



# **Lambeth Children and Young People's Service**

## **Service Plan 2007-10**

## **Foreword**

I am pleased to introduce the Service Plan 2007-10 for children and young people's services. The Service Plan outlines some key priorities for the Children and Young People's Service and builds on the extensive progress that the Department has made to improve outcomes for children, young people and families in Lambeth.

This Service Plan is an internal document. It does not include priorities and targets for partner agencies which are contained in the Children and Young People's Plan (CYPP 2) 2007-10. The Service Plan, however, draws on the CYPP, the Corporate Plan and other key strategic documents, and reflects shared priorities. The plan shows how we will continue to build a common purpose in the Department, and how we will work to achieve our common aims of:

- Safeguarding children and young people
- Raising achievement
- Avoiding risky and harmful behaviour

Staff are expected to use the Service Plan as a working document and link appraisal objectives and targets to the service plan priorities.

As we approach the Joint Area Review in September 2008, our key objective must be to become a high performing service that allows us to capitalise and move forward the agenda for children's services from a position of strength.

**Phyllis Dunipace**  
**Executive Director, Children and Young People's Service**



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## 1. Introduction

This is the Service Plan 2007-10 for Children and Young People's Service (CYPS) in Lambeth. It summarises the department's key strategic goals, and service priorities linked to the Children and Young People's Plan (CYPP2) 2007-10, the Local Area Agreement (LAA), and the Corporate Plan 2007-10. The CYPS Service Plan identifies key outcomes and targets to be met in 2007-08.

The CYPS Service Plan does not include priorities and targets for partner agencies. These are articulated in the CYPP2. However, it is expected that Divisions and Services will need to work with partners (both internal and external) in order to achieve outcomes and targets outlined in the Service Plan. In particular, Divisions and Services need to be aware of the Council's cross-cutting thematic plans contained in the Corporate Plan 2007-10, and the need to work with other council departments to develop joined-up working in order to tackle common issues. Individual staff appraisal targets will in turn need to reflect the priorities and targets set within the CYPS Service Plan, ensuring thus that a "golden thread" links all these plans together to deliver on the Council's strategic priorities.

CYPS is made up of 7 Divisions, as follows:

- Standard and Inclusion
- Community Learning
- Commissioning and Performance
- Change Management
- Resources
- Children's Social Care
- Building Schools for the Future (BSF)

The key priorities of these Divisions are contained in Appendix 1. Appendix 2 shows the management structure chart.

## 2. Our shared vision and priorities for children, young people and families

### *Our Vision*

***"We will enable children and young people to be happy, healthy and safe to achieve their full potential".***

### *Our shared priorities*

The CYPS priorities for children, young people and their families are based around the 5 national outcomes of Every Child Matters (ECM) and build on the broad vision for children and young people's services agreed with partners.

The priorities directly reflect the priorities of the Children and Young People block in the LAA, the Lambeth Community Strategy and the CYPP2. They incorporate a longer term change management programme and support the Council's Corporate Strategy to maximise life opportunities, build stronger and safer communities, tackle inequalities and

social exclusion, improve services and value for money, develop staff and engage more effectively with our communities.

The priorities contained within the CYPS Service Plan, Division and Service action plans, and staff individual appraisal targets are all part of the “golden thread” that links these plans together. This means that the services that we deliver are joined up with our partners in order to ensure that we continue to improve outcomes for all children and young people in Lambeth.

**Figure 1: Our Shared Priorities**

### **Our Shared Priorities**

**Being Healthy** – *Ensuring health promotion for children and young people and reducing risky behaviour*

- Further improve physical, mental and emotional well-being of children and young people
- Further reduce substance misuse
- Further reduce teenage pregnancy and sexually transmitted diseases

**Staying Safe** – *Ensuring children and young people are safeguarded and protected from harm*

- Further improve services for children and young people with disabilities and special needs
- Further improve stability and security for children looked after
- Continue to safeguard children and young people

**Enjoying and Achieving** – *Ensuring children and young people enjoy learning and achieve their full potential*

- Further improve attainment and achievement
- Further improve standards and experiences for under 5s and their families
- Further Improve transition from childhood to adulthood

**Making a Positive Contribution** – *Encouraging citizenship and ensuring that children and young people are involved in decision-making and are involved in positive activities*

- Provide more positive activities for young people to do and participate in
- Involve more young people in decision- making
- Further reduce youth crime

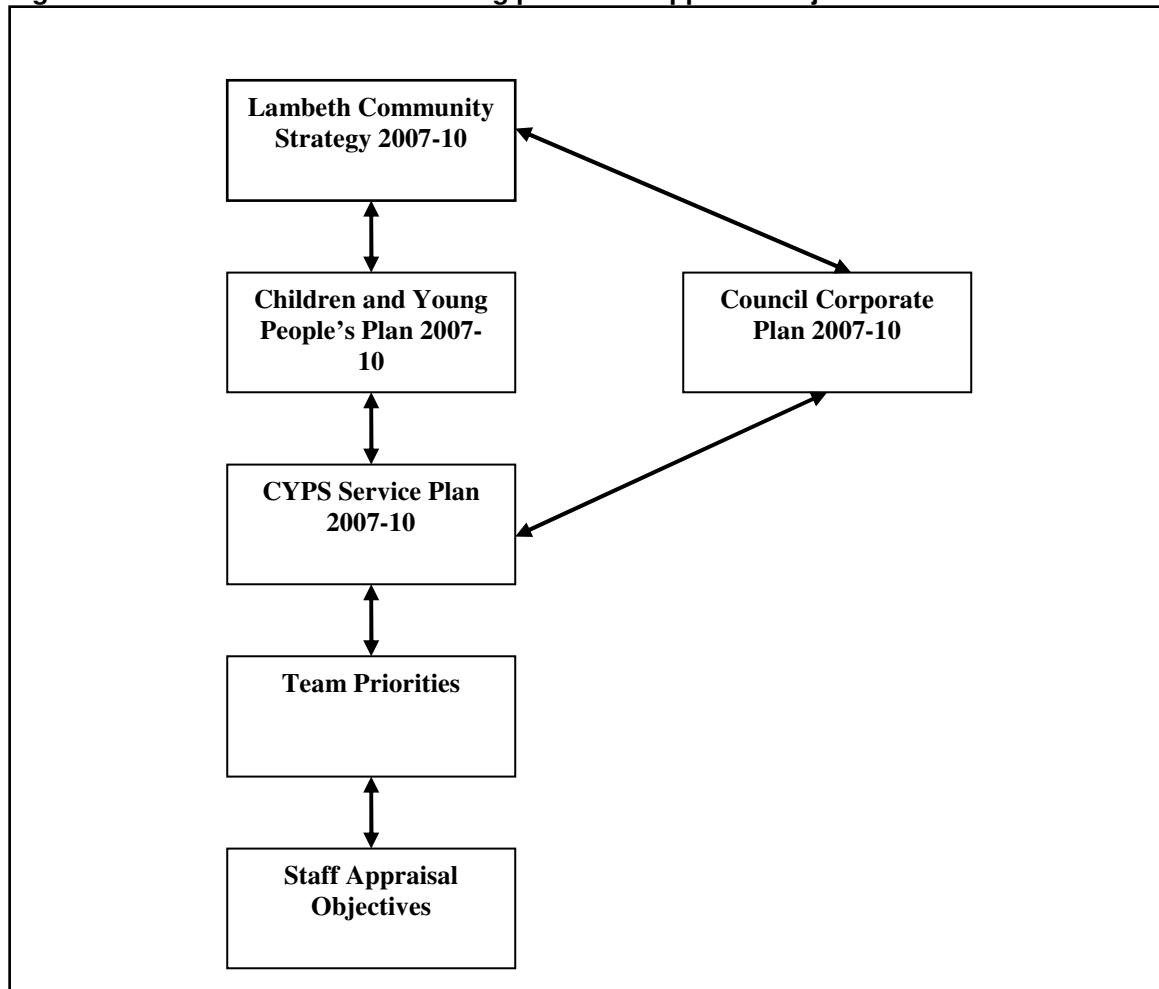
**Achieving Economic Well-being** – *Ensuring that young people aged 16 and over are in higher education, employment or training when they leave school*

- Further increase number of young people in employment, education and training
- Further improve opportunities for 14-19 year olds

**Service Management**– *Improving our systems, finance and business processes*

- Further improve value for money
- Recruit and retain more social work staff
- Further embed performance & risk management
- Further develop strategic commissioning

**Figure 2: “The Golden Thread”: Linking plans with appraisal objectives**



### **3. Transforming services for children, young people and families**

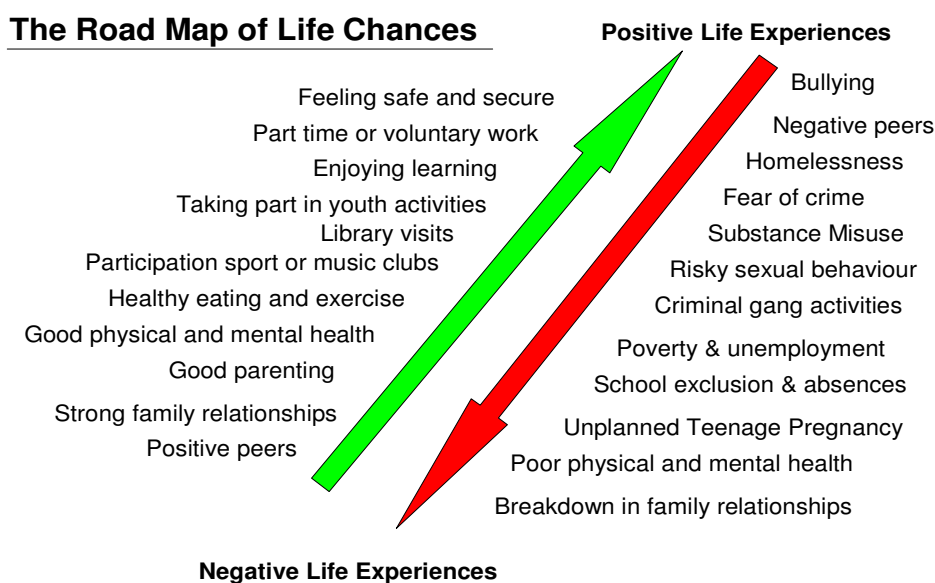
Our vision and strategy shared by all our partners are detailed in the Children and Young People's Plan 2007-10. These set the scene for a whole-system change of services for children and young people through integrated front-line service delivery and processes, consistent with the framework set within Every Child Matters that will help us to move away from child protection to a safeguarding model of working.

We will achieve this by creating effective, integrated and inclusive services with an emphasis on preventative working supported by early identification of need and intervention. We will work in partnership with other service providers as well as children, young people and families in Lambeth, ensuring that they are fully engaged both in planning and delivery of local services.

In particular, we shall work with our partners to shift resources over time from specialist services to preventative services. Under this strategy, universal services will be provided in settings for early years, schools and colleges to meet the needs of most children without additional support. Excellence will be maintained and extended in all settings so that the

demand for specialised provision is minimised, although it is recognised that there will always be some children and young people with high levels of need that require specialist services, for example, children needing to be looked after away from their homes or children who may need to be placed on the child protection register. Those children and young people who are at most risk of not achieving the 5 Every Child Matters (ECM) outcomes will have access to additional support.

The aim of this strategy is to ensure that if a child becomes “vulnerable” or in “acute need”, services are in place to move them continually towards universal services. The strategy will guarantee inclusion and protection for all Lambeth’s children and young people, enabling them to maximise their life chances with appropriate support to meet their needs and aspirations. An equally significant aspect of our strategy is to ensure that outcomes in education and social care are linked with the wider determinants of health and social well-being, working closely with the PCT, and other partners, including children and young people, themselves.



Some of these changes include:

- *Team Around the Child (TAC) and Lead Professionals*

TAC is Lambeth’s response to the Government’s Every Child Matters Agenda to help support the shift away from specialist services to preventative services. It will bring together a range of agencies together, enabling them to pool resources and professional expertise to prevent a child or young person requiring specialist support in the future. The Lead Professional is a key element of this integrated support. Their task will be to co-ordinate provision and act as a single point of contact for a child and their family when a range of services are involved. This person will make sure that progress is monitored, check whether support or services should be changed and whether more specialist services may be required.

Our aim is to have 3 TAC teams based in different localities and working from Children's Centres by March 2008.

- *Children's Centres*

Children's Centres are a key element of Lambeth's Brightstart strategy aimed at integrating services for under-5s and their families. Team Around the Child will play a key role in the range of services delivered by Children's Centres. They include childcare integrated with early years education, family support and health services links with Jobcentre Plus, a base for childminders and outreach.

Lambeth will have 26 Children's Centres across the borough by March 2008.

- *Common Assessment Framework (CAF)*

Delivering services that are integrated and focused around needs of children and young people can only be achieved if all practitioners are working to the same assessment. In order to ensure that this takes place, the Government has introduced the CAF. This is a nationwide standardised approach to conducting an assessment of a child's additional needs to decide how they should be met. The CAF is already in use in some of our services.

Our aim is to have CAF embedded in all our service by March 2008.

- *Children's Trust Arrangements*

TAC and the Common Assessment Framework will enable Lambeth to meet its statutory requirement to have Children's Trust Arrangements (CTAs). CTAs are a set of formal agreements between service providers and agencies across the Children and Young People's Strategic Partnership (CYPSP). These agreements are designed to bring together and formalise joint work that is already take place across the borough. The Lambeth CYPSP has agreed that they will implement these agreements for children with disabilities and children with special educational needs (SEN). CTAs in Lambeth will be a form of targeted service that will commission joined up services. Benefits for children, young people and families will include reducing the number and duplication of assessments, creating a single point of contact and ensuring services are co-ordinated.

Our aim is to have a Children's Trust Arrangement in place by March 2008

- *Information sharing*

In order to support multi-agency working we will need to establish with our partner agencies a quick way for practitioners to share and exchange information. This will be achieved by an electronic based information sharing system known ContactPoint (formerly known as Information Sharing Index).

ContactPoint is a system developed by central government and is due to be implemented in Lambeth by March 2008.

- *Building Schools for the Future (BSF)*

The scope of the BSF programme encompasses improvements in the quality and number of in-borough school places for local children and young people. The programme will help to raise educational standards in the borough through improving accesses, achievement, inclusion and community links.

BSF is a ten year programme and we aim to complete our programme of expansion and modernisation of all secondary schools in Lambeth by 2015.

- *Youth services*

CYPS has produced a borough-wide strategy to address the needs of young people in Lambeth, recognising that young people are a positive part of the community and all our services should be welcoming to young people. The Youth Strategy complements the Borough Play and Sports Strategies and links with the delivery of the Education Achievement Plan. Firmly rooted in the five Every Child Matters Outcomes and the Youth Green Paper – Youth Matters, the Lambeth Youth Strategy lays down the developmental priorities for young people, especially in shaping out of school provision.

- *Recruitment and retention of social workers*

Recruitment and retention of social work staff is an important issue in Lambeth. A recruitment and retention strategy for social work staff is being implemented with positive results. Achieving a stable workforce is vital to maintaining continuity of care and safeguarding children in need or at risk. The aim of our strategy is to reduce the number of agency staff whom we have to employ in order to ensure this continuity and reduce turnover in social worker posts.

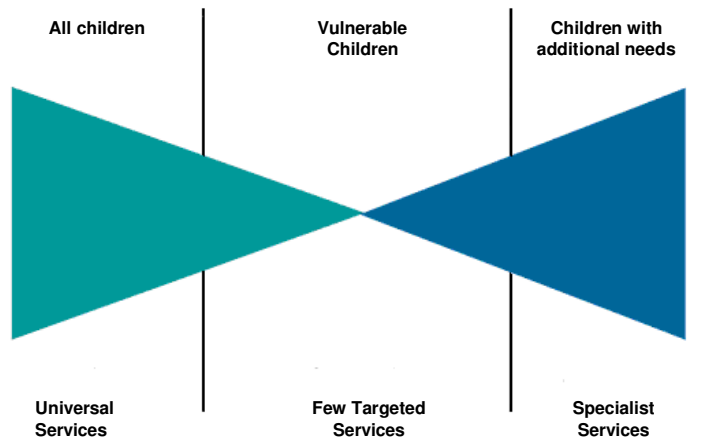
#### **4. Our financial strategy**

CYPS has an overall budget of about £243m. However, a large part of this (£159m) includes the Delegated Schools Grant (DSG). The DSG is ring-fenced to fund schools and other pupil related services. CYPS has no direct control over the use of this funding but CYPS can work with schools to ensure that the grant is maximised for the ECM agenda.

The net CYPS budget for 2007-08 to support the strategic and operational responsibilities of the department, therefore, is £84m.

Over the next 3 years (2007-10), CYPS is required to make year on year savings to meet agreed council-wide targets. This will mean continuing our efforts to concentrate on increasing efficiency and value for money, and focusing on improving access to preventative and early intervention services. We also need to work with our partners to pool budgets and jointly commission services.

The CYPS financial strategy will be to shift the balance in allocating resources from expensive specialist services to targeted and universal services, and to integrate services at the mainstream level of provision. Whilst there will be always be a need for specialist services, the strategy aims to target preventative services in order to secure better outcomes and improvements in value for money. The diagram below illustrates the transfer of resources.



<sup>1</sup> *Serving Children Well: a new vision for children's services* London: LGA Publications 2002

The CYPS financial strategy supports the priorities for children and young people through the following principles:

- Targeting resources to support earlier intervention and prevention through the creation of TAC, CTAs and information sharing
- Pooling of budgets and working with partners such as the PCT and CAMHS
- Working with schools to enhance support in the budgeting of universal services to vulnerable children
- Providing efficient, effective and integrated services that deliver value for money and meet the needs of children, young people and families

## 5. Our key achievements in 2006-07

Lambeth is a vibrant and exciting place to live and work. It is one of the most ethnically diverse boroughs with a high number of young people. It is also a challenging borough with high levels of need. Despite these challenges we have worked effectively in 2006-07 to improve outcomes for children, young people and families in Lambeth. These are evidenced by some of our key achievements. For example:

- Our Youth Offending Service (YOS) is now recognised as one of the fastest improving YOS in the country, based on improvements in our performance in reducing offending by young people in Lambeth
- In January 2007, we became the first council in London to begin construction of secondary schools as part of the Building Schools for the Future programme.

- We have made good progress towards achieving integrated services for children and young people and implementing Team around the Child (TAC) Teams and roll out of the Common Assessment Framework
- We have further integrated our services and structures to ensure value for money and more effective delivery of services
- Our school results have continued to improve
- We launched a Youth Strategy and Play Strategy to improve provision of positive activities for children and young people in Lambeth
- We made excellent progress towards the establishment of Children's Centres and supporting families with children under 5
- We managed and delivered a large, complex and demand-led budget successfully and met our target for efficiency savings
- We had a positive Annual Performance Assessment (APA) and Fostering Services Inspection
- We made considerable improvements on all of our social care performance indicators
- Working with the PCT, we managed to reverse the rising trend in teenage pregnancy for a second consecutive year

## **6. Some of our key performance results in 2006-07**

- 100% of children on child protection have an allocated social worker
- 95.8% LAC reviews done on time
- 90% of health and dental checks for LAC done on time
- Fewer re-registrations of children on the child protection register
- 100% reviews of children on child protection register carried out on time
- 5.8% reduction in re-offending, which is now lower than the national average
- 55.4% of Lambeth pupils achieving 5+ grades A\*-C
- 98.6% Lambeth pupils achieving 1+ grades A\*-G (2206 results)
- 12 Children's Centres fully functional with 14 more being completed by 2008
- 90% of 16 to 18 year olds are in education, employment and training
- No schools or alternative provision causing concern to Ofsted for a fifth consecutive year
- Reduced teenage pregnancy by 6.6% below the 1998 baseline figure

## **7. Equality & Diversity**

Lambeth is a diverse borough. The 2001 census identified that 37.6% of the population are from black or ethnic minority backgrounds (BME) and this figure is forecast to rise over the next ten years. Lambeth's child population aged 0-18 years is an even more diverse group with 58% representing BME communities, and 74% of school children are from these communities.

BME children and young people are over-represented in many of our services, such as looked after children, children on the child protection register, youth offending and teenage pregnancy. We need to develop a better understanding of the reasons for these and develop improved strategies to support BME children, young people and their families. In developing their action plans, Divisions and Services will have to pay particular attention to narrowing the gaps in outcomes and work to promote equality across the six main areas: race, sexuality, gender, age, disability and religion/faith and across all 5 ECM national outcomes.

The priorities around equality and diversity are contained in the various statutory Action Plans, e.g. the Race Equality Scheme, Gender Equality Scheme, Disability Equality Scheme and the Lesbian Gay Bisexual and Transsexual (LGBT) Equality Scheme.

## **8. Monitoring our performance**

Robust performance management and review arrangements are vital to ensuring the successful delivery of this Plan. The vision and achievement against the outcomes and targets we have set will be managed using the Council's performance management and review framework. This framework links what happens across and within the Council to the performance management of staff, and primarily focuses on supporting the delivery of the Council's long-term vision and the framework to meet the national requirements of annual performance assessments (APAs) and Joint Area Reviews (JARs).

Action plans for each year of this 3-years plan will be published in the February of each year before the financial year starts. The action plan for 2007-08 is contained in this Plan. These show in detail how we are going to deliver our priority outcomes, and the actions we will take to continue the transformation of services for children, young people and families in Lambeth. The action plans set out 'high level' actions, with targets and success criteria, for all the key outcome areas and transformation priorities. These will be used to underpin the delivery of CYPS Service plan on an annual basis.

Progress against the CYPS Service plan 2007-10 will be monitored and reported on a quarterly basis to the Divisional Leadership Team (DLT) with action taken to improve performance.

## 9. Action Plan and Targets

This section of the Service Plan identifies some key actions and targets for 2007-08. Divisions and Services are expected to base their own action plans around these and ensure that they in turn form part of individual staff appraisal objectives. Appendix 3 provides some key performance indicators for CYPS.

<b>Be Healthy</b>			
<b>Priorities</b>	<b>Action Plan &amp; Targets</b>	<b>Date</b>	<b>Responsible Division</b>
Further improve physical, mental and emotional well-being of children and young people	<ul style="list-style-type: none"> <li>50% of schools have achieved the Healthy School Standard (HSS) and meet LAA target of 23 schools achieving enhanced accreditation</li> </ul>	March 2008	Divisional Director, Community Learning
	<ul style="list-style-type: none"> <li>Maintain referrals of young offenders with mental health problems for assessment by CAMHS to 100%</li> </ul>	March 2008	Divisional Director, Community Learning
	<ul style="list-style-type: none"> <li>Deliver commissioned health and family support services to meet the Children's Centre core offer</li> </ul>	March 2008	Divisional Director, Community Learning
	<ul style="list-style-type: none"> <li>Create 3 TAC teams to work in separate localities</li> </ul>	March 2008	Divisional Director, Change Management
	<ul style="list-style-type: none"> <li>No less than 95% of LAC to have health and dental checks</li> </ul>	March 2008	Divisional Director, Social Care
Further reduce substance misuse	<ul style="list-style-type: none"> <li>Increase the proportion of young people aged 18 or under engaged in treatment to 7.1% of the adult treatment population</li> </ul>	March 2008	Divisional Director, Community safety/Divisional Director, Social Care

Further reduce teenage pregnancy and sexually transmitted diseases	<ul style="list-style-type: none"> <li>Reduce teenage pregnancy rates by 15%</li> </ul>	March 2008	Divisional Director Community Learning/PCT
<b>Stay safe</b>			
Further improve services for children and young people with disabilities and special needs	<ul style="list-style-type: none"> <li>Establish Children's Trust Arrangement</li> </ul>	September 2008	Divisional Director, Change Management
	<ul style="list-style-type: none"> <li>Establish a multi-agency transition team to ensure children and young people receive appropriate support throughout childhood and adulthood</li> </ul>	March 2008	Divisional Director, Inclusion and Standards/PCT
	<ul style="list-style-type: none"> <li>Develop joint service planning and commissioning arrangements for disability and special needs services</li> </ul>	March 2008	Divisional Director, Inclusion and Standards/PCT
	<ul style="list-style-type: none"> <li>Develop integrated approach to assessment and care of children and young people with disabilities</li> </ul>	March 2008	Divisional Director, Change Management
Further improve security and stability of children looked after	<ul style="list-style-type: none"> <li>Increase adoption of LAC to 5.5%</li> </ul>	March 2008	Divisional Director, Social Care
	<ul style="list-style-type: none"> <li>Reduce placement moves to 13%</li> </ul>	March 2008	Divisional Director, Social Care
	<ul style="list-style-type: none"> <li>Increase the number of LAC aged 10 and under 16 in foster placements or placed for adoption to 85%</li> </ul>	March 2008	Divisional Director, Social Care
	<ul style="list-style-type: none"> <li>Increase timeliness of LAC reviews to 100%</li> </ul>	March 2008	Divisional Director, Social Care
	<ul style="list-style-type: none"> <li>Improve long-term</li> </ul>	March 2008	Divisional

	stability of LAC (2.5 years) to 70%		Director, Social Care
Continue to safeguard children and young people	<ul style="list-style-type: none"> <li>Reduce the number of children on the register for 2 or more years to 10%</li> </ul>	March 2008	Divisional Director, Social Care
	<ul style="list-style-type: none"> <li>Develop procedures for working with sexually active young people under 18 years of age</li> </ul>	March 2008	Divisional Director, Social Care
	<ul style="list-style-type: none"> <li>Increase core assessments of children in need to 80%</li> </ul>	March 2008	Divisional Director, Social Care
	<ul style="list-style-type: none"> <li>Achieve full implementation of Bichard recommendations</li> </ul>	March 2008	Divisional Director, Social Care
	<ul style="list-style-type: none"> <li>Produce strategy to reduce number of LAC</li> </ul>	March 2008	Divisional Director, Social Care
	<ul style="list-style-type: none"> <li>Produce 2<sup>nd</sup> Draft Corporate Parenting Strategy</li> </ul>	March 2008	Divisional Director, Social Care
<b>Enjoy and achieve</b>			
Further improve attainment and achievement	<ul style="list-style-type: none"> <li>Produce Primary School Places Strategy to remedy projected deficits in primary school places</li> </ul>	May 2008	Divisional Director, Inclusion and Standards
	<ul style="list-style-type: none"> <li>Improve performance across all Key Stages</li> </ul>	January 2008	Divisional Director, Inclusion and Standards
	<ul style="list-style-type: none"> <li>Improve performance at Foundation Stage and Key Stage 1</li> </ul>	January 2008	Divisional Director, Community Learning/Inclusion and Standards
	<ul style="list-style-type: none"> <li>Raise level of school</li> </ul>	March 2008	Divisional Director, Inclusion

	<p>attendance in the primary phase to national average or above</p> <ul style="list-style-type: none"> <li>• Reduce number of permanent exclusions</li> <li>• Increase percentage of LAC aged 16 achieving 1 or more GCSEs</li> <li>• Continue to raise attainment levels for under-performing BME groups and narrow gender gap</li> <li>• Opening of New Michael Tippett School</li> </ul>	<p>March 2008</p> <p>January 2008</p> <p>January 2008</p> <p>March 2008</p>	<p>and Standards</p> <p>Divisional Director, Inclusion and Standards</p> <p>Divisional Director, Inclusion and Standards</p> <p>Divisional Director, Inclusion and Standards</p> <p>Divisional Director, BSF</p>
Further improve standards and experiences for under 5s and their families	<ul style="list-style-type: none"> <li>• 26 Phase 1 and 2 Children's Centres completed</li> <li>• Increase % of PVI settings achieving good/outstanding from 45% to 60%</li> <li>• Reduce the number of actions on Ofsted registration from 55% to 32%</li> </ul>	March 2008	Divisional Director, Community Learning
Further improve transition from childhood to adulthood	<ul style="list-style-type: none"> <li>• Ensure 100% young people leaving care have care plans in place</li> </ul>	March 2008	Divisional Director, Social Care/Divisional Director, Community Learning
<b>Positive contribution</b>			
Provide more positive activities for young people to do and participate in	<ul style="list-style-type: none"> <li>• Develop area based youth delivery plan for each town centre area</li> <li>• Deliver on Youth Strategy year 1 priorities</li> </ul>	<p>October 2007</p> <p>March 2008</p>	<p>Divisional Director, Community Learning</p> <p>Divisional Director, Community Learning</p>

	<ul style="list-style-type: none"> <li>• Develop and implement Play Strategy</li> </ul>	March 2008	Divisional Director, Community Learning
	<ul style="list-style-type: none"> <li>• Develop and implement a children and young people's Sports Strategy</li> </ul>	March 2008	Divisional Director, Community Learning
Involve more young people in decision-making	<ul style="list-style-type: none"> <li>• Develop and implement a Community Engagement and Involvement Strategy</li> </ul>	March 2008	Divisional Director, Community Learning
	<ul style="list-style-type: none"> <li>• Establishment and launch of "Voice of young Lambeth"</li> </ul>	October 2007	Divisional Director, Change Management
	<ul style="list-style-type: none"> <li>• Increase attendance at Parents Forum</li> </ul>	March 2008	Divisional Director, Inclusion and Standards
Further reduce youth crime	<ul style="list-style-type: none"> <li>• Reduce number of first time BME offenders</li> </ul>	March 2008	Divisional Director, Community Learning
	<ul style="list-style-type: none"> <li>• Reduce re-offending</li> </ul>	March 2008	Divisional Director, Community Learning
	<ul style="list-style-type: none"> <li>• Increase numbers of supervised young offenders in education, employment and training</li> </ul>	March 2008	Divisional Director, Community Learning
<b>Economic well-being</b>			
Further increase number of young people in employment, education and training	<ul style="list-style-type: none"> <li>• Establish Connexions access points in North and South of borough to improve further access to Connexions services for young people</li> </ul>	November 2007	Divisional Director, Community Learning

	<ul style="list-style-type: none"> <li>Reduce numbers of NEET young people</li> </ul>	March 2008	Divisional Director, Community Learning
Further improve opportunities for 14-19 year olds	<ul style="list-style-type: none"> <li>Develop targets and improvement plans to improve Level 2 and 3 results</li> <li>Re-submit diploma course applications to Gateway for approval</li> </ul>	March 2008  December 2007	Divisional Director, Inclusion and Standards  Divisional Director, Inclusion and Standards
<b>Service management</b>			
Develop strategic commissioning focused on partnerships and improved preventative services	<ul style="list-style-type: none"> <li>Implement systematic approach to needs assessment to support joint commissioning</li> </ul>	March 2008	Divisional Director. Commissioning and Strategy
	<ul style="list-style-type: none"> <li>Complete strategic re-commissioning of preventative services</li> </ul>	March 2008	Divisional Director. Commissioning and Strategy
Achieve value for money	<ul style="list-style-type: none"> <li>Establish vfm project group to drive strong vfm agenda throughout the department</li> </ul>	December 2007	Divisional Director, Resources
Risk Management	<ul style="list-style-type: none"> <li>Establish a Risk Management Group to develop a robust risk management framework and monitoring process</li> </ul>	December 2007	Divisional Director, Resources
Recruitment and retention of social work staff	<ul style="list-style-type: none"> <li>Reduce turnover of social work staff</li> </ul>	March 2008	Divisional Director, Social Care
Embedding integrated performance monitoring	<ul style="list-style-type: none"> <li>Fully embed an integrated partnership performance management framework</li> </ul>	March 2008	Divisional Director. Commissioning and Strategy
			Divisional

Continue to ensure services meet needs of all communities	<ul style="list-style-type: none"> <li>• Complete review and re-establish departmental Equalities Board</li> </ul>	October 2008	Director. Commissioning and Strategy
Preparing CYPS for APA and Joint Area Review	<ul style="list-style-type: none"> <li>• Complete preparation work, risk assessment and mitigation strategy</li> </ul>	December 2007	Divisional Director. Commissioning and Strategy

## Appendix 3

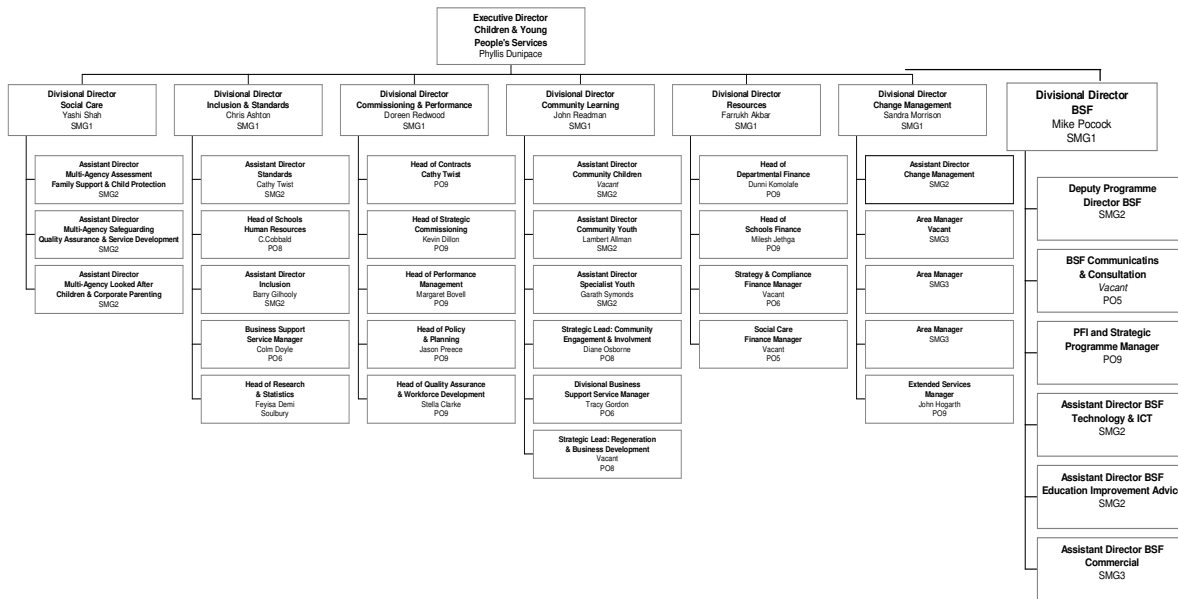


## PERFORMANCE INDICATORS

KEY OUTCOME PRIORITIES - EVERY CHILD MATTERS		PERFORMANCE INDICATOR TITLE	PERFORMANCE INDICATOR	OUTTURN 06/07	TARGET 2007/08
STAY SAFE	Stability of Placement of Children Looked After	PAF A1 (BVPI 49)	15.4	13	
	Re-registrations on the Child Protection Register	PAF A3	12.5	12.5	
	Children aged at least 10 and under 16 looked after in foster placements or placed for adoption	PAF B79	82.2	85	
	Reviews of Child Protection cases	PAF C20 (BVPI 162)	100	100	
	Duration on Child Protection Register	PAF C21	12.3	10	
	Adoptions of children looked after	PAF C23 (BVPI 163)	4.1	5.5	
	Timing of Core Assessments	PAF C64	76.3	80	
	Timeliness of reviews of children looked after	PAF C68	95.8	100	
	Long term stability of children looked after (2.5 years)	PAF D78	63	70	
	Ethnicity of children in need	PAF E45	not collected	N/A	
HEALTH	Teenage Pregnancies	BVPI 197	-6.6	-15	
	Progress made towards a comprehensive Children and Adolescents mental Health Service (CAMHS)	PAF A70	13	13	
	Health of children looked after	PAF C19	Pending	95	
ENJOY AND ACHIEVE	Educational qualifications of children looked after	PAF A2 (BVPI 50)	42.2	50	
	Children looked after absent from school	PAF C24	Pending	5	
	Distance children newly looked after are placed from home	PAF C69	15.9	5	
	GCSE performance: grades A* - C	BVPI 38	54.9	57	
	GCSE Performance: grades A* to G including English & Maths	BVPI 39	86.9	not set	
	Key Stage Two Mathematics Performance – Level 4	BVPI 40	70	78	
	Key Stage 2 English Performance – Level 4	BVPI 41	78	79	

	Absence in Secondary Schools	<b>BVPI 45</b>	7.4	5.8
	Absence in Primary Schools	<b>BVPI 46</b>	6.4	4.6
	Key Stage 3 Performance (English): Level 5	<b>BVPI 181A</b>	72	74
	Key Stage 3 Performance (Mathematics): Level 5	<b>BVPI 181B</b>	71	71
	Key Stage 3 Performance (Science): Level 5	<b>BVPI 181C</b>	63	69
	Key Stage 3 Performance (ICT): Level 5	<b>BVPI 181D</b>	67	70
	Key Stage Two Performance (English): Level 5	<b>BVPI 194A</b>	33	not set
	Key Stage Two Performance (Mathematics): Level 5	<b>BVPI 194B</b>	28	not set
	Statements of Special Educational Need: <b>excluding 'exceptions'</b>	<b>BVPI 43A</b>	100	92
	Statements of Special Educational Need: <b>including 'exceptions'</b>	<b>BVPI 43B</b>	67.5	60
	Participation in and outcomes from Youth Work: recorded outcomes	<b>BVPI 221A</b>	25.7	60
	Participation in and outcomes from Youth Work: accredited outcomes	<b>BVPI 221B</b>	0.89	30
	<b>ECONOMIC WELL-BEING</b>	Employment, education and training for care leavers	<b>PAF A4 (BVPI 161)</b>	0.8
Children in need with disabilities		<b>PAF E67</b>	not collected	N/A
<b>POSITIVE CONTRIBUTION TO SOCIETY</b>	Final warnings/reprimands and convictions of children looked after (revised definition)	<b>PAF C81</b>	2.17	2.5
	Participation of looked after children in reviews	<b>PAF C63</b>	84.9	100
	Quality of Early Years & Childcare Leadership – Leaders	<b>BVPI 222A</b>	60.17	70
	Quality of Early Years & Childcare Leadership – postgraduate input	<b>BVPI 222B</b>	82.2	84
<b>SERVICE MANAGEMENT</b>	Cost of Services for Children Looked After	<b>PAF B8</b>	£946	£1,000
	Relative Spend on family support	<b>PAF E44</b>	39.3	40
	Practice Learning Placements	<b>MR D74</b>	11.76	

# Children and Young People's Services Management Structure



<p><b>Farrukh Akbar – Divisional Director, Resources</b></p> <p>Key Priorities:</p> <ul style="list-style-type: none"> <li>• Improving financial management of the CYPS</li> <li>• Improving financial and contract services to schools and their customers</li> <li>• Improving capital monitoring to enable efficient delivery of the Capital Programme</li> <li>• Embedding effective risk management and value for money within CYPS</li> </ul>	<p>PHOTO</p>
<p><b>Chris Ashton – Divisional Director, Inclusion and Standards</b></p> <p>Key Priorities:</p> <ul style="list-style-type: none"> <li>• Raising the achievement of all pupils</li> <li>• Improving services for children and young people with disabilities and special needs</li> <li>• Improving opportunities for 14-19 year olds</li> <li>• Ensuring the particular need of individual pupils are met in the education service and that schools provide inclusive education</li> <li>• Improving transition from childhood to adulthood</li> <li>• Supporting schools to raise achievement</li> </ul>	<p>PHOTO</p>
<p><b>Sandra Morrison – Divisional Director, Change Management and TAC</b></p> <p>Key Priorities:</p> <ul style="list-style-type: none"> <li>• Developing and implementing the team around the child (TAC)</li> <li>• Implementing Information Sharing and Common Assessment Framework (CAF)</li> <li>• Integrating services, systems and processes within CYPS</li> <li>• Developing the extended schools strategy to raise achievement</li> <li>• Implementing Children’s Trust Arrangements</li> <li>• Developing and strengthening partnership working</li> </ul>	<p>PHOTO</p>
<p><b>Mike Pocock – Divisional Director, Building Schools for the Future (BSF)</b></p> <p>Key Priorities:</p> <ul style="list-style-type: none"> <li>• Developing and delivering a credible and successful BSF programme</li> <li>• Investing in the expansion of secondary school places</li> <li>• Assessment and development of the primary school estate and other CYPS building assets.</li> <li>• Ensuring the creation of successful partnerships to fulfil the aims of the BSF and capital programme</li> <li>• Enhancing and building on rising educational standards by improving: Access, Achievement, Inclusion and Community Links</li> </ul>	<p>PHOTO</p>
<p><b>John Readman - Divisional Director, Community Learning</b></p> <p>Key Priorities:</p> <ul style="list-style-type: none"> <li>• Providing positive activities for young people to be involved in</li> <li>• Improving standards and experiences for under 5s and their families</li> <li>• Reducing youth offending and substance misuse</li> <li>• Increasing the number of young people in education, employment and training</li> <li>• Improving physical, mental and emotional well-being of children and young people</li> <li>• Involving more young people in decision-making</li> </ul>	<p>PHOTO</p>
<p><b>Doreen Redwood – Divisional Director, Commissioning and Performance</b></p> <p>Key Priorities:</p> <ul style="list-style-type: none"> <li>• Implementing Equality and Diversity strategies and plans</li> <li>• Embedding integrated performance management across the partnership</li> <li>• Ensuring effective communication with staff and other partners</li> <li>• Developing strategic commissioning</li> <li>• Developing CYPS policy and key strategic service plans, including Children and Young People’s Plan</li> <li>• Co-ordinating the Annual Performance Assessment and Joint Area Review</li> </ul>	<p>PHOTO</p>
<p><b>Yashi Shah – Divisional Director, Social Care</b></p> <p>Key Priorities:</p> <ul style="list-style-type: none"> <li>• Safeguarding children and young people</li> <li>• Further improving stability and security for looked after children</li> <li>• Improving educational attainment of LAC</li> <li>• Maintaining good quality social work practice and decision making</li> <li>• Recruitment and retention of foster carers</li> <li>• Developing and implementing Corporate Parenting</li> </ul>	<p>PHOTO</p>

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