



YOUNG SOUTHWARK

**CHILDREN AND YOUNG
PEOPLE'S PLAN
2006-07 to 2008-09**

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Young Southwark: taking the next steps

Welcome to Southwark's first Children and Young People's Plan.

This is a single, strategic, overarching plan for all local services affecting children and young people in Southwark. It is published in compliance with the requirements of the *Children Act 2004* (s.17).

The plan covers three years – 2006-07, 2007-08, 2008-09. It will be reviewed and rolled forward annually as part of a cycle of continuous improvement.

Making a difference

The aim is to improve all aspects of the well-being of all children and young people in Southwark. Successful implementation of our priorities will mean in three years time:

- higher standards of literacy and numeracy for all pupils at Southwark schools, with rates of improvement sustained above the national average
- a downward trend in teenage pregnancies, with the prospect of halving current rates in future
- fewer children and young people affected by crime or fearful for their safety
- more positive, fun activities for children and young people of all ages, with rising levels of satisfaction with facilities available
- a slowing of the rate of increase in childhood obesity, with the prospect of bringing the rise to a halt in future
- local community networks of schools, children's centres and health centres making additional services accessible for children and families in their communities, reducing referrals and preventing admissions into hospitals
- specialists working as "a team around the child" for children with disabilities and complex needs, and a new Child Development Centre offering a single front door
- children's service practitioners undertaking common training and using common processes to help them work together
- children, young people and their families having more say in how all services are designed and delivered
- raised levels of awareness of child protection, with better understanding of the risk and protective factors involved
- faster rates of progress for children and young people who are currently disadvantaged.

These are complex challenges with no guarantee of success. Yet they are important goals, worth striving for and achievable through hard work and strong partnerships.

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Planning in partnership

The plan has been developed with and agreed by members of the Young Southwark partnership. This is our local partnership to safeguard and promote the well-being of children and young people in Southwark through closer integration of service planning and delivery. It consists of representatives from key agencies with responsibilities for children and young people, including Southwark Council, Southwark Primary Care Trust, Southwark Police, the Learning and Skills Council, local education and health providers, and voluntary and community bodies, working together with children and young people and their families.

Becoming a Children's Trust

The plan consolidates the partnership's learning and development over the past year. Publication marks the point at which we can start describing Young Southwark as our local "Children's Trust".

The Children's Trust is not a separate organisation. It is the next phase of the development of the Young Southwark partnership, for which there is clear inter-agency governance and the capacity to plan and commission improved services jointly on the basis of an integrated strategy. Over the coming years, joint planning and commissioning will continue to grow and evolve, leading to more extensive use of common processes and the integration of frontline delivery. Mapping out how this will happen is a key feature of the content of the plan.

Building on the Young Southwark strategy

The Young Southwark strategy, released in September 2005, provides the framework of principles and priorities within which this plan has been developed. This was itself the product of extensive consultation, building on developments over the previous three years.

Since then the agenda has continued to progress both locally and nationally. We have commissioned new work to inform the plan, and we have consulted further. Key influences have been:

- the draft Community Strategy developed under the aegis of the Southwark Alliance;
- Southwark Council's new Corporate Plan;
- views gathered at last December's Young Southwark stakeholders' event;
- development of a local Southwark education vision;
- the local public health annual report, *Choosing Health in Southwark*, and work to audit progress against the Children's National Service Framework (NSF);
- local consultation on the *Youth Matters* Green Paper;
- an extensive needs assessment, which has been closely linked with an equality impact assessment;
- the outcome of the first independent Annual Performance Assessment of local children's services;
- the national funding settlement for local children's services;
- national policy developments including the Childcare Bill, the Schools White Paper: *Higher standards, better schools for all*, *Commissioning a patient-led NHS* and the Health White Paper: *Our health, our care, our say*.

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Equality and diversity

An Equality Impact Assessment has been carried out to ensure that the plan enables us to promote equality for all children and young people and that the potential for unfair discrimination against any groups is avoided or reduced to a minimum. Under the Race Relations (Amendment) Act 2000, there is a requirement to assess the impact of plans on race equality; in Southwark we have extended this to cover an additional five areas: age, disability, faith/belief, gender and sexual orientation. Any potential for inequality that was identified has either been addressed in the plan itself or will be covered in actions and policies that flow from this. The impact of the plan on equality will also be monitored as part of the annual review.

Aligning plans

The plan focuses on priorities for whole system development and how these will be delivered through joint activity. It highlights where activity in one sector reinforces activity in another sector to support the achievement of the priority outcomes listed in the plan. It is not, however, a detailed operational plan. It does not seek to record all the actions to deliver the Young Southwark strategy that partners across the local system are committed to take forward in their own organisations. However, it is underpinned by their operational plans, through which they will manage delivery on a day-to-day basis, ensure progress is maintained, focus effort on specific challenges, and help staff understand how their work fits into the bigger picture.

The planning process, starting from the Young Southwark strategy as a common reference point, has sought to ensure this alignment - not just for the more detailed operational plans within children's services but across a much wider set of strategies and plans, as illustrated by the diagram below. The well-being of local children and young people will be promoted through all aspects of community regeneration.

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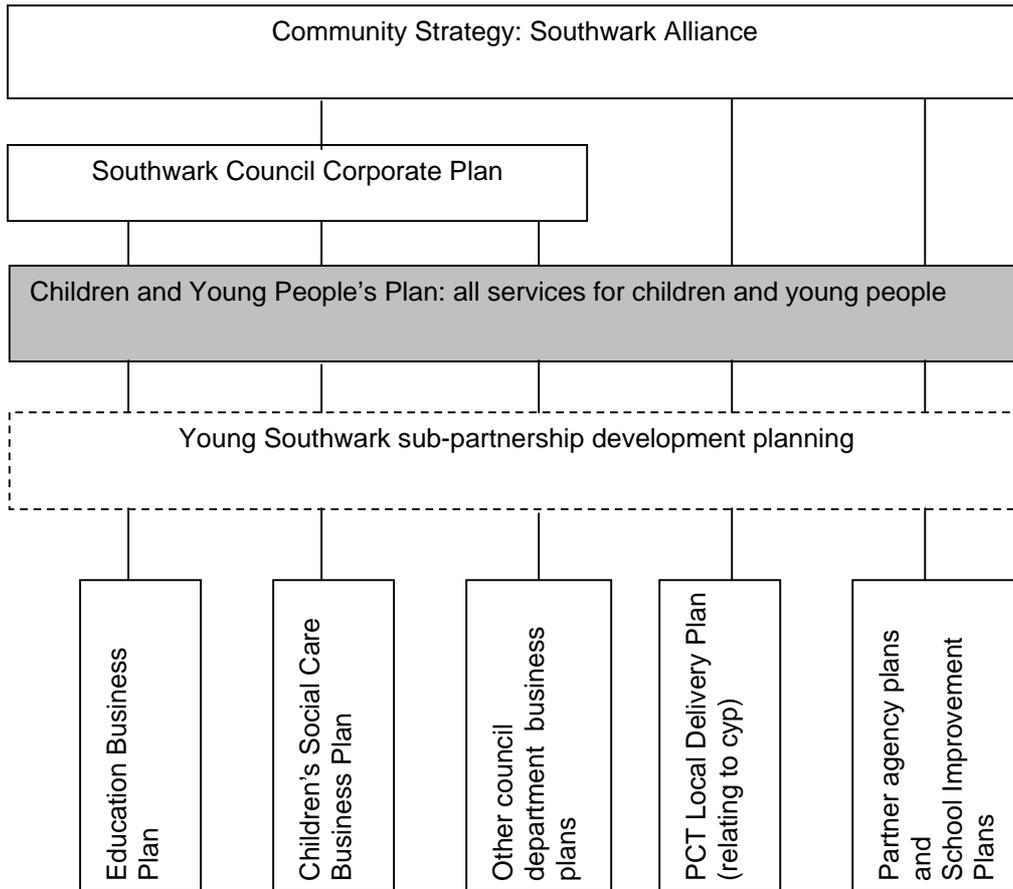


Figure 1 Relationship of Children and Young People's Plan to other plans

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Our vision and principles

Our vision and the principles to guide its achievement were established in the Young Southwark strategy.

We want Southwark to be a place where every child and young person can have high expectations and the best opportunities. We will work together with children, young people and their families so that they can grow up in good health, feeling safe and secure, and realise their full potential in life.

Our vision is underpinned by the five Every Child Matters outcomes.

Be healthy	Physically healthy Mentally and emotionally healthy Sexually healthy Healthy lifestyles Choose not to take illegal drugs <i>Parents, carers and families promote healthy choices</i>
Stay safe	Safe from maltreatment, neglect, violence and sexual exploitation Safe from accidental injury and death Safe from bullying and discrimination Safe from crime and anti-social behaviour in and out of school Have security, stability and are cared for <i>Parents, carers and families provide safe homes and stability</i>
Enjoy and achieve	Ready for school Attend and enjoy school Achieve stretching national educational standards at primary school Achieve personal and social development and enjoy recreation Achieve stretching national educational standards at secondary school <i>Parents, carers and families support learning</i>
Make a positive contribution	Engage in decision-making and support the community and environment Engage in law-abiding and positive behaviour in and out of school Develop positive relationships and choose not to bully and discriminate Develop self-confidence and successfully deal with significant life changes and challenges Develop enterprising behaviour <i>Parents, carers and families promote positive behaviour</i>
Achieve economic well-being	Engage in further education, employment or training on leaving school Ready for employment Live in decent homes and sustainable communities Access to transport and material goods Live in households free from low income <i>Parents, carers and families are supported to be economically active</i>

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In achieving our vision, we want:

- children, young people, parents, carers and families to know how they can contribute and to feel supported in doing their best
- everyone who works for children and young people in Southwark to feel proud to contribute to a partnership approach making a real difference, and
- everyone to have confidence in the quality of Southwark services.

Our actions will be guided by **10 principles for reform**.

Whole system principles

Our aim is whole system reform, not a series of disconnected initiatives. This requires:

1. ***common purpose***. We need a shared understanding and agreement on what is to be achieved and how it is to be achieved.
2. ***investment in outcomes***. Agreed outcomes and priorities should become a shared reference point for decision-making and resource allocation, whether relating to pooled or separate budgets.
3. ***clarity of governance and accountability***. Partners and stakeholders need to understand how decisions are made and where accountability lies.

Child and family centred principles

Everything must be in the best interests children and young people. Children need to be enabled as advocates of their own interests and, as far as possible, families need to be supported and empowered, not made dependent. This requires:

4. ***personalised service***. Services need to be designed and delivered to respond flexibly to individual need, not one size fits all.
5. ***choice and participation***. Children and their families need to be offered choice and to have their say in how services are designed and delivered.
6. ***plurality and diversity***. Our commitment to equality and valuing diversity needs to be at the heart of all we do and services need to be commissioned from as broad a range of providers as possible to respond to the diversity of needs and preferences.

Service redesign principles

What needs to be done in particular service areas will vary, but there will be common themes and directions:

7. ***emphasis on the quality of universal services***. Our first concern must be to ensure that we have strong, inclusive, universal services with the capacity for early intervention when needs arise.
8. ***specialist services support growth of preventative capacity***. Specialist services have a key role to play, working more closely alongside universal services, helping to prevent problems earlier rather than dealing with them only when they become more serious.
9. ***assessments define help rather than police thresholds***. Energy and expertise should be focussed on delivering the right package of help for the individual child rather than testing the child against the priorities of individual services.
10. ***integration driven by service improvement***. Integration is not a goal in itself. The degree of integration needed - co-ordination and signposting; adopting common processes; co-location and structural reorganisation – depends on the most efficient ways to improve service delivery.

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The Southwark context

Our plans to improve outcomes for children and young people in Southwark must start from a realistic assessment of local needs, both current and future. We must also be clear about the performance and capacity of existing services, and the particular contribution that each service can bring to a whole systems approach. The views and concerns of children, young people and their families are integral to this.

Since publication of the Young Southwark strategy, three key sets of evidence have been brought together to help us take stock of where things currently stand and to focus our plans:

- a wide-reaching needs assessment conducted in line with national guidance on requirements for joint planning and commissioning;
- a report drawing on the views of 5,000 children and young people in Southwark compiled around the five Every Child Matters outcomes, complementing results from the latest MORI poll of Southwark residents;
- the conclusions from Southwark's first Annual Performance Assessment (APA) of children's services published in December 2005.

A fuller analysis drawing on these sources is provided at Appendix A. Below is an overview of some of the key issues and drivers.

Demographic and socio-economic profile

Approaching 62,000 children and young people aged 0-19 now live in Southwark. This is a diverse, dynamic and growing population, with high levels and complexity of need. Service delivery and development need to take particular account of the following.

Ethnic, cultural and religious diversity

- 41% of resident school-aged children and young people are White British, 25% Black African, 10% Black Caribbean, 8% Mixed and 4% Asian
- 60% of Southwark young people identify their faith as Christian, 10% as Muslim, 2% as other, and 28% identify themselves as agnostic
- More than 100 different languages are spoken in Southwark school
- Southwark is home to a significant local Traveller community

Differences between resident and school populations

- 17% of pupils in Southwark state schools are from other boroughs
- 30% of secondary school age Southwark children are educated in other boroughs
- The proportion of black and minority ethnic children in our schools is significantly higher than for the resident population (70% compared to 60%)
- Children with Black African backgrounds are the largest single ethnic group of pupils in Southwark schools

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Projected population growth

- The 0-14 population is forecast by the GLA to grow by almost 15,000 (21%) by 2016
- The proportion of black and minority ethnic groups is forecast to continue to grow, with the largest growth likely in the Black African population

Housing, mobility and regeneration

- 68% of dependent children in Southwark were living in socially rented accommodation (council or other) at the 2001 Census
- Almost 50% were living in overcrowded accommodation, compared to 13% nationally
- One in seven Southwark children move in a year
- One in three Southwark pupils change schools at least once during both primary and secondary education
- Up to 60 young people a month arrive new to the borough, mainly from overseas, needing a place in a Southwark secondary school
- More than 40% of the borough is now covered by a planned development or regeneration area

Deprivation and poverty

- Although there are areas of significant wealth and prosperity, the majority of wards in Southwark are in the 10% most deprived wards in England in terms of income deprivation affecting children
- More than half of children in Southwark live in poverty
- Southwark has the 8th highest rate of long term unemployment in England and Wales, and (at the 2001 Census) 5,800 children had parents who have never worked or are long-term unemployed
- 41% of Southwark pupils are eligible for free school meals, compared to 15% nationally

Family structures

- 41% of dependent children were living in one parent families at the 2001 Census, 10% in step families and 3% 'not in a family' – all above Inner London and England averages

Children in need

- about 4,000 children (7%) receive special child health services, with new referrals increasing fourfold in the last 6 years
- the proportion of 0-14 year olds with a long-term life-limiting condition is predicted to increase by a third over the next 10 years
- about 7,000 referrals a year are made to children's social care, a rate over twice the average across Inner London - half include concerns about domestic violence
- 1,771 children in need were identified in May 2005, a rate of 42 per 1000, up from 39 per 1000 in 2003 and double the England average
- 760 children and young people provide unpaid care in Southwark (2001 Census)

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Performance, outcomes and needs

There are many challenges for children's services in such a complex environment, but equally Southwark is a place where effective services working together can make a huge difference. The first Annual Performance Assessment gave us a comprehensive, external view of how well Southwark children's services are contributing to each of the five Every Child Matters outcomes. Strengths and areas for improvement are summarised below, and we have added further needs identified through our local needs assessment.

Be Healthy
<p>APA strengths</p> <ul style="list-style-type: none">• the promotion of healthy lifestyles for children and young people• health needs of children looked after• clear priorities supported by targeted surveys• strong partnerships <p>APA areas for improvement</p> <ul style="list-style-type: none">• reducing teenage pregnancy rates• extending CAMHS• health of children with disabilities• substance misuse <p>Further needs identified</p> <ul style="list-style-type: none">• childhood obesity• pre-conception, maternity and perinatal services• sexually transmitted diseases
Stay Safe
<p>APA strengths</p> <ul style="list-style-type: none">• joint strategic approaches• detailed action plan in response to the Children's Inspection• good performance indicators generally• effectively management Child Protection register• Child Protection cases reviewed• impact of partnerships <p>APA areas for improvement</p> <ul style="list-style-type: none">• children and young people's views of their own safety• impact of quality assurance systems• speed and quality of assessments and reviews• clarity concerning Child Protection thresholds across organisations• more adoptions <p>Further needs identified</p> <ul style="list-style-type: none">• violent domestic crime• safety of lesbian, gay, transgender and bisexual young people• safeguarding Black African children

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Enjoy and Achieve
<p>APA strengths</p> <ul style="list-style-type: none">• expansion of services for children aged under five• reduction in the rate of unauthorised absence and improved attendance of looked after children• improvement in performance at Key Stage 3• good partnerships and collaboration in providing for the education and training of young people aged 14-19 <p>APA areas for improvement</p> <ul style="list-style-type: none">• the overall attainment of pupils across all key stages• the quality of child care in day care settings• differences in performance related to ethnicity• the proportion of pupils in alternative provision for longer than one year• the quality of educational provision for excluded pupils• support for schools and other educational and care settings causing concern <p>Further needs identified</p> <ul style="list-style-type: none">• inclusion and special educational needs• more for fun things for children and young people to do
Make a Positive Contribution
<p>APA strengths</p> <ul style="list-style-type: none">• joint strategic approaches consultation with young people• low levels of reoffending and reduction in young people convicted or warned• fewer children looked after warned or convicted• schools generally free from bullying, racism or harassment• high number of young people contribute to reviews <p>APA areas for improvement</p> <ul style="list-style-type: none">• transition arrangements for children with disabilities and those with ongoing mental health needs• transition arrangements for children looked after living out of the borough <p>Further needs identified</p> <ul style="list-style-type: none">• opportunities for positive engagement and participation• young carers
Economic Well-Being
<p>APA strengths</p> <ul style="list-style-type: none">• joint strategic approaches collaboration with colleges in delivering post-16 education and training• the proportion of young people progressing to full time education or training. <p>APA areas for improvement</p> <ul style="list-style-type: none">• provision of school places for children aged 14-16• achievement of looked after children. <p>Further needs identified</p> <ul style="list-style-type: none">• income maximisation, access to childcare and anti-poverty strategies• education, training and work opportunities for parents• young homeless

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Service capacity

The 2005 Annual Performance Assessment rated current services and their capacity to improve, as below.

Areas for judgement 2005: London Borough of Southwark	Final judgements
The contribution of <i>the local authority's social care services</i> in maintaining and improving outcomes for children and young people	3
The contribution of <i>local authority's education services</i> in maintaining and improving outcomes for children and young people.	2
The contribution of <i>the local authority's children's services</i> in maintaining and improving outcomes for children and young people.	3
The council's overall capacity to improve its services for children and young people	3

Grade	Service descriptors	Capacity to improve descriptors
4	A service that delivers well above minimum requirements for users	Very good
3	A service that consistently delivers above minimum requirements for users	Good/promising
2	A service that delivers only minimum requirements for users	Adequate
1	A service that does not deliver minimum requirements for users	Inadequate

Overall, Southwark's children's services were assessed as "consistently delivering above minimum requirements for users" with "good/promising" capacity to improve. This plan is about fulfilling that promise over the next three years.

Addressing needs, improving outcomes, building capacity

The range of needs and issues raised is very wide.

Appendix A provides a systematic commentary on how we are building on our strengths, addressing areas for improvement and responding to the further needs identified. This includes looking well beyond children's services, at the links with housing, regeneration and anti-poverty strategies, which are critical to many underlying factors affecting the well-being of local children and their families.

Appendix B provides summaries of the plans developed through the Young Southwark sub-partnerships, focused on groups of children and young people, at different ages and stages of development, and those with particular needs.

The plan now focuses on the ten main areas we have selected as whole system priorities.

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Taking forward our priorities

The Young Southwark strategy established ten priorities for the partnership as a whole. Their selection was based on:

- what will make the biggest impact on the lives of children and young people
- where Southwark has most ground to make up against national averages
- what children and young people said is most important to them
- where a whole system approach is most needed to make a difference, and
- what will create capacity for future improvement.

Five relate to specific outcomes for children and young people and five to service developments.

Outcomes

1. Improved literacy and numeracy
2. Reduced rates of teenage pregnancy
3. Reduced incidence of crime against children and young people
4. More for children and young people to do
5. Reduced rates of childhood obesity

Service development

6. Coordinated development of community networks, extended schools and children's centres
7. Redesigned services for children with disabilities, continuing and complex care needs
8. Introducing common tools and processes, e.g. for information sharing and assessment
9. Children, young people and their families participate more actively in service design and delivery
10. Raised levels of awareness of child protection across the system

Our additional assessments of need and performance have reinforced the importance of each of these areas and helped us to refine our understanding of what needs to be done.

For each outcome, we have established a high-level plan summarising the needs assessment and planned activities with milestones. Our aim is not only to improve average levels for each outcome, but also to narrow the gaps where particular groups of children and young people are missing out or not faring as well as others.

The focus is on where joint activity is needed. It has also become evident how strong the interdependencies are between achieving the different outcomes, how in many cases the underlying issues to be tackled are the same, and how powerful the impact could be if progress can be made simultaneously on all of them.

Our service development plans seek to strengthen these connections through bringing services together in a child and family centred approach.

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Outcomes

Improved literacy and numeracy

The *Young Southwark strategy* says:

“Achieving basic standards in core subjects at the end of primary school is key to most other aspects of future well-being. Southwark’s results at Key Stage 2 in 2004 were the lowest in the country. Ground needs to be made up from the early years onwards. Improvements could make a big difference for many children, including Children Looked After, and address significant inequalities between ethnic groups.”

Southwark children and young people say they want:

- Teachers that are fair and kind and approachable if you have a problem
- To do subjects they enjoy
- Achievement awards – act as an incentive to work hard and achieve goals
- Availability of language classes
- Parents to be educated on their main responsibility as role models for children
- Improved school facilities
- More team-based activities in lessons

Needs assessment

Results at all four key stages show improvement in the numbers of pupils reaching expected levels in 2005. While Southwark’s attainment levels are improving in line with our statistical neighbours across all key stages, we are still not achieving national attainment targets for some key stages, for example Key Stage 2. Table 1 summarises the position for key stages 2, 3 and 4.

Table 1 Southwark attainment levels across Key Stages 2-4 2005/06 – compared to 2004/05 and national figures

	2005/06 outturn	2005/06 target	2004/05 outturn	Improvement since 2004/05	National outturn
Percentage of pupils achieving 5 or more A* to C grades at GCSE	47%	43%	42%	+5%	57%
% of key stage achieving level 5 at key stage 3 in:	English	65%	62%	+3%	74%
	Maths	60%	60%	+0%	74%
	Science	53%	53%	+0%	70%
% of key stage achieving level 5 at key stage 2 in:	English	72%	76%	-4%	79%
	Maths	67%	75%	-8%	75%
% of children looked after achieving 5 or more A* to G grades at GCSE	43%	N/A - Local PI	27%	+16%	N/A - Local PI
% of children looked after achieving 5 or more A* to C grades at GCSE	13%		8%	+5%	

The position for Foundation Stage and Key Stage 1 is as follows:

- **Foundation Stage:** Foundation Stage Profile data for 2005 shows that 38% of children in educational settings achieved a good level of development in communication, language and literacy and in personal, social and emotional development; this is working towards the national target of 50% of children achieving a good level of development at end of Foundation Stage by 2008.

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- **Key Stage 1:** compared to 2004, the gap between Southwark and national results has reduced by 3 percentage points in Reading, 4 percentage points in Writing and Maths and by 1 percentage point in Science.

Analysis of literacy and numeracy results at all ages has led us to refocus this outcome so that it also includes KS3 and KS4 i.e. secondary aged children and young people. The Annual Performance Assessment process highlighted the need to focus on overall attainment across all key stages as a key for improvement. All secondary schools now publish KS4 results to include the percentage of pupils attaining 5+ A* - C GCSEs including English and Maths as a new and key national measure. This is significant for Southwark secondary schools, as high numbers of pupils in some schools have not achieved these qualifications.

Between 2004 and 2005 Southwark has seen a 3% increase in 5+ A*-C including English and Maths figure, from 29% to 31%. This exceeds the national rate of increase of 2%. However, Southwark is 15 percentage points behind the national average using this measure, compared to 10 percentage points behind the national average when English and Maths are not included. In some schools, the percentage variation between results when English and Maths are not included in the analysis is as much as 30 percentage points.

The detailed needs assessment for literacy and numeracy must also take account of other significant influences on children's ability to learn, which can impact either as single factors or in combination:

Children Looked After

The educational attainment of children looked after is an area of concern and a high priority for improvement both locally and nationally. During 2004/05 in Southwark only 48% of children leaving care at the age of 16 or over had achieved one or more GCSEs (or equivalent GNVQ) compared to 96% across all of Southwark. This performance was similar to Inner London (51%) and England (50%), each well below the national target of 75%.

Free school meals

Eligibility for free school meals is a proxy measure for poverty and deprivation and is strongly correlated with low attainment. 41% of Southwark pupils are eligible for free school meals due to the family's economic status, compared to 15% nationally. Pupils eligible for free school meals continue to under-perform across all three core subjects (Maths, English, Science) at all key stages.

Special Educational Needs

In January 2005, 36% of all Southwark pupils had a Special Educational Need, with 4.1% of the school population requiring a statement of Special Educational Need. This is higher than the national average – the Department for Education and Skills estimates that 22% of children in England are identified as having SEN and just over 3% have a statement. Analysis at all key stages shows that children with identified special educational needs underachieve significantly compared to their peers in all areas of learning.

English as an Additional Language

For 40% of Southwark pupils English is not the main language spoken at home.

Ethnic diversity

The three predominant ethnic groups in schools are Black African, White British and Black Caribbean. There are correlations between ethnic background and

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underachievement, especially for White British and Black Caribbean groups. For example, Caribbean pupils underachieve at Key Stage 3, although results show that the gap is closing for this group. In all three subjects Caribbean pupils have made more progress than all pupils, with Caribbean boys making more progress than Caribbean girls. Southwark also has a significant population of pupils from Traveller families – 170 to 200 pupils in 2005. While some Travellers attain 100% attendance and achieve above expected levels in their SATs, no Traveller pupil achieved 5 A*-C grade GCSEs.

There are also correlations for some measures of inclusion and ethnicity which impact on a child's ability to learn, such as exclusions from school. Across all exclusions Caribbean pupils are over represented. Over a quarter of total exclusions are of pupils from Caribbean background but they make up approximately 14% of the school population. White pupils are also slightly over represented with 32% of exclusions and 26% of the school population.

Pupil mobility

Pupil mobility remains a factor influencing pupil performance in Southwark schools. The highest attainment at all key stages is for pupils who have spent a full 4 years within their current school. The groups performing least well are those coming into school in the last two years. 85% of these are from ethnic minority backgrounds and half with English as an additional language.

Gender balance

Boys generally experience lower achievement than girls across all scales, and represented 72% of all permanent exclusions from Southwark schools in 2004. At Foundation Stage there is a gender difference in communication, language and literacy, and in personal, social and emotional development, with a higher percentage of girls achieving a good and very good level of development. At Key Stage 2, a higher percentage of girls achieved the expected level of attainment. Girls outperformed boys at all key stages in 2005, except at Key Stage 2 Maths where girls and boys were on a par.

Gifted and Talented

All secondary schools are already involved in the Gifted and Talented programme. The 2005 attainment results for this Gifted and Talented cohort showed that the percentage of students achieving level 7 in English was up 3% from 2002 in Key Stage 3 and in Maths up 18%. The percentage of students achieving 3+A*/A grades was up 3% from 2002.

Other factors:

The impact of housing and general deprivation issues is outlined in the Needs Assessment summary at Appendix A. Other factors specific to underachievement in education settings include:

- **Disparity between settings:** at secondary level, in 2005 the difference between the top and bottom attaining schools for 5+ A*-C at GCSE was 56 percentage points, and 54 percentage points where English and Maths were included.
- **Parental learning:** parental learning has a strong influence on children's learning, and on their attainment.

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Plan for 2006-2009

Key issues are to:

- Raise levels of achievement in all core subjects at all levels
- Close the gap for all underachieving groups in core subjects at all key stages, including BME groups and children looked after
- Reduce the differential between schools' attainment at secondary level
- Strengthen leadership and management capacity across the primary sector
- Enhance the contribution of parents and wider community resources to support children's learning of core skills
- Provide coherent networks of multi-disciplinary preventative services to enhance the capacity of schools to work with pupils with additional needs
- Work with schools through the Inclusion and SEN strategy to ensure that attendance, behaviour and provision for those without a school place continue to improve, and that provision for vulnerable pupils is of high quality

Key Milestones	Date
<p>Raise attainment at all key stages compared to statistical neighbours and national average</p> <ul style="list-style-type: none"> • 50% of children reaching a good level of communication, social and emotional development at end of Foundation Stage, compared to 38% in 2005 • KS2 (BV40&41) 71% pupils to achieve level 4+ at KS2 Maths and 74% at KS2 English • KS3 (BV181) 61% pupils to achieve level 5+ at KS3 Maths and 65% at KS3 English • KS4 (BV38) 47% pupils to achieve 5+ A* - C at GCSE or equivalent 	<p>2008</p> <p>2008</p> <p>2008</p> <p>2008</p>
<p>Raise attainment for underachieving groups</p> <ul style="list-style-type: none"> • 67% Black Caribbean pupils to achieve KS2 level 4+ in Maths • 80% Children Looked After have in place a Personal Education Plan • Inequalities between the level of development achieved by children at Foundation Stage in the 20% most disadvantaged areas is reduced • EAL: improved performance at KS3 results in English for children recently arrived from overseas results discounted at KS2 (draft Youth PSA target 8) 	<p>2006</p> <p>2008</p> <p>2008</p> <p>2008</p>
<p>Strengthen our challenge to school and education setting functions and challenge low achieving schools/settings more vigorously</p>	<p>2006 onwards</p>
<p>Improve the quality of teaching and learning through training and in-school support</p>	<p>2006 onwards</p>
<p>Providing intensive in-school support for schools facing challenging circumstances</p>	<p>2006 onwards</p>
<p>Preventative networks in place in all eight community council areas with clear referral pathways using the common assessment framework</p>	<p>2008</p>
<p>Extended schools across Southwark have in place the core offer so that quality child care, swift and easy referral, community access and parent support are available in each locality.</p>	

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Key Milestones	Date
<ul style="list-style-type: none">• Half of primary schools and one-third of secondary schools have core offer in place	2008
<ul style="list-style-type: none">• All schools have core offer in place	2010
<p>Inclusion and SEN strategy is making a difference for vulnerable pupils:</p> <ul style="list-style-type: none">• All schools/learning settings have in place effective systems which track the progress and support the learning of vulnerable pupils and pupils with Special Educational Needs• Attendance (BV45&46) % absence: 7.6% of secondary pupils and 5.6% primary• Provision for excluded pupils (BV159) 90% of pupils to have 21+ hours	2007 2008 2008

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Reduced rates of teenage pregnancy

The *Young Southwark strategy* says:

“Southwark has one of the highest rates of teenage pregnancy in the country. Reductions could help break an inter-generational cycle of poor prospects. There are also close links with improving other aspects of sexual health.”

Southwark children and young people say they want:

- Advice and confidential support services
- More doctors, nurses, counsellors and health clinics
- More advice about being a young parent, in addition to advice on teenage pregnancy

Needs assessment

Reducing teenage pregnancy is a priority because pregnancies among teenagers are frequently unintended, and teenage pregnancy is associated with poor outcomes for mothers and their children.

In 2003 Southwark had the second highest rate of teenage pregnancy in England with 351 conceptions to girls under 18, a rate of 88.1 per 1000 females aged 15-17. Provisional data for 2004 shows a slight improvement to 342 conceptions and a rate of 85.2. However, as other boroughs improved more than this, Southwark now has the highest rate in the country based on this data. Southwark's rate is significantly higher than the average for Inner London (59.6 per 1000) and over twice that of England (41.7 per 1000).

The national PSA target was that there should be a 15% decrease in teenage conception rates between 1998 and 2004. The 2004 data shows that Southwark has achieved a 2.3% reduction. Across Inner London the average reduction was 13.2% and 7 boroughs achieved the PSA target. The overall reduction across England was 11.6%. As 26 boroughs did not achieve any reduction Southwark is by no means the worst performer on this target - but this is clearly an outcome area that needs to improve.

Teenage pregnancy rates are high across the entire borough: 20 of the 21 wards in Southwark fall within 20% of the wards in England with the highest rates of under 18 conceptions.

There is a correlation between deprivation and rates of conceptions to girls under 18. The wards with the highest rates of conceptions also have high scores of deprivation (Nunhead, Livesey, Newington, Camberwell). The wards with the lowest scores of deprivation (Village, College, Surrey Docks) also have the lowest rates of conceptions to girls under 18.

The following groups are at significantly greater risk of teenage pregnancy:

- young people living in poverty
- children in care or leaving care
- children of teenage mothers
- children with lower rates of educational attainment
- not being in education, training or work at the age of 16
- children who have been sexually abused
- children with mental health problems

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- children who have had contact with the police.

Longer term, sustainable reductions will come from tackling these underlying causes. More immediate prevention is closely linked with action to reduce sexually transmitted diseases (see Appendix A).

Plan for 2006-2009

By the end of the planning period, Southwark's *Teenage Pregnancy and Parenthood Strategy* aims to be on track to achieve the national PSA target to:

- Reduce our under 18 conception rate by 60% by 2010

The trajectory against which we will monitor progress towards this target for the period of this plan is set out below:

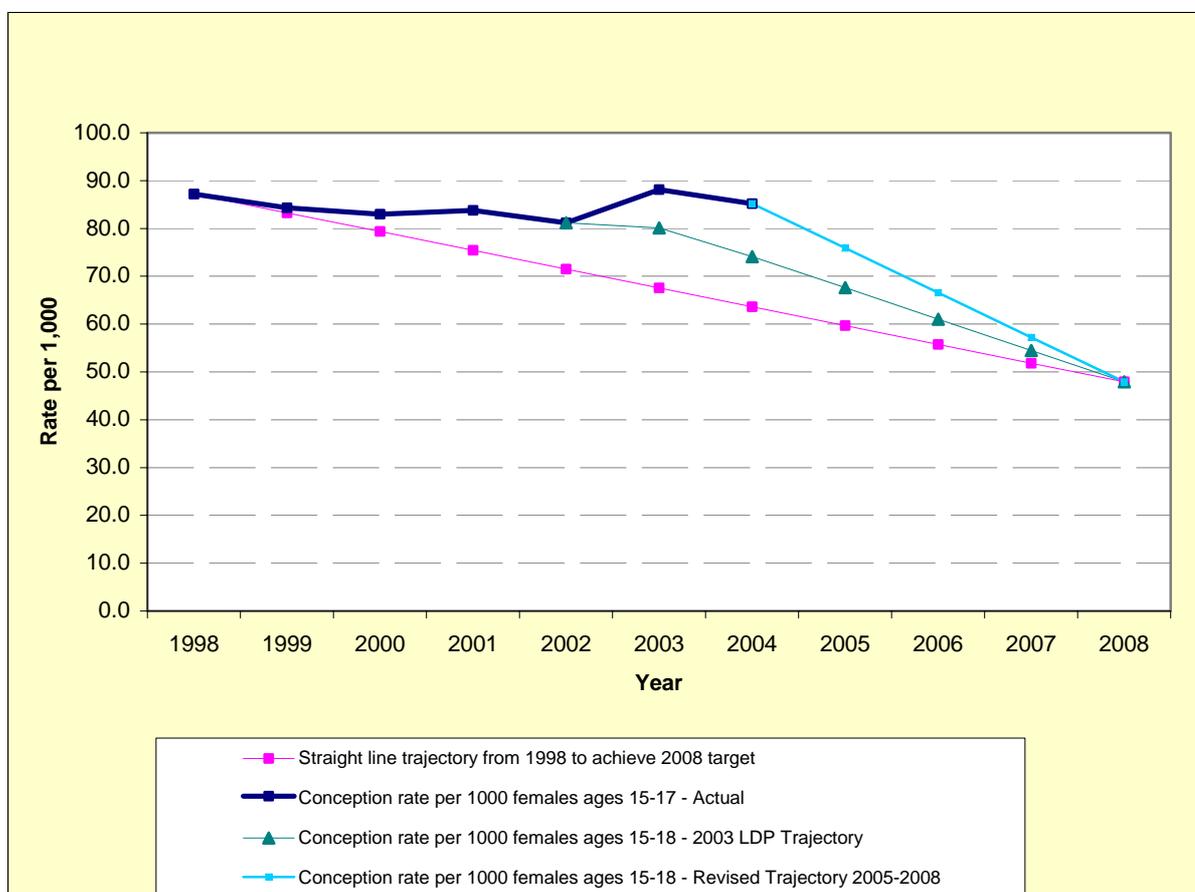


Figure 2 Teenage Conception Rates - Southwark Trajectory per Local Delivery Plan

Since 1998, the teenage pregnancy rate in Southwark has been relatively static. The current rate of conception is standing at 85.2 per 1000 (a 2.3% decrease on the 1998 baseline - shown in the bold line). To reach the 2008 interim target (47.9 per 1000), we have revised the original trajectory, which is indicated by the steeper box line. However our local 2005 data on teenage births suggests that there is unlikely to be such a decrease in rates in 2005, so the final trajectory for 2006 to 2008 will be all the more challenging. This means that major changes are required in order for us to achieve our targets. The plans below are the starting point. They will now be subject

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to an urgent priority review undertaken with Southwark Alliance to ensure that everything possible is being done to respond to the scale of this challenge.

Five areas have been identified as critical:

- sex and relationships/ personal, social and health education in schools
- accessible, young people friendly sexual health/contraceptive advice
- targeted work with at risk groups of young people
- workforce training on sex and relationships issues
- a youth service focus with sexual health a key curriculum component.

By focusing on these areas, we aim to achieve the following outcomes:

- All young people receive quality sex and relationship education (SRE) within Personal Social and Health Education in schools and out of school settings including those in post 16 education
- All young people know about sexual health and contraceptive services in their areas
- All young people have access to young people-friendly contraceptive and sexual health services appropriate to their needs in statutory and non-statutory settings
- All young people have access to free pregnancy testing and counselling and speedy referral to NHS-funded abortion or maternity services
- All young people have opportunities to build self-esteem and aspirations to fulfil their potential and minimise risk-taking behaviour
- Young people representative of the local community are involved in the needs assessment, planning, delivery and monitoring of work to prevent teenage pregnancy, improve sexual health and support teenage parents
- Parents feel confident and skilled in talking to their children about sex and related issues
- Preventive services are targeted at parts of the borough where there are higher rates and at young people who are at greater risk – recognising the need to raise aspirations among girls likely to conceive as teenagers and to encourage responsible behaviour in some groups of boys and young men.

Milestone	Date
Promote access to sexual health services by having in place a co-ordinated communication and promotional strategy building on the “Choose Your Life” campaign, the work of L8R programme, a bus stop poster campaign and establishment of a team of outreach workers (i.e. sexual health).	April 2006 onwards
Targeted support and intervention programmes developed specifically for those young people who are in care and the needs of young boys and young men, especially with regards to their role and responsibilities (e.g. STIs and increased use of condoms)	April 2006 – 2009
Through outreach (e.g. youth clubs) and drop-in centres, provide information and key worker support to enable young people to access free pregnancy testing and counselling and speedy referral to NHS-funded abortion or maternity services.	April 2006 – 2009
Targeting preventative services, through outreach approaches, in parts of the borough where there are higher rates of teenage conception and young people at greatest risk. (e.g. Grange, Nunhead, Peckham, Bermondsey and Rotherhithe)	April 2006 – 2009

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Milestone	Date
Provide work-based learning targeted to the needs of teen parents to improve access to education, employment and learning	April 2006 - 2009
Launch of the Sex and Relationship Education guidelines accompanied by appropriate training to front-line staff working within Sure Start, Social Services, Youth and Connexions, Play and After-School and Family Resource Teams	May 2006
"Prevention Team" established within Teenage Pregnancy Unit to support delivery of SRE in schools (with a particular focus on increased level of SRE for Years 7s and 8s) and the wider community.	July 2006
A co-ordinated package of support to parents to talk to their children about sex and related issues through the dissemination of the 'Guide to Parents', parent 'friendly' workshops on estates, in schools etc.	September 2006
Young people within local communities involved in needs assessment, planning, delivery and monitoring of work geared to the prevention of teenage pregnancy, the improvement of sexual health and increased support to teenage parents.	December 2006
Meet the Local Public Service Agreement target to increase the proportion of schools attaining Healthy School status: - 79% of schools have Healthy School status	December 2008
Complete network of "localised" sexual health clinics in line with extended services development and health modernisation agenda to improve access to appropriate information, advice and guidance (i.e. one in each locality), especially around sexual health, condom distribution scheme and wider contraceptive services.	March 2009



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Reduced incidence of crime against children and young people

The Young Southwark strategy says:

“10-16 year olds in Southwark feel more unsafe than local adults or peers in other parts of the country and are more likely to be victims of crime. This fear curtails many aspects of their lives. Reducing youth crime is closely linked, as young people are often the perpetrators as well as victims”.

Southwark children and young people say they want:

- A reduction in crime - no guns, murder, violence. Less crime means a nicer environment to live and play in
- No racism - don't want to be victims of racism or see evidence of racism
- A member of the Youth Offending Team (YOT) to help young offenders strive for excellence
- More police and more security (CCTV)
- Adults employed to stay in parks as security for children
- A safe environment - being able to travel at night safely without fear of going to certain areas. Buses are a particular concern.
- Better public transport - so they can get around easily and not have to wait long periods to get home at night.
- Security after youth events and programmes to ensure children and young people get home safely
- A room at school available to escape from bullies

Needs assessment

Southwark has the fifth highest rate of crime amongst its family of London authorities, and a higher rate of offences against the person than the Metropolitan Police area average.

During the period April to October 2005, 1,660 offences against young people were recorded in total, indicating a rise of 2% on the previous year. This includes a 26% rise in the incidence of robbery. In 49% of these offences, the suspect was also a young person. Bullying by other young people is also a concern. Although there is evidence of progress from school inspections, one in twenty local young people are still saying they have been bullied in the last three months.

Factors highlighted in the description of the Southwark context create a high risk of significant numbers of young people who are disaffected, socially excluded, under-achieving and at risk of becoming involved in criminal and/or anti-social behaviour.

Reducing the involvement of young people in crime and anti-social behaviour as perpetrators as well as victims is critical. Youth crime in Southwark fell by 16% in 2003, but in 2004/05 rose again by 9%. This reflected a regional trend of increased offending, particularly in relation to offences against the person.

Some 3,000 domestic violence incidents are reported to the police in Southwark each year. Research suggests that a young person's experience of domestic violence, whether as victim or witness, is correlated with future violent offending.

Available data indicates the prevalence of alcohol and controlled drugs misuse by young people. Problematic substance misuse, even where not in itself an offence, is strongly associated with offending and anti-social behaviour.

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The Safer Southwark Partnership and Young Southwark have worked closely together through the Young People and Crime Strategic Board, which co-ordinates a range of services to prevent and reduce youth crime led by the multi-agency Youth Offending Team (YOT). Our approach is to recognise the need for early identification of problems and difficulties, early intervention and prevention, medium-term intervention and pro-active action with young offenders.

The strategy operates on three levels:

(a) *Services for priority (high-risk) and prolific offenders:* A targeted programme of action, led by the YOT, to reduce the offending and anti-social activity of a minority of young people, who cause harassment to the community and present a risk of serious harm to the public. We refer to this group as prolific and priority offenders (PPOs). This programme includes:

- Intensive Supervision and Surveillance Project offering 25 hours per week contact
- Enhanced casework service, co-ordinated by the multi-agency Risk Management Panel
- Gangs Disruption Team
- Resettlement and After-Care for young offenders released from custody
- Support for parents

(b) *Services for young people at risk of involvement in crime and anti-social behaviour:* Intensive targeting of children and young people at the early stages of a criminal career, or at demonstrable risk of involvement in offending or anti-social behaviour due to the prevalence of a number of risk factors. This programme includes:

- Intensive support for children aged 8 years and above and their families, offering casework, Parenting classes, Family Group Conferencing, Family Therapy, support for education, behaviour change work – for young people at risk of involvement in offending or anti-social behaviour.
- Neighbourhood prevention programmes – offering targeted support and youth activities for vulnerable young people in high-crime areas.
- Support to enter/remain in full-time education, training and employment through Connexions Personal Advisors.
- Reparative activities – that enable young offenders to make amends to their victims or the community as a whole.
- An Arrest- Referral Scheme to support young people arrested, whose substance misuse may be associated with their offending behaviour.

(c) *A wider strategy of youth inclusion to support all young people to feel safer at school and in their local communities, and to provide more positive opportunities.* Broader aspects contribute to the Young Southwark priority of “more things for children and young people to do”.

In addition, an Anti-Bullying Policy has recently been developed with schools, which sets out a range of strategies and guidance available to schools in developing their own policies and how these should link with their safeguarding and behaviour policies for example.

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Plan for 2006 – 2009

Key objectives for service delivery are outlined in the annual Youth Justice Plan and the Youth Crime Strategy: The Next Steps (October 2005).

The over-arching aim is to reduce the involvement of young people in offending and anti-social behaviour, either as victims or perpetrators. This will be achieved by:

- Delivering a premium service to reduce the rate of re-offending by prolific and priority offenders
- Increasing gang prevention and intervention activities at specific locations across the borough
- Increasing the capacity of Early Intervention Services to prevent at risk youngsters becoming involved in crime or anti-social behaviour
- Increasing the services available to support parents of children involved or at risk of involvement in crime
- Increasing the numbers of young people who report crime and other incidents to police or other agencies
- Providing safe environments where children can learn, play and socialise
- Providing safe routes to and from schools through the visible presence of Police Schools Beat Officers and neighbourhood wardens
- Delivering education programmes in schools and youth settings to promote citizenship and increase awareness of harmful behaviours and their possible effects, including support for implementation of anti-bullying policies

Key measures of progress from the perspective of children and young people's safety from crime and bullying will be:

- Reduced levels of crime against young people, especially robbery
- Reduced occurrence of bullying reported in surveys of children and young people
- An improved sense of safety, at school and in the community, reported in surveys of children and young people

Milestone	Date
Reduce crime against children and young people <ul style="list-style-type: none"> • Reduce overall level of crime against children and young people • Reduce young victims (10-17 years) of robbery as a percentage of all young victims of crime 	March 2009 March 2009
Reduce youth involvement in crime and anti-social behaviour and the criminal justice system <ul style="list-style-type: none"> • Reduce the rate of re-offending - for the 2006 cohort after 2 years by 3 percentage points compared to the 2003 cohort after 2 years • Reduce the number of first time and direct entrants to court - by 2% 	March 2009 March 2009

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Milestone	Date
<ul style="list-style-type: none"> compared to 2004-05 baseline Reduce offending and anti social behaviour by the target group of 100 young people by 30% 	March 2009
Extend early intervention <ul style="list-style-type: none"> Youth Inclusion and Support Panel (YISP) extended to cover age range from 13-16 years Undertake Targeted Youth Support Team pilot to develop 	April 2006 April - September 2006
Increase support for parents <ul style="list-style-type: none"> Support for parents of young offenders - 10% of parents of young offenders to complete a parenting intervention Increase Anti Social Behaviour Unit referrals to family conferences 	Year-on-Year Year-on-Year
Tackle domestic violence <ul style="list-style-type: none"> Domestic Violence Forum and Southwark Children's Safeguarding Board to develop joint action plan for multi-agency response Increase to 30% the proportion of incidences where legal sanctions are taken (Local Public Service Agreement target) Increase reporting through increasing assisted reporting sites to 16 	2006-07 2007-08 March 2009
Reduce risk factors for young people <ul style="list-style-type: none"> Young people involved in the criminal justice system to be engaged in full-time Education, Training or Employment (ETE) - 90% of 16-17 year olds have 25 hours per week of ETE Reduce homelessness amongst young people - all young offenders to be in suitable accommodation 	March 2009 March 2009
Reduce substance misuse amongst young people <ul style="list-style-type: none"> 100% of young offenders to be screened for substance misuse An Arrest-Referral Service to be in place for young people testing positive in police detention Develop a borough-wide alcohol strategy and action plan Tier 3 and 4 services to be available for all young people assessed as engaging in problematic misuse Develop a new and comprehensive young people's drug service 	Ongoing April 2006 September 2006 Ongoing March 2009
Increase young people's sense of safety at and around school <ul style="list-style-type: none"> All schools to have a Schools Beat Police Officer and annually negotiated agreements Increase the visible presence by neighbourhood wardens on school routes Support for pupils to tackle bullying All schools to have robust anti-bullying policies which are reviewed and supported in line with the behaviour policy 	Ongoing September 2006 April 2007 Ongoing
Increase young people's sense of safety in their local communities <ul style="list-style-type: none"> Develop gang intervention programme with new methods of working Establish a community safety youth forum to identify and address anti-social behaviour problems affecting young people Extend Together Action Zones to all Community Council areas, bringing agencies together to facilitate community safety problem solving and appointing an area community safety officer for each zone 	April 2006 September 2006 March 2007

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More for children and young people to do

The Young Southwark strategy says:

“Children and Young People’s top concerns are about a lack of things to do and other young people hanging around. More opportunities to take part in positive activities can help reduce crime and improve levels of health and fitness.”

Southwark children and young people say they want:

- Better physical environment - improvements on creating a cleaner environment with open space, more green space, no graffiti or rubbish, clean streets, better quality parks, better public facilities
- More or better sports leisure facilities that are not too expensive - in particular improvements to the local swimming pools, more youth clubs, a bike track, go-karting facilities, climbing wall, badminton courts, new library, cheaper cinema, free galleries, museums and sports after school hours
- Schools to offer more time for physical education activities and to open up at weekends
- Better promotion of what activities are available.
- More trips to places such as the Houses of Parliament

Needs assessment

In recent years there have been some significant improvements in facilities available for children and young people in the borough and, where measured, levels of participation in sport, play and youth-work related activities have been increasing, as illustrated below in Figure 3.

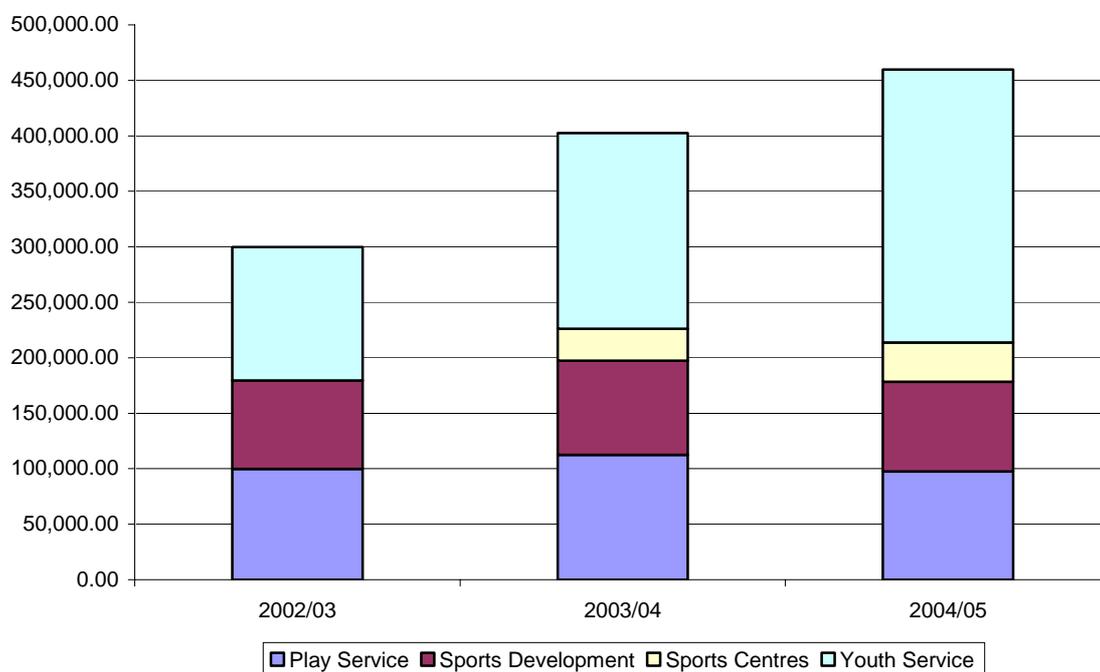


Figure 3 Level of participation by Southwark children and young people in play, sports and youth activities, 2002/03 – 2004/05

Source: LPSA 1 Objective 12: Youth participation, November 2005 (audited version)

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Nevertheless, there are persistent concerns that there is not enough for children and young people to do in Southwark. This is not just an issue for children and young people themselves. The bi-annual Mori polls of adult residents - amongst others - regularly highlight young people hanging around and lack of facilities for young people as significant concerns for the adult resident population, and the latest evidence would suggest that this concern is growing. Apart from cleaner streets, the availability of more facilities for young people is perceived to be the most needed improvement in the local area.

The perceived lack of positive things to do is also often seen as an underlying cause of other negative outcomes such as crime and anti-social behaviour. Young people themselves make a clear link between fear of crime and a lack of facilities. 41% say that more facilities for young people would make them feel safer in the area.

There are also many inherent benefits from children and young people participating in a wide range of activities - increased levels of physical fitness, improved emotional well-being, broader learning and skills development, greater confidence and social skills, fun and enjoyment, making a contribution to their local community, etc. For parents, availability of supervised activities will often be important for childcare needs. Equally, there are particular benefits in activities that families can do together.

Plan for 2006-2009

By March 2009, we aim to demonstrate measurable improvements in the satisfaction of both young people and adult residents with what is available for children and young people to do in the borough. For young people, a new survey will be undertaken later in 2006 to create a robust baseline. This will cover all five Every Child Matters outcomes, but have a particular focus on young people's views on "things to do and places to be" and how they could be improved.

The Council is currently undertaking a review of community and leisure facilities, and how well these meet the needs of children and young people. Over the next three years, the Council and its partners will work together to:

- engage children, young people and their families to find out more about what they want and to improve information about what is already available
- extend facilities and opportunities, targeting gaps in existing provision, looking to make the best possible use of resources, and in particular make the most of what can be offered through extended schools
- improve access to all facilities in the borough, whether in the private, public or voluntary and community sectors, particularly for children and young people who are disadvantaged and taking account of cultural diversity
- ensure that facilities for children and young people are given high priority in the management and development of regeneration programmes
- develop and implement a Southwark Youth Offer across all services working with young people.

Specific action currently planned is set out below. This will be developed further from the outcome of the review.

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Milestone	Date
A co-ordinated approach to the delivery of activities throughout the major holiday periods – ensuring that at least 25% of children and young people residing in each Community Council participate at Easter and Summer in some form of play, sport or youth focused activity	April 2006 onwards
Undertake a new youth survey linked to the review of current provision	June 2006
Youth Opportunities Fund of £73,000 to be disbursed for activities chosen by children and young people in consultation with the Southwark Youth Council	July 2006
Play strategy developed, enabling greater leverage of inward investment through the Big Lottery and other funding streams	November 2006
Launch Southwark Youth Offer, as an entitlement for all children and young people living and educated in the borough, including a cultural entitlement for what every young person in Southwark can expect to have experienced by age 19 years	January 2007
Increase sports outreach development programmes, including Southwark Community Games, taking place in each of the 8 community council areas reaching between 8,000 and 10,000 children and young people	March 2007
Develop a targeted approach specifically for children looked after who live in the borough	March 2007
Implement the national improvement model for libraries and young people designed by The Reading Agency, which is based on Every Child Matters principles	2008
Promote awareness of volunteering and improve choice and quality of opportunities for young people. To include establishing a volunteering database and a 15% increase in Millennium Volunteers, as well as response to youth survey above.	March 2009
Undertake children's Public Library User Survey and respond	2006 and 2009
New library, learning and cultural facility at Canada Water with youth focus, including youth involvement in service design and delivery	2009
Increase community access to school facilities through extended schools offering longer opening times <ul style="list-style-type: none"> • half of primary schools and one-third of secondary schools have core offer in place • all schools have core offer in place 	2008 2010
Complete network of 'magnet youth centres' across the borough - (the Damilola Taylor Centre is already established centrally in Peckham): <ul style="list-style-type: none"> • the Salmon Centre to be established in this role in the north • a centre linked to the Aylesbury regeneration 	September 2006 March 2009

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Milestone	Date
<ul style="list-style-type: none">• a further centre to be established in the south	March 2009
Increase the range, programme and support to young people with special needs and disabilities, for example through the Fast Forward and Only Connect schemes – 15% increase in participation over the next three years	March 2009



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Reduced rates of childhood obesity

The Young Southwark strategy says: “The biggest threat to the future health of our children is the rising level of obesity, which is associated with both poor nutrition and lack of regular physical activity. Improved nutrition and exercise can have positive impacts on attainment and behaviour.”

Southwark children and young people say they want:

- More/better sports and leisure facilities aimed at young people that are not too expensive
- Schools to offer more time for physical education activities
- Better playground areas at schools
- Better school lunches – more fruit and vegetables, less chips and fried food
- Vending machines that offer nutritious food
- School to play a more active role in providing better food
- Cheap and healthy fast food shops

Needs assessment

Reducing childhood obesity in Southwark is a priority because it is strongly linked with poor health outcomes and there is a rising obesity ‘epidemic’.

Obesity in childhood is strongly associated with adult obesity, and also with the premature development of such potentially life-shortening conditions as diabetes (type 2), high blood pressure, coronary heart disease, breast and bowel cancer, and stroke. On average, obese children face a life expectancy shortened by about 9 years. Obesity is also linked to gallstones, back trouble, joint trouble and mental health problems including depression.

Across the UK, the proportion of children whose overweight or obesity is posing a risk to their health is more than 1 in 5 boys (21.5%) and 1 in 4 girls (27.5%) aged 2-15. Between 1995 and 2003 the prevalence of obesity among children aged 2 to 10 (inclusive) rose from 9.9% to 13.7%. During this period the group with the greatest rise in obesity, from 11.2% to 16.5%, was children aged 8 to 10 years.

We do not yet have precise local data, but we can be clear from national studies that childhood obesity is a significant problem in Southwark. Levels tend to be higher in deprived, inner city areas. Extrapolation of national level data conservatively estimates a three-fold increase in childhood obesity from 12% in 2001 to 36% in 2010 in Southwark.

There is almost no difference between the obesity projections for boys and girls, but there are known socio-economic and ethnic differences in the prevalence of obesity. Groups of people at most risk of obesity are:

- those living in socially deprived areas
- those with parents who are overweight or obese
- those with disabilities
- South Asians
- African-Caribbeans

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Plan for 2006-2009

By March 2009 our aim is to be on track to:

- Halt the year-on-year rise in obesity among children under 11 by 2010

Young Southwark will work with the Healthy Southwark Partnership to develop and implement a local Obesity Prevention and Management Strategy, including actions to prevent and treat obesity through healthy eating and physical activity for infants under 6 years and for children aged 6-19 years.

Key issues to be addressed, include:

- establishing local baseline data on the current level of childhood overweight and obesity, and arrangements for future monitoring
- working in closer partnership with schools on health issues, including support and encouragement to attain Healthy School Status
- making provision of healthy eating and physical activity programmes for children and young people in Southwark more comprehensive and more equitable
- engaging parents and wider community resources
- developing a more structured approach to the management of obesity in children

Once the local baseline has been established we will set a trajectory of annual targets to reduce year-on-year increases. We will also look to measure and reduce differences for at risk groups.

A "Healthy Food in Schools" Steering Group has been established to put into practice the Healthy Food in Schools agenda in Southwark and meet national requirements associated with food and nutritional standards in schools. The group incorporates representatives from primary, secondary and special schools, the PCT, and Southwark Education. This group will be carrying out detailed work in a number of areas covering school meals and healthy food in schools and extended schools.

Milestones	Date
Provide community-based obesity management programme through the MEND (Mind, Exercise, Nutrition, Diet) programme	Pilot programme January 2006 – March 2008
Develop strategy to increase rates of take up of breastfeeding	June 2006
Baseline data on heights and weights of children in Year 0 and Year 6 established for Southwark, with clear arrangements for future monitoring	September 2006
All schools are in a sports partnership	September 2006
New Government food standards implemented by schools	September 2006
Review and develop a strategy to encourage and support parents to influence their children towards making healthy lifestyle choices	December 2006
Increase availability of provision for sports and physical activity in the community – see More for Children and Young People to	March 2007

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Milestones	Date
Do	
Government nutrition standards implemented by primary schools	September 2008
Meet the Local Public Service Agreement target to increase the proportion of children receiving two hours high quality physical education and school sport each week: <ul data-bbox="252 533 1024 568" style="list-style-type: none">• 77% of pupils as measured by 2007/8 PESSCL survey	2008
Meet the Local Public Service Agreement target to increase the proportion of schools attaining Healthy School status <ul data-bbox="252 689 1024 725" style="list-style-type: none">• 79% of schools have Healthy School status	December 2008
All schools in Southwark have a school travel plan in place to promote active journeys to and from school, in line with the Southwark Draft School Travel Plan Strategy	March 2009
Government nutrition standards implemented by secondary schools	2009

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Service development

Introduction

Improved outcomes will require changes to service delivery. While some additional resource is being provided by national government in particular areas, much of the additional impact will need to come from services working together more effectively and being focused more precisely on the delivery of outcomes. It will also be based on ensuring quality in universal services. Commissioning will play a core role in redesigning services to work together in a child and family focussed way, and to ensure that both existing and new investment is focused on priority needs and outcomes.

The quality of universal services

Our first concern must be to ensure that we have strong, inclusive universal services with the capacity for early intervention when needs arise. This includes both education and health.

Schools and other education settings are the universal service where most children and young people spend the most significant amounts of their time. To this end, we have invested in developing a much stronger and more coherent set of principles and priorities for education services in Southwark so that they operate at the heart of children's services.

Universal health services, simply defined, are "services that everyone can use without being referred". This includes:

- General Practice
- General Dentistry
- Community Pharmacy
- Community based ophthalmology
- Community Midwifery
- Health Visiting
- School Nursing

We need to build on the contributions of these services and make the links with health service reforms placing greater emphasis on devolved commissioning, preventative public health approaches and specialist services being delivered wherever possible locally through the universal services.

Priorities for service development

Our five Young Southwark priorities for service development are built on this foundation, applying across whole range of services and defining how they will work together more closely in key areas.

Our plans for each priority are summarised below, having first been set in the context of how we see the universal services developing.

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A new vision for education in Southwark

Schools and other education settings are the universal services with the most constant and consistent contact with children and young people and they are the universal service where children spend by far the largest amounts of their time.

We believe that developing and strengthening our education services is fundamental to realising our vision for children's services as a whole. Educational attainment is a top priority and underpins other outcomes. Schools and education settings contribute directly to all these outcomes and will increasingly become a focal point for delivering other services.

In many respects 2005 can be seen as a turning point:

- the local authority resumed its full responsibility for education services following the ending of government intervention in August
- results for educational attainment improved at every key stage, and the improvements were faster than the national average
- an external inspection gave a very positive assessment of services for 14-19 year olds
- our survey of Southwark residents showed the biggest ever increase in confidence and satisfaction with local schools.

However, as the Annual Performance Assessment rating makes clear, there is still a long way to go.

Our vision is intended to help us build on the real improvements in education in the last year, strengthen the role education plays in the borough and provide a strong statement of what education contributes to the lives of people in Southwark as part of this first children and young people's plan. It has been developed since the Young Southwark strategy was produced and hence forms a further influence shaping the CYPP.

The vision is based on eight principles and six priorities and is a shared vision across education services. It has been developed collectively with head teachers, governors, professionals across children's services, ethnic minority groups and parents and young people through the Young Southwark partnership conference. It represents a much better alignment of our focus areas and key delivery plans/ strategies for education, and is a vision that places schools and other education settings at the heart of children's services and the heart of their local communities.

The principles that run through the whole vision are based on shared beliefs about children and the importance of education, summarised as follows:

1. There are no limits to a child's potential
2. Whatever a child's learning need – we must respond
3. Education and learning must work in partnership with other services
4. We cannot succeed without the help of parents, carers, families and communities
5. Education and learning must be at the heart of all communities
6. All staff must be supported and valued to achieve success for children
7. We must listen to what children and young people need and seek to deliver it
8. We must find ways through conflicting demands, to make sure a child's needs always remain the priority

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The priorities for education set out the core planks for strengthening the contribution of schools and education settings to outcomes for children and young people, not just in learning and achievement but also across all aspects of Every Child Matters. Each priority is underpinned by more specific objectives and the key elements of these are set out under each priority:

1. We will raise standards and improve achievement for all through high quality learning, teaching and curriculum, providing a range of pathways to support progress from 0-19 and beyond.
 - Raise attainment in core skills at all ages
 - Address the underachievement of particular groups and the variation in outcomes within and between education settings
 - Personalise learning and match the curriculum to the individual's needs
 - Develop learning pathways for 0-19 including specialist options for 14-19
 - Develop a diverse programme of extra-curricular activities
2. We will provide high quality, inclusive and safe services, meeting the needs of all children and young people.
 - Establish an inclusive culture in all settings and support vulnerable children
 - Maximise attendance and promote positive behaviour
 - Promote health and ensure children are kept safe
 - Provide a high quality school place for all, and ensure fair access arrangements
3. We will work in partnership with learners, parents, carers, families, communities and agencies to provide access to high quality and appropriate services to meet the wider needs of children, young people and their communities.
 - Develop extended schools and children's centres in community locations
 - Work in multi-agency partnerships across networks
 - Improve participation of children, young people and parents/ carers in service development and decision making
 - Ensure that education services benefit from linking with the community
4. We will recruit, retain and develop diverse and highly skilled staff, leaders, managers and governors proud to work in Southwark.
 - Develop self-managing schools and education settings
 - Recruit and develop skilled staff and governors with a diverse range of backgrounds
5. We will identify and build on success, tackle poor and unfair practice and ensure that equality, diversity and excellence are at the heart of education services.
 - Track progress so that all learners' needs are met
 - Build on good practice and tackle failure
6. We will secure resources for all, and target them at areas of greatest need.
 - Maximise resources and allocate them fairly and transparently
 - Use capital investment to transform buildings and to provide accessible and safe sites suitable for learning

The priorities in this vision are reflected throughout this plan in terms of outcomes milestones and priorities areas for action. Strengthening the universal provision in this way will impact particularly on the ways in which schools and education settings can contribute to the five service wide development priorities that run across the whole of children's services.

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Towards a new primary care strategy

During 2006, Southwark Primary Care Trust is developing a new Primary Care Strategy. This will:

- Bring together the implications of significant national policy changes over the last 3 years - the Children's NSF; Changing Childbirth; the NHS Plan 2000; Creating A Patient Led NHS; Commissioning a Patient led NHS; Your Health Your Care Your Say
- Set out the components a high quality local primary care sector that is responsive to the needs of Southwark residents
- Describe the operational implications of Southwark's Nursing Strategy – in terms of workforce development / change and role redesign / training
- Articulate the new contracting and performance management relationship between independent contractors and the PCT
- Commit to ensuring quality by opening up the market in primary care to more competition; and to rewarding quality by commissioning care for a wider population from high performing NHS primary care organisations.
- Articulate the implications of the 5% shift of work from hospitals to community settings, the creation of community based diagnostics, and improved access (e.g. opening hours and range of services) for primary care premises.

The overall direction will be to continue to widen the role of community-based universal health services and improve access, with for example:

- A strong focus on health promotion, preventing illness and empowering self-care through information giving and educating
- General Practices providing specialist services as an alternative to hospital referral
- Community pharmacists, dentists, and ophthalmologists extending their range of services
- More community based diagnostic facilities
- Health visiting widening into/ being augmented by a children's nursing service
- Walk in clinics, Urgent Care Centre and more extended hours services.

The development of the Primary Care Strategy provides the opportunity to explore further how plans for universal health services can support the delivery our local children's services agenda.

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Co-ordinated development of community networks, extended schools and Children's Centres

The Young Southwark strategy says: "The opportunity exists to create a coherent infrastructure for the local delivery of integrated services."

Southwark 2016: localities of mixed communities

People were very clear in response to widespread consultation on the Community Strategy that they wanted local identities reinforced based on mixed communities. This has led to a vision for Southwark in the draft Community Strategy as *a network of localities, focusing around the eight community council areas*. For each area, the aim will be to create a mix of housing, businesses, public services and community facilities that 'work' for that area.

The opportunity for children's services

Children's services in Southwark are well-placed to move in this direction:

- schools are working together in learning networks based on the eight community council areas and plans for extended schools provision are being developed in this context;
- the Sure Start Children's Centres programme is to be extended to cover the whole borough by March 2008, with new centres organised on a "hub and spoke" model;
- youth and connexions services are aligned to the community council areas, with youth provider networks developing;
- health service localities, though larger, can align quite easily with pairs of community councils.

The opportunity lies not just in geographical alignment, but in how specialist services can work more closely with universal services to create local capacity for prevention and early intervention when children and their families need additional support. This is already happening with a range of innovative projects and teams, including multi-agency working with community and voluntary sector involvement. Examples include: Behaviour and Educational Support Teams (BESTs), Family Resource Teams (FRTs), On-Track, Youth Offending Teams, Heartbeat International, and Boyhood to Manhood. However, many of these are dependent on short-term funding focused on particular geographical patches, which may not be sustainable, or equitable in terms of needs of individual children and young people.

The development of our Young Southwark Children's Trust arrangements with capacity for whole systems planning and commissioning, and the significant investment planned in children's centres and school buildings, creates a unique opportunity to take this agenda forward over the next three years.

The way forward

Following publication of the Young Southwark strategy, two linked pieces of work funded by the Neighbourhood Renewal Fund have been used to develop an understanding of how this local alignment of services can be taken forward consistently with our service design principles. The first focused specifically on local

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needs and evidence of what works in relation to preventative Child and Adolescent Mental Health Services, and involved extensive consultation with local parents. The second was an options appraisal exercise for how local preventative (level 2) services as a whole might be configured in future, undertaken by the Office for Public Management (OPM). This focused more on developing and evaluating proposals in discussion with service providers, and bringing in ideas from other local authorities.

The conclusions reached were very consistent at a broad level. Preventative and early intervention (level 2) services needed to:

- be locally organised and delivered on a comprehensive geographical basis;
- have improved co-ordination and multi-agency/multi-professional delivery;
- relate closely to and support Level 1 universal services such as schools and GPs;
- act as a conduit to the more specialist Level 3/4 services.

The OPM report proposed specific models, but indicated more work needed to be done to test and develop these.

The direction of travel now envisaged over the period of this Plan is as follows:

- service developments should be designed in the context of the PCT localities and the local authority community council areas
- for each area a coherent multi-agency configuration of preventative and more specialist services should be developed to work with and through children's centres, schools, health centres, and youth facilities
- the shape of this multi-agency configuration is likely to vary from one area to another, and to be made up of both integrated multi-agency/multi-disciplinary teams and more specialist single agency teams
- the range of practitioners could include – health visitors, social workers, CAMHS, educational welfare officers, educational psychologists, speech and language therapists, school nurses, youth and connexions workers etc
- common processes for referral, assessment, and information sharing will be used to bind together the multi-agency configuration and to link it to both the universal providers it supports and the more specialist services it may need to refer to beyond the area or locality
- part of the multi-agency configuration will need to be a central capacity to co-ordinate and quality assure assessments made through the Common Assessment Framework (CAF) and to manage referral pathways, creating a clear focus for each age group ie. 0-6, 6-13 and 13-19
- service commissioning will also develop over time through the network configuration, as part of a model with three levels:
 - borough-wide - a common core of services funded and commissioned to meet borough-wide priorities, and delivered consistently across the borough
 - individual fund-holder - providers of universal services, such as schools and GPs, continuing as now to commission additional services using their own budgets to meet specific needs
 - area based – capacity created over time, both through devolution of borough-wide funding and the pooling of locally held funds to commission services collectively at a local level tailored to a local needs assessment.

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The emerging model is illustrated below at Figure 4 [still under development].

The top box (Service Delivery) illustrates that in some instances staff will be collected together into integrated teams to deliver services whilst in other instances services will be delivered by separate agencies or partners. These will come together through the commissioning process in a multi-agency configuration delivering services at one of the three levels described above.

The second box (Service Planning) illustrates how the area-based work will be configured. We expect representatives from the universal services and possibly other partner agencies to work collectively to understand the needs of young people within the universal settings and commission jointly services from the multi-agency groups. Where the areas identify needs that work across a wider base than the locality they will be able to request a borough wide approach to the commissioning of services.

Finally, universal service providers will still be commissioning some services directly either from the multi-agency groups or from individual specialist agencies or partner organisations.

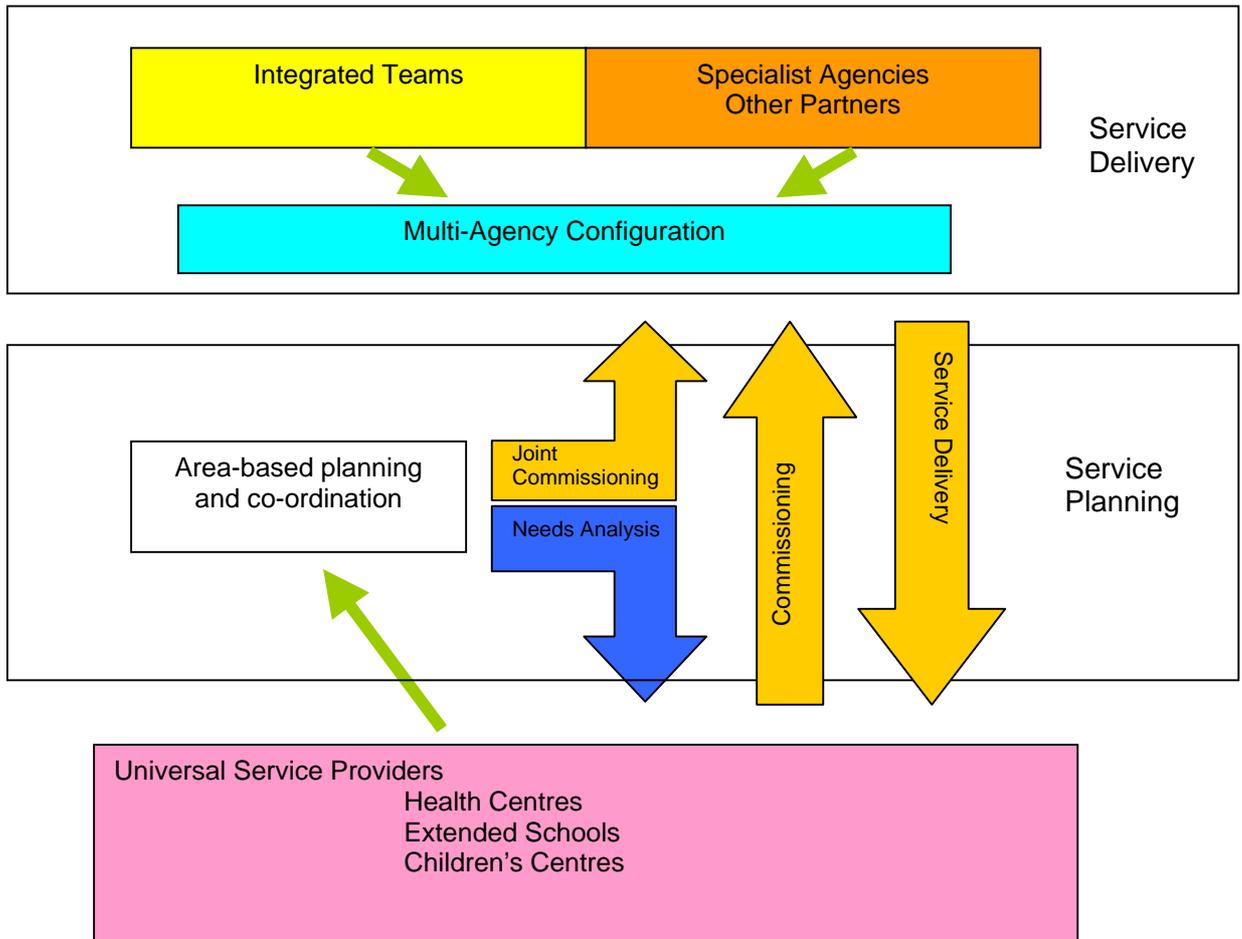


Figure 4 Model for local area service redesign

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The challenges

Our aim will be to have remodelled local service delivery in this way by 2008, alongside completing the introduction of processes associated with the Common Assessment Framework.

The key challenges are:

- developing a more detailed understanding of what the multi-agency configuration should look like in practice;
- coping with the high volumes of need identified in Southwark and ensuring these are met at the most appropriate service level, without children being passed back and forward
- enabling practitioners to have a clear and consistent understanding of risk and protective factors, and thresholds for access to different services
- aligning in a coherent way the roll-out of extended schools, children's centres and GP commissioning
- encouraging our head teachers and GPs to establish a more collective view of children's needs in their local community and how they can use their resources together to meet these needs
- developing the capacity of the voluntary and community sector providers to play a more integral part
- ensuring that services commissioned at whatever level and from whatever source have a sound evidence base for their interventions and proper quality assurance/clinical governance
- developing the capacity and governance arrangements necessary if commissioning is to be developed at a local level
- taking advantage of opportunities that may be presented by capital investment in buildings and regeneration

The next steps

These ideas now need to be developed further, and carefully tested with more consultation. An implementation programme will need to guard against undue disruption of existing service delivery.

The next steps include:

- further work to plan the roll-out of children's centres and extended schools
- a targeted youth support team pilot to be undertaken in Rotherhithe
- drawing lessons from piloting the Common Assessment Framework, and from existing multi-agency arrangements including Behaviour and Education Support Teams, On Track and the multi-agency meetings taking place in schools in Bermondsey and Dulwich
- consideration of funding models, governance and community capacity
- development of a children's needs assessment for each community council area.

The aim will be to have clear models and a plan for roll-out by September 2006.

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Redesigned services for children with disabilities, continuing and complex care needs

The *Young Southwark strategy* says:

“This is where some of the biggest gains should be possible from the integration of services and where parents have particularly expressed concerns.”

Significant progress has been made on this first area identified for integrated service redesign. The integration programme is in the process of bringing together specialist services across health, education and social care; this is to develop the new Children’s Disabilities Service which will work in a more holistic, child, young person and family-centred way, meeting National Service Framework standards. Further details of the plans are at Appendix B. The main features are described below.

Key initiatives already in place are:

- The Multi-Agency Team for Children (MATCh) comprising strategic and operational managers across health, education, social care, with representation from the voluntary sector and families
- The phased implementation of the Team Around the Child approach
- A multi-agency project board to support transition and develop pathways from children’s to adults’ services
- Co-location of small teams of staff from health, education and social care within existing sites at St Giles and East Dulwich Road.

Multi-Agency Team for Children (MATCh) and Team Around the Child

MATCh is a strategy for creating a different way of working, developing the capacity to match the complex of needs of children and young people through a multi-agency panel. The panel lies at the heart of the development and implementation of an integrated service pathway based on the Team Around the Child model, as illustrated below (Figure 5). It is also the driver for integrated commissioning and will prepare the ground for likely future pooling of budgets.

The panel’s functions are to:

- consider individual referrals and make recommendations for ways forward, based on a multi-agency ‘*Team Around the Child*’ approach
- agree and authorises the allocation of human and financial resources across all services represented
- identify gaps in service provision to feed into the commissioning process
- liaise with other services outside MATCh to develop links which will support a holistic approach to planning for children and young people

Over the next year the intention is for a phased roll-out the Team Around the Child approach based on Family Support Plans being used to encourage joint planning with family. This will be enabled by implementing a redesigned Children with Disabilities Service, bringing together staff from Child Specialist Health, the Children’s Disabilities Social Care team, Child and Adolescent Mental Health and Special Educational Needs.

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The integrated pathway

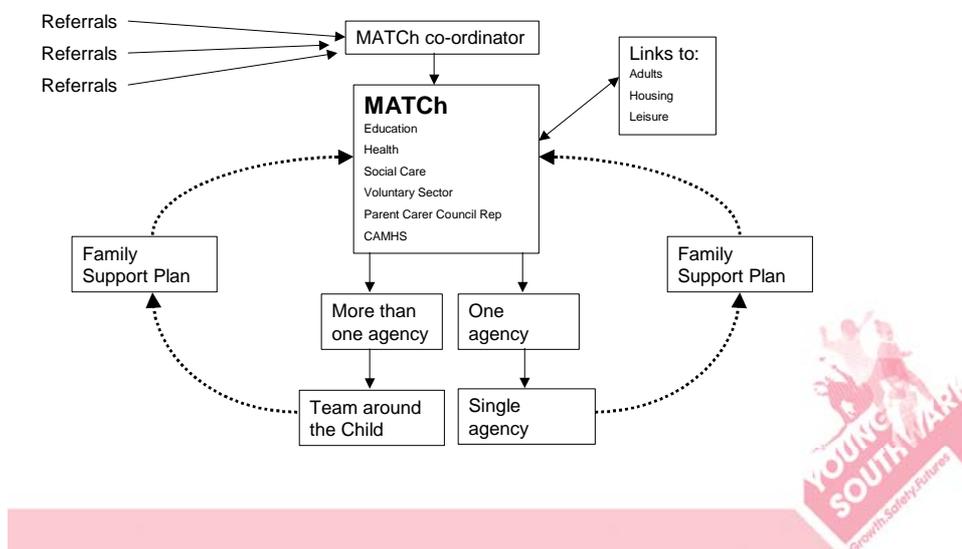


Figure 5 The integrated service pathway

Transition from children's to adult's services

The multi-agency transition project board has a remit to identify and describe an integrated care pathway that provides a planned, smooth transition from 13+ into adulthood for vulnerable young people with mental health, learning and physical disabilities. This is to be supported by clear protocols and agreements, and the integrated planning capacity of the MATCH panel. Service users and carers are involved in its development and a guide is to be produced by May 2006.

A new hostel is planned to open in Summer 2006 offering care leavers with learning difficulties an independent living environment with on-site support.

Co-location and the Child Development Centre

The new Child Development Centre (CDC) to be opened in 2007 provides a great opportunity to support the delivery and development of these initiatives. The main focus will be to maximise the benefits for children, young people and their families as well as an opportunity to promote inter-professional teamwork.

Team space is being designed flexibly to accommodate future reconfiguration of the service. Operational policies will support flexible use of designated clinical assessment and treatment space, allowing staff to be located in a way that supports the principles of integrated working e.g. the Team Around the Child approach.

The effects of this will extend beyond the CDC as specialist teams reach out and build strong links with universal services. Discussions are underway to define the strategic approach to developing effective partnerships with the emerging Children's Centres (in line with the DfES Sure Start Children's Centre Guidance). Proposals to develop specialisms within local Centres will also be considered.

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Participation in service design

Young people with disabilities gave their views about the new CDC and what would help make it a welcoming and friendly place to visit. This was done through a joint exercise on which the Primary Care Trust worked with Camberwell Advocacy. The new Parents' and Carers' Council, once up and running, will be closely involved in the service developments envisaged to ensure they are child and family-centred.

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Common tools and processes

The *Young Southwark strategy* says:

“Significant progress can be made through developments like an effective directory of services, implementing the common assessment form and the lead professional, and better information sharing.”

Common tools and processes are central to helping deliver improved outcomes for children, young people and their families in Southwark. Work is currently underway to develop a variety of common tools and processes to equip professionals with the skills and knowledge they need to ensure improved and more integrated service delivery.

Under the remit of common tools and processes work programme, the areas of development in progress are as follows:

- Information Sharing
- Implementation of the Common Assessment Framework
- Development around the information, technology and communication tools
- Directory of information on services and provision within the borough for practitioners

Information Sharing

Good information sharing is key to successful collaborative working across services for children and young people. Young Southwark is committed to ensuring that all practitioners are able to share information legally and confidently in their day-to-day activities with children, young people and families. The local authority and its partners are signed up to a framework, which provides senior management, cross-organisational commitment to the principles of sharing information. The framework also contains a clear emphasis on responsibilities within this process to ensure that children are safeguarded from harm through the provision of information sharing where a child is at risk. Furthermore, the local model for information sharing enables the development of more service or client based specific protocols around how, when and what information should be shared, such as that in regard to children with disabilities.

In recognising that most decisions to share information require professional judgement, we are committed to help our staff acquire the necessary skills and support to enable them to share information confidently and effectively. We are currently developing a number of multi agency tools under the remit of Young Southwark to support staff in making the right judgements such as guidance and information for practitioners, as well as the development of multi agency training on information sharing as part of the workforce reform agenda.

Implementation of the Common Assessment Framework (CAF)

The CAF is a key component of the Every Child Matters change programme, and a tool to help facilitate more responsive and earlier intervention to our children, young people and families requiring some additional help. The CAF framework through the use of a common language and shared understanding of different levels of need,

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aims to facilitate better communication between practitioners. The CAF provides a holistic basis for gathering and analysing information within a universal setting, as well as providing a foundation of information which can be built on by other services and professionals including targeted and specialist, in supporting children, young people and their families.

Young Southwark is currently overseeing the CAF pilot, which aims to provide the basis for decision making around the local roll out of CAF between now and 2008. The CAF pilot aims to make recommendations over the coming months as to when, who and how a CAF will apply within schools and within the context of the SureStart Children's Centre setting. The pilot is seeking to establish how the CAF can be used to complement existing initial needs assessments as undertaken within universal settings, rather than create additional bureaucracy and/or generate a culture of referrals. The CAF will be used to help inform needs analysis, training, development and commissioning of preventative services as part of our commitment to strengthening of universal provision. The CAF will also feed into developments around the lead professional.

Development around the information, communication and technology tools

Locally we are currently looking at how the needs of practitioners and service users can be supported by information, technology and communication solutions. This is a challenging agenda, but we are looking to identify how the different stakeholders and partners can use their resources and expertise to develop a multi agency information and communication strategy to support the information needs of a children and young people's services. The development of such a strategy will provide the basis of thinking to support the future multi agency development and commissioning of both the interim and long-term provision needed to deliver against the 'e' requirements. This is particularly the case in regard to the Common Assessment Framework and the government requirements for a child index. Southwark is currently considering how its ICT systems can be developed to meet the requirements of the national child index and is awaiting further government guidance in order to take forward its current thinking in this area. The work programme here will also include the development of key standards and business processes around for information, communications and technology such as security, quality assurance and systems development.

Directory of information on services and provision for practitioners

This work area aims to be able to provide practitioners with an online and comprehensive bank of information on all types of children and young people's services available in Southwark. The current service directory is undergoing improvement work to ensure that practitioners can easily identify a broad range of services including preventative and targeted provision. Key work developments include the improvement of the current data architecture to enable better search facilities including specialist keywords and area based searches. This directory aims to provide a practitioner source of local information, tools and guidance on key areas such as information sharing, the common assessment framework and roles of different professionals working within children and young people.

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Children, young people and their families participate more actively in service design and delivery

The *Young Southwark strategy* says:

“If services are to become more child and family centred we need to develop their role as advocates and co-producers.”

Southwark has invested heavily in enabling children, young people and their parents to have a voice, seeking their feedback on services and acting on their key messages. As such, the views of children, young people and parents were gathered together from a wide variety of sources during the development of the Young Southwark strategy and have had a direct influence on its priorities and areas for development.

Across Southwark there is some excellent practice in regard to children, young people and their families participating in decisions around services from strategic through to their individual care. Examples include:

- An active Youth Council involved in all major partnerships and the eight local community councils. It also represents Southwark’s young people on the Central Youth Board and UK Youth Parliament. The Youth Council facilitates young people’s participation such as managing consultations, touring drama productions about criminal justice systems and regular meetings with the Council’s lead members
- A history of excellent learning, development and practice around parental engagement through the seven SureStart programmes within the borough. This work has provided a wealth of knowledge and benefit realisation of empowering parents to develop services to meet community needs
- Work with our children looked after to help facilitate their participation in both strategic decisions and active involvement in services such as through the 10 Golden Rules for Social Workers, attendance to the Corporate Parenting group, and involvement in recruitment and training of staff

A key challenge for Young Southwark is to develop a framework which will enable a whole system’s approach to participation across children’s services. This will include looking at how the Children’s Trust can ensure that participation is central to service design, development and delivery. Work is currently underway to look at how we can deliver against this objective, and includes:

- Reviewing how we can build on existing best practice currently within the borough around participation
- Exploring the development of multi-agency policies under the remit of the Children’s Trust around issues such as incentive and rewards, ethics and safeguarding for participation
- Identifying how we can develop and co-ordinate existing structures for participation for maximum impact
- Considering how participation can be both mainstreamed and supported in regard to staff such as recruitment, information, and training and development

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Raised levels of child protection awareness across the system

The *Young Southwark strategy* says:

“This lies at the heart of responding to the Victoria Climbié Inquiry.”

Section 11 of the Children Act 2004 sets out agency and inter-agency requirements on the duty to safeguard and promote the welfare of children. The Southwark Safeguarding Children Board is taking the lead locally on ensuring that duties under Section 11 are met, including staff awareness and training, safe selection and recruitment, and communicating the need to safeguard to the local community.

Staff awareness and training

The Climbié Inquiry and the Safeguarding Children Reports (2002 and 2005) have shown that some staff are not fully aware of their professional responsibilities in child protection. Section 11 includes the duty to ensure that all staff are aware of their responsibilities.

Staff need to be aware of signs of abuse and neglect and know how to access and use the national and local child protection and referral procedures; including the Southwark Local Joint Service Protocols for the children and unborn children of parents with mental health problems; substance misuse problems or learning difficulties. Local lessons from Serious Case Reviews have highlighted that staff need to be able to share and analyse information and be informed in risk analysis.

Agencies need to ensure that staff awareness is built into induction and update training and personal development and learning plans. The Safeguarding Children Board will advise on agencies' responsibility for training their staff and provide regular inter-agency training and update seminars and information about safeguarding.

Safe recruitment, safe organisations

The Bichard Inquiry has highlighted the need for awareness of risk and child protection in the selection and safe management of staff and volunteers. The Government will be issuing new guidelines later in 2006. Managers and human resource managers responsible for the recruitment and management of staff and volunteers need to be aware of requirements. The SSCB has issued local guidelines on Safeguarding through Human Resource Management.

Governors, elected and executive board members and management committee members need to be aware of their responsibilities and duties to ensure that their organisation is safe and has systems in place to safeguard children. This group of managers and human resource professionals will need different awareness training to that required by practitioners and practice managers.

Local community awareness

Over the next year the Safeguarding Children Board will be developing a community safeguarding approach with pilots in local areas, working with the Multi-Faith Forum in relation to Safeguarding in Faith Communities, and producing a Safeguarding Communications Strategy.

Planning and evaluation

Further details of the Safeguarding Children Board's plans are set out at Appendix B in the section on Children in Need of Safeguarding. All local agencies need to address safeguarding in their own plans. The Safeguarding Board will complete an evaluation of implementation of section 11 of the Children Act by November 2006.

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Service Development Milestones	Date
Co-ordinated development of community networks, extended schools and Children's Centres	
Targeted Youth Support Team pilot delivered	April - September 2006
Models agreed and plans for roll-out	September 2006
Southwark Primary Care Strategy in place, all GPs involved in practice-based commissioning	December 2006
Borough-wide coverage of Children's Centres	March 2008
Extended schools - half of primary schools and one-third of secondary schools have core offer in place	2008
Remodelled community networks in place	2008
Redesigned services for children with disabilities, continuing and complex care needs	
Redesigned service implemented	September 2006
Hostel open for care leavers with learning difficulties	September 2006
Team Around the Child approach evaluated	May 2007
Integrated 13+ transition pathway developed	May 2006
Child Development Centre open	2007
Common tools and processes	
Information Sharing <ul style="list-style-type: none"> Tier 2 protocol in place for children's services Multi agency information sharing implementation 	April 2006 April 2006-March 2008
Common Assessment Framework <ul style="list-style-type: none"> Local pilot evaluated Roll-out begins Implementation complete 	August 2006 September 2006 March 2008
Information and Communications Systems <ul style="list-style-type: none"> Interim system roll-out begins Long-term solution in place Child Index established 	September 2006 March 2008 Tbc subject to national advice
Service Directory <ul style="list-style-type: none"> Reconfiguration commenced Re-launch 	Ongoing September -December 2006
Children, young people and their families participate more actively in service design and delivery	
Multi-agency participation framework established	September 2007
Raised levels of child protection awareness across the system	
Evaluation of implementation of section 11 Children Act	November 2006
Community Safeguarding Approach and Communications Strategy developed	March 2007

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Workforce Reform

Service development is ultimately about people – the skills and understanding they bring, how they are developed and led, how they work together, and how they work in partnership with parents and children.

We have developed a local workforce strategy for all services and people that work with children and young people in the borough to support the delivery of this Plan. It sets out the areas that we will look to develop in common across the different services and agencies that make up the Young Southwark partnership whilst supporting and maintaining the diversity of provision.

Closer integration of service planning and delivery will provide opportunities for shared recruitment, induction, and training and development.

Workforce Mapping

We have undertaken some initial mapping for the workforce strategy. To create a more accurate profile of the children's workforce in Southwark we will need to improve and develop the ways in which we gather, analyse and share data about the whole workforce; this will inform decision-making and identify areas of need.

Recruitment and Retention

We will work in partnership to promote the borough as an exciting place to work and children's services as a rewarding career choice. Our aim is that the children's workforce of the future in Southwark should develop from our current workforce and be firmly rooted in our local population. We will be looking to create opportunities for local people, in particular, parents and carers and our children and young people, targeting groups currently under-represented, including those from BME communities. We will look at entry points and routes to enable people to take on and sustain a career in children's services and to increase the range of career development opportunities available to our workforce.

Training and Development

Our training and development programme will address both filling existing gaps and meeting new needs arising from the ECM agenda. Our priorities are to improve basic skills amongst the workforce and to develop training packages covering induction and the Common Core of Skills and Knowledge. The Common Core sets out the knowledge and skills required of the children's workforce in six areas: effective communication and engagement; child and young person development; safeguarding and promoting the welfare of the child; supporting transitions; multi-agency working; and sharing information. Particular focuses will be on our service development priorities relating to introduction of the Common Assessment Framework and raising awareness of child protection. We want all staff to have a common understanding of risk and protective factors, thresholds, referral procedures and information sharing. We will look to work closely with and support the community and voluntary sector in meeting their training needs.

Leadership and Management

The change agenda set out by this plan places significant expectations on our local service leaders and managers. We have focused initially on two areas: firstly on

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developing leadership in schools supported by the Neighbourhood Renewal Fund, and secondly, undertaking a pilot to look at the practical application of the national Championing Children framework, using it to audit existing frameworks and to create a development process for managers of services for children with disabilities.

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Commissioning Framework

Introduction

Commissioning is core to the development and delivery of high quality services to children across Southwark.

Commissioning has two main aspects:

- identifying gaps in current delivery and ensuring that strategies and processes are put in place to re-design and develop new services and
- ensuring that all services commissioned deliver to agreed standards.

Commissioning may be carried out by individual agencies within the Children's Trust partnership arrangements or through pooled budget or integrated arrangements across a number of agencies.

Key to effective commissioning is a clear understanding of the drivers for all partner agencies, transparent decision making processes, consultation mechanisms where service change is a possibility and effective performance management so that service providers are held to account for delivery according to agreed standards.

Longer-term strategy and direction of travel

This plan as a whole, developed from the Young Southwark strategy, now provides the broader strategic framework agreed for commissioning children's services across the Young Southwark partnership.

We are embarking on a strategy that facilitates "agencies pooling their resources to implement a common strategy of providing services¹" where this makes sense. The first step is to collaboratively commission services with health, education, social services and the voluntary sector via the Young Southwark Executive. We will ensure that data collection and needs analysis is considered across partnership agencies in order to plan and design service needs and service improvements.

Future Service Specifications will underpin service provision. All integrated models of service provision will need to be reflected in agreements that both shape services that are developed, but also specify the relationships between service providers.

Clearer accountability and governance structures, which facilitate integrated planning commissioning and service delivery, are being developed (see pp. 56-9). Market development work with private and voluntary sector will be a priority in areas of joint need. Consultation and feedback to inform strategies will be led through an integrated commissioning team.

Service Re-design

It is proposed, for specific areas of service redesign, that Young Southwark adopts a process based on that developed by Brighton and Hove pilot Children's Trust. This is a detailed approach that has been used effectively to ensure that commissioning reflects the child's journey through services and that children, families and staff are fully engaged. An intrinsic part of this approach is an emphasis on competence and

¹ Audit Commission, "Making Ends Meet", 2004

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responsibility rather than static organisational and professional structures, and consideration of the whole system, including structures, processes and patterns. An important concept is the emphasis on providing added value, looking at the child, family and other groups. The process adopts project management principles and modernisation techniques and involves three stages, each co-ordinated by an identified lead commissioner.

Holding Services to account

All services, whether contracted or provided by partner agencies should be subject to rigorous monitoring against agreed performance indicators on a regular basis. There should be clear arrangements for when performance falls below expectations. Performance management arrangements being developed at the strategic level across the five Every Child Matters outcomes are set out below (pp. 65-9). This provides a framework within which the more detailed monitoring of individual services and providers needs to take place.

Initial priorities

Three areas were previously identified as initial priorities for integrated service redesign: children looked after; child protection; and services for children and young people with disabilities, complex or continuing needs. Progress is reflected in the relevant sub-partnership plans at Appendix B. Major work will continue on the priority to integrate services for children with disabilities. Redesign of the delivery of level 2 early intervention/preventative services based on local community networks will be the other most significant area.

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Governance

Introduction

The agreement and publication of this plan marks the point at which we believe we can start describing our local arrangements for co-operation as a “children’s trust”. A key requirement is having sufficient clarity about governance arrangements, which means having clear structures to facilitate joint working and clear lines of accountability for decision-making, use of resources and performance.

The last 12 months have been a year of learning and development for the Young Southwark partnership as it has adopted new structures and started to develop a joint planning and performance monitoring capacity. The structural design is set out below, which has been supported by a draft set of governance arrangements describing the roles of each group and the expectations of individual members.

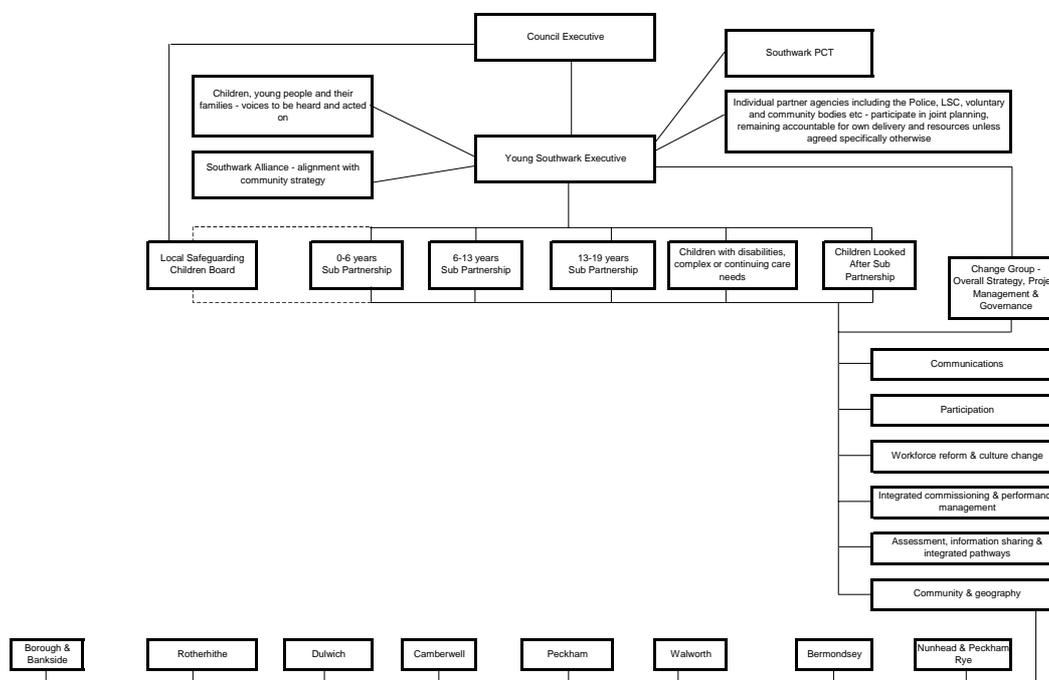


Figure 6 Structure of Young Southwark partnership

Taking forward our local arrangements for co-operation and decision-making

Over the last year, we have sought to test these arrangements, to confirm what is necessary and workable, and to identify areas that need more consideration or where we may need to adapt our approach. At the same time, further national guidance and information on the evaluation of local pathfinders has been published.

It is not yet possible to be clear on every aspect, but a set of core points needs to be confirmed from the outset of the three-year period of this plan as well as a broader direction of travel beyond that.

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Young Southwark is our local Children's Trust

From 1 April 2006 the Young Southwark partnership starts to be our local Children's Trust. It is not a separate legal entity or an organisation that employs its own staff. It is a set of partnership arrangements to secure effective inter-agency co-operation to improve the well-being of children and young people in Southwark. This is underpinned by duties to co-operate under section 10 of the Children Act 2004.

All partners have a shared responsibility

Our expectation is that all bodies with responsibilities affecting the well-being of children and young people in Southwark will co-operate with and contribute to the Young Southwark partnership. This involves all sectors and organisations, not just those with a statutory duty to cooperate. The degree and directness of engagement will reflect levels of responsibility and contribution.

Southwark Council has a lead responsibility

The Children Act designates Southwark Council as a Children's Services Authority. As such, it has lead responsibility for making effective local arrangements for co-operation. This responsibility lies with the Council's Lead Member for Children's Services, who is politically accountable on behalf of the Council Executive, and with the Council's Director of Children's Services who chairs the Young Southwark Executive.

As a Children's Services Authority, the Council has direct responsibilities for statutory education services and children's social services, which in Southwark have now been brought together under the strategic leadership of the Director of Children's Services.

Southwark Primary Care Trust and the Council act as a joint leadership group

The Primary Care Trust (PCT) is responsible for commissioning both universal and specialist health services across the borough, for promoting public health, and clinical governance. The PCT is fully committed to and engaged with the Children's Trust and has been participating at every level. The Director of Children's Services heads a joint leadership group for the Young Southwark partnership encompassing health, education and social care.

Additionally, under section 31 Health Act 1999 management arrangements, the Council's Director of Children's Services is responsible to the PCT for specialist children's health services in Southwark.

The Young Southwark Executive brings together key partners as the strategic decision-making body for the partnership as a whole

The Young Southwark Executive is made up of senior representatives of key local partners. Beyond the Council and the PCT, this includes Southwark Police, the Learning and Skills Council, local education and health providers, and voluntary and community bodies. A list of the current membership, which will be kept under review, is at Appendix C.

Each partner is separately responsible for the exercise of its own functions within its own governance arrangements. The Executive is a joint decision-making forum, chaired by the Director of Children's Services, where agreements can be reached on

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joint plans and activities to promote the well-being of local children and young people, and their effectiveness monitored.

As a starting point, all key partners agreed the Young Southwark strategy as a statement of common purpose and shared strategic intent. This first Children and Young People's Plan now builds on that agreement, setting out more explicit plans for activities and outcomes to be achieved over the next three years. In agreeing this plan, key partners have committed to:

- make best endeavours to ensure its successful implementation as a whole and the delivery of any specific contributions for which they have direct responsibility;
- align their own more detailed operational plans with the CYPP and support its communication;
- take part in, and be held to account through, joint performance management arrangements for agreed milestones, indicators and targets.

Sub-partnerships and task groups support the Young Southwark Executive

The Young Southwark Executive is supported by a series of sub-partnerships and task groups. The sub-partnerships are focussed on the needs and outcomes of particular groups of children and young people, related to age groups and priority needs. The task groups are focussed on particular dimensions of change management and capacity development. These structures enable a broader range of partners to contribute directly to the partnership, and provide channels of influence and communication for stakeholders beyond.

With the exception of the Local Children's Safeguarding Board (see below), all groups within the partnership are accountable through their chairs to the Young Southwark Executive. They do not have separate decision-making authority, but can propose plans and activities to the Executive.

The Local Children's Safeguarding Board has its own statutory authority

The Local Children's Safeguarding Board is an inter-agency body with its own statutory authority and responsibility established under the Children Act 2004. It is chaired by the Director of Children's Services and directly accountable to Southwark Council as the local Children's Services Authority. It is also an integral part of the Young Southwark partnership, providing a particular focus on children in need of safeguarding. The Executives of Young Southwark and the Safeguarding Board meet in joint session three times a year. The Safeguarding Children Board has contributed to [and endorsed] this Children and Young People's Plan.

Young Southwark is part of a network of local partnerships which support each other in delivering their objectives.

Young Southwark's key relationships are with:

- Southwark Alliance. This is our Local Strategic Partnership, which acts as the "partnership of partnerships" for Southwark and provides strategic co-ordination. Young Southwark has a key role to play in ensuring that the well-being of children and young people is central in all that Southwark Alliance does and is promoted through the local Community Strategy. Equally Young Southwark will provide one of the key means through which delivery of the

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Community Strategy is co-coordinated and monitored. The relationship is one of mutual alignment of objectives and plans, recognising that Young Southwark's primary line of accountability as defined by statute is through the Director of Children's Services to the Southwark Council Executive. The Director of Children's Services is a member of the Management Group of Southwark Alliance.

- Healthy Southwark and Safer Southwark. These are the two thematic partnerships, focusing on health and crime issues respectively across all age ranges, with which Young Southwark works most closely. Liaison is facilitated by cross-membership, with the Director of Children's Service's represented on both thematic partnerships.

Young Southwark is committed to hearing and acting on the voices of children, young people and their families

These arrangements will continue to develop over the next three years

The position described above is a stepping off point. The arrangements will need to be kept under review and further capacity created to implement this plan. Managerial and partnership developments envisaged include:

- Council and PCT children's services which are directly under the strategic leadership of the Director of Children's Services will progressively be brought together in managerial terms. The next year will be one of transition, with the Director of Education providing leadership and continuity as education services join with health and social care in more closely integrated managerial structures. This will create enhanced capacity to support the development of the broader partnership;
- more specific agreements and protocols will be developed to facilitate integrated commissioning and delivery across the Young Southwark partnership as a whole. This will include reviewing the scope for more formal pooling of resources;
- the developing role of the sub-partnerships will be kept under review;
- much of the work initiated through task groups will be taken on by integrated support teams within the new children's services, though it will be important for these to continue to network across the broader partnership;
- as local community networks of services are brought together, the scope will be reviewed for devolving some budgets and commissioning to this level, with consideration of what local governance arrangements would be needed to support this;
- protocols will be developed with other partnerships, such as Healthy Southwark and Safe Southwark, to clarify lead responsibilities;
- more systematic arrangements will be developed at all levels of the partnership to enable the participation of children, young people and families.

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Finance and Resources

Investing in outcomes for children and young people

Southwark Council and its partners are committed to providing the resources needed to deliver effective children's services, and to ensure these resources are used efficiently. Over the last three years the Council has significantly increased its investment in children's social care services, with the total budget rising by 15% in real terms since 2002-03. In education, as additional resources have become available, these have been passported to schools anticipating this year's introduction of the Dedicated Schools Grant.

Establishing the role of Director of Children's Services and moving into Children's Trust arrangements creates the opportunity for more strategic alignment of budgets across a broader area. From April 2006, the Director of Children's Services has overall responsibility for the budgets of all local authority children's services, as well as specialist child health services subject to formal agreement with the Primary Care Trust. More broadly for the Young Southwark partnership, directing resources to where they will have the most impact on agreed outcomes is one of its key principles.

Current expenditure plans

The finance and resource requirements arising from the CYPP can be divided between direct expenditure by the three core providers (education, social care and health) and expenditure by other council departments, the police and the voluntary sector, which also impact upon the outcomes sought by the plan.

The table below identifies only the direct expenditure.

		2005/06	2006/07	2007/08	2008/09
		£000	£000	£000	£000
LB Southwark					
- Education					
	Strategic Services	911	36	37	38
	Education Services	59,301	61,438	62,728	64,046
	Schools	172,340	180,487	184,278	188,147
	Sure Start Local Programmes	0	5,690	4,518	4,613
- Social Care					
	Children	55,492	60,786	62,062	63,365
	Management and Support	3,559	3,683	3,761	3,840
PCT					
	Child Health	3,898	3,980	4,064	4,149
	Child Protection	107	109	112	114
	Childcare costs in Acute Contracts	6,210	6,341	6,474	6,610
	Sure Start Local Programmes	5,166	0	0	0
TOTAL					
		306,984	322,550	328,034	334,922

At this stage projected spending in 2007/08 and 2008/09 is based on the 2006/07 budget plus the estimated impact of inflation only.

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The budget for Education Strategic Services relates to the remaining commitment to the previous management contract.

The Social Care budget projections include £2.7m in 2006/07 to cover current unavoidable commitments in respect of placement budgets.

A specific budget has been created to fund service developments for the Every Child Matters Change for Children programme over the next three years. This will be £1.2 m in 2006/07.

In addition to the elements shown in the table, which include Health Visiting and School Nursing services, the PCT provides a range of other services for all ages such as GPs, mental health and dentistry/ophthalmology/ pharmacy. It is not possible to allocate the costs of these services between children and adults on a consistent basis over time. National averages by age would indicate that Southwark's total annual expenditure on the 0-15 age group would be £16.6m for all hospital and community health services.

From 1 April 2006, the accountability for Sure Start Local Programmes will be transferred from the PCT to Southwark Council. It has been agreed that the PCT will continue to provide the financial management for these existing projects for a further year.

The PCT budgets do not include the additional income that will be forthcoming to cover the costs of Agenda For Change. Once the assimilation exercise is complete the budgets will be increased to reflect the new cost of staffing.

Future versions of the Plan will be developed to include, where possible, expenditure incurred by other council departments and the voluntary sector in the provision of services to children.

Resources

The resources required to fund the above expenditure, come from a variety of sources as follows:

Funding Source	2005/06	2006/07
	£000	£000
Grants		
Education – Dedicated Schools Grant	0	172,830
Education – Other Grants	46,130	44,768
Children's Social Care	15,118	15,856
Sure Start Local Programmes	5,166	5,690
Southwark General Fund		
Education	186,422	24,363
Social Care	43,933	48,613
PCT	10,215	10,430
TOTAL RESOURCES	306,984	322,550

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The introduction of the Dedicated Schools Grant in 2006/07 makes a comparison between years difficult since in 2005/06 the total of education expenditure charged to the General Fund is funded from a combination of Revenue Support Grant and Council Tax.

Some of the grant funding is one-off, or the subject of a multi-year settlement, and therefore is not guaranteed for the future. In the event of a significant variation in funding it would be necessary to review proposed levels of spending at the annual review of the plan.

Directing resources to priority outcomes

For this first Children and Young People's Plan, we have focused on identifying priorities, detailing what is achievable on current resource assumptions, and mapping the core resources available across the Council and the Primary Care Trust. Already, where choices are available through more flexible funding, for example Neighbourhood Renewal Fund, Children's Fund and the Child and Adolescent Mental Health Services Grant, we have taken opportunities to direct resources to developing priorities. Over the next year, we will look to review systematically where there is scope for more alignment and to identify any areas where outcomes may benefit from more formal pooling arrangements. This will be considered in the context of preparing for the Local Area Agreement commencing from April 2007.

[If sufficient information is available following decisions on allocation of budgets, it will be attempted to add an analysis of the main budgets currently supporting each of the priority outcomes:

- Improving literacy and numeracy
- Reducing teenage pregnancy
- Reducing crime against young people
- Providing more things for children and young people to do
- Reducing childhood obesity]

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Buildings and Asset Management Plans

The physical location, design and suitability of buildings have a critical role to play in how we bring services together around the needs of local children and young people and their families. Over the next ten years a significant amount of capital investment is planned. We need to make the most of this opportunity to drive forward our Young Southwark strategy.

Capital Investment

The table below summarises the capital expenditure currently planned specifically for children's services over the next six years. [Information still to be gathered.]

Source/Use	2006-07	2007-08	2008-09
Sure Start Children Centres			
Primary School Capital Programme			
Building Schools for the Future			
NHS Lift			
Other PFI schemes			

Joint Planning

There are significant opportunities to align planned capital investment to improve service delivery, achieve better value for money, and take advantage of major regeneration projects in Southwark.

A joint local authority/PCT service framework is being drawn up to enable co-ordinated asset management planning, focusing on:

- (1) requirements for individual buildings, particularly schools, so there is flexibility for other service to be delivered through them
- (2) developing capacity for coherent, integrated delivery of services in each local community area
- (3) bringing together where appropriate borough-wide specialist services, as well as facilities for training and management.

The service framework is being used to inform a joint local authority/PCT review of the current estate and future plans looking at each local Community Council area, at where there are opportunities for joint developments (including use of Section 106 planning gain schemes in regeneration projects) and identifying gaps to be filled. Outcomes will be recorded and implemented through the asset management strategies for the PCT and Southwark Schools for the Future, due later in 2006.

Two significant borough-wide developments for which plans are already in hand, are:

- the PCT-led project for the new Children's Development Centre to provide access to all the specialist services for children with disabilities on one site. Designs and contracts for the new building on the St Giles site adjacent to Peckham Town Hall were agreed in November 2005 and work has already begun funded by NHS Lift. The building is scheduled to open in 2007
- the Council's redevelopment of the Cator Street site to include a specific training facility for Children's Services, due to open by September 2006.

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Monitoring and Performance Management

In order to help ensure we deliver on the objectives set out in this plan we recognise the need to have robust performance management arrangements.

In Southwark a multi-agency Every Child Matters Performance Management Task Group has been working on this issue since the start of 2005. This group has agreed an approach to developing integrated performance management arrangements that will help ensure the delivery of the key outcomes of this plan. The group have provided the Young Southwark Executive with quarterly performance reports during 2005/06 in order to help identify those areas where progress is being made and those where our greatest challenges for improvement lie. The group also co-ordinated the input to our first Annual Performance Assessment (APA) which is used for the external assessment of all Council Children's services. The Southwark performance framework for the CYPP has been designed to reflect and support the approach of the national APA system, and help tackle the key areas for development this process identified.

The underlying principles of the performance framework are to:

- Identify agreed targets that are most relevant to the delivery of the five Every Child Matters outcomes in Southwark
- Ensure mechanisms are in place for timely and accurate data collection and pooling
- Report on latest performance regularly at the highest level, and cascade down
- Identify and understand the reasons for performance changes
- Take action where needed to improve performance and achieve targets
- Ensure alignment with corporate and partnership performance management arrangements

At the core of Southwark's framework for the CYPP is the regular monitoring of performance against agreed quantifiable targets that reflect progress on the key outcomes of Every Child Matters: Being Healthy, Staying Safe, Enjoying and Achieving, Making a Positive Contribution and Achieving Economic Well Being. This framework enables us to set out in clear terms what we are trying to achieve and provides a mechanism for confirming whether we have achieved it. As such it is a key tool in terms of accountability to the public as well as strengthening internal management arrangements.

This monitoring is linked and aligned to the council's corporate performance management arrangements through regular quarterly reporting to the Executive. Over the coming year, and given the developments associated with Local Area Agreements, there will increased emphasis on alignment with other partnership performance management arrangements principally through the Southwark Alliance as a "partnership of partnerships".

The table at pp. 67-9 provides a selection of the indicators that are particularly relevant to the priorities in this plan. The full performance framework includes the monitoring of a much wider range of relevant indicators at a number of levels across different agencies. These are primarily statutory performance indicators and targets relating to children's education, social care and health, including indicators from the APA, JAR (Joint Annual Review), Children's National Service Framework and other relevant Primary Care Trust and Council targets. We have also included a small

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number of locally derived measures which will be further developed over time. This information is pooled and grouped under the key outcome areas. On a quarterly basis a performance report is constructed which includes some high level analysis of what the data is telling us. This is presented to the Young Southwark Executive whose members can then use the analysis in the prioritisation of improvement actions. These indicators complement those in Southwark's Corporate Plan 2006/07.

It is an important aspect of the framework that this top-level indicator set is appropriately cascaded down to different services and work streams, and is then reflected in their own detailed plans and performance management arrangements. Where the data implies targets are not being achieved it is expected that action plans are further developed and subject to additional monitoring in those services areas. At service level the performance framework will also be closely linked to Quality Assurance systems, ensuring that, alongside the high level targets, quality is also delivered at the level of the individual child's service.

The framework will be developed over the period of the plan to ensure it is of continued relevance to new priorities and targets as they emerge. Particular areas of development scheduled for 2006/07 include:

- Improved coverage of the priorities around Making a Positive Contribution and Achieving Economic Well Being. These are not yet subject to many national measures and local measures may need to be developed.
- Incorporating indicators relating to future youth surveys
- Developing "things to do" targets relating to positive activities available for young people
- Incorporating further analysis of equalities issues, including targets arising from the Equalities Impact Assessment.
- Incorporating aggregated school inspection judgements arising from the new inspection framework
- More of the existing outcomes targets will be monitored on an ethnicity basis to enable us to identify where particular groups are not enjoying improved outcomes
- Cascading the performance framework to particular service and sub-partnership areas and ensuring a good linkage between planned actions and the delivery of key targets.

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Key Performance Indicators and Targets

		Actual 04/05	Target 05/06	Target 06/07	Target 07/08	Target 08/09
Being Healthy						
1	Proportion of expectant mothers smoking during pregnancy	7.50%	6.7%	5.7%	4.7%	TBA
2	Proportion of mother initiating breast feeding	85.2%	87.5%	88%	90%	TBA
3	MMR immunisation rates by 2nd birthday	60%	TBA	TBA	TBA	TBA
4	Teenage pregnancy, conceptions below ages 18 (rate)	2003 88.0	2004 74.1	2005 67.6	2006 61.0	2007 54.5
5	Percentage of schools participating in the National Healthy Schools Standard	NA	NA	Sept 06: 100%	100%	100%
6	Percentage of school children aged 5-16 having at least 2 hours sport per week	56%			75%	
7	No. of attendances of 11-19yr olds to leisure centres in Southwark	2004 41,131	TBA	TBA	TBA	TBA
8	Childhood obesity (baseline height and weight data being collected for Sept.06)	NA	NA	TBA	TBA	TBA
9	Health of children looked after	84.3%	85%	86%	87%	88%
10	Infant mortality rate (deaths per 1,000 live births)	2003 8.9	8.1	7.7	7.4	7.0
11	Average number of weeks a child waits for speech and language therapy	NA	TBA	TBA	TBA	TBA
12	Proportion of those in substance misuse treatment who are aged less than 18	NA	NA	TBA	TBA	TBA
13	Progress made towards a comprehensive children and adolescents Mental Health Service	NA	13	TBA	TBA	TBA
14	Section 5 school inspection judgements: the extent to which schools enable learners to be healthy (primary, secondary and special schools)	New				
Staying Safe						
14	Percentage of initial assessments within 7 working days of referral	64.2%	75%	76%	77%	78%
15	The percentage of core assessments that were completed within 35 working days of their commencement	76.8%	80%	81%	82%	83%
16	Number on child protection register per 10,000 pop under 18	46.9	47	TBA	TBA	TBA
17	% de-registrations of children who were on CPR for 2+ years	7.9%	7%	14%	13%	12%
18	The proportion of children on the Child Protection Register from minority ethnic groups compared to the local population	0.98	1.13	TBA	TBA	TBA
19	Child Protection Reviews to timescale	100%	100%	100%	100%	100%
20	Children looked after 31 March per 10,000 pop aged under 18	119	113	110	108	106
21	Percentage of children looked after with 3 or more placements	10.7%	9%	9%	9%	9%
22	Children looked after in foster placements or placed for adoption	80.2%	82%	83%	84%	85%
23	Percentage of children looked after adopted from LA care	5.80%	6%	6.5%	7.0%	7.5%

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		Actual 04/05	Target 05/06	Target 06/07	Target 07/08	Target 08/09
24	Ratio ethnic minority % child in need to % child in local pop	1.13	1.13	TBA	TBA	TBA
25	Percentage of children with disabilities aged 14+ have a transition plan to Adults Services	up to 75% (2/4)	100%	100%	100%	100%
26	Section 5 school inspection judgements: The extent to which schools ensure that learners stay safe (primary, secondary and special schools)					
Enjoying and Achieving		03/04				
26	The proportion of children assessed as satisfactory (in their social development) in the Foundation Stage profile					
27	Teacher Assessment results on Reading Achievement at Level 2+ (all pupils)	77.2%				
28	Teacher Assessment results on Writing Achievement at Level 2+ (all pupils)	73.7%				
29	Teacher Assessment results on Mathematics Achievement at Level 2+ (all pupils)	81.7%				
30	Test results on English: Achievement at Level 4+ (all pupils)	68.9%	76%	74%	75%	78%
31	Test results on Mathematics: Achievement at Level 4+ (all pupils)	64.3%	75%	71%	73%	75%
32	Value Added Measures KS1 to KS2	99.6				
33	Percentage achieving: 5+ A* -C GCSEs (all pupils)	42.5%	43%	47%	51%	53%
34	Value Added Measures KS2 to GCSE/Equivalent	996.2				
35	Absences at primary and secondary schools	6.3%		5.8%	5.6%	5.4%
		8.3%		7.8%	7.7%	7.6%
36	Percentage of permanently excluded pupils provided with alternative tuition, including authorised absence, of 21 hours or more	New PI	85%	88%	90%	
37	% young people leaving care at 16+ with 1 or more GCSEs grade A*-G or GNVQ	47.6%	57.5%	60%	62.5%	65%
38	Children Looked after with an up-to-date Personal Education Plans	57.7%	80%			
39	Percentage of new statements of SEN prepared within 18 weeks (Excluding / Including exception)	85.8%	95%			
		59.5%	75%			
40	Section 5 school inspection judgements: effectiveness and achievement (primary, secondary and special schools)	New				
41	Section 5 school inspection judgements: personal development and well-being of learners (primary, secondary and special schools)	New				
42	Section 5 inspection judgements: quality of provision and leadership and management (primary, secondary and special schools)	New				
43	Percentage of schools requiring a 'notice to improve' since September 2005	New				
Making a Positive Contribution						
44	Reduce the number of first timers in the Youth Justice System	Apr - Sep 04 = 118				

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		Actual 04/05	Target 05/06	Target 06/07	Target 07/08	Target 08/09
45	Recidivism – reduce the rate of re-offending	2001 cohort after 24 months = 37.2%				
46	% children looked after who communicated their views to a statutory review	90%	95%	95%	96%	97%
47	Average length of stay in bed and breakfast - families/unint. homeless/ priority need (weeks)	5.8 weeks	6 weeks	2 weeks	1 week	0 weeks
48	Average length of stay in hostels- families/unint. homeless/ priority need (weeks).	18.5 weeks	15 weeks	12 weeks	10 weeks	8 weeks
49	% of LA units non-decent at start of year	44.0%	36.2%	37.3%	32.4%	25.7%
50	Section 5 school inspection judgements: the extent to which learners make a positive contribution (primary, secondary and special schools)	New				
Achieving Economic Well-Being						
51	Number and percentage of young people aged 16-19 not in education employment, training (NEET)					
52	% care leavers in employment, education or training at age 19	64%	86%	87%	88%	89%
53	Direct payments for carers of disabled children (for children's services) and disabled children (16-17) as a percentage of the estimated total population of disabled children living in private households.	0.53%	1%	2%	3%	4%
54	Section 5 school inspection judgements: effectiveness, quality and achievement (16-19 education in secondary and special schools)	New				
55	Section 5 inspection judgements: quality of provision and leadership and management (16 – 19 education in secondary and special schools)	New				
56	Section 5 school inspection judgements: The extent to which schools enable learners to achieve economic well-being (primary, secondary and special schools)	New				