etc.
- Provide capacity and support to Children and Young Peoples Alliance Board
- Provide capacity and support to Halton Safeguarding Children Board

Services to Children in Need

- Assessing the needs of children and families in need
- Planning and delivering services for vulnerable children and families
- Inter agency working via Children in Need Mini Trust
- Support, monitoring, training for parents, carers and children
- Crisis and emergency intervention in families
- Child Protection Services

Access

- Educational Welfare Service
- Behaviour Support
- Education Action Zone/Excellence in Cities
- Children Educated at Home
- Travellers/Refugees/EAL
- Exclusions
- Pupil Referral Units (KS3 and KS4)

Services are provided for all those children in Halton who are assessed as needing support, care or protection. It is particularly focussed on those children and families who may be at the most risk or are the most vulnerable. Vulnerable Children's Department does not offer universal services to children but endeavour to provide services to children in need based on the assessment process contained in the Assessment Framework. In order to target resources, requests for services will be based on priorities detailed within the Children's Services Planning Model which has four levels of need:

1. Universal
2. Simple Support Needs
3. Complex Support Needs
4. Child Protection.

2.2 Key Messages

A clearer focus is provided for all services supporting children and young people as a result of the Children Act 2004 and Every Child Matters. The integration of what was previously Education & Social Inclusion Directorate with Children's Social Care, to become the Children & Young People Directorate has enabled all services to focus upon the 5 high level outcomes identified for children:

- | | |
|------|--------------------------------|
| ECM1 | Being healthy |
| ECM2 | Staying Safe |
| ECM3 | Enjoying and achieving |
| ECM4 | Making a positive contribution |
| ECM5 | Achieving economic well being |

Working within a coherent framework under the Director of Children's Services, it is intended that services will work better together, not only across the new Directorate, but also across the Council and all partner agencies providing services for children.

The Children and Young Peoples Plan is the multi agency plan which outlines how agencies will work together to achieve the Every Child Matters outcomes. The main multi agency activities are:

- Improvement & integration of universal services (early years, schools, health services, play & recreation)
- Child-centred services e.g. extended schools, children's centres, multi-disciplinary teams
- Refocusing on early intervention to prevent escalation of problems
- Narrowing the gap between children and young people doing well and those not doing well
- Community based services delivered through Children and Young People Area Networks (CYPAN's)

Nine priorities for the CYPD have been agreed with the Department for Education and Skills (DfES), the Commission for Social Care Inspection (CSCI) and Ofsted. All of these priorities have a detailed and robust action plan which will be regularly monitored by Departmental and Senior Management Teams. Effective delivery against these action plans will move us towards a score of 4 in the APA now that star ratings only apply to Adult Services.

The priorities mainly applicable to Vulnerable Children are:

Priority 1: To improve outcomes for looked after children (LAC)
Increasing education attainment, reducing absence from school, enabling more care leavers to move into employment, education and training, and reducing the level of offending.

Priority 2: School Attendance
Increasing primary and secondary attendance by working in partnership with schools and other agencies and providing an Education Welfare Service that is able to deliver consistent and effective support to schools.

Priority 5: CAMHS
All children and young people, from birth to their eighteenth birthday, who have emotional and mental health related needs have access to timely, integrated, high quality multidisciplinary mental health services to ensure effective assessment, treatment and support, for them, and their families

Priority 7: Exclusions
To reduce the number of days lost to learning due to fixed term exclusion to 10% by 2008 and significantly reduce the number of pupils presently excluded from Halton Schools. To ensure that permanently excluded pupils continue to receive prompt full time provision and maintain the high level of permanently excluded pupils provided with 20 hours or more provision

Other priorities to which the Department will contribute through its work with vulnerable children are:

Priority 3: To reduce the number of children/young people requiring Statement of SEN and, in particular, in segregated provision i.e. Special Schools.

Priority 4: To raise standards of achievement, including attainment, at all Key Stages, particularly for Vulnerable Groups and all Learners.

Priority 6: To reduce the rate of teenage conceptions

Priority 8: To Reduce the Numbers of 16 to 18 year olds not in Education, Employment or Training

Priority 9: To reduce surplus places in schools

The performance of Children's Services is assessed by CSCI and Ofsted on an annual basis in the Annual Performance Assessment. The key messages from the most recent performance assessment are:

- "Good performance on promoting the health of children in Halton. There is awareness that some older children decline conventional health assessments and a flexible health service has been developed to address this gap in health provision."

- “Children and young people are provided with a safe environment. Child protection processes are robust, there is consistent long term stability in placements for looked after children and very good performance on the percentage of looked after children who are adopted.”
- “There are improved screening processes and a high number of assessments are then completed within the required timescales.”
- “There is a high level of participation of children and young people in their statutory reviews. A significant number said they were satisfied with the services they received and were given choices about decisions for their future.”
- Two areas for further improvement were identified:
 - i The attendance of looked after children at school
 - ii The number of looked after children receiving final warnings and convictions

Both of these areas are part of the action plan for Priority 1 LAC Outcomes.

The Children and Young People Directorate has made an early start on the changes, which need to be in place by April 2008 to implement the Every Child Matters integration agenda. This was recognised in the DfES assessment of the Directorate’s progress towards integration, which gave the overall judgement of developing/mature, which is one stage from having a fully operational integrated service

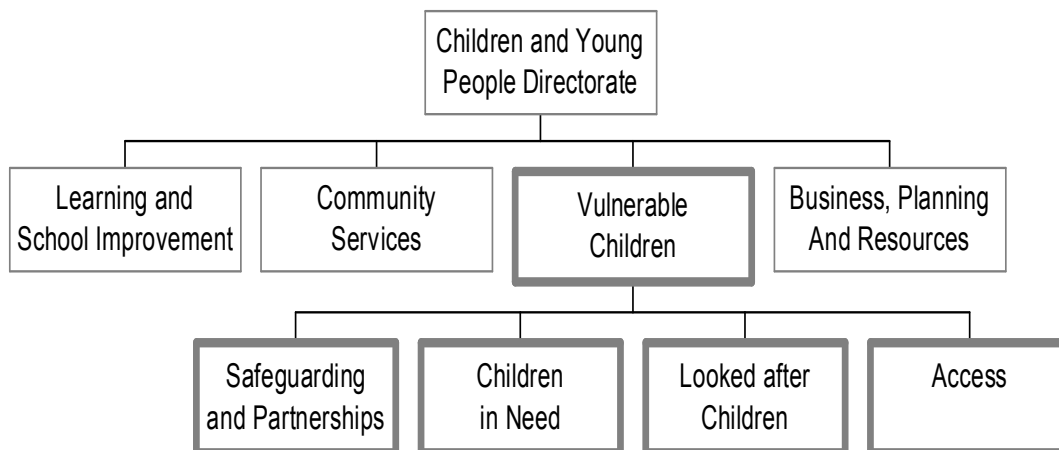
The Annual Performance Assessment judgements for Children’s Services are on a scale of 1 to 4 ranging from 1 ‘a service that does not deliver minimum requirements for users (Inadequate) to 4 ‘a service that delivers well above minimum requirements for users (Excellent/Outstanding). Halton’s 2006 APA Judgements were as follows;

Area for Judgement	Grade Awarded
The contribution of the local authority’s children’s services in maintaining and improving outcomes for children and young people	3
The council’s overall capacity to improve its services for children and young people	3
The contribution of the local authority’s social care services in maintaining and improving outcomes for children and young people	4

The Grade of 4 awarded for social care services is the equivalent or ‘3 Star’ under the old social care system and is the top grade available. In addition the contribution of services to achieving the five outcomes was rated as excellent for Staying Safe and good for the other outcomes.

2.3 Organisation Structure

Staffing



	Children in Need		LAC		Safeguarding		Access	
	F.T.E	Headcount	F.T.E	Headcount	F.T.E	Headcount	F.T.E	Headcount
Managerial	8.8	9	12.7	15	4	4	3	3
Professional/ Technical	21.5	22	28.8	34	5	5	32.5	34
Administrative / Clerical	8.6	11	6.8	8	8.1	9	2.8	3
Front Line	13.8	15	34.3	39	1	1	10	10
Total	52.7	57	82.6	96	18.1	19	48.3	50

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Vulnerable Children's Department, and the Service Aims associated with them are: -

Corporate Priority 3: Halton's Children and Young People

Area of Focus 13: Improving the educational attainment of pupils in Halton, by providing effective teaching and school support

Service Aims:

SA 1: To ensure children and young people are enabled and encouraged to attend and enjoy school and to achieve highly (KJ 3.4)
Service Objectives VC1, VC2, VC3, and VC4

Area of Focus 14: To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood

Service Aims:

SA 2: To ensure children and young people who are looked after are helped to enjoy and achieve (KJ 3.7)
Service Objective VC7 and VC10

SA 3: To ensure looked after children live in safe environments and are protected from abuse and exploitation (KJ 2.7)
Service Objective VC8

Area of Focus 15: To deliver effective services to children and families by making the best use of available resources

Service Aims:

SA4: To ensure priority is given to a range of preventative services for children and young people so that needs are addressed before problems become intractable (KJ6.2c)
Service Objective VC6

Area of Focus 19: To ensure a safe environment for children where they are supported and protected from abuse.

Service Aims:

SA5: To ensure that agencies collaborate to safeguard children according to the requirements of government guidance (KJ 2.4)
Service Objective VC5

Corporate Priority 5: A Safer Halton

Area of Focus 30: Improving the social and physical wellbeing of those groups most at risk within the community

Service Aims:

SA6: To promote children and young people's mental health (KJ 1.4)
 Service Objective VC9

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.

Halton Community Strategy 2006-2011 identifies 5 priorities, which for the first time includes children and young people as a specific theme. The Children and Young People's Commissioning Partnership was established following this decision, and functions as the Specialist Strategic Partnership for Children and Young People. The Partnership also holds responsibility for implementing the practical arrangements needed to implement a Children's Trust, functions as a forum for the Alliance Board Task Group Chairs and for driving the joint commissioning agenda.

Children & Young People's Alliance Board functions as the Children's Trust, and is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. The work of the Alliance Board is underpinned by the Halton Multi-Agency Compact, which sets out the responsibilities of Halton Borough Council and its Partner agencies on the Board.

Directorate Restructure: The management structure of the Children and Young People's Directorate was re-engineered in September 2006 to address the challenging agenda presented by Every Child Matters and ensure the Directorate is fit to deliver a modern and improved service to children and young people.

Halton Safeguarding Children Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan. The Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

Joint Area Reviews: New arrangements for inspection of children's services at local authority area level were introduced by the Children Act 2004. Joint Area Reviews will look at how services are working together locally to improve outcomes. They evaluate the collective contributions made to each outcome by relevant services and examine the involvement of children, young people and their parents in service planning structures. Halton's Joint Area Review is planned for March 2008.

4.1.2 Economic Climate

Deprivation: The Index of Multiple Deprivation (IMD) for 2004 suggests that deprivation has improved in the Borough. In 2004 the IMD ranked Halton as 21st most deprived Authority in England compared to 16th in the 2000 Index. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3rd highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 5th highest in the North West. Neighbouring authorities St Helens (36th), Wirral (48th) and Sefton (78th), are way down the table compared to Halton.

Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

Employment: Claimant unemployment in the Borough fell from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5th highest claimant rate in the North West in November 2005. Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above.

4.1.3 Social Factors

Demographic changes: The mid-2005 population of Halton stood at 118,800 (rounded up to the nearest 100 people). This is down from the mid-2004 population of 118,900. Halton has a larger number of people in the 5-24 age categories than across England as a whole. This is partly down to the influence of Runcorn New Town where a lot of younger people live.

The birth rate in Halton is declining, and this is already being seen in the falling numbers on roll in the district's primary schools. In January 2003 pupil numbers in Halton's Primary schools were over 1000 fewer than their net capacity. This will, naturally work its way through the system and result in reducing pupil numbers in secondary education and FE. This could lead to the problem of surplus Secondary school places across the borough in the near future.

The next ten years will see a reduction in teenagers by 20%. This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common. One result is likely to be a marked increase in social isolation, which will have profound effects on people's health and involvement in their communities.

Health: Statistics show that health standards in Halton are amongst the worst in the country and single it out as the aspect of life in the borough in most urgent

need of improvement. The population is ageing which could put even greater demands on the health and social care services. At the same time lifestyle choices in the borough, especially among the young, in terms of diet, smoking, alcohol, exercise and other factors continue to give cause for concern for the future.

4.1.4 Technological Developments

Integrated Children's System: There have been delays in progressing the implementation of ICS although full implementation is now on target for March 2007. This reflects the national situation, with a recent DfES review finding that only a minority of local authorities would achieve full implementation by the DfES deadline of January 2007. ICS will provide an electronic recording system for social care through the development of web based E-Forms that integrate directly with the client database, Carefirst.

Electronic Social Care Record is now scheduled for introduction during 2007-08. Phase 2 development, which will incorporate legislative and practice changes and address connectivity issues, has been postponed by the DfES and further guidance is awaited.

Child Index: The Index will be a secure electronic tool that will enable authorised practitioners working with the same child or young person to find one another quickly and easily so they can provide more effective support to them and their families. Halton has been designated as an early adopter authority. The first user live date for Halton is January 2008, and the Index has a national implementation date of April 2008.

Electronic Common Assessment Framework: Halton has established a multi-agency group to oversee the development of an electronic CAF system (eCAF). The system has been built on the Children and Young People's Database, and will be piloted with practitioners from a range of voluntary and statutory agencies between January and June 2007.

4.1.5 Legislative

Children Act 2004 provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. The Children Act is supported by a wide range of guidance regarding strategic planning, safeguarding, service delivery and local engagement.

The Every Child Matters agenda arising out of the Children Act provides the framework for the development of integrated service delivery for children and moves towards Children's Trusts. The act also established the key strategic roles of Director of Children's Services and Lead Member for Children's Services. It also introduced a single Children & Young People's plan covering all services to children to focus strategic planning.

Adoption and Children Act 2002 became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a

duty on local authorities to ensure that the support and financial assistance needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

Childcare Act 2006: The new Childcare Act aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act will require authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

Local Government White Paper Strong and Prosperous Communities: The White Paper promotes community and neighbourhood engagement, and will strengthen the council's role in leading community-wide improvements. It develops the role of overview and scrutiny in relation to external bodies, and provides new requirements on service providers to engage with Sustainable Community Strategies and Local Area Agreements. There are changed requirements for council constitutions, and announced changes to the performance management and inspection regimes.

“Care Matters : Transforming the Lives of Children in Care:” The Green Paper, was launched for consultation in October 2006 and sets out a radical package of proposals for transforming the lives of children in care, and will have major resource implications. Proposals are made regarding better support for those on the edge of the care system; making sure there is a more consistent adult in each child's life to fulfil the state's responsibilities as corporate parent; provision of stable, high quality placements; a place in a good school and support for further education; support for all aspects of children's lives outside schools; supporting children to make the transition into adult life and clear and strong accountability to make the whole system focus on the needs of children in care.

Education and Inspections Act 2006: In autumn 2005 the Government published *Higher Standards, Better Schools For All*, the Schools White Paper. The White Paper contained proposals aimed at ensuring that every child in every school in every community gets the education they need to enable them to fulfil their potential. The White Paper received Royal Assent on 8 November 2006 and became the Education and Inspections Act 2006. As well as giving legal force to many of the proposals in the White Paper, the Act contains some additional measures that were not in the original document, including a duty on governing bodies to promote well-being and community cohesion, and to take the Children and Young People's Plan into consideration when undertaking this duty.

Extended Schools Prospectus 2005: The prospectus sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership. Extended services can include childcare, adult education, parenting support programmes, community-based health and social care services, multi-agency behaviour support teams and after-school activities.

14-19 strategy aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or

the workplace. The Strategy aims to encourage more young people to stay in school beyond 16 by increasing curriculum flexibility and choice, extending the program of studies for learners in the 16-19 age group and improve the vocational offer.

4.1.6 Environmental

There are no environmental factors likely to impact on this service area during the period covered by this plan.

4.2 Service Developments

Children and Young People's Plan: In line with the Children Act 2004, the Halton Children and Young People's Plan brings together all agencies and services within Halton, not just those delivered by the Council, and sets out joint priorities and joint activities to improve outcomes for children and young people. All Council Directorates, local Health Trusts, Cheshire Constabulary, Cheshire Probation Service, The Youth Offending Team, Connexions, Learning and Skills Council, Education Business Partnership and a range of voluntary sector services contributed to the Plan. Most importantly, it takes into account consultations held with children, young people and their parents and carers across Halton and reflects their aspirations and views.

Consultation Activity: A participation strategy was produced in 2004 in order to ensure that children, young people and their families are given the opportunity to be fully engaged in strategic planning and shaping services. In line with the strategy, a process of consultation has been undertaken in respect of the changes to the design and delivery of children's services.

A major piece of consultation regarding the planning of services for children and young people was undertaken between November 2005 and February 2006, to inform the Children and Young People's Plan. A questionnaire was published on the Halton Website and in the Halton Borough Council magazine, which is delivered to every household in Halton. The questionnaire was also circulated to primary and secondary schools and distributed through partner agencies. Almost 400 responses were received from young people and over 100 from adults. In addition to the above survey, 115 staff from across all partner agencies attended consultation/ briefings and were able to feed into the planning process by giving their views about priorities areas for action. The findings of these consultations were taken into account in developing the Halton Children and Young People's Plan, including identifying priorities and setting performance targets.

In addition to this specific consultation exercise, the strategic management structure was designed to ensure that the engagement of children and young people and their carers is central to all processes. There is a high level of participation of Looked After Children in reviews and service planning using child friendly processes and consultation methods. A parent and carers forum was established, and has a parent/carer representative on the Alliance Board and each of the Task Groups. The Board facilitated a comprehensive process to elect the Borough-wide Youth Forum and Member of Youth Parliament. 123 young people from a variety of backgrounds attended area based residential events where they learned about the democratic process. This formed the basis for the selection process for the youth forum and the MYP. All 11 – 18 year olds received a National Democracy Week information pack and 5228 eligible young people voted.

A number of consultations have been carried out with LAC including;

- 2 sessions with 9 children aged 10-15 years to update the young people's consultation form for foster carer's reviews. The Forms which were revised are now in use and this has led to an increase in numbers returned since April '06 to 65.9%.
- 1 session with 8 children age 9-13 years to update feedback questionnaires regarding CP conferences and LAC reviews. The Forms were revised with specific and clearer questions as requested by young people and are about to be launched.
- 2 sessions involving 8 young people to respond to the LAC green paper 'care matters' and in addition 4 care leavers went to London in December to give their response to green paper.

Annual Performance Assessment: The 2006 annual performance assessment of services for children and young people found that Halton consistently delivers above minimum requirements for children and young people, and that the contribution of services to outcomes is excellent in the area of staying safe and good in the remaining areas. Areas for development, to be focused on in future APAs and the Joint Area Review, are:

- Testing out the impact of a comprehensive CAMHS.
- The effectiveness of measures to reduce the rate of reprimands, final warnings and convictions amongst looked after children in Halton's care.
- Young people's attainment of qualifications at Key Stage 4 and post-16
- Unauthorised absence and exclusion rates in secondary schools.

Inspections: An inspection has been completed of both adoption and fostering services with fostering receiving 'good' and adoption 'poor'. An action plan is in place to tackle all the areas of development highlighted by the inspection reports and the recent restructure within the Adoption and Fostering services is central to establishing an effective service in the future. Both children's homes have been inspected and received 'good' and 'excellent' reports. Halton is part of a regional programme with CSCI to introduce young people to the Regulation 33 process.

Climbie Visits: The Annual Report will be presented to the January PPB. The report recommends changes to the frequency and procedure for undertaking the visits. The visits have been carried out since July 2004 and are now well established. There is now a need to shift the focus of the visits away from routine monthly visits to a more inspectoral approach, which will focus on performance and outcomes. In the last 12 months a number of issues have been raised by Councillors and staff which have either been addressed, e.g. mobile phones for staff, or are in the process of being addressed. The visits have proved very successful and are well regarded by elected members and staff.

PPB Scrutiny Topic: Health of Looked After Children was chosen as a scrutiny topic by Healthy Halton PPB. An audit of services was completed from which an action plan has been developed covering 26 recommendations. The action plan will be progressed over the coming year in conjunction with the PCT.

Halton Parent and Carer Forum has been established and the database currently holds the names of 44 parents across the borough whom are willing to be involved in the consultation on children and young people service planning

and delivery. Direct communication links between the Forum and Halton Children and Young People Alliance Board. Halton Youth Service has conducted consultation with the forum on their service delivery plan and plans are in place to consult in the every near future on the authorities Anti bullying policy.

4.3 Efficiency Improvements

A range of efficiency gains have been identified within the Directorate which represent both cashable and non-cashable efficiencies. Cashable efficiencies have been identified in a number of key budget areas such as outborough placements, agency provision, supplies and services and staffing.

Through the re-designation of Halton Special Schools and the more effective use of the Key Stage 4 PRU along with the review of other special needs provision it is estimated that the numbers of pupils with special needs educated out of borough can be reduced. This is currently a key budget pressure for the directorate.

Opportunities have been taken to realign funding to meet the Directorates priorities through the cessation of a number of posts where these roles are no longer required or can be delivered in a more costs effective fashion.

Non-cashable savings will be produced through a range of initiatives such as the improvement in the percentage of statements processed within the 18 weeks period using the existing staffing resource.

4.4 National, Regional & Sub-Regional Focus

North West Regional CAF group: The CAF (Common Assessment Framework) Co-ordinator attends this group, which is a sub group of the PACT (Partners Assessing Children Together) Steering group. The purpose of the group is to share best practice and ensure CAF develops consistently across the North West region.

Regional CYPSP Co-ordinators' Network group is attended by the Alliance Board Manager or Partnership Officer. The group meets quarterly with the purpose of sharing information and best practice, and encouraging consistent standards across children and young people's strategic partnership arrangements in the North West Region.

Regional Independent Reviewing Officers group is attended by the Senior IRM and provides a forum for sharing good practice. The group is also developing a response to the 'Care Matter's' consultation.

Safeguarding Procedures: Following the launch of the revised Working Together Guidance Halton, in conjunction with Cheshire and Warrington, have commissioned the production of Pan-Cheshire procedures.

4.5 Equal Opportunities

Halton Council is committed to ensuring equality of opportunity and combating discrimination and victimisation within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of

policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services it delivers.

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

Whilst every effort has been made to identify those developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

5.0 RESOURCES

5.1 Budget Summary and Service Costs

To be added when Budget for 2007-08 is finalised

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	No Change*	No Change*	No Change*	No Change*
2008/09	No Change*	No Change*	No Change*	No Change*

*It is difficult at this stage to project or anticipate future staffing requirements. Work is currently being undertaken, under in conjunction with consultants from Manchester University, to develop a Halton Children's Workforce Development strategy. Steps are currently being taken to secure improved efficiencies through pooling of budgets and reconfiguration of service delivery. Future grant funding streams and budget constraints will also inform future staffing levels.

5.3 Future ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2006-2009. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database and the Social Care system – Care First and the Integrated Children System (ICS) and the increasing amount of tracking data and the need to provide comprehensive analysis and reports. This will be further impacted upon with the demands for development / introduction of these major projects –

IS – Information Sharing Child Index: NW authorities were invited to become early adopters of the Child Index and Halton has agreed to become an early adopter authority. As part of the required development of the national Child Index it is vital that access to the current CYP database can be undertaken on the web by all relevant practitioners in Halton. All LA's need to develop a content management CYP local directory. The system needs to be web based to allow all practitioners to report on their involvement with the child/young person. The system will then via XML reports link to update the National IS Index. In order to do this we need to purchase Synergy gateway from Tribal Software Solutions – this is a fully integrated web portal to the CYP database designed to underpin multi agency collaboration.

OLM Carefirst 6 Software – this will include the incorporation of the developments required Integrated Children System (ICS) together with the Electronic Social Care Record. To enable the project to be implemented post April 2007 the following is essential – OLM Consultancy and Project Management Issues. Additional IT infrastructure / servers are also required , There is a statutory requirement on the authority to store electronically all letters/reports etc. relating to Children Social Care records. This will involve all current, archived and future records. The process will require new IT infrastructure, scanning and new working arrangements to be introduced – in particular a new content

management process will be need to be adopted. Resources will be required to work on all current and historical records.

Building Schools for the Future: Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. None can be considered in isolation. Information and communications technology (ICT) is a core part of the programme with specified funding provision. Our vision is for an ICT enabled learning community, building on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton. The BSF ICT strategy opens the way to a new pedagogy, making it easier for teachers to plan and access high quality materials, help pupils and their parents to explore their subjects they are studying. The use of new technology will energise learners and practitioners. ICT will enable practitioners to personalise learning. We aim to develop and exploit ICT as part of our overall programme to raise standards. Building Schools for the Future will deliver the following:

Increased maintenance and increased costs for the Halton Children and Young People's Database and Carefirst 6i and their associated modules will impact on resources and growth items will be required. The relatively small amount of capacity within the directorate for these tasks suggests that growth will be required unless central support services are able to widen their support or that additional resources can be made available within the directorate.

The directorate has a significant number of PCs that are out of warranty or will shortly be out of warranty. A capital bid has been submitted to enable the replacement PCs/laptops that will be coming out of warranty in the 2007/08 financial year – 3 years for laptops and 5 years for desktops.

An investment of capital resources at least at current levels is necessary to tackle effectively our duty to promote effective learning environments in our schools, which include keeping pace with technological advances. In addition, there are issues related to condition, suitability, accessibility and security which demand an ongoing prioritised programme if learners' interests are to be adequately safeguarded and promoted.

5.4 Future Accommodation/Property Requirements

In order to participate in the Building Schools for the Future initiative and access Primary Capital Funding the borough will need to commence a reorganisation of its school provision to establish the best community solution to learning provision for the 21st Century. The outcome of the review of nursery, primary, secondary and special provision will be the provision of facilities that are inclusive, improve the learning environment, are accessible, provide choice to young people and their families and are considered major community resource. Both BSF and Primary Capital provide Halton with a once in a lifetime opportunity to modernise the physical and learning environment and transform learning outcomes for children and young people.

The second phase of the development of Children' Centres will be complete by March 2008 providing flexible, multi-agency services to meet the needs of children, young people and their families.

The opportunity for the more effective organisation and deployment of CYPD Staff to ensure the most appropriate location for service delivery will be provided following the re-location of the Permanence Team and the Adoption and Fostering Teams from Grosvenor House to Midwood House in 2007. A more comprehensive assessment of the Directorates accommodation requirements will then be undertaken in 2008 following the transfer of the Housing and Community Directorate staff from Grosvenor House to Runcorn Town Hall.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.
- **Local Area Agreement**
Standard corporate text to be added.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

The following tables identify the objectives and/or any national and local indicators for the service. Each individual objective/indicator has been referenced to the Corporate Plan Priority to which it relates.

6.1.1 Key Service Objectives

Key Objective VC1

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC1: To improve levels of school attendance, particularly in secondary schools					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Develop joint working with health sector to reduce non attendance due to chronic health issues by March 2008 Develop multi-agency intervention plan each pupil identified in persistent absent cohort by September 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Reduce level of non attendance due to chronic health issues by March 2009 Review attendance strategy in conjunction with Head teachers and key staff by March 2009. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Implement reviewed attendance strategy and sustain improvements enabled by Priority Action Plan by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Access	Linked Indicators	TBC
	Residual	TBC				

Key Objective VC2

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC2: To improve behaviour in schools					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Every secondary school to be part of an Education Improvement Partnership on Behaviour by Sept 2007 • Develop a broader, high quality alternative curriculum ensuring accredited outcomes by Sept 2007. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Increase number of pupils accessing alternative curriculum by 5% by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Increase number of pupils accessing alternative curriculum by 10% by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Access	Linked Indicators	TBC
	Residual	TBC				

Key Objective VC7

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC7: To improve outcomes for looked after children and provide an integrated support service to LAC					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Establish a baseline position for the % of LAC accessing early years provision as appropriate by June 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> 10% increase on baseline of the % of LAC accessing early years provision as appropriate by March 2009 LAC mini trust integrated into single Children's Trust by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> 15% increase on baseline of the % of LAC accessing early years provision as appropriate by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Looked After Children	Linked Indicators	TBC
	Residual	TBC				

Key Objective VC9

Corporate Priority:	A Safer Halton
Key Area Of Focus:	30 - Improving the social and physical wellbeing of those groups most at risk within the community
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC9: To ensure children and young people are mentally and emotionally healthy					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> All frontline staff are trained in knowing how to identify the Emotional Health and Mental Well Being of children and young people by March 2008 CAMHS Strategy reviewed and updated by March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> CAMHS mini trust integrated into Single Children's Trust by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Comprehensive Emotional Health and Mental Well Being service is in place across all 4 tiers by September 2009 Reduction in incidents of self harming and admissions to A&E by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Children in Need	Linked Indicators	TBC
	Residual	TBC				

Key Objective VC10

Corporate Priority:	A Safer Halton
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Achieve Economic Well Being

Service Objective:	VC10: All Directorates to exercise their corporate parenting responsibilities					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Implement revised corporate parenting strategy by Sept 2007 Increase the number of work placements offered to LAC and Care Leavers by 5% against baseline by March 2008. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Complete actions identified by Corporate Parenting Strategy within agreed timescales Increase the number of work placements offered to LAC and Care Leavers by 10% against baseline by March 2009. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Complete actions identified by Corporate Parenting Strategy within agreed timescales Increase the number of work placements offered to LAC and Care Leavers by 15% on baseline by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Safeguarding	Linked Indicators	TBC
	Residual	TBC				

6.1.2 Other Service Objectives

Other Objective VC3

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC3: To ensure that every school has a named EWO who will visit the school on an agreed frequency of visits		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> 95% agreed contacts made during year 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Maintain position of 95% agreed contacts made during year 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Maintain position of 95% agreed contacts made during year 		
Responsible Officer	DM Access	Linked Indicators	TBC

Other Objective VC4

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC4: Reduce incidences of exclusions through the development of a schools behaviour partnership		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Establish a School Behaviour Partnership that provides access to appropriate preventative services by September 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Realign resources for excluded pupils freed up by School Behaviour Partnerships to invest in preventative services by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Maintain refocusing of resources to increase access to preventative services by March 2010 		
Responsible Officer	DM Access	Linked Indicators	TBC

Other Objective VC5

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	19 - To ensure a safe environment for children where they are supported and protected from abuse and neglect
ECM Outcome & CYP Plan Priority	Stay Safe

Service Objective:	VC5: To ensure that Halton schools are fully compliant with current safeguarding guidance and that recruitment and selection of staff is Bichard compliant.		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Establishment of a rolling programme of monitoring all safeguarding linked policies e.g. Anti-Bullying, Positive Handling and Whistle Blowing by March 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Ongoing monitoring of all safeguarding linked policies achieving progress against objectives by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Ongoing monitoring of all safeguarding linked policies achieving progress against objectives by March 2010 		
Responsible Officer	DM Access	Linked Indicators	TBC

Other Objective VC6

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	19 - To ensure a safe environment for children where they are supported and protected from abuse and neglect
ECM Outcome & CYP Plan Priority	Stay Safe

Service Objective:	VC6: To provide a range of support services for children and families		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> • Child in Need mini trust established with aligned budget and joint commissioning arrangements by March 2008 • Review/ updating of strategies in the context of the new service design by March 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Monitoring of support services through Children's Trust and further development as necessary • Preventative and Child in Need mini trust integrated into single Children's Trust by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Reduction in referrals to children social care and those children requiring a child protection plan by March 2010 • Reduction in incidents of neglect by March 2010 		
Responsible Officer	DM Children in Need	Linked Indicators	TBC

Other Objective VC8

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Stay Safe

Service Objective:	VC8: To provide a range of local placement options for looked after children		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Revised Carer recruitment strategy in place by Sept 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Increase the number of approved carers by 10% against baseline by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Increase the number of approved carers by 15% against baseline by March 2010 		
Responsible Officer	DM Looked After Children	Linked Indicators	TBC

Other Objective VC11

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Achieve Economic Well Being

Service Objective:	VC11: To provide a range of support and accommodation services for young people over 16 yrs and for care leavers		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Review/ updating of strategy in the context of the new service design by March 2008 Establish a baseline position for provision of approved semi independent accommodation for young people 16+ and care leavers by Sept 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> 10% increase on baseline of the % of young people 16+ and care leavers accessing approved semi-independent accommodation by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> 15% increase on baseline of the % of young people 16+ and care leavers accessing approved semi-independent accommodation by March 2010 		
Responsible Officer	DM Looked After Children	Linked Indicators	TBC

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
<u>VC LPI 1</u>	% of LAC achieving at or above the level forecast using FFT data	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
<u>BVPI 46</u>	% of half days missed due to total absence in primary schools maintained by the authority	TBC	5.77	5.13	5.56	5.97	5.5		5.3	5.2	5.1
<u>BVPI 45</u>	% of half days missed due to total absence in secondary schools maintained by the authority	TBC	9.37	7.26	7.76	8.3	9.2		9	8.9	8.8
BVPI 49 / PAF A1	Stability of placements of Children Looked After	TBC	13	N/A			12		11	10.5	10
BVPI 50/ PAF A2	Proportion of young people leaving care with at least 1 GCSE grade A-G or GNVQ	TBC	50	59.3	53.8	46.2	57		65	68	70
BVPI 161/ PAF A4	Proportion of care leavers in education, employment or training at age 19	TBC	0.75	0.90	0.77	0.65	0.78		0.80	0.81	0.82

¹ Key Indicators are identified by an **underlined reference in bold type**.

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
BVPI 162/ PAF C20	Percentage of children on the register whose child protection cases were reviewed within timescales	TBC	100	100	100	99.53	100		100	100	100
BVPI 163/ PAF C23	Proportion of children looked after for more than 6 months adopted	TBC	4.9%	9.51	7.78	5.59	9.5%		9.8%	10%	10.2%
Quality											
<u>VC LPI 2</u>	% of Care Leavers living in temporary accommodation	TBC	39%	N/A			32%		30%	28%	26%
<u>VC LPI 3</u>	% of primary schools achieving the Healthy School standard in relation to emotional health and well being	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
Fair Access											
<u>VC LPI 4</u>	% of referrals to CAMHS services resulting in individuals accessing appropriate services	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
<u>VC LPI 5</u>	% of LAC accessing alternative health assessments having previous refused	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
<u>VC LPI 6</u>	% of pupils reintegrated to education following exclusion	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
<u>VC LPI 7</u>	% of pupils receiving full time provision from 16th school day after exclusion	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Cost & Efficiency											
	TBC										
Corporate											
No indicators of this type are applicable to this service											

6.2 Equality Action Plan

To be completed

The Department carried out an Equality Impact Assessment during 2006 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	

6.4 Local Public Service Agreement

Ref	Description	Corp. Plan Priority	Actual	LPSA target
11	<p>Improved opportunities and levels of participation in education training and employment by children in the care of Halton Council.</p> <p>1. The percentage school attendance of children who have been looked after for at least 12 months</p>	Halton's Children & Young People	89.6% May 05	92.6% May 08
	<p>2. The percentage of children in the care of Halton Council who are under 16 years old and have been looked after for more than 2.5 years, that have been in their current placement for at least 2 years (LAC 24)</p>	Halton's Children & Young People	64.4% 04/05	81.5% 07/08

6.5 National Floor Targets

Ref	Description	Government Targets
PSA 1 Home Office	This target is a cross cutting one with the Youth Offending team and other partner agencies	Reduce crime overall by 15%, and further in high crime areas, by 2007-08.
PSA 5 DfES	This target is a cross cutting one with Education. It is linked to BVPI 50 – the Education Qualifications of Children Looked After	<p>The proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A* – C rises by 2 percentage points each year on average and in all schools at least 20% of pupils achieve this standard by 2004, rising to 25% by 2006 and 30% by 2008.</p> <p>Increase the percentage of all pupils obtaining five or more GCSEs at grade A* – C, to 50% by 2008.</p>
PSA 9 DH	This target is a cross cutting one with Education and other partner agencies. The Teenage Pregnancy Strategy sets out the plans to achieve the target. It is linked to BVPI 61 – Relative spend on Family Support and BVPI 161 – Employment, Education and Training of Care Leavers.	By achieving agreed local conception reduction targets, reduce the national under-18 conception rate by 15% by 2004 and 50% by 2010, while reducing the level of inequality in rates between the worst fifth of wards and the average by at least a quarter.
PSA 10 DTI & DWP	This is a cross cutting target with Education. It is linked to BVPI 50 – the Education Qualifications of Children Looked After, BVPI 61 – Relative spend on Family Support and BVPI 161 – Employment, Education and Training of Care Leavers.	Over the three years to Spring 2006, increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and the 30 local authority districts with the poorest initial labour market position, and significantly reduce the difference between their employment rates and the overall rate.

6.6 Local Area Agreement

To be confirmed

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

[Community Strategy](#)

[Halton Best Value Performance Plan 2006/07](#)

Halton Children and Young People's Plan 2006-2009

Halton Corporate Plan 2006-2011

Halton Community Strategy 2006-2011

Youth Justice Plan

Halton Safeguarding Children Board Business Plan

Preventative Services Partnership Board Business Plan

Common Processes Task Group Business Plan

Specialist/Targeted Task Group business Plan

Universal Task Group Business Plan

Building Bridges Strategy for Children and Young People with Disabilities

Looked After Children Strategy

14-19 Strategy Plan

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

Risk Assessment for Key Service Objectives Initially assessed as ‘High’ Risk

To be completed when risk assessment of key objectives has taken place.

Key Objective Ref	Initial Risks identified	Risk Treatment Measures

A commentary will be included in the quarterly service plan monitoring report at quarter 2 and quarter 4 to indicate the progress against risk treatment measures.