

# Children and Young People's Plan

## Refresh Draft Aims and Objectives 2012-13

22 February 2012

## **Children and Young People's Plan: Aims and Objectives 2012-13**

The tables that follow are the high level action plans designed to deliver the improvements in outcomes for children, young people and their families in Thurrock. The Children's Partnership Executive has a series of partnership work-streams designed to deliver the priorities in the Children and Young People's Plan (CYPP).

The Partnership has delegated, to the Director of People Services in the Council, responsibility for monitoring the implementation of the more detailed work programmes of the CYPP delivery work-streams, reporting progress to the Executive through highlight reports.

The Partnership Executive receives performance data at regular points in the year to enable monitoring, benchmarking and improvement intervention where necessary.

The pillars of the plan established in 2010 remain unchanged; there are some changes to the aims and objectives, partly reflecting changes in national policy and partly reflecting the progress we made in years one and two

The key partners for children are schools, Health, third sector providers and the Council. Key personnel changes have strengthened the Council's strategic relationship with the third sector this year. Academy conversions have progressed well in Thurrock and the relationship between schools and the Council has gone from strength to strength.

However, Health priorities for children were poorly captured in the 2010 CYPP and also in last year's refresh. Identified from within the Joint Strategic Needs Assessment, the key public health priorities include the delivery of the Healthy Child Programme targeted at particular areas within the borough where uptake is particularly low. Priority areas of the programme are ante-natal and newborn screening, initiation and duration of breastfeeding, and childhood immunisation. Priorities also include the reduced exposure to secondhand smoke and the uptake of smoking by young people, work to prevent accidents and keep children safe, and reduction in teenage pregnancy.

The development of the Early Offer of Help Strategy will provide the opportunity to better align services and target areas where needs are the highest.

There are also six health commissioning priorities: establishing a paediatric assessment unit, implementing five 'high action pathways', redesign of the health visiting workforce, development of the CAMHS service, support pathways for children with complex needs, disability and continuing health care, and improved ante-natal and post-natal services linked to children's centres.

## Excellent childcare, schools, colleges and services

<p><b>Raise attainment at the end of the Early Years Foundation Stage, Key Stage One and Key Stage Two</b></p>	<p><b>Ensure high quality education, training and access to health and social care services for children, young people and families.</b></p>	<p><b>Ensure progression routes to higher level qualifications.</b></p>
<p>We will:</p> <ul style="list-style-type: none"> <li>• Develop a Raising Primary Attainment Strategy which will secure improvement in all primary schools</li> <li>• Target resources to ensure that all children make the expected progress during their primary school years</li> <li>• Develop family learning to support children’s and adults’ learning and success in life</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Commission high quality early years settings and family support</li> <li>• Ensure effective targeting of those most in need of services, through early identification and intervention</li> <li>• Integrate service delivery to meet the needs of children, families and communities</li> <li>• Promote Healthy Lifestyle programmes for all children and young people in school settings</li> <li>• Establish a Paediatric Assessment Unit</li> <li>• Improve ante-natal and post-natal services linked to children’s centres</li> <li>• Implement the five high intensity pathways for acute childhood illnesses</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Deliver high quality opportunities for learning, skills development and training</li> <li>• Expand the delivery of level 2 apprenticeships and work based learning and develop level 3 apprenticeships</li> <li>• Work closely with our partners to ensure that progression routes are clear and attractive to our young people</li> </ul>

Children and Young People's Plan 2012-13: Excellent Childcare, Schools, Colleges and Services

Objective	Key milestones	Lead	Timescale
<b>Aim: Raise attainment at the end of Early Years Foundation Stage, Key Stage One and Key Stage Two</b>			
Develop a Raising Primary Attainment Strategy which will secure improvement in all primary schools	<ul style="list-style-type: none"> <li>• Undertake a high level review and analysis of current attainment and current practice</li> <li>• Consult with head teachers and other stakeholders during drafting of the Strategy</li> <li>• Present final strategy for approval</li> <li>• Implement the Strategy and action plan to ensure that primary attainment is a priority in all schools and across the Council</li> </ul>	Strategic Lead - School improvement Learning and Skills (SILS)	<p>Drafting and consultation April 2012</p> <p>Delivery May 2012-July 2013</p>
Target resources to ensure that all children make the expected progress during their primary school years	<ul style="list-style-type: none"> <li>• Review tiers of schools to ensure that resources are targeted to maximise impact using disaggregated data</li> <li>• Develop and embed the practice of Schools' Standards and Progress Meetings on a termly basis</li> <li>• Ensure that all schools in tiers one and two have a Partnership Plan which includes bespoke, targeted challenge and support</li> <li>• Commission high quality school improvement services to meet our changing needs</li> <li>• Work with schools and other partners to review the package of school improvement services are on offer</li> </ul>	Strategic Lead - School improvement Learning and Skills (SILS)	<p>April 2012</p> <p>April 2012 and termly thereafter</p> <p>April 2012</p>
Develop family learning to support children's and adults' learning and success in life	<ul style="list-style-type: none"> <li>• Develop a Family Learning Strategy through the development of a Family Learning Strategy Group</li> <li>• Undertake pilot projects to test out the effectiveness of</li> </ul>	Strategic Lead - School	Project Group established April 2012

Children and Young People's Plan 2012-13: Excellent Childcare, Schools, Colleges and Services

Objective	Key milestones	Lead	Timescale
	specific approaches/activities <ul style="list-style-type: none"> <li>• Embed in all children's services</li> <li>• Develop a Family Learning Month to highlight the issue and engage adults and schools</li> </ul>	improvement Learning and Skills (SILS)	Strategy July 2012
<b>Aim: Ensure high quality education training and access to health and social care services for children, young people and families</b>			
Commission high quality early years settings and family support	<ul style="list-style-type: none"> <li>• Write an Early Years and Foundation Stage Improvement Plan in conjunction with partners</li> <li>• Implement improvement strategies to ensure early years and foundation stage education and support is of high quality and there is a clear plan to improve EYFS is in place</li> </ul>	SILS & EYFC	May 2012  June 2012
Ensure effective targeting of those most in need of services, through early identification and intervention	<ul style="list-style-type: none"> <li>• Improve the take up of 2, 3 and 4 year old early education provision, particularly amongst disadvantaged or underachieving groups, ensuring 100% take-up of 2 year old places and 85% take-up of 3 and 4 year old places</li> <li>• Target key low take up groups (teenage mothers and children living in temporary accommodation)</li> <li>• Assess the equality impact of two year old programme, ensure plans reflect identified need</li> <li>• Evaluate the take up of three and four year old provision and identify and implement any targeted activity to increase take up</li> <li>• Monitor the take up of services to ensure equality of access</li> <li>• Develop the Early Offer of Help Strategy to ensure there is a single point of entry to services and that these are targeted to those most in need of them.</li> </ul>	EYFC           EYFC	To be reported on three monthly in April, July, October and January to the CYP Partnership and LA monitoring

Children and Young People's Plan 2012-13: Excellent Childcare, Schools, Colleges and Services

Objective	Key milestones	Lead	Timescale
Integrate service delivery to meet the needs of children, families and communities	<ul style="list-style-type: none"> <li>• Use the cluster-based, accurate and up to date needs assessment to inform excellent planning and delivery of services in place</li> <li>• Integrated service delivery targeted to reflect local priorities and needs in place</li> <li>• Ensure the Early Offer of Help Strategy is in place to secure delivery by April 2013</li> </ul>	EYFC	April 2012
		EYFC	May 2012
			March 2013
Promote Healthy Lifestyle programmes for children and young people in school settings	<ul style="list-style-type: none"> <li>• Work with schools to promote active healthy lifestyles for all children and young people, to include increasing choices for exercise in schools, good dietary advice linking with healthy lunchboxes and healthy eating learning within the school settings</li> </ul>	Public Health	January 2013
Establish a Paediatric Assessment Unit	<ul style="list-style-type: none"> <li>• Develop a model unit at Basildon UHT to support the reduction in the numbers of acute and unplanned admissions through robust triage and case management</li> </ul>	Health Commissioners	March 2013
<ul style="list-style-type: none"> <li>• Improve ante-natal and post-natal services linked to children's centres</li> </ul>	<ul style="list-style-type: none"> <li>• Health promotion interventions offered to inform and educate parents, carers and others to identify and seek advice and support when needed.</li> </ul>	Health Commissioners	March 2013
<ul style="list-style-type: none"> <li>• Implement five high intensity pathways for acute childhood illnesses</li> </ul>	Increased utilisation of community services through the development of initiatives responding to fever, respiratory disease, gastro enteritis and asthma through the development of a single point of entry as a part of the Early Offer of Help Strategy	Health Commissioners	March 2013

Children and Young People's Plan 2012-13: Excellent Childcare, Schools, Colleges and Services

Objective	Key milestones	Lead	Timescale
<b>Aim: Ensure progression routes to higher level qualifications.</b>			
Deliver high quality opportunities for learning, skills development and training	<ul style="list-style-type: none"> <li>• Support the development of sixth provision offered within schools through training and development for teachers</li> <li>• Encourage diversity of pathways, for example studio schools, Skills Academy and Skills Centre provision</li> <li>• Increase the number of pupils progressing to further and higher education, including those from disadvantaged or underrepresented groups</li> </ul>	SILS	April 2012 and on going
Expand the delivery of level 2 apprenticeships and work based learning and develop level 3 apprenticeships	<ul style="list-style-type: none"> <li>• Work strategically with the widest range of partners to secure an increase in the number and range of apprenticeship opportunities</li> <li>• Seek additional funding and places for high quality opportunities</li> </ul>	SILS	September 2012
Work closely with our partners to ensure that progression routes are clear and attractive to our young people	<ul style="list-style-type: none"> <li>• Through the 11-19 Strategy and Community Skills Strategy groups, progression routes will be developed</li> <li>• Learning and Skills team to lead in the development of progression pathways for young people, including those with special needs</li> <li>• Maintain at 6.7% the number of pupils not in employment, education or training, by providing targeted support, advice and information</li> </ul>	<p>SILS</p> <p>SILS</p> <p>EYFC</p>	<p>April 2012 and on going</p> <p>March 2013</p> <p>February 2013</p>

## Everyone Succeeding

<b>Promote the attainment and achievement of under-achieving children</b>	<b>Promote and support inclusion</b>	<b>Reduce and mitigate the impact of child poverty and disadvantage.</b>
<p>We will:</p> <ul style="list-style-type: none"> <li>• Improve attainment of pupils by improved Quality First teaching, and intervention where needed, for all underperforming groups, including white boys</li> <li>• Increase the number of children reaching age related expectations in Early Years and Key Stage One</li> <li>• Reduce or eliminate the number of primary schools below the New Floor Standard in all three measures</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Meet the needs of children and young people with SEN and Learning Difficulties and Disabilities through the development of enhanced targeted support focusing resources on the most vulnerable pupils</li> <li>• Develop the offer to all pupils accessing pupil support services to significantly improve the outcomes and life chances of pupils in short stay provision.</li> <li>• Work with partners to develop and monitor effective and high quality short stay provision</li> <li>• Implement improved processes for children with complex needs, disability and continuing health care needs</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Ensure that the Child Poverty Strategy is meeting the agreed measures to reduce and mitigate the impact of child poverty</li> <li>• Improve school attendance and reduce the incidence of persistent absence</li> <li>• Develop arrangements to ensure improved access for adults and young people from lower income families to further and higher education</li> </ul>



## Children and Young People's Plan 2012-13: Everyone Succeeding

Objective	Key milestones	Lead	Timescale
<b>Aim: Promote the attainment and achievement of underachieving children</b>			
Improve attainment of pupils by improved quality first teaching and intervention where needed for all underperforming groups, including white boys	<ul style="list-style-type: none"> <li>• Develop LA "Good Practice" guidance for each key stage to support leadership in schools</li> <li>• Support schools to identify underperforming groups and to put in place intervention programmes to accelerate progress and ensure those children are achieving at least age related expectations</li> <li>• Work with schools to support emotional wellbeing within the schools identify vulnerable children and young people and ensure that they receive support services to promote improved wellbeing</li> </ul>	SILS  Public Health	March 2012  March 2012  March 2013
Increase the number of children reaching age related expectations in Early Years and Key Stage One	<ul style="list-style-type: none"> <li>• Ensure that high quality early years provision continues to increase through targeted challenge and support to providers and school-based nurseries</li> <li>• Develop and implement a Strategy to Raise Attainment in Key Stage One</li> <li>• Ensure children's centres target early education for those at risk of low attainment</li> </ul>	SILS  EYFC	April 2012  First draft Oct 2011, Consultation Nov 2011, Overview and Scrutiny Jan 2012 Included in locality plans and tracked May 2012
Reduce or eliminate the number of primary schools below the New Floor Standard in all three measures	<ul style="list-style-type: none"> <li>• Provide highly targeted support to schools in tiers one and two through bespoke termly partnership plans.</li> <li>• Strategic deployment of the Improving Schools Team on a half termly basis to improve the quality of teaching and learning in tier one and two schools</li> </ul>	SILS	September 2011 to July 2012

Children and Young People's Plan 2012-13: Everyone Succeeding

Objective	Key milestones	Lead	Timescale
<b>Aim: Promote and support inclusion</b>			
<p>Meet the needs of children and young people with SEN and Learning Difficulties and Disabilities through the development of enhanced targeted support focussing resources on the most vulnerable pupils</p>	<ul style="list-style-type: none"> <li>• Develop SEN/LDD systems to ensure targeted access to all learner support services for vulnerable children and young people with complex needs including those requiring YOT, Health and Social Care support.</li> <li>• Review all Statutory SEN processes and develop, consult and publish new Thurrock Guidance materials to ensure efficient access to Statutory Services.</li> <li>• Review and Consult upon a revised SEN Strategy encompassing recent legislative changes, placements and support for all children and young people who require access to targeted SEN support.</li> </ul>	<p>S L Learner Support &amp; PEP (LS&amp;PEP)</p>	<p>Develop February 2012, Implement May 2012.</p> <p>Develop February 2012, Implement Sept 2012.</p> <p>Develop February to June 2012 Publish September 2012.</p>
<p>Develop the offer to all pupils accessing pupil support services to significantly improve outcomes and life chances of pupils in short stay provision.</p>	<ul style="list-style-type: none"> <li>• Review staffing arrangements across all pupil support services and carry out recruitment processes to ensure high quality permanent appointments are made and performance is effectively monitored across the Pupil Support Services</li> <li>• Develop teaching and learning across all pupil support services to ensure teaching is good to outstanding within all short stay provision. Implement a quality assurance framework</li> <li>• Continue to commission, develop and monitor a range of high quality alternative programmes for children and young people to ensure they are able to access a wide range of activities impacting positively on their adult opportunities</li> <li>• Develop and publish a comprehensive strategy for behaviour support that brings together all arrangements to support pupils behaviour including guidance criteria on school</li> </ul>	<p>LS&amp;PEP</p> <p>SILS/EYFC</p>	<p>Progress to be reported six monthly at CYP Partnership</p> <p>July 2012</p> <p>February 2013</p> <p>Develop and consult February 2012- May 2012 Publish July 2012</p>

Children and Young People's Plan 2012-13: Everyone Succeeding

Objective	Key milestones	Lead	Timescale
	actions, access to pupil services, managed moves arrangements, exclusions and access to specialist settings		
Work with partners to develop and monitor effective and high quality short stay provision	<ul style="list-style-type: none"> <li>• Develop clear overall offer for schools including advice and signposting on short stay provision</li> <li>• Develop commission arrangements for Day 6 provision from September 2012</li> </ul>	LS&PEP	<p>June 2012</p> <p>To be in place for September 2012</p>
Implement improved processes for children with complex needs, disability and continuing health care needs	<ul style="list-style-type: none"> <li>• Improve continuing care services for children with acute or complex needs, incorporating palliative care.</li> </ul>	Health Commissioners	March 2013
<b>Aim: Reduce and mitigate the impact of child poverty and disadvantage</b>			
Ensure that the Child Poverty Strategy is meeting the agreed measures to reduce and mitigate the impact of child poverty	<ul style="list-style-type: none"> <li>• Meet the agreed milestones as set out in the child poverty action plan</li> <li>• Ensure that relevant key strategies have regard to their impact on the reduction of child poverty and joint agency approaches to addressing child poverty are in place</li> </ul>	EYFC	Ongoing monitoring 2012/13 with 6 monthly monitoring through partnership
Improve school attendance and reduce the incidence of persistent absence	<ul style="list-style-type: none"> <li>• Deliver focused work with schools and families to tackle persistent absence particularly in the Primary Phase</li> <li>• Integrate support for families to improve attendance into the delivery of the Early Offer of Help strategy</li> </ul>	EYFC	<p>Ongoing targeting of schools and families 2012/13</p> <p>Delivery of support Sept 2012 working towards full strategy implementation April 2013</p>
Develop arrangements to ensure improved access for adults and young people from lower income	<ul style="list-style-type: none"> <li>• Continue to provide a range of opportunities for students from low income and disadvantaged or underrepresented groups to enable them to access further or higher education</li> </ul>	EYFC	Quarterly monitoring reports to ensure progress in this area.

Children and Young People's Plan 2012-13: Everyone Succeeding

Objective	Key milestones	Lead	Timescale
families to further and higher education	<ul style="list-style-type: none"> <li>• Include within Council reporting arrangements equalities monitoring data to ensure targeted support</li> <li>• Continue to integrate family learning support to ensure it is a key part of fostering learning and development pathways with a minimum of 40 learners from targeted groups accessing the wishes entry into adult learning programmes</li> </ul>		

## Protection When Needed

<b>Build parental and family resilience through local accessible services</b>	<b>Develop outstanding services for children who have been or may be abused</b>	<b>Commission or deliver outstanding services that transform the life chances for disabled children, children in trouble and children in care</b>
<p>We will:</p> <ul style="list-style-type: none"> <li>• Deliver our Early Offer of Help for those children at risk of harm</li> <li>• Deliver our Violence Against Women and Girls Strategy (VAWG)</li> <li>• Extend the multi-agency service offer to young people at risk of offending and re-offending</li> <li>• Support health improvement and protection for children and families</li> <li>• Support health improvement and protection for children and families</li> <li>• Redesign the health visiting workforce based on Maternal Early Childhood Home Visiting (MECSH) and Family Nurse Project (FNP)</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Continuously challenge &amp; improve core safeguarding services, strengthening our response to children in need</li> <li>• Deliver timely, proportionate, evidence-based interventions based upon good quality assessments &amp; care plans</li> <li>• Strengthen quality assurance functions ensuring sufficient system checks &amp; balances</li> <li>• Ensure that all children are immunised and screened</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Enable disabled children &amp; their families to access activities, prevent family breakdown &amp; secure effective transition to adult services</li> <li>• Reserve public care for those children for whom there is no safe &amp; appropriate alternative</li> <li>• Deliver or commission outstanding social work services, fostering, private fostering &amp; adoption services for children in care</li> </ul>

## Children and Young People's Plan 2012-13: Protection When Needed

Objective	Key milestones	Lead	Timescale
<b>Aim: Build parental and family resilience through local accessible services</b>			
Deliver our Early Offer of Help for those children at risk of harm	<ul style="list-style-type: none"> <li>Specify service offer and design locality teams and children's centres in line with specification</li> <li>Commission providers</li> <li>Establish agreed performance framework</li> <li>Deliver Early Offer of Help</li> <li>Offer of targeted parenting courses for families working with local authorities Early Offer of Health programme</li> <li>Ensure as many children are immunised and screened to keep them safe in the future</li> <li>Deliver in parallel engagement and communication strategy</li> </ul>	<p>EYFC (&amp; SM Family Support)</p> <p>EYFC/Head of Children's Commissioning</p> <p>Children's Performance</p> <p>EYFC</p> <p>Public Health</p> <p>Public Health</p> <p>EYFC</p>	<p>Consultation on draft strategy April 2012. Final strategy agreed June 2012</p> <p>Commences June 1012 Completion Dec 2012 Delivery April 2013 onwards</p> <p>September 2012</p> <p>Strategy agreed June 2012 Full delivery April 2013</p> <p>January 2013</p> <p>January 2013</p> <p>April 2012</p>
Deliver our local strategy to combat Violence Against	<ul style="list-style-type: none"> <li>Complete VAWG strategy and delivery plan</li> </ul>	Head of CATO	April 2012

## Children and Young People's Plan 2012-13: Protection When Needed

Objective	Key milestones	Lead	Timescale	
Women and Girls (VAWG)	<ul style="list-style-type: none"> <li>Publish and launch</li> </ul>	Head of CATO	June 2012	
	<ul style="list-style-type: none"> <li>Monitor impact and adjust as required</li> </ul>	Head of CATO	March 2013	
Extend the service offer to young people at risk of offending and re-offending so that best multi-agency practice is implemented	<ul style="list-style-type: none"> <li>Develop the work of the Diversion Pathfinder post                             <ul style="list-style-type: none"> <li>Post-holder involved in Triage</li> <li>Service packages, identified, delivered &amp; monitored</li> <li>Physical health assessments integrated into the service offer</li> <li>Integration of Triage into EOH</li> </ul> </li> </ul>	SM YOS	April 2013  Immediate Immediate & ongoing	
	<ul style="list-style-type: none"> <li>Increase the co-working between YOS and other local services for children                             <ul style="list-style-type: none"> <li>Establish local KPIs in partnership with other services</li> <li>Design new bail packages in partnership with education, housing, youth service and apprenticeship scheme</li> <li>Fostering arrangements are either delivered or commission to meet remand needs</li> </ul> </li> </ul>	SM YOS	April 2013  Immediate & ongoing Immediate & ongoing	
	<ul style="list-style-type: none"> <li>Implement all actions from the January 2012 inspection of YOS                             <ul style="list-style-type: none"> <li>Delivery of CQC inspection recommendations, in partnership with health colleagues.</li> <li>Delivery of HMI Probation inspection recommendations</li> </ul> </li> </ul>	SM YOS	April 2013  Immediate & ongoing Immediate & ongoing	
	<ul style="list-style-type: none"> <li>Improve the support for young people at risk of offending and re-offending to encourage access to education, employment and training activities for 16 -19 year olds</li> </ul>	EYFC	Sept 2012	
	Child Poverty Strategy applied to young offenders and their families.			Immediate & ongoing

## Children and Young People's Plan 2012-13: Protection When Needed

Objective	Key milestones	Lead	Timescale
<ul style="list-style-type: none"> <li>Support health improvement and protection for children and families</li> </ul>	<ul style="list-style-type: none"> <li>Address health improvement outcomes for children:                             <ul style="list-style-type: none"> <li>Low birth weight of term babies, breastfeeding, childhood obesity, breastfeeding, smoking of 15 year olds, teenage pregnancies, tooth decay in 5 year olds</li> </ul> </li> </ul>	Public Health	March 2013
<ul style="list-style-type: none"> <li>Redesign the health visiting workforce based on MECSH and FNP</li> </ul>	<ul style="list-style-type: none"> <li>Review of the health visiting workforce during 2012/13 to reflect the revised specification for services across the 0-19 pathway and development of targeted services across the four levels of provision.</li> <li>Implementation of the Health Visiting "A Call for Action" trajectory (supporting the increase in health visitors during 2012/13)</li> </ul>	Health Commissioners	March 2013
<p><b>Aim: Develop outstanding services for children who have been or may be abused</b></p>			
Continuously challenge & improve core safeguarding services, strengthening our response to children in need	<ul style="list-style-type: none"> <li>Realign all core safeguarding services in the light of the Early Offer of Help and Munro</li> <li>Develop local MASH</li> <li>Implement findings from SCIE Child C</li> <li>Implement all inspection and QA Action Plans</li> </ul>	<p>HCATO and Health / EYFC</p> <p>HCATO / police / health / EYFC</p> <p>LSCB / HCATO/ Partners</p> <p>HCATO, SMs for QA,</p>	<p>Strategy agreed June 2012. Full implementation April 2013</p> <p>MASH in place Jan 2013 aligned to full EOH delivery by April 2013</p> <p>September 2012</p> <p>September 2012</p>



## Children and Young People's Plan 2012-13: Protection When Needed

Objective	Key milestones	Lead	Timescale
	<ul style="list-style-type: none"> <li>Analyse demand and resource ensuring appropriate caseloads for social workers and all statutory obligations are fulfilled</li> </ul>	YOS, Placements	April 2012
<p>Deliver timely, proportionate, evidence-based interventions based upon good quality assessments &amp; care plans</p>	<ul style="list-style-type: none"> <li>Implement the full use of CAF as set out in SET Procedures</li> <li>Establish and embed a CAF performance framework (quantitative and qualitative data)</li> <li>Fully develop the Community Assessment Model for Courts</li> <li>Ensure that staff training, development and retention complement the full service offer</li> </ul>	<p>MAGs, SMs for FST, disabled children and YOS</p> <p>MAGs SMs</p> <p>HCATO, legal services, health &amp; adult services</p> <p>HCATO, SMT &amp; Workforce Dev.</p>	<p>Sept 2012</p> <p>Sept 2012</p> <p>April 2012</p> <p>April 2012</p>
<p>Strengthen quality assurance functions ensuring sufficient system checks &amp; balances</p>	<ul style="list-style-type: none"> <li>Fully embed the Council's QA system and publish an annual report</li> <li>Appoint the Munro principal social worker post and implement post-Munro QA system</li> <li>Ensure LSCB implements new Munro role alongside continued challenge and restructure business support</li> </ul>	<p>SMQA</p> <p>HCATO &amp; SMQA</p> <p>HCATO &amp; LSCB</p>	<p>Sept 2012</p> <p>April 2012</p> <p>April 2012</p>

## Children and Young People's Plan 2012-13: Protection When Needed

Objective	Key milestones	Lead	Timescale
<b>Aim: Commission or deliver outstanding services that transform the life chances of disabled children, children in trouble and children in need of care</b>			
Enable disabled children & their families to access activities, prevent family breakdown & secure effective transition to adult services	<ul style="list-style-type: none"> <li>• Deliver the recommendations of the external evaluation of service                             <ul style="list-style-type: none"> <li>• Exploit opportunities of People Services Directorate to make transitions best in class</li> <li>• Strengthen safeguarding and protection of disabled children</li> </ul> </li> </ul>	SM Disabled Children  SM Disabled Children SM Disabled Children	March 2013  Sept 2012 Sept 2012
Reserve public care for those children for whom there is no safe & appropriate alternative	<ul style="list-style-type: none"> <li>• Test threshold for entry to/exit from care to ensure increased numbers are based on need</li> <li>• Review care leavers strategy to ensure number in suitable accommodation and in EET are top quartile</li> <li>• Further develop the IRO service and circulate the IRO Annual Report widely to secure ownership of responsibility for the well-being of children in care</li> </ul>	SMQA & SMT CATO  SMT for Corporate Parenting  SMQA	Sept 2012  Sept 2012  Sept 2012
Deliver outstanding fostering, private fostering & adoption; develop & maintain excellent services for children in care	<ul style="list-style-type: none"> <li>• Appoint to Access to Resources post and monitor outcomes</li> <li>• Fully implement all inspection results in Looked After services, including LILAC inspection</li> </ul>	SM for Placements  SM for Corporate Parenting	March 2013  September 2012

## Lean and Fit for the Future

<b>Strong &amp; resilient governance &amp; leadership across the Children's Partnership &amp; LSCB</b>	<b>Strong organisational discipline</b>	<b>Effective resource use through integrated strategic commissioning, capital and financial planning.</b>
<p>We will:</p> <ul style="list-style-type: none"> <li>• Deliver, through partnerships, joint strategic &amp; operational plans which ambitiously &amp; successfully respond to children's needs</li> <li>• Develop Children's Partnership as a commissioning group of HWB and ensure LSCB scrutiny function continues to hold all agencies to account</li> <li>• Further strengthen partnership between LA and schools and develop a viable traded service offer</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Deliver effective &amp; efficient business processes</li> <li>• Implement performance management arrangements which ensure robust challenge &amp; effective use of resources across all agencies</li> <li>• Enhance skills, quality &amp; capacity within our workforce</li> <li>• Build policy &amp; strategy development capacity</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Further develop our framework &amp; capacity for single &amp; joint commissioning through the transition of Children's Commissioning to the Shadow Health and Wellbeing Board in 2012</li> <li>• Develop forward financial planning across all agencies</li> <li>• Reduce our carbon footprint &amp; increase sustainability</li> <li>• Deliver transformation in quality of schools &amp; co-located community facilities through good strategic capital planning &amp; asset management</li> <li>• Reduce number of children killed or injured in road accidents</li> <li>• Commission an integrated CAMHS service</li> </ul>

Children and Young People's Plan 2012-13: Lean and Fit for the Future

Objective	Key milestones	Lead	Timescale
<b>Aim: Strong &amp; resilient governance &amp; leadership across the Children's Partnership &amp; LSCB</b>			
Deliver, through partnerships, joint strategic & operational plans which ambitiously & successfully respond to children's needs	<ul style="list-style-type: none"> <li>Integrate support for children, young people and families into the multi-agency Early Offer of Help Strategy</li> <li>Develop local MASH to improve the joint agency response to domestic violence through the early offer of Help Strategy</li> <li>Update Joint Strategic Needs Assessment for Thurrock within wider Essex JSNA</li> </ul>	EYFC	Strategy agreed June 2012
Develop partnership as a commissioning group of HWB and ensure LSCB scrutiny function continues to challenge and hold all agencies to account	<ul style="list-style-type: none"> <li>Rationalise support functions</li> <li>New independent chair of LSCB</li> <li>Re draft revised terms of reference</li> <li>Implement post -Munro implementation plan</li> </ul>	Roger Harris HOS-CATO HOS-CATO HOS-CATO	May 2013
Further strengthen partnership between LA and schools and develop a viable traded service offer	<p>Develop a traded offer brochure with costed services</p> <p>Review contractual arrangements around academies and schools services to ensure effective services which are good value for money are delivered locally</p>	Janet Clark	Traded offer to schools and academies developed for review in March 12 and implementation in September 12
<b>Aim: Strong organisational discipline.</b>			
Ensure business processes are effective & efficient	<ul style="list-style-type: none"> <li>Review effectiveness and future role of Admissions Forum in light of statutory changes</li> <li>Management and delivery of capital projects</li> </ul>	HOS-LUO  Angela Hogg/ Janet	June 2012  Ongoing 2012/13

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	<ul style="list-style-type: none"> <li>Council systems for performance management and management accounting</li> </ul>	Clark/MACE  Janet Clark and Rhodri Rowlands	March 2013
Ensure that we realise all of the potential of the complex political environment within which services in Thurrock operate	<ul style="list-style-type: none"> <li>Strategic intelligence is operating at a high level in anticipating national policy indicators and maximising opportunities to utilise new initiatives for Thurrock's vulnerable children and families.</li> </ul>	Director People Service	Ongoing 2012/13
Enhance skills, quality & capacity within our workforce	<ul style="list-style-type: none"> <li>Support the role out of new developments for the children's social care workforce</li> <li>Develop a workforce strategy to deliver the Early Offer Of Help delivery objectives</li> </ul>	Wendy Allen/ HOS CATO Wendy Allen/ SL EYFC	March 2013  March 2013
<b>Aim: Effective resource use through integrated strategic commissioning, capital and financial planning</b>			
Further develop our framework & capacity for single agency & joint commissioning	<ul style="list-style-type: none"> <li>Refresh and update Joint Commissioning Framework with S Essex PCT to prepare for the transition to Health and Wellbeing Boards and GP Consortia commissioning</li> </ul>	S M Joint Commissioning / Head of Commissioning S Essex PCT and the Health Improvement Team	May 2012

## Children and Young People's Plan 2012-13: Lean and Fit for the Future

Objective	Key milestones	Lead	Timescale
	<ul style="list-style-type: none"> <li>Develop programme of Commissioning Support Advice and Guidance for schools to include engagement through Schools Forums, Headteacher Briefings and Cluster Groups to build knowledge and capacity for individual schools and/or clusters or federations</li> </ul>	SM Joint Commissioning PCT	July 2012
Develop forward financial planning across all agencies	Develop pooled funding agreements with PCT to ensure that universal and targeted provisions are provided on a needs-led basis in schools and children's centres and ensure these are aligned with the Early Offer of Help Strategy	PCT/Head of Service Strategic Commissioning	July 2012
Reduce number of children and young people killed or injured in road accidents or other preventable accidents	Collate robust data from A&E and Ambulance Trusts to identify and target services to reduce and prevent childhood accidents	Public Health	September 2012
Commission an integrated CAMHS service	<ul style="list-style-type: none"> <li>The development of a robust CAMHS commissioning strategy across South Essex incorporating the re-design of CAMHS Tier 1-4 in conjunction with universal and targeted services.</li> </ul>	Health Commissioners	March 2013

SCS Vision	<b>“We want Thurrock to be at the dynamic heart of the Thames Gateway, a place of ambition, enterprise and opportunity, where communities and businesses flourish and the quality of life for local people is continually improving.”</b>											
Corporate priority	<b>Improve the education and skills of local people</b>						<b>Provide and commission high quality and accessible services that meet wherever possible, individual needs.</b>					
CYPF pillars	<b>Priority One: Excellent childcare, schools, colleges and settings</b>			<b>Priority two: Everyone succeeding</b>			<b>Priority three: Protection when needed</b>			<b>Priority four: lean and fit for the future</b>		
CYPF Aims	<b>Raise attainment and promote engagement, resilience, active learning and economic wellbeing.</b>	<b>Ensure high quality education training and services for children, young people and families.</b>	<b>Ensure progression routes to higher level qualifications.</b>	<b>Promote the attainment and achievement of under-achieving children</b>	<b>Promote and support inclusion</b>	<b>Reduce and mitigate the impact of child poverty and disadvantage.</b>	<b>Build parental and family resilience</b>	<b>Deliver outstanding services for children who have been or may be abused</b>	<b>Commission or deliver outstanding services for disabled children, children in trouble and children in care</b>	<b>Strong &amp; resilient governance &amp; leadership across the Children's Partnership &amp; LSCB</b>	<b>Strong organisational discipline</b>	<b>Effective resource use through integrated strategic commissioning, capital and financial planning.</b>
CYPF Objectives	<ul style="list-style-type: none"> <li>Target school improvement services so that all schools in Thurrock are good or outstanding</li> <li>Reduce the gaps in attainment for groups which are currently underachieving</li> <li>Promote family learning to support the whole community</li> <li>Equip young people with the skills required to take advantage of local economic opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Commission high quality early years settings and family support</li> <li>Ensure effective targeting of those most in need of services, through early identification and intervention</li> <li>Integrate service delivery to meet the needs of children, families and communities</li> </ul>	<ul style="list-style-type: none"> <li>Deliver high quality opportunities for learning, skills development and training, including diplomas and specialist learning</li> <li>Expand the delivery of apprenticeships and work based learning</li> <li>Respond quickly to changes in national requirements and legislation ensuring our young people benefit from new opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Improve attainment of pupils by addressing difference shown up by improved identification and tracking of underperforming groups, including white boys</li> <li>Reduce gaps in literacy and numeracy particularly at 5 and by 11</li> <li>Reduce or eliminate the number of primary schools achieving below floor targets</li> </ul>	<ul style="list-style-type: none"> <li>Meet the needs of children and young people with SEN and Learning Difficulties and Disabilities more effectively, including through better management of transitions</li> <li>Improve the outcomes and life chances of pupils in short stay provision</li> <li>Work with partners to commission effective and high quality short stay provision</li> <li>Reduce levels of fixed term exclusions</li> </ul>	<ul style="list-style-type: none"> <li>Implement a Child Poverty strategy setting out measures that the LA and all its partners will take to reduce and mitigate the impact of child poverty</li> <li>Improve school attendance and reduce the incidence of persistent absence</li> <li>Track, monitor and take steps to reduce the number of pupils from lower income families entering further and higher education</li> </ul>	<ul style="list-style-type: none"> <li>Deliver flexible &amp; diverse solutions to domestic abuse, parenting difficulties, and drug &amp; alcohol problems</li> <li>Develop specific approaches for preventing &amp; intervening in violence against women and girls (including sexual bullying, trafficking, domestic violence, forced marriage &amp; FGM)</li> <li>Reduce youth crime by focusing on what is proven to work in prevention &amp; reducing repeat offending</li> </ul>	<ul style="list-style-type: none"> <li>Continuously challenge and improve core safeguarding services</li> <li>Deliver timely, proportionate, evidence based interventions based upon good quality assessments &amp; care plans</li> <li>Strengthen quality assurance functions ensuring sufficient systematic checks &amp; balances</li> </ul>	<ul style="list-style-type: none"> <li>Enable disabled children &amp; their families to access activities, prevent family breakdown &amp; secure effective transition to adult services</li> <li>Reserve public care for those children for whom there is no safe &amp; appropriate alternative</li> <li>Deliver or commission outstanding social work services, fostering, private fostering &amp; adoption services for children in care</li> </ul>	<ul style="list-style-type: none"> <li>Deliver, through partnerships, joint strategic &amp; operational plans which ambitiously &amp; successfully respond to children's needs</li> <li>Balance challenge &amp; delivery roles of the Partnership &amp; the Local Safeguarding Children Board</li> <li>Strengthen leadership across schools &amp; services through federations, amalgamations &amp; co-location</li> <li>Develop local clusters &amp; partnerships with increased resources &amp; responsibilities for responding to local needs</li> </ul>	<ul style="list-style-type: none"> <li>Deliver effective &amp; efficient business processes</li> <li>Implement performance management arrangements which ensure robust challenge &amp; effective use of resources across all agencies</li> <li>Enhance skills, quality &amp; capacity within our workforce</li> <li>Build policy &amp; strategy development capacity</li> </ul>	<ul style="list-style-type: none"> <li>Further develop our framework &amp; capacity for single &amp; joint commissioning</li> <li>Develop forward financial planning across all agencies</li> <li>Reduce our carbon footprint &amp; increase sustainability</li> <li>Deliver transformation in quality of schools &amp; co-located community facilities through good strategic capital planning &amp; asset management</li> </ul>
	<b>If there were 100 young people what changes would we see</b>			<b>If there were 100 young people what changes would we see</b>			<b>If there were 100 young people what changes would we see</b>			<b>If there were 100 young people what changes would we see</b>		
How will 100 children be affected	<ul style="list-style-type: none"> <li>11 more children will be achieving the target levels at the end of foundation stage (NI 72)</li> <li>9 more children will be achieving level 4 and above in both English and Maths at the end of primary (NI 73)</li> <li>7 more children will be make good progression between KS1 and KS2 in Maths and English (NI 93 &amp; 94)</li> <li>8 more young people will obtain 5+A*-C including maths and English by 16 (NI 75)</li> <li>6 more children will be make good progression between KS2 and KS4 in English and 8 more in Maths (NI 97 &amp; 98)</li> </ul>	<ul style="list-style-type: none"> <li>9 more adults (out of 100) will be qualified to at least level 2, 5 more to level 3 and 2 more to level 4; (NI 163, 164 &amp; 165)</li> <li>10 more young people will report taking part in positive activities (NI 110)</li> </ul>	<ul style="list-style-type: none"> <li>7 more young people will be taking diplomas. (NI 90)</li> <li>3 more young people will be obtaining science qualifications by 16 (NI 84)</li> <li>More young people will choose to take A levels in Physics (?), Chemistry (?), and Maths (? (NI 85a, b &amp; c)</li> <li>By 19 7 more young people will have a level 2 qualification and 9 more a level 3 qualification (NI 79 &amp; 80)</li> <li>7 more 17 year olds will be in education or training (NI 91)</li> <li>7 more young people from low income backgrounds will be progressing to higher education (NI 106)</li> <li>1 less young person will not be in education, employment or work (NI 117)</li> </ul>	<ul style="list-style-type: none"> <li>10 more young people in receipt of free school meals will attain a level 2 qualification by 19 (NI 82)</li> </ul>	<ul style="list-style-type: none"> <li>18 (in 100) more statements will be completed within 26 weeks (NI 103&amp;8)</li> </ul>	<ul style="list-style-type: none"> <li>less than 5 young people will be absent from school for more than per week in secondary schools (NI 87)</li> <li>5 fewer young people will be living in poverty (NI 116)</li> <li>11 more primary and 17 more secondary children will take meals at school (NI 52a &amp; b)</li> <li>4 more young people will participate in sport (NI 57)</li> <li>5 more woman (out of 100) will still be breast feeding at 6 to 8 weeks (NI 53)</li> <li>3 fewer reception children and 4 fewer primary children will be obese (NI 55 &amp; 56)</li> <li>4 more young people will rate our parks and countryside as good (NI 199)</li> <li>4 fewer young people will have a problem with sustain misuse (NI 115)</li> </ul>	<ul style="list-style-type: none"> <li>For every 100 care leavers 7 more will be in accommodation judged as suitable. (NI 147)</li> <li>For every 100 care leavers 18 more will be in employment, education or training. (NI 148)</li> <li>5 fewer young people will be experiencing bullying (NI 69)</li> </ul>	<ul style="list-style-type: none"> <li>Only 8 of every 100 children in care have 2 moves in a year. (NI 62)</li> <li>71 out of every 100 young people in care live in the same place for more than 2 years (NI 63)</li> <li>In every 100 reviews 10 more will be in time. (NI 66)</li> <li>2 more young people will judge themselves as emotionally healthy (NI 50)</li> <li>2 more (in every hundred young people in care) will be judged as emotionally healthy (NI 58)</li> <li>Further improve the timeliness of initial assessments so 4 more in every 100 are in time (NI 59)</li> <li>Further improve the timeliness of core assessments so 11 more in every 100 are in time (NI 60)</li> <li>80 in every 100 referrals to social care will proceed to an initial assessment. (NI 68)</li> </ul>				
CYPF outcomes and targets	<b>What other changes will we see</b>			<b>What other changes will we see</b>			<b>What other changes will we see</b>			<b>What other changes will we see</b>		
What difference will we make	<ul style="list-style-type: none"> <li>5 fewer Primary schools will be below the expected levels at the end of Primary (NI 76)</li> <li>0 secondary schools will be performing below the expected levels of attainment (NI 78)</li> <li>0 school will be in special measures (NI 89)</li> <li>When inspected the numbers of Primary / secondary and special schools judged as good or better overall will be at least as good as the national average</li> </ul>	<ul style="list-style-type: none"> <li>All schools will have give access to extended services (NI 88)</li> <li>7 more children's centres will be open (NI 109)</li> <li>When inspected the numbers of Primary / secondary and special schools judged as good or better for positive contribution will be at least as good as the national average</li> <li>When inspected the numbers of Child minders / childcare / judged as good or better will be at least as good as national averages</li> </ul>	<ul style="list-style-type: none"> <li>TELLUS - Percentage of young people wishing to progress to FE / HS</li> <li>Inspections of Secondary / sixth form / colleges judged good</li> <li>Percentage inspected services judged good or better for economic well being</li> <li>When inspected the numbers of secondary / sixth forms and colleges judged as good or better for economic well being will be at least as good as the national average</li> </ul>	<ul style="list-style-type: none"> <li>We will not see a significant difference between the attainment of young people from different ethnic groups (NI 107 &amp; 108)</li> <li>The lowest attaining pupils at foundation stage will improve at a faster rate than the best performing (NI 92)</li> <li>Fewer FSM pupils will attain lower grades at KS2 and KS4 than there non FSM peers (NI 102a, b)</li> <li>More children in care will attain the expected levels in education (NI 99, 100 &amp; 101)</li> <li>More pupils in receipt of free school meals will progress to obtain a level 3 qualification (NI 81)</li> <li>When inspected the numbers of Primary / secondary and special schools judged as good or better for Enjoy and Achieve will be at least as good as the national average.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer than 1 in 1000 young people will be excluded (NI 114)</li> <li>The performance gap between young people with Special needs and their peers will close (NI 104 &amp; 105)</li> <li>Behaviour in 9 out of 10 of our schools will be judged as good or better (NI 86)</li> </ul>	<ul style="list-style-type: none"> <li>Continue the reduction of teenage pregnancies (NI 112)</li> <li>Chlamydia comment (NI 113)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the present low rate of hospital admissions caused by unintentional and deliberate injuries to children (NI 70)</li> <li>Improved Processes for the safeguarding of children who go missing from care or home will be developed (NI 71)</li> <li>YOIS comment re (NI 19, 43, 44, 45, 46 &amp; 111)</li> <li>When inspected the numbers of Primary / secondary and special schools judged as good or better for staying safe will be at least as good as the national average</li> </ul>	<ul style="list-style-type: none"> <li>Fewer young people subject to child protect plan for more than 2 years (NI 64)</li> <li>Fewer than 1 in 10 young people who are subject to a child protection plan are re registered. (NI 65)</li> <li>All Children who are subject to a child protection plan are reviewed on time (NI 67)</li> <li>90% of those who are identified as in need of adoption are adopted within 12 months. (NI 61)</li> <li>All guidance for provision of CAHMS services will be met. (NI 51)</li> </ul>	<ul style="list-style-type: none"> <li>The views of parents of disabled children will be satisfied with services (NI 54)</li> <li>Achieve good or outstanding inspection judgements in fostering, private fostering and adoption by developing and maintaining excellent corporate parenting services</li> </ul>			