

Children and Young People's Directorate Priorities for 2013/14

SUMMARY

- 1.1 The purpose of this report is to present Members of the Board with an update on Children and Young People's (CYP) priorities for 2013/14.
- 1.2 All department business plans have been reviewed and refreshed for 2013/14.
- 1.3 Alongside the refresh of CYP department business plans the directorate Executive Summary which pulls together all business plans has also been updated and is available in **Appendix 2**.
- 1.4 The Service Director for Commissioning and Improvement Partner for Children and Young People's Services will attend the Board meeting to deliver a supplementary presentation on 2013/14 priorities for CYP providing further information on how these fit into the City's priorities.

RECOMMENDATIONS

- 2.1 To note the revised priorities for 2013/14 alongside the extended Executive Summary.
- 2.2 To note the presentation.
- 2.3 To identify any areas from the presentation, which the Board would like further information on that could be added to the 2013/14 work programme.

REASONS FOR RECOMMENDATIONS

- 3.1 To ensure that the Board are aware of priorities and challenges for 2013/14, including a summary of plans to deliver / overcome these.
- 3.2 To ensure that the Board have had an opportunity to identify areas for further scrutiny and challenge in 2013/14 through the development of a robust work programme.

SUPPORTING INFORMATION

4 Recap on 2012/13

4.1 During 2012/13 Children and Young People's services were working towards achieving 18 objectives which covered all 4 departments...

Department	2012/13 Objectives
Commissioning	C1 - Coordinate schools admissions to process applications in target timescales (statutory deadlines)
	C2 - Coordinate and deliver the Children and Young People Schools Capital programme including BSF and Primary Strategy
	C3 - Make sure there are school places available for all children by the statutory school age, supported by a sufficiency of childcare
	C4 (12/13) - Lead universal, targeted and specialist commissioning functions for CYPD and where appropriate with the NHS
	C5 (12/13) - Lead the development of effective transition arrangements for CYP moving into adult services
	C6 (12/13) - Lead commissioning arrangements with partners, reporting to the Children, Families and Learners and Health and Wellbeing Boards
	C7 (12/13) - Improve outcomes for children and young people whilst ensuring effective use of resources
Learning and Inclusion	12/13 L&I Obj1 - Support vulnerable children and their families to ensure engagement, inclusion and where possible narrow the gaps in achievement
	12/13 L&I Obj2 - Raise attainment in early years, KS1, KS2, KS4 and in post-16
	12/13 L&I Obj3 - Continue to improve the quality of services to support... • Improved standards • An increase in the take-up of schools sold services
	12/13 L&I Obj4 - Support through learning opportunities better health and well-being for vulnerable and target groups
Early Intervention and Integrated Safeguarding	EIISS1 (12/13) – Keeping Families Together • Identifying chronic / acute neglect early to prevent harm (in children aged 1 – 4 years) • Support 16 and 17 year olds to remain with their families through targeted youth support
	EIISS2 (12/13) – Safeguarding children / young people who are unsafe with birth families
	EIISS3 (12/13) - Support Vulnerable children to be 'school ready'
	EIISS4 (12/13) - Support Vulnerable Young People to be 'work ready'
Specialist Services	SS1 (12/13) - Safely reduce the total number of children in care
	SS2 (12/13) - Achieve positive outcomes for children in care
	SS3 (12/13) - Ensure all thresholds are consistently applied in line with the department's policy for children in need
	SS4 (12/13) - Increase the percentage of looked after children in 'in house' placements to reduce the amount spent on time limited and long term foster carers

4.2 Each of the objectives above was linked to performance measures, with the directorate having 47 priority measures in total for 2012/13, 16 of which were included in the Council Scorecard.

4.3 Sitting above the business plans during 2012/13 CYP had a single page executive summary document, which contained four commitments...

- Have a relentless focus on improving outcomes.
- Involve children and young people and partners in service redesign.
- Commission integrated, early intervention and prevention services.
- Ensure that children, young people and their families receive the right service at the right time and in the right place.

4.4 At the end of March 2013 15 of the 18 (83%) objectives were on track / completed, with 66% of all priority measures improving from 2011/12 and 66% achieving target (NB – some data still to be confirmed).

5 Priorities for 2013/14

5.1 To make sure the business plans reflect current service challenges and priorities they are reviewed and refreshed on an annual basis between November and the end of March (with final plans being published in April with second editions in June).

5.2 For 2013/14 all Children's Services plans were reviewed with objectives for Early Intervention and Integrated Safeguarding and Specialist Services being subject to the most change. Set out below are the service objectives for 2013/14 (19 in total)...

Department	2013/14 Objectives
Commissioning	C1 - Coordinate schools admissions to process applications in target timescales (statutory deadlines)
	C2 - Coordinate and deliver the Children and Young People Schools Capital programme
	C3 - Make sure there are school places available for all children by the statutory school age, supported by a sufficiency of early years education places for 2, 3 and 4 year olds to improve school readiness and children's outcomes
	<i>C4 - Through an integrated commissioning function deliver the agreed commissioning intentions informed by the views of key stakeholders including CYP and families</i>
	<i>C5 - Using a robust commissioning approach improve outcomes for CYP informed by an evidence base, transparent decision making and value for money</i>
Learning and Inclusion	L&I Obj6 - Support vulnerable children, New Communities and their families to ensure engagement, inclusion and where possible narrow the gaps in achievement
	L&I Obj7 - Raise attainment in early years, KS1, KS2, KS4 and in post-16
	L&I Obj8 - Continue to improve the quality of services to support... • Improved standards • An increase in the take-up of schools sold services
	L&I Obj9 - Support through learning opportunities better health and well-being for vulnerable and target groups
Early Intervention and Integrated	<i>EI/ISS1 - Support children and young people to remain safely within their communities</i>
	<i>EI/ISS2 - Provide effective and accessible early help to prevent young</i>

Department	2013/14 Objectives
Safeguarding	<i>children from becoming vulnerable</i>
	<i>EI/ISS3 - Supporting children and young people through appropriate and effective intervention including those older young people at risk of care / on the edge of custody</i>
	<i>EI/ISS4 - Support children and young people in care; making sure that there is effective planning and good quality alternative care arrangements</i>
	<i>EI/ISS5 - Make the best use of resources, feedback and learning to deliver high quality services</i>
	<i>EI/ISS6 - Promote staff development and engagement, responding to any national changes that impact on staff</i>
Specialist Services	<i>SS1 - Support improved outcomes for vulnerable children and young people</i>
	<i>SS2 - Develop and improve the use of intelligence information to support service developments and better outcomes for children, young people and their families / carers</i>
	<i>SS3 - Support children and young people in their transition to adulthood</i>
	<i>SS4- Ensure that there is appropriate access to specialist services including for those on the edge of care or custody</i>

All objectives in 'italics' are new for 2013/14.

- 5.3 Alongside a review of objectives, priority performance measures and council scorecard measures have also been updated. For 2013/14 there are 46 performance measures of which 14 are proposed for inclusion in the council scorecard.
- 5.4 Sitting above each of the four department business plans is an 'Executive Summary' for the directorate, which pulls together links with the city's outcomes and high-level priorities / ambitions for the whole service. For 2013/14, CYP has extended the contents of the Executive Summary to also include highlights of actions and risks / challenges.
- 5.5 Children and Young People's Executive Summary for 2013/14 contains 5 priorities, which cut across all business plans...
- Looked after children.
 - Improved health of children and young people.
 - School improvement.
 - Safeguarding vulnerable children and young people.
 - Better systems and processes and learning from feedback.
- 5.6 A full copy of the Executive Summary is available in **Appendix 2**.

OTHER OPTIONS CONSIDERED

- 6.1 None.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	Andrew Bunyan – Strategic Director for Children and Young People Frank McGhee – Service Director of Commissioning Heather Greenan – Head of Performance and Improvement
For more information contact: Background papers: List of appendices:	Sarah Walker – Improvement Officer for Children and Young People 01332 643466 sarah.walker@derby.gov.uk None Appendix 1 – Implications Appendix 2 – 2013/14 CYP Executive Summary

IMPLICATIONS

Financial and Value for Money

- 1.1 Up to date budget information is contained in all department business plans. All objectives are accompanied by financial information identifying the source of funding.

Legal

- 2.1 Legal service drivers are identified in the 'context' section of business plans.

Personnel

- 3.1 Business plans are critical to Managing Individual Performance and employee related 'priorities' for services are contained within action plans. Each business plan is also supported by a workforce development plan.

Equalities Impact

- 4.1 Equality issues are incorporated into business plans alongside objectives to facilitate an assessment any impacts of planned activity.

Health and Safety

- 5.1 Health and Safety is a mandatory field within business plans under 'corporate policies and strategies'.

Environmental Sustainability

- 6.1 Environmental sustainability is a mandatory field within business plans under 'corporate policies and strategies'.

Property and Asset Management

- 7.1 Property and asset management implications will be considered within department business plans.

Risk Management

- 8.1 All business plans contain risk registers and there are 'strategic' challenges contained within the extended Executive Summary for CYP.

Corporate objectives and priorities for change

- 9.1 All plans are drafted to support the delivery of the outcomes in the Derby Plan and



Derby City Council

Derby City Council's Children and Young People's Services Priorities Summary 2013/14

Introduction

Over the next year Children and Young People's Services are committed to improving outcomes for children, young people and their families / carers across Derby. This summary aims to give an overview into a number of areas of our business...

- Our **principles** that run through all elements of our services.
- Our **priorities**, which are the areas where we feel that we need to focus improvements during 2013/14.
- How we **support the Derby Plan 2011-2026 and work in partnership** to deliver shared priorities.
- Key '**measures of success**' against which will monitor our progress to assess how well we are working towards our priorities.
- The **improvement tools** that will support us to deliver our priorities and our key 'measures of success'

Throughout 2013/14 we will also continue to work to the Council's vision and four values...

'Creating a city for all through strong leadership and excellent customer-focused services'

Children and Young Services in Derby are delivered through four departments, each led by a Service Director...

- **Commissioning** – Service Director Frank McGhee
- **Early Intervention and Integrated Safeguarding** – Service Director Jane Parfremment
- **Learning and Inclusion** – Service Director Lynda Poole
- **Specialist Services** – Service Director Mark Barratt

Each department has a business plans that sits below this summary and provides more information on the actions that we are taking to deliver our priorities and the deadlines we are working towards.

We hope you find this a useful summary.

Honesty
and
Respect

Brilliant
Customer
Experience

Being
the
best

Can
do

Andrew Bunyan
Strategic Director

Cllr Martin Rawson
Cabinet Member

In 2012 we recorded a **7%** increase in the percentage of children achieving level 4+ in both English and Maths at Key Stage 2

Our principles

All staff within Children's Services are committed to working to five principles, which where possible should be taken into account as part of all services that we deliver ...

- Have an on-going focus on improving outcomes for children, young people and their families / carers within Derby.
- Involve children and young people and partners in any service redesign.
- Implement integrated commissioning.
- Early intervention and prevention services.
- Make sure that children, young people and their families receive the right service at the right time and in the right place.

Our priorities

During 2013/14 Children and Young People's Services will be working to deliver improvements in **5** 'priority areas'...

- **Looked after children.**
- **Improved health of children and young people.**
- **School improvement.**
- **Safeguarding vulnerable children and young people.**
- **Better systems and processes and learning from feedback.**

In January 2013 Derby's services for the protection of children were judged to be **'good'**

Working in partnership

It is essential that we work closely with our partners on shared priorities, to make the best use of resources, knowledge and experience.

All key partners across the City are working towards six outcomes set out in the Derby Plan 2011-2026. In working to improve services in our 5 priority areas, set out above, Children and Young People's Services will be directly contributing towards three of the City's outcomes from the Derby Plan, helping people in Derby to enjoy...

- Achieving their learning potential.
- Good health and well-being.
- Being safe and feeling safe.

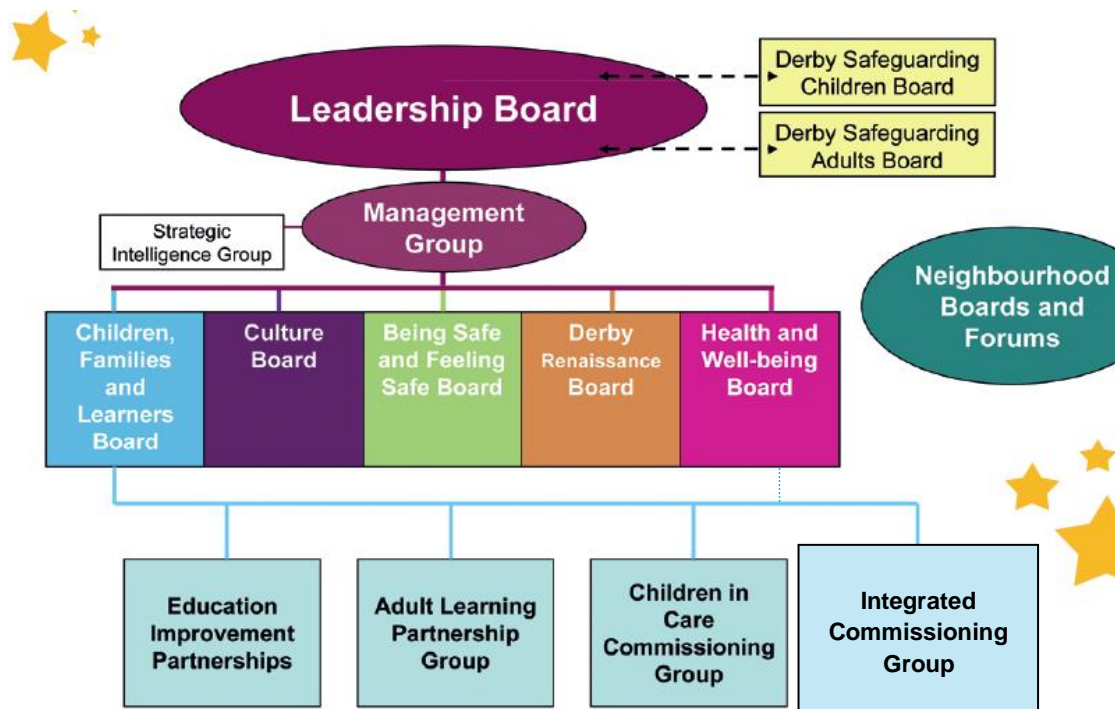
In addition to the outcomes in the Derby Plan we will be working closely with partners to deliver a number of shared plans...

- Children and Young People's Plan 2013/14.

Over the past 12 months we have reduced the number of Looked after Children

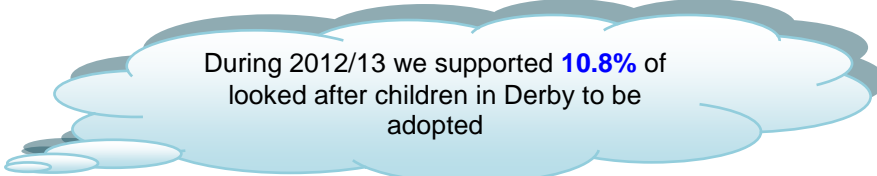
- Health and Well-Being Strategy.
- Derby Children's Safeguarding Board Business Plan 2013/14.

To support the coordination of these key strategies and plans Children and Young People's Services work together with partners through a number of partnership Boards and groups...



Over the last 2-years through working in partnership on early intervention strategies we have worked to reduce the total number of referrals to social care from **3,842** at the end of March 2011 to **2,478** at the end of March 2013

In 2012/13 we supported over **390** 2-year old children across the City to access free childcare places, which will help them in getting ready to start school



During 2012/13 we supported **10.8%** of looked after children in Derby to be adopted

Measures of success

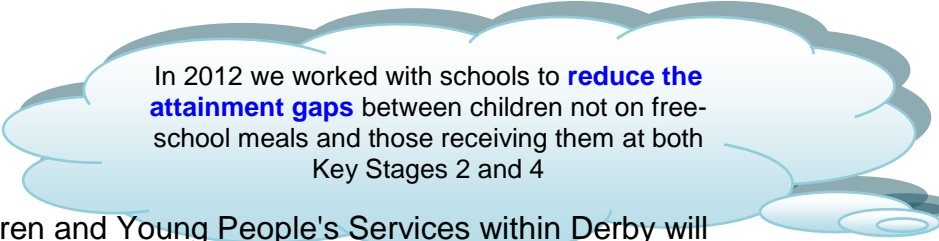
During 2013/14 we will monitor our progress against a number of key measures and milestones that will help us to assess whether we are making a difference...

Priorities	Service Director Lead	Key milestones and measures for 2013/14 *
Looked after children	Mark Barratt	<ul style="list-style-type: none"> • Delivery of key actions from the Looked After Children and Adoption Strategy 2012-2015 • Implementation of the foster carer recruitment pathway and increase in the number of new carers • Redevelopment of Residential Children's Homes • Percentage of Residential Children's Homes to be judged as 'good' or better • Total number of looked after children • More looked after children with a current personal education plan • Improved timescales for adoptions
Improved health of children and young people	Frank McGhee	<ul style="list-style-type: none"> • Implementation of the eight commissioning intentions agreed with our partners through the Health and Well-Being Board and Children, Family and Learner's Board... <ul style="list-style-type: none"> ○ To commission an integrated care pathway across services for 0-5 year olds including the healthy child programme. ○ To consolidate the integrated Disability Service in response to the current SEN white paper~. ○ To commission an integrated care pathway for behaviour including all services for behaviour, emotional, mental health and wellbeing~. ○ To further improve the health outcomes for Children in Care~. ○ To improve the transition arrangements from children to adult services. ○ To reduce harm associated with key risk-taking behaviour by young people through positive healthy lifestyles. ○ To reduce the demand for hospital planned and unplanned care for long term conditions, lower respiratory tract infections and not usual required emergency admissions and to reduce the time spent in hospital for children and young people with long-term conditions. ○ To embed the use of Priority Families and Think Family strategies across services.

Priorities	Service Director Lead	Key milestones and measures for 2013/14 *
School improvement	Lynda Poole	<ul style="list-style-type: none"> Improved educational attainment in Early Years Foundation Stage, Key Stage 2 and 4 Percentage of schools judged to be 'good' or better Percentage of young people in Derby not in employment, education or training Working with partners to narrow the gaps in attainment Percentage of early years settings judged to be 'good' or better and school readiness
Safeguarding vulnerable children and young people	Jane Parfremment	<ul style="list-style-type: none"> Delivery of the updated Keeping Families Together Strategy Implementation in partnership with Derbyshire Police and Derbyshire County Council of a mini MASH for responding to incidents of domestic violence Supporting more children to safely leave care through the newly established Exit Team Effective use of commissioned services for children at risk of becoming looked after or on the edge of custody (i.e. Family Group Conferencing and Multi systemic Therapy) Delivering the Priority Families programme
Better systems and processes and learning from feedback	All	<ul style="list-style-type: none"> Implementation of a new integrated children's system for electronic records by April 2014 Development of an integrated commissioning function especially with the Southern Derbyshire Clinical Commissioning Group and Derby Public Health Coordinating the move of Children's Services to a single location More parents applying for school places online Supporting effective transitions from Children's Services to Adult Services Making sure that school places are available for all, supported by enough early years education placements for 2, 3 and 4 year olds A higher percentage of statements of special educational needs completed within the 26 week target timescale Implementation of the Children's Complaints Improvement Plan Improving audit completion rates and evidencing that recommendations have been addressed The central collation of information from service users and evidence of how feedback has been used to inform service delivery or service changes Development of a consolidated improvement plan for inspections and assessments Addressing recommendations from serious case reviews or learning reviews

* It should be noted that specific delivery deadlines and targets are contained with Department Business Plans

~ There are three priority commissioning intentions for the Health and Well-Being Board for 2013/14.



In 2012 we worked with schools to **reduce the attainment gaps** between children not on free-school meals and those receiving them at both Key Stages 2 and 4

Future Challenges

Looking ahead to 2013/14 Children and Young People's Services within Derby will continue to face a number of challenges however we are working to take action to minimise the impact that these may have on us...

Challenges	How we will overcome them...
Changes to Derby's population	We review our services regularly to make sure they are meeting the needs of Derby and documents such as the Joint Strategic Needs Assessment allow us to focus on priorities.
Changes to National Policies	Our central Policy Team supports us in being aware of changes to national policies and weekly Management Team meetings allow us to respond quickly.
Less money available	We monitor our budgets every month and regularly review services to assess whether we are providing 'good value' for money. Over the next year we are also working to reduce the demand for services that cost a lot of money or work to provide them in more cost efficient ways.
Integrated working	Working in partnership is critical for us to deliver our priorities. The Derby Plan sets the outcomes for the City, which is supported by the Boards and Groups detailed on page 3. Our Service Director of Commissioning is also jointly funded by Health. Internally regular communication between our services and between managers and staff help to make sure that we are working together.

Improvement Tools

To make sure that we continue to focus on our priorities and make the best use of the resources available to us Children's Services in Derby has a directorate led Improvement Board, which meets on a monthly basis. This group is supported by an 'Inspection Review Group' that works to respond to external assessments and support improvements in services.

Audit and feedback are both essential to our ability to improve as they are an independent view on whether we are delivering 'good quality services' that meets expected standards. In addition to this, we work with our peers both internally and externally to make sure that any areas of underperformance are challenged...

- Reporting progress against key performance measures to our partnership Boards every three months (page 3).
- Being held to account by the Children and Young People's Overview and Scrutiny Board and the Corporate Parenting Sub-Board through monthly board meetings and quarterly performance surgeries.
- Participating in the East Midlands regional sector led improvement programme.
- Being challenged by the Derby Children Safeguarding Board.
- Education Development Board.

Further Information

For more details or further information on the contents of this summary please contact performance@derby.gov.uk or call 01332643466.