

SUTTON'S CHILDREN AND YOUNG PEOPLE'S PLAN

Appendix 2

ACTION PLAN 2008/09

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EIA = Equality impact assessment

BEING HEALTHY

BEING HEALTHY 1: Develop and maintain Comprehensive Child and Adolescent Mental Health Services (CAMHS) to improve mental wellbeing, particularly early intervention and preventative support				
<i>EIA: Vulnerable children and young people are more likely to develop emotional problems and mental health issues action will be taken to ensure they are equally able to access services</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
BH1 Agree and implement a CAMHS action Plan to deliver on the new CAMHS Strategy covering in particular: <ul style="list-style-type: none"> • Review access, particularly for vulnerable groups, to specialist services inc. waiting times. • Review access to non specialist support for emotional wellbeing and mental health • Improve engagement with young people and their families • Deliver on the four proxy CAMHS measures 	Production of information on specialist services and referral criteria for GPs, Schools, and professionals in health, education and social care	March 2009	Chair of CAMHS Partnership	50
	Production of information on range of early intervention and support services available for parents, young people and professionals	March 2009	Chair of CAMHS Partnership	50
	Number of events and initiatives to engage with users of services and the families and evidence of appropriate changes in response to feedback	March 2009	Manager of CAMHS SWLStG's	30
	Achieve level 4 in at least 3 of the proxy measures	January 2009	Chair of CAMHS Partnership	15
	Number of children presenting at school nurse drop in sessions reporting emotional or mental health issues	March 2009	Manager of Children's Community Health services	20

BEING HEALTHY 1: Develop and maintain Comprehensive Child and Adolescent Mental Health Services (CAMHS) to improve mental wellbeing, particularly early intervention and preventative support

EIA: Vulnerable children and young people are more likely to develop emotional problems and mental health issues action will be taken to ensure they are equally able to access services

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
BH2 Children Centres will provide support for parents that promote attachment and promote nurturing e.g. play n stay, baby massage etc	Number of Children Centre delivery plans that include relevant activities	September 2008	Head of Extended Services and Early Years	100
	Evidence of services reaching vulnerable families	March 2009	Head of Extended Services and Early Years	50

BEING HEALTHY 2: Promote healthier lifestyles, in particular healthy eating and increased exercise to reverse the trend of children and young people who are obese and overweight

EIA: Evidence shows a strong correlation between deprivation and obesity. Targeted services will need to be developed in our most deprived communities and access to services will be monitored

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
BH3 The Healthy Weight Alliance will develop a Healthy Weight Action Plan that will include a wide range of boroughwide activities that promote healthy eating and exercise. This includes a particular emphasis on Children's Healthy Growth and Healthy weight	LAA target 0.5% decrease in number of children identified as obese or overweight through BMI Monitoring of Reception year children	June 2008	Assistant Director for Children & Families/ Public Health Consultant	25
	Raised awareness among Head teachers primary schools on school population data on obesity rates	September 2008	Head of Extended Services and Early Years	10

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Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
	Number of Children Centre Delivery Plans that include relevant activities that support : <ul style="list-style-type: none"> • continued improvement in promotion of support for breastfeeding • Promoting healthy eating • Initiatives that promote or support increased physical activity, including access by vulnerable groups 	March 2009	Head of Extended Services and Early Years	100
	Increased number of healthy eating and physical activities delivered to children outside normal school provision and number of children reached	March 2009	Assistant Director for Children & Families	20
	Identify evidence based intervention to address the need of the most obese children services	March 2009	Manager of Children's Community Health service	15
	All children and young people access 2hrs physical activity per week through the school sports programme	March 2009	Lead Adviser PSHE	15
	Increase percentage of pupils eating school meals to 52% by 2009	March 2009	Lead Adviser PSHE	15

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EIA: Evidence shows a strong correlation between deprivation and obesity. Targeted services will need to be developed in our most deprived communities and access to services will be monitored

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
BH4 Reduce car usage and improve active travel by children and families as part of Smarter Travel Sutton	Reduce the journeys to school by car (LAA target)	March 2009	School Travel Adviser	15
	Raise standard of school travel plans and number of children travelling actively (i.e. walking or cycling) by encouraging schools to work upwards through Transport for London's School Travel Plan Accreditation scheme	March 2009	School Travel Adviser	10
	Implement cycle training for families targeted at schools in areas affected by high obesity levels	March 2009	School Travel Adviser	10
	Implementation of <i>Upgrade 7</i> for pupils moving from Y6 to Y7, promoting active travel for the school journey	March 2009	School Travel Adviser	10

BEING HEALTHY 3: Increase work on preparation for parenthood and support for parents to improve and sustain their children's health

EIA: Evidence shows that poor health is closely associated with deprivation. Monitoring will ensure that services are targeted at the most vulnerable families

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>BH5 Children Centres will offer programmes that support preparation for parenthood/antenatal advice</p>	<p>Number of Children Centre Delivery Plans that include relevant activities that support parents including:</p> <ul style="list-style-type: none"> • Antenatal support • continued improvement in promotion of support for breastfeeding • Promoting healthy eating 	September 2008	Assistant Director for Children & Families	60
<p>BH6 Ensuring young parents are receiving adequate preparation for parenthood from universal services</p>	<p>Established a baseline assessment of the following key indicators:</p> <ul style="list-style-type: none"> • Smoking in pregnancy • Breast feeding • Access to ante-natal services • Receipt of post natal contraceptive advice • Low birth weight 	March 2009	Head of Midwifery Epsom & St Helier	20

BEING HEALTHY 4: Address alcohol consumption by young people including access to alcohol*EIA: Evidence shows that vulnerable groups of young people are more likely to be involved in high risk behaviours such as unprotected sex and more likely to become young parents*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
BH7 Develop a borough alcohol strategy that will include a focus on both health and community safety issues including specific issues for young people	Completed consultation on the Alcohol Strategy with action plan for three to five years	March 2009	Consultant in Public Health (joint appointment)	20
BH8 To undertake intelligence-led test purchase operations on premises selling alcohol and tobacco to young people across the borough	Issue fixed penalty notices to all offending licensees and object to all licences for those premises that repeatedly sells alcohol and tobacco to young people	March 2009	Safer Sutton Partnership Service	25
BH9 All children and young people receive high quality PSHE Education, including alcohol issues	All children and young people have increased knowledge, skills and attitudes to alcohol and related issues	March 2009	Lead Adviser PSHE	25
BH10 Take any necessary actions in response to needs analysis of young peoples drug and alcohol use, particularly a review of referral pathways and access to services	Referral pathways reviewed and services reconfigured as necessary to ensure appropriate targeting of young people at different levels of need	March 2009	Young peoples Joint Commissioning Group	20

BEING HEALTHY 5: Support and promote the cessation of smoking and wider tobacco control*EIA: Evidence shows that vulnerable groups of young people and those from more deprived areas are more likely to smoke. Monitoring will ensure that services are targeted at most vulnerable young people*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
BH11 All children and young people receive high quality PSHE Education, including tobacco issues	All children and young people have increased knowledge, skills and attitudes to tobacco and related issues	March 2009	Lead Adviser PSHE	25
BH12 Raise awareness among children and young people about the health risk off smoking	Evaluation of the effectiveness of the Butt Stops film competition and introduction of similar initiatives based on this learning	March 2009	Consultant in Public Health (joint appointment)	10
BH13 Identify effective actions to reduce access to tobacco by young people	Involvement of representatives from the Youth Parliament in the development of the tobacco control action plan	March 2009	Consultant in Public Health (joint appointment)	10
BH14 Increase the number frontline staff working with young people who are trained in smoking cessation	The number of frontline staff working with young people who are training in smoking cessation	March 2009	Consultant in Public Health (joint appointment)	10

BEING HEALTHY 6: Promote sexual health

EIA: Evidence shows that vulnerable groups of young people are more likely to be involved in high risk behaviours such as un protected sex and more likely to become young parents

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>BH15 Update the Teenage Pregnancy Strategy Implementation Plan and local media and communications strategy in line with current national guidance and local priorities.</p>	A further reduction in the rate of under-18 conceptions in line with the 2010 government target of a 45% reduction from the 1998 baseline	June 2008	Teenage Pregnancy Strategic Group	25
	Service specification for the delivery of SRE input from PCT to schools	September 2008	Teenage Pregnancy Coordinator	10
	Local data collection to facilitate improved targeting and provide a better understanding of short-term changes in trends	January 2009	Teenage Pregnancy Coordinator	30
	Targeted workforce training leading to an increase in the number of front line staff who work with young people confident in offering basic SRE and referring appropriately to local services. E.G.% of teachers/school nurses access the national CPD programme of PSHE	March 2009	Teenage Pregnancy Coordinator	25
<p>BH16 Introduction of the HPV (Human Papilloma virus) immunisation</p>	Percentage of year 8 girls starting the immunisation programme	March 2009	Manager of Children's Community Health Services	150

BEING HEALTHY 7: Help looked after children be healthy*EIA: Evidence shows that Looked after Children are at more risk of poor health and less likely to access health care. LAC individual health plans are closely monitored*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
BH17 Make available access to SRE training for Foster Carers	Opportunity for training available and take up by foster Carers	March 2009	Designated Nurse for LAC	15
BH18 Continue good performance on health assessments	Earlier intervention when newly looked after	March 2009	Designated Nurse for LAC	20
	Number of social workers accessing multi-agency consultation 'Think Space' and the LAC psychology service and number of cases seen	March 2009	Designated Nurse for LAC	25
	Implement strength and difficulty questionnaires to monitor outcomes	June 2008	Designated Nurse for LAC	20

BEING HEALTHY 8: Help children with learning difficulties and disabilities to be healthy*EIA: Evidence shows that disabled children are more vulnerable and more likely to have poor health outcomes not directly related to their disability and experience more problems in accessing some health care provision*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
BH19 Ensure those with learning disability have equal access to mental health services	Compliance with CAMHS proxy outcome measure at least at level 3	January 2009	Assistant Director for Children & Families	15

BEING HEALTHY 8: Help children with learning difficulties and disabilities to be healthy

EIA: Evidence shows that disabled children are more vulnerable and more likely to have poor health outcomes not directly related to their disability and experience more problems in accessing some health care provision

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>BH20 Improve opportunities for disabled children with health and moving and handling needs to take part in social, recreational and leisure activities as an impact of the Pathfinder Short Breaks programme</p>	Short breaks pathfinder project – provisional target of 7000 hours of group-based short breaks during 2008-09 for this group of disabled children and young people (up from 6000 in 2007-08)	March 2008	Head of Disability Partnership	60
<p>BH21 Support all abilities cycling projects in Sutton, involving pupils with MLD in cycle training and activities</p>	Increased number of children accessing the projects	March 2009	School Travel Adviser	15
<p>BH22 Children’s Centres will provide support for families with disabled children through forging closing links with the Early Support programme</p>	Number of Children Centre delivery plans that include relevant activities	September 2008	Head of Extended Services and Early Years	40
	Evidence of services reaching families with disabled children	March 2009	Head of Extended Services and Early Years	

STAYING SAFE

STAYING SAFE 1: Ensure that improvements are made in Children's Social Services as measured by Government performance indicators and standards				
<i>EIA: High level social services interventions may impact more on some families, so continued monitoring will ensure that actions taken to ensure that there is no over representation of some groups, particularly BME groups</i>				
Actions	Outcome /Performance Measures	By When	Responsibility	Cost (days)
SS1 Continue to improve the speed with which we undertake assessments on families	Improve initial assessments within 7 days to 75% and core assessments within 35 days to 85%	March 2009	Executive Head, Children and Families	50
SS2 Continue to ensure that children on the Child Protection Register are allocated a social worker, are reviewed regularly and remain on the Register for as short a time as possible	All allocated at end of each month, national indicators all at the required level for optimum performance	March 2009	Executive Head, Children and Families	100
SS3 Implement Public Law Outline procedures for children at high levels of risk	All cases entering care proceedings are compliant	March 2008 onwards	Executive Head, Children and Families	100

STAYING SAFE 2: Provide more services much earlier for families in difficulties to help them provide safe and secure care for their children

EIA: Early intervention activity should be in line with Sutton population demographics and monitoring will ensure that appropriate action can be taken if this is not the case

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>SS4 Continue to improve systems for sharing information about vulnerable children</p>	<p>Ensure that guidance and training for CAF and lead professional are available to all practitioners</p> <p>Proceed with e-caf development in line with national timescales –design and development completed</p>	<p>Autumn 2008</p> <p>March 2009</p>	<p>Executive Head of Children and Families and Strategic Development Manager</p>	<p>50</p>
<p>SS5 Continue to implement the Common Assessment Framework and lead professional role in order to develop a more consistent response for families across all agencies</p>	<p>Increased proportion of referrals to C&F that lead to assessment and increase of at least 20% in CAF completion</p>	<p>March 2009</p>	<p>Executive Head, Children and Families and Strategic Development Manager</p>	<p>250</p>
<p>SS6 Publish improved information for parents on services available to them, using a variety of methods as appropriate</p>	<p>Suitable materials designed and published</p>	<p>November 2008</p>	<p>Executive Head, Children and Families</p>	<p>20</p>

STAYING SAFE 2: Provide more services much earlier for families in difficulties to help them provide safe and secure care for their children

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Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>SS7 Increase the number of children and families who receive preventative support early,</p> <ul style="list-style-type: none"> • school family support, and other services linked to schools • families of pre-school children (Early Intervention Service linked to Children’s Centres) • children and families at child concern 4/5, including those discharged from care 	<p>Outcome measures developed</p> <p>Numbers receiving services increase by 10%</p>	<p>Autumn 2008</p> <p>March 2009</p>	<p>Executive Head, Children and Families</p>	<p>200</p>
<p>SS8 Increase the number of parenting interventions available to support parents with children aged 8-13 as identified through the Parenting Early Intervention project (PEIP) and baseline agreed for outcome measures</p>	<p>Increase by 20% those accessing services by year end and outcome measures in place</p>	<p>March 2009</p>	<p>Executive Head, Children and Families</p>	<p>50</p>
<p>SS9 Ensure all young carers receive services based on a CAF assessment</p>	<p>All newly notified young carers are subject to a CAF with suitable plan in place</p>	<p>Autumn 2008</p>	<p>Executive Head, Children and Families</p>	<p>10</p>

STAYING SAFE 2: Provide more services much earlier for families in difficulties to help them provide safe and secure care for their children

EIA: Early intervention activity should be in line with Sutton population demographics and monitoring will ensure that appropriate action can be taken if this is not the case

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
SS10 Increase the number of fathers accessing parenting interventions at all stages of Child Concern	Increase by 20% on March 2008 baseline	March 2009	Executive Head, Children and Families	50
SS11 Increase number of 16/17 yr olds and their families receiving support through new Housing/C&F protocol	Increased numbers: <ul style="list-style-type: none"> • receiving assessment • in suitable accommodation following assessment 	March 2009	Executive Head of Service, C&F/ Head of Housing Advice Services	50
SS12 Agreed actions from LSCB review of SCRs May 2008	Actions as agreed at LSCB completed	March 2009	All agencies/LSCB	20
SS13 Launch revised and updated Missing Children Protocol and Policy	Protocol and Policy in place	November 2008	LSCB	5

STAYING SAFE 3: Provide a safe neighbourhood in Sutton so children and young people are not fearful of crime				
<i>EIA: Actions identified will need to be responsive to age and monitoring undertaken to ensure that young people are safe from incidents that relate to race, gender sexuality, disability etc.</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
SS14 Issues raised by young people at Youth Panels and other forums are responded to with actions that improve their feelings of safety, e.g. bus patrols, safer parks etc	Survey response indicates increased feelings of safety by young people	March 2009	Chief Inspector SNTs/Lead Adviser for PHSE and Citizenship, Youth Participation Worker	100
SS15 All schools to have travel plan in place that reflects safeguarding issues	All schools travel plan includes safety of young people on their way to and from school	March 2009	School Travel Adviser, Environment and Leisure Services	50
	Related engineering works complete in further 9 schools	March 2009		

STAYING SAFE 4: Ensure that all people who work with children know enough to notice when a child is being bullied or abused, and that they are able to help				
<i>EIA: Issues of difference may make children vulnerable to bullying, and awareness of these is included in all published guidance. Racist bullying is already specifically recorded in schools and by the Police</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
SS16 Issue multi agency Bullying Strategy and guidance for professionals working with children and young people, along with the training DVD being produced by young people	Guidance and DVD launched across all schools and other relevant agencies Standard recording system agreed by schools	Sept 2008	Lead Adviser, PHSE and Citizenship	10

STAYING SAFE 4: Ensure that all people who work with children know enough to notice when a child is being bullied or abused, and that they are able to help

EIA: Issues of difference may make children vulnerable to bullying, and awareness of these is included in all published guidance. Racist bullying is already specifically recorded in schools and by the Police

SS17 Reduce incidence of bullying among children and young people measured by what they tell us, with a particular emphasis on those looked after and those with a disability	Reduction as measured by survey as per LAA target	March 2009	All agencies	50
	Annual monitoring in place in all secondary schools and 30% primary schools	March 2009	Lead Adviser for PHSE and Citizenship	

STAYING SAFE 5: Develop more services to help – particularly for families where domestic violence, mental health, drink or drugs is a problem

EIA: These are already vulnerable groups receiving services at high thresholds. Monitoring will ensure that appropriate action is taken if these families are under or over represented at different stages of intervention

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
SS18 Develop a more integrated response across services to incidents of domestic violence where children involved, that will improve access to services pre-statutory thresholds	New service arrangements in place	March 2009	Executive Head, Children and Families/SSPS head of Commissioning	50
SS19 Implement and review MARAC	Reduction in repeat incidents of domestic violence in accordance with LAA target	March 2009	SSPS/all agencies	20
SS20 Implement London domestic violence protocols and agreed risk assessment model across agencies	All agencies signed up to new risk assessment model	November 2008	Executive Head, Children and Families/SSPS head of Commissioning	30

STAYING SAFE 5: Develop more services to help – particularly for families where domestic violence, mental health, drink or drugs is a problem

EIA: These are already vulnerable groups receiving services at high thresholds. Monitoring will ensure that appropriate action is taken if these families are under or over represented at different stages of intervention

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
SS21 Implement new advocacy service for victims of domestic violence	Agreed service in place and increase of 10% in numbers accessing advocacy service	March 2009	SSPS Head of Commissioning	20
SS22 Improve access to adult services by the development of protocols for mental health, learning disability and substance misuse services	Protocols in place	March 2009	Executive Head, Children and Families	10

STAYING SAFE 6: Help looked after children to stay safe

EIA: Looked after children are already one of the most vulnerable groups and continued monitoring needed to ensure that those who become looked after are representative of the local population, bearing in mind the different vulnerabilities that go with different ages.

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
SS23 Improve both short and long term placement stability	Maintain those with 3+ moves at 16% or less. Improve long term stability to 75%	March 2009	Executive Head, Children and Families	100
SS24 Continue to ensure that a high proportion of children are placed in families, that are permanent and legally secure	Adoption numbers within Government targets Increase of 5% of those in extended family placements as alternative to care	March 2009	Executive Head, Children and Families	100

STAYING SAFE 6: Help looked after children to stay safe

EIA: Looked after children are already one of the most vulnerable groups and continued monitoring needed to ensure that those who become looked after are representative of the local population, bearing in mind the different vulnerabilities that go with different ages.

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
SS25 Increased numbers where quality of permanency/pathway plans is assessed as good	Increase of 10% on baseline set in March 2008	March 2009	Executive Head, Children and Families	50
SS26 Ensure compliance with all elements of Children and Young Peoples Bill	Compliance achieved	Date of legislation tbc	Executive Head, Children and Families	50

STAYING SAFE 7: Help children with learning disabilities and difficulties to stay safe

EIA: Children with disabilities are already one of the most vulnerable groups, and thus services need to be targeted to this group to ensure that they achieve best possible outcomes

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
SS27 Revise our Strategy for disabled Children and Young People in light of what we have achieved and learnt so far	Strategy for disabled children and young people 2008-11 signed off by Council and PCT	October 2008	Head of Disability Partnership	4
SS28 Increase the opportunities for young people entering adult life to live work or continue their education close to home	Development of a local performance measure to establish a baseline and track progress	December 2008	Head of Disability Partnership	10

STAYING SAFE 7: Help children with learning disabilities and difficulties to stay safe*EIA: Children with disabilities are already one of the most vulnerable groups, and thus services need to be targeted to this group to ensure that they achieve best possible outcomes*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
SS29 Increase the availability of after school and holiday schemes for young people and children with complex health needs	Increase of 16% in the number of hours in group-based short breaks schemes used by disabled children and young people with complex health and moving and handling needs	March 2009	Head of Disability Partnership	300
SS30 Ensure that specialist child mental health and family support services are accessible and relevant to disabled children and young people and their families	10 families report positive outcomes from contact with ASD mental health specialist in Children with Disabilities Team	March 2009	Head of Disability Partnership	65
SS31 Actively involve disabled children and young people in projects that are fun as well as giving them a voice in the shape of future services	Demonstrable evidence of disabled children and young people being involved in the planning, commissioning and reviewing of short breaks services.	March 2009	Head of Disability Partnership	100
SS32 Develop independent travel training for students aged 14+ years in Sutton to include more students at more schools and colleges. Produce materials that help parents know how to support this training.	Established plan and materials in place in at least two schools/colleges	March 2009	School Travel Adviser	20

ENJOY AND ACHIEVE

ENJOY AND ACHIEVE 1: Transition at every stage – transforming current expectations				
<i>EIA: Activities are designed to ensure all children and young people have effective transfer arrangements at points of transition, reducing current inequalities</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EA1 Expand the 'Parent Project', 'Living and Learning' to engage parents in supporting successful transition strategy	Increase in the number of parents participating in all the sessions at each school	March 2009	Lead Adviser, PSHE and Citizenship	15
EA2 Embed learning from Children' Centre Transition Pilot into phase two centres	Phase 2 Children's Centres integrated into schools	March 2009 (milestone) Completion by March 2010	Assistant Director for Children Families	200
EA3 Develop arrangements for all children and young people at all points of transition	<ul style="list-style-type: none"> • Young People will report ease of transition • Attainment data will demonstrate cross key stage progress • Attendance in Y7 will be maintained 	March 2009	Lead Inspectors	25

ENJOY AND ACHIEVE 2: 0-5 Agenda – making the national agenda work for Sutton

EIA: Activities may impact more upon some families so continued monitoring will ensure actions are taken to limit the amount of over-representation of some groups, particularly those experiencing social disadvantage

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>EA4 Continue to develop practice and quality in the Foundation Stage in line with the national agenda of raising the quality of provision from birth to five</p>	Achievement of at least 78 points across the Early Years Foundation Stage at age 5 for 84% of children	March 2009 (Outcomes reported in August 2009)	Lead Inspector: Early Years Foundation Stage	400
<p>EA5 Integrate phase 3 Children's Centre planning to phase 1 and 2 extended service delivery model</p>	<ul style="list-style-type: none"> • Location of children's centres and all services identified • Service Level Agreements in place with strategic partners • Training and delivery plan published 	March 2009	Extended Services Manager, Project Development	45
<p>EA6 Through on-going development of the Children's Centre and extended services programme, ensure families have access to a range of relevant services including early learning and play, family, health and parenting support in accordance with identified need</p>	<ul style="list-style-type: none"> • All Phase 2 centres delivering core offer • Audit of local need updated 	September 2008 March 2009	Extended Services Manager, Policy and Research	45
<p>EA7 Meet targets for the early years outcome</p>	<ul style="list-style-type: none"> • Achievement of at least 78 points across the Foundation Stage for 84% of children • Narrowing the gap between the lowest achieving 20% in the EYFS and the rest to 32.4% 	March 2009 (Outcomes reported in August 2009)	Lead Inspector – Early Years Foundation Stage	200

ENJOY AND ACHIEVE 2: 0-5 Agenda – making the national agenda work for Sutton

EIA: Activities may impact more upon some families so continued monitoring will ensure actions are taken to limit the amount of over-representation of some groups, particularly those experiencing social disadvantage

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>EA8 Plan for the delivery of the extended free entitlement and consider impact on funding arrangements for all settings</p>	<ul style="list-style-type: none"> • Plan published • Funding and developmental support requirement for PVI sector understood 	December 2008	Head of Extended Services & Early Years	60
<p>EA9 To embed the categorisation of Foundation Stage in maintained schools and PVI settings against set criteria to establish a system of interventions in inverse proportion to need</p>	<ul style="list-style-type: none"> • Categorisation system will be understood • Interventions will be timely and effective 	March 2009 (Outcomes reported in August 2009)	Lead Inspector – Early Years Foundation Stage	103

ENJOY AND ACHIEVE 3: Increasing achievement for all particularly vulnerable and underachieving groups

EIA: Intervention strategies are designed to address the inequalities experienced by the most vulnerable and underachieving groups to provide greater equity

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>EA10 Reduce in inequalities, particularly those influenced by socio-economic factors, in the academic progress achieved by children and young people and early years outcome statutory targets</p>	<ul style="list-style-type: none"> • Narrowing the gap between the lowest achieving 20% in the EYFS and the rest to 32.4% • Narrow the achievement gap in • English, Maths and Science as follows: <ul style="list-style-type: none"> ➤ KS2 English 18% ➤ Maths 21% ➤ Science 12% ➤ KS4 APS 120 points 	March 2009 (Outcomes reported in August 2009)	Lead Inspectors: EYFS Primary, Secondary	200

ENJOY AND ACHIEVE 3: Increasing achievement for all particularly vulnerable and underachieving groups

EIA: Intervention strategies are designed to address the inequalities experienced by the most vulnerable and underachieving groups to provide greater equity

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>EA11 Ensure sustainability of services delivered to vulnerable families in targeted areas including those living in the 30% most deprived areas in Sutton</p>	<ul style="list-style-type: none"> • Early intervention and preventative services embedded within children's centres • Access to affordable child care 	March 2009	Extended Services Manager, Project Development	100
<p>EA12 Establish training and advice programmes within children's centres and extended schools</p>	<ul style="list-style-type: none"> • Published programme of support available • Agreements in place with providers 	December 2008	Extended Services Manager, Policy and Research	20
<p>EA13 Further develop the extended schools programme to work in partnership with schools and statutory agencies to develop a parent outreach service to identified school aged children</p>	<ul style="list-style-type: none"> • Parenting strategy finalised • Family support worker scheme in 50 % of schools • Support programmes in place for secondary schools • Parent information packs provided to all Children's Centres, schools, libraries and other key outlets 	March 2009	Extended Services Manager, Project Development	60
<p>EA14 Improve the level of attendance for those pupils with persistent absence</p>	Level of attendance for those pupils with persistent absence will have improved in line with targets set	March 2009	Executive Head of School Improvement	60

ENJOY AND ACHIEVE 4: Co-ordinate / promote the provision / benefits of play opportunities for 4-13 year olds				
<i>EIA: The effective promotion and provision of a range of options will ensure all children have the opportunity to take part in appropriate activities</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EA15 Review the play strategy in line with the Big Lottery Fund and local priorities	Strategy implemented	March 2009	Head of Extended Services & Early Years	75
EA16 Promote and support providers in the development of appropriate play environments in out of school and extended school settings	Play advisers and development workers allocated to localities/schools	September 2008	Head of Extended Services & Early Years	20
EA17 Successful delivery of Summer University activities programme to children aged 10 years and over	70 % take up across all programmes	December 2008	Extended Services Re-modelling adviser	100

ENJOY AND ACHIEVE 5: Supply and demand of appropriate school places				
<i>EIA: We are committed to increasing education provision for children with learning difficulties and disabilities</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EA18 Increase provision of in-borough Autistic Spectrum Disorder places	Increased number of pupils with a diagnosis of ASD will be educated in-borough	March 2009	Executive Head of Parent Pupil and Student Services	50
EA19 Re-build Stanley Park High School within available resources so that it meets current and envisaged curriculum, social, environmental and other related needs	The development plan and schedule for the building of the new school will demonstrate that the building programme is on time	Milestone in March 2009	Executive Head of Service Management	200

ENJOY AND ACHIEVE 6: Sharing Best Practice between mainstream and special schools				
<i>EIA: Actions are designed to promote equality of provision across the borough</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EA20 Facilitate work with co-ordinators, leading teacher, Additional Skills Teachers and peer head teachers to develop effective practice across schools and settings	<ul style="list-style-type: none"> • Network evaluations will be positive • Analysis of Ofsted outcomes will demonstrate improvement in quality of learning 	March 2009	Lead Inspectors	40

ENJOY AND ACHIEVE 7: Challenge the gifted and talented				
<i>EIA: Actions are designed to provide challenge for the most gifted and talented, thereby raising challenge for all</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EA21 Develop the Leading Teacher programme in specified primary and secondary schools	Evaluations will demonstrate that the network is effective in disseminating good practice	March 2009	Lead Inspector – Inclusion	20
EA22 Support schools in evaluating their provision for gifted and talented using the Inclusion Quality Standard, the Challenge Award and other appropriate standards	Schools will be ready for their assessments or will have achieved their awards	March 2009	Lead Inspector - Inclusion	20
EA23 Devise and implement a training programme to promote good practice	Evaluations of training will be positive	March 2009	Lead Inspector - Inclusion	20

ENJOY AND ACHIEVE 8: Help looked after children to enjoy and achieve

EIA: Effective support for looked after children will ensure they have the chance to enjoy and achieve in the same way as other children

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (day)
<p>EA24 Improve educational attainment for children in the care of the local authority</p>	<p>Summative outcomes will show an improvement in educational attainment and targets set will be achieved</p> <ul style="list-style-type: none"> • 60% Level 4+ in English and maths in KS2 • 18% to achieve 5+A*-C at GCSE 	<p>March 2009 (Summative results available in August 2009)</p>	<p>Education Adviser for Looked After Children</p>	<p>400</p>
<p>EA25 Reduce the absence rate of looked after children from school</p>	<p>Targets met for improved attendance</p>	<p>March 2009 (Summative results in Nov 2009)</p>	<p>Education Adviser for Looked After Children</p>	<p>100</p>
<p>EA26 Increase availability of out of school activities for looked after children</p>	<ul style="list-style-type: none"> • Evaluation of the 'Get Involved' Project will demonstrate its success • Positive evaluation of the pilot scheme of bi-monthly Creative Arts Club 	<p>March 2009</p>	<p>Education Adviser for Looked After Children</p>	<p>60</p>
<p>EA27 Pilot the new pan-London personal education plan implementing new format</p>	<p>Evaluation demonstrates positive benefits from the implementation relating to pupil outcomes and progress</p>	<p>March 2009</p>	<p>Education Adviser for Looked After Children</p>	<p>20</p>

ENJOY AND ACHIEVE 9: Help children with learning difficulties and disabilities to enjoy and achieve				
<i>EIA: Effective support for children with learning difficulties and disabilities will ensure they have the chance to enjoy and achieve in the same way as other children</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (day)
EA28 Further increase opportunities for social and recreational activities by disabled young people aged 14 and over	Increase from 30 to 45 in the number of disabled young people aged 14+ using group-based activities for their short breaks provision	March 2009	Head of Disability Partnership for C&YP	170
EA29 Develop, and support practitioners in delivering, the Early Support model of delivery through the roll out of the Children's Centre programme	Families of young children with disabilities and special needs report positive experiences of portage and key worker services being accessed through and delivered in conjunction with Children's Centres	March 2009	Head of Disability Partnership for C&YP	50
EA30 Events run through the Young and Disabled People's Advisory Group and forums for disabled children and young people at weekends and school holidays	A minimum of three events during the year for disabled children and young people which are fun and provide opportunities for them to influence the planning and commissioning of services	March 2009	Head of Disability Partnership for C&YP	21

POSITIVE CONTRIBUTION

POSITIVE CONTRIBUTION 1: Children and young people engage in positive behaviour in educational settings				
<i>EIA: Young People are supported appropriately, whatever their need to ensure that they choose to behave positively and not disrupt either their own or the learning of others</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (day)
PC1 Children and Young People's Integrated Support Panel (CYPISP) continue to fund short-term support packages for children and young people at Stages 2-5 of the Child Concern Framework, who have additional needs that can not be met through a service provided by a single agency or within a school	<ul style="list-style-type: none"> • Reduced exclusions within schools by 10% • Improved attendance at schools • Improved behaviour at schools • Reduction in engagement with anti-social behaviour and crime • Reduce the risk of family breakdown 	March 2009	Prevention Co-ordinator	150
PC2 Reducing Exclusions Group established –provide targeted support to schools with high exclusions	<ul style="list-style-type: none"> • Reduced exclusions within targeted schools by 10% • Programme of targeted support agreed and implemented 	March 2009	Inspector – Inclusion	15
PC3 Embed the re-organisation of the Behaviour Support Team (BST)	Reduced exclusions within schools by 10%	March 2009	Inspector - Inclusion	10

POSITIVE CONTRIBUTION 1: Children and young people engage in positive behaviour in educational settings*EIA: Young People are supported appropriately, whatever their need to ensure that they choose to behave positively and not disrupt either their own or the learning of others*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (day)
PC4 Further develop the Behaviour partnership within the Vulnerable Pupils Panel (VPP) to ensure the effective and creative use of resources in meeting the needs of young people presenting challenging behaviour in schools	Reduced exclusions in school (10%) and a reduced number of pupils, for whom schools seek alternative provision	March 2009	Executive Head – Parent, Pupil and Student Services / Head teacher – The Limes College	20

POSITIVE CONTRIBUTION 2: Improve the range of alternative provision to motivate better attendance and prepare young people for independent life*EIA: Young People receive options and support as required to enable them to reach their potential and they are assisted in making appropriate life choices*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (day)
PC5 Further develop the range of quality assured alternative provision through the re-organisation of resources, within the Alternative Provision Service	Young people complete accredited courses, so that they have clear choices on leaving statutory education	March 2009	Head teacher – The Limes College	30
PC6 Extend the range of Alternative Provision available through the development of partnership agreements with a range of external providers	Young people receive greater choice, with regard to course options	March 2009	Head teacher – The Limes College	20

POSITIVE CONTRIBUTION 2: Improve the range of alternative provision to motivate better attendance and prepare young people for independent life

EIA: Young People receive options and support as required to enable them to reach their potential and they are assisted in making appropriate life choices

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (day)
<p>PC7 Extend the Connexions Service under the auspices of the new IAG provider – CfBT, so that, young people receive better careers advice for life after school</p>	More young people remain in education, employment and training (EET)	March 2009	Head teacher – The Limes College	15

POSITIVE CONTRIBUTION 3: Children and young people develop positive relationships and choose not to bully and discriminate

EIA: Young people choose to tolerate people and not to bully and discriminate and receive support in coping strategies, so that they consider other avenues and think of other people's feelings and how they can be hurt by needless words

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (day)
<p>PC8 'Get Real' – a multi-agency anti-bullying project, to prevent bullying, to be launched in Autumn 2008 in some secondary schools</p>	Schools note a reduction in bullying and increased confidence/self-esteem in targeted young people	December 2008	Lead Adviser for Citizenship	10
<p>PC9 Analysis of pupils' attitudes to engage them in positive relationships</p>	Action Plan developed in response to Tell Us Survey	March 2009	Head of Policy and Research	5
<p>PC10 Annual Event to be established for Schools concerning the 'Pupil's Voice', so that young people's concerns can be acted upon</p>	Schools note a reduction in bullying incidents	March 2009	Lead Adviser - Citizenship	5

POSITIVE CONTRIBUTION 4: Enable families and others to support children and young people, in particular, young carers

EIA: Ensure that all young people receive the support they require to be adults who contribute to their communities, by targeting appropriate groups who may require additional support e.g. young carers

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
PC11 Use CAF as an assessment tool for young carers	Young Carers participate in youth activities	March 2009	Strategic Development Manage/ Head of Youth Service	20
PC12 Support Schools to help Parents with regard to their Parenting Strategies, with a particular emphasis on young carers	Schools make reasonable adjustments to liaise with Parents of young carers	March 2009	Extended Services Manager	30
PC13 Continue to develop programmes to divert young people from crime, including joint analysis of first time entrants	Reduction in number of first time entrants to the Youth justice System will be based on the 2007/8 baseline	March 2009	Youth Offending Team Manager / Safer Sutton Partnership / Prevention Co-ordinator	55
PC14 Continue to develop post Court community interventions to prevent re-offending and avoid custody	<ul style="list-style-type: none"> • Reduction in offending bases on 2005 cohort • Increase in Parenting Intervention / Support to post Court Parents 	March 2009	Youth Offending Team Manager	75
PC15 Increase availability of accommodations options (including birth family) to ensure that there is an increase in those involved with YOT, who are in suitable accommodation	Increase to 95%	March 2009	Youth Offending Team Manager / Housing Advice Manager	20

POSITIVE CONTRIBUTION 5: Engage children and young people in decision making and supporting the community and environment

EIA: Ensure that young people have the tools and support to become adult members of their community and are aware of their environment and particularly target those groups who may need additional support to choose this way forward.

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>PC16 Young people continue to be the decision-makers with regard to the allocation of Youth Opportunities Funds (YOF)</p>	Young people choose to fund borough-wide activities and participate and evaluate them	March 2009	Head of Youth Service	5
<p>PC17 Implementation of 'Broadening Capability: Youth Work in Sutton' which gives a way forward to increase young peoples participation</p>	More young people contributing and participating in Youth activities	March 2009	Head of Youth Service	50
<p>PC18 Young People consulted upon Sutton Life skills Centre and contributing to the design and activities to be offered</p>	Young people shaping services, so that the building will be used to its full potential – NB: design element only 2008/9	March 2009	Safer Sutton Partnership/ Executive Head of Parent, Pupil and Student Services/ Head of Youth Service	10
<p>PC19 Young People work with the Third Sector, to ensure a wider range of activities are available to them, with funding provided by the Youth Service</p>	Greater number of options available to young people	March 2009	Third Sector / Head of Youth Service	15

POSITIVE CONTRIBUTION 6: Ensure children and young people engage in law abiding and positive behaviour out of school				
<i>EIA: Historically, some young people, particularly those from BME groups, have been over-represented in the Youth Justice system, particularly at higher levels of intervention. Monitoring will ensure that appropriate steps can be taken to ensure that the ratio of young people involved with YOT is in proportion to the local population</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
PC20 Continue to develop Safer Neighbourhood Panels, so that young people can shape services and input into decision-making processes	Reduction in the perception of negative public opinion of 'youth'	March 2009	Chief Inspector Safer Sutton Partnership	30
PC21 Continue to discuss young peoples concerns at Safer Neighbourhood Panels, so that problem –solving initiatives can resolve local difficulties	Reduction in the perception of negative public opinion of 'youth'	March 2009	Chief Inspector Safer Sutton Partnership	15

POSITIVE CONTRIBUTION 7: Provide opportunities for young people aged 13-19 to go and do things that they enjoy				
<i>EIA: Support young people appropriately by providing a range of options in which all young people can engage and so divert those vulnerable groups who may need support in choosing not to offend etc.</i>				
Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
PC22 Publication of 'Publicising Positive Activities'	Choice of all local activities for young people in Sutton	June 2008	Head of Youth Service / Extended Services Manager	5

POSITIVE CONTRIBUTION 7: Provide opportunities for young people aged 13-19 to go and do things that they enjoy*EIA: Support young people appropriately by providing a range of options in which all young people can engage and so divert those vulnerable groups who may need support in choosing not to offend etc.*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
PC23 Increasing young people's choice with regard to activities in their own environment, by use of the dedicated Youth Service mini –bus (URBIE)	More young people participate in Youth Service activities as a result of the mobile service	March 2009	Head of Youth Service	150
PC24 Young People will be participating in the Summer Uni Scheme, after Sutton successfully bid for funding	Greater choice of activities for young people	August 2008	Extended Services Manager / Head of Youth Service	50
PC25 Launch of young people's sports and event volunteering programme, targeted at 14-19 year olds	Young people enjoying and participating in self-selected positive activities	March 2009	Cultural Services Manager, Environment and Leisure	100

POSITIVE CONTRIBUTION 8: Help looked after children to make a positive contribution*EIA: Support looked after children so that they have the same life chances as those children who remain with their birth family and positively engage them in appropriate activities*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
PC26 Re-tender and re-launch the advocacy service, and ensure that all LAC have access to an advocate/independent visitor if they wish and if it is appropriate	New SLA in place	October 2008	Executive Head – Children and Families	20

POSITIVE CONTRIBUTION 8: Help looked after children to make a positive contribution*EIA: Support looked after children so that they have the same life chances as those children who remain with their birth family and positively engage them in appropriate activities*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
PC27 Increase dedicated LAC teaching staff, so that LAC young people have the chance to 'catch-up' on work missed through trauma	Young People's achievement / attainment is raised	March 2009	Executive Heads – School Improvement and Parent, Pupil and Student Services	5
PC28 Develop a Sutton Pledge for LAC	Agreed 'Pledge' in place that reflects young people's priorities	March 2009	Executive Head – Children and Families	10
PC29 Formal mechanism in place, whereby the maximum number of looked after children can contribute to service planning, both individually and strategically	Structure in place to ensure that increased numbers of LAC feed into Corporate Parents Forum and receive feedback with regard to their input	March 2009	Executive Head – Children and Families	50

POSITIVE CONTRIBUTION 9: Help children with learning difficulties and disabilities to make a positive contribution*EIA: Engage young people with learning difficulties and disabilities to ensure that they have the same life chances as their mainstream counterparts, by allocating appropriate support to help them become adults making a positive contribution to their communities*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (day)
PC30 New ASD Provision will open in 2009 and 2010 and planning will continue to adhere to timescales	Young people will input to design of ASD provision	March 2009	Executive Head – Parent, Pupil and Student Services	30

POSITIVE CONTRIBUTION 9: Help children with learning difficulties and disabilities to make a positive contribution

EIA: Engage young people with learning difficulties and disabilities to ensure that they have the same life chances as their mainstream counterparts, by allocating appropriate support to help them become adults making a positive contribution to their communities

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (day)
PC31 Participation of young people contributing to their annual reviews will increase	<ul style="list-style-type: none"> Participation of young people to their annual reviews will increase by 5% compared with 2007/8 	March 2009	Executive Head – Parent, Pupil and Student Services	10
PC32 Increase the number of Speech and Language Therapists by two in the Borough, so that more children can benefit from this Service	More children receive the Service, with early intervention, but with clear exit strategies	March 2009	Executive Head – Parent, Pupil and Student Services	10
PC33 Sutton Disability Partnership will promote the take –up of self-managed direct payments by 16 and 17 year olds, enabled by the successful ‘ Short Breaks Pathfinder’ project	New service agreement(s) with provider(s) in place for 2009-10 to enable disabled young people to become more independent through managing their own care	March 2009	Head of Disability Partnership	15
PC34 Workshop for Youth Service, Disability Partnership, Environment and Leisure, Health and Extended Services to jointly consider positive activities for disabled young people	Arrangements agreed for substantially increasing choice for disabled young people, with regard to selection of activities	June 2008	Head of Youth Service / Head of Disability Partnership	5

ECONOMIC WELLBEING

ECONOMIC WELLBEING 1: Improve the range of 14-19 learning provision so that more young people are engaged and employers' and young people's needs are better met

EIA: Activities are designed to provide equality of access for all young people enabling their personalised educational, training and employment pathway to be met

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EW1 Strengthen 14-19 collaboration, formalise the increased flexibility programme and increase its capacity so that there are improvements in the provision available to young people which improve their participation and achievement	Production of protocols, course fact sheets and a year plan for 14-16 links	April 2008	14-19 Consultant	10
	Post-16 collaboration with timetabling completed	April 2008 and November 2009	14-19 Consultant	20
	A review of link outcomes 2007/08	April 2008 and November 2009	14-19 Consultant	10
	Identification of obstructions to growth provision	October 2008	14-19 Consultant	10
	Agreed provision for 2009	March 2009	Head teacher (Glenthorne)	5
	Increased provision in place	September 2008	Head teacher (Glenthorne)	5
	4 schools/providers collaborating in minority A-level provision	September 2009	14-19 Consultant	5
	3 diploma bids submitted	March 2009	14-19 Consultant	40
	Appropriately identified 14-16 year olds to receive vocational training	December 2008	14-19 Consultant/ Lead Inspector - secondary	10

ECONOMIC WELLBEING 1: Improve the range of 14-19 learning provision so that more young people are engaged and employers' and young people's needs are better met

EIA: Activities are designed to provide equality of access for all young people enabling their personalised educational, training and employment pathway to be met

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
	SCOLA is a member of the LBS post-14 planning partnership working with schools to deliver suitable alternative provision	March 2009	SCOLA/14-19 consultant	10
EW2 Promote access to lifelong learning and ensure the improvement of the skills base in the workforce	1% increase in level 2 at 19 1% increase in level 3 at 19	March 2009	Lead Inspector - Secondary	30
EW3 Ensure that Sutton learners have access to both local and London wide 16+ course	Improved 2008 prospectus distributed to year 11 learner's home addresses Young people, Personal Advisers, provider staff trained in the use of CHOICE the eProspectus	May 2008 December 2008	CfBT/Executive Head School Improvement	15

ECONOMIC WELLBEING 2: Improve the support for progression of key groups of disadvantaged young people into learning and development opportunities between 14 and 19

EIA: Activities are designed to provide more equitable access for those vulnerable young people who currently do not have parity

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EW4 Review and revise local September Guarantee activities in schools with poor progression into Education, Employment and Training	September Guarantee met	November 2008	Connexions / LSC	15
	Draft a five-year diploma planning strategy	July 2009	Lead Inspector - Secondary	25
	Two employers per sector engaged	March 2009	Manager EBP	10

ECONOMIC WELLBEING 2: Improve the support for progression of key groups of disadvantaged young people into learning and development opportunities between 14 and 19

EIA: Activities are designed to provide more equitable access for those vulnerable young people who currently do not have parity

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
	One PDP organised to support each diploma development	March 2009	Manager EBP	10
	Three staff per sector attend each PDP	March 2009	Manager EBP	5
	Contribute to the employer strategy for three diploma bids	September 2008	Manager EBP	10
	Make diploma bids	November 2008	Lead Inspector – Secondary	50
	250 16-19 year olds to attend SCOLA accredited provision; IAG will closely link with Connexions and routes to work	July 2009	CfBT advisers	20
	Best practice from 2007-08 programme used to inform activities for 2008 and 2009 cohorts	October 2008	CfBT advisers, Lead Inspector - Secondary	15
	All school partnership agreements for 2008-09 reflect collaborative approach to early identification of learners at risk of poor progression	March 2009	Lead Inspector - Secondary	10
EW5 Support teenage parents through the Children's Centre Employability project	SCOLA outreach team to work in partnership with children's centres to target learning provision for teenage parents	March 2009	Outreach Manager, SCOLA	40

ECONOMIC WELLBEING 3: Engage parents / carers, particularly those who face disadvantage, in activities run through extended schools, children's centres and other locations so they can be more effective in helping their children achieve

EIA: Activities designed to address the inequalities faced by socially disadvantaged to achieve greater parity of opportunity.

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>EW6 Continue engaging parents in intervention programmes, sharing good practice about engaging parents and developing programmes of family learning and parenting support</p>	<p>SCOLA runs a programme that works in partnership with schools, children's centres and community centres to develop provision for parents and carers – outcome will be 1300 adult learners and up to 2000 young people and children</p>	<p>July 2009</p>	<p>Outreach Manager / VP SCOLA</p>	<p>25</p>
<p>EW7 Involve local parents in the planning and delivery of the children's centre and extended schools programme</p>	<ul style="list-style-type: none"> • 100% of Community forums to have parent representation • Parents' forums to be established in all operational Children's Centre localities • Training needs analysis to be undertaken for all parents sitting on Children's Centre management committees • Parent representatives on Children's Centres management committees to receive appropriate training • Initial consultation exercises to be undertaken with parents for the development of Phase three Children's Centres 	<p>March 2009</p>	<p>Head of Extended Services and Early Years</p>	<p>70</p>

ECONOMIC WELLBEING 3: Engage parents / carers, particularly those who face disadvantage, in activities run through extended schools, children's centres and other locations so they can be more effective in helping their children achieve

EIA: Activities designed to address the inequalities faced by socially disadvantaged to achieve greater parity of opportunity.

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EW8 Develop a range of courses and programme of family learning and basic skills opportunities that will support children's achievement programmes	New Deal for Lone Parents and the Welfare to Work reforms will support this by promoting the benefits to children's emotional and physical wellbeing by parents entering/returning to work	March 2009	Job Centre Plus	100

ECONOMIC WELLBEING 4: Develop more vivid and participative programmes of Personal, Social and Health Education; Advice and Guidance; and work Related Learning in schools and outside school so that young people are more aware of the benefits of achievement and participation and take up better employment opportunities and become more active citizens

EIA: Activities are designed to impact upon all children and young people and monitoring will take place to limit the amount of over-representation by some groups, particularly those experiencing social disadvantage

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EW9 Ensure that the quality of advice and guidance in schools and colleges is maintained during the transition to new arrangements for Connexions services	Connexions Service and other local IAG providers working to new national Quality Standards for IAG	March 2009	Borough Connexions Manager	100
	Connexions Service provider offering support to schools to meet IAG Quality Standards	March 2009	Borough Connexions Manager	100
	Minimum of 2 schools achieve or working towards the Investor in Careers quality accreditation	March 2009	Borough Connexions Manager	30

ECONOMIC WELLBEING 4: Develop more vivid and participative programmes of Personal, Social and Health Education; Advice and Guidance; and work Related Learning in schools and outside school so that young people are more aware of the benefits of achievement and participation and take up better employment opportunities and become more active citizens

EIA: Activities are designed to impact upon all children and young people and monitoring will take place to limit the amount of over-representation by some groups, particularly those experiencing social disadvantage

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
	Published programme with clear detailed advice available to schools/college	July 2009	Borough Connexions Manager	30

ECONOMIC WELLBEING 5: Improve the income levels, employment levels and skill levels of parents

EIA: Activities are designed to address the inequalities experienced by the most disadvantaged to give greater parity in accessing childcare support

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EW10 Continue improving the supply of accessible, flexible childcare support available to support parents and the promotion and targeting of provision to disadvantaged groups of parents	Promote and increase use of SCOLA crèche facilities to increase uptake of training provision Jobcentre Plus advisers are currently undertaking training for 'childcare discussions' for all parent customers to promote the benefits and accessibility of childcare	March 2009	SCOLA	100

ECONOMIC WELLBEING 5: Improve the income levels, employment levels and skill levels of parents

EIA: Activities are designed to address the inequalities experienced by the most disadvantaged to give greater parity in accessing childcare support

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
<p>EW11 Promote and target childcare to disadvantaged groups</p>	<ul style="list-style-type: none"> • Increase the take-up of the Childcare Affordability Programme • Undertake a more detailed mapping exercise to better understand the current take-up of childcare by disabled children, the needs they have and how these are catered for by childcare providers • Review content, accessibility and distribution of information available to parents/carers of disabled children • Target local businesses – in particular local authority and PCT – to ensure information is distributed to parents/carers and to encourage local businesses to offer childcare vouchers and other benefits 	<p>March 2009</p>	<p>Head of Extended Services and Early Years</p>	<p>40</p>
<p>EW12 Support parents/carers access opportunities for training and back to work programmes</p>	<p>JCP delivers short term training provision, both job search and sector led, and in partnership with LSC providers supports lone parents accessing specific provision by paying expenses such as childcare, training premium and training expenses</p>	<p>March 2009</p>	<p>Job Centre Plus</p>	<p>100</p>

ECONOMIC WELLBEING 6: Improve the availability of appropriate housing for young people and families with children

EIA: Activities are designed to address the inequalities experienced by the most disadvantaged to give greater parity in access to appropriate housing

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EW13 Establish a project plan to manage the change of use of the existing supported housing project for people with mental ill health to a project for young people with 12 bed spaces	A general building survey and a mechanical and electrical survey completed	June 2008	Housing Centre Manager	5
	A full feasibility appraisal completed	August 2008	Housing Centre Manager	15
	Detailed design and specification completed	December 2008	Housing Centre Manager	Not known until appraisal completed
	Building works to start subject to resolution of capital and revenue funding	February 2009	Housing Centre Manager	Not known until appraisal completed

ECONOMIC WELLBEING 7: Evaluate the impact on children and young people achieving Every Child Matters Outcomes of other economic wellbeing issues such as availability of transport and material goods and the quality of the physical environment

EIA: Activities are designed to ensure that all children and young people have equal access

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EW14 All schools to have a live school travel plan by March 2009, promoting sustainable travel	Plans produced and approved by LA and TfL	March 2009	School Travel Adviser	180

ECONOMIC WELLBEING 8: Help looked after children achieve economic wellbeing*EIA: Activities are designed to ensure that all children and young people have equal access*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EW15 Continue the actions that have resulted in improvements in the participation of care leavers in Education, Employment or Training	Numbers in education training or employment at 19 to be in highest Government banding	March 2009	Manager, Leaving Care Team	30

ECONOMIC WELLBEING 9: Help children with learning difficulties and disabilities achieve economic wellbeing*EIA: Activities are designed to address the inequalities experienced by LDD children and young people to give them greater parity in achieving economic well-being*

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
EW16 Agree baseline targets for the inclusion of disabled children and young people in childcare provided by Children's Centres and Extended Schools	Baseline targets agreed with individual children's centres and action plan developed	January 2009	Head of Extended Services and Early Years	20
EW17 Promote the take up of Disability Living Allowance and services in localities where current take up appears low	Reduction in gap (compared to 2007) between DLA take-up and rates of registration of disabled children in the borough's most deprived wards	March 2009	Head of Disability Partnership for Children and Young People	50
EW18 Maintain the percentage of young people with learning difficulties or disabilities aged 16-19 who are not in education, employment or training at below 9.5% (LPSA target)	SCOLA offer integrated and discreet provision for post 16 LLDD learners and specific provision in conjunction with Dear wood Park and Mencap Pathways	12 learners by July 2009	Curriculum Manager LLDD	Funded via LSC

ECONOMIC WELLBEING 9: Help children with learning difficulties and disabilities achieve economic wellbeing

EIA: Activities are designed to address the inequalities experienced by LDD children and young people to give them greater parity in achieving economic well-being

Actions	Outcome / Performance Measures	By When	Responsibility	Cost (days)
	Pathways to Work programme will support 18 – 19 year olds, in conjunction with partner organisations, through a series of targeted interviews	March 2009	Job Centre Plus	30
EW19 Identified Connexions staff liaising with LB Sutton staff and following agreed protocols	Proportion of LDD aged 14+ who have a transition plan that is shared between partner agencies is sustained at more than 90%	March 2009	Head of Disability Partnership for Children and Young People	100

SERVICE MANAGEMENT

SERVICE MANAGEMENT 1: Develop and improve governance arrangements				
<i>EIA: Good governance arrangements ensure that effective and clear decision making takes place at the right time and leads to the provision of the correct level of services to support children and young people.</i>				
Actions	Performance Measures	By When	Who's responsible	Cost (days)
SM1 Participate in and respond to possible national changes in the make up of school governing bodies, in partnership with SWLSEP and London colleagues and the Association of Sutton Governors	<ul style="list-style-type: none"> • Dialogue with ASG, SWLSEP and London colleagues in place • Response to consultation submitted Winter 2008/9 • Systems in place to implement changes by Spring 2009 	March 2009	Governor Support and Office Services Manager	20
SM2 The Extended Services and Early Years team will support children's centres in delivering the core offer and monitor progress through the local performance framework	<ul style="list-style-type: none"> • Centre Staff in post in all children's centre by buildings completion • Training Programmes devised including new staff induction • Systems implemented to support monitoring and performance framework 	September 2008	Extended Services Manager: Project Development	55
SM3 Develop a project plan for the roll out of phase three Children's Centres	<ul style="list-style-type: none"> • Plan agreed with TFC (DCSF) using their new Phase 3 planning tool kit • Plan submitted to Group Management Team for acceptance and approval and linked to other development plans as appropriate to demonstrate best value e.g.: primary schools capital, extended schools capital and 	September 2008	Assistant Director for Children and Families	30

SERVICE MANAGEMENT 1: Develop and improve governance arrangements

EIA: Good governance arrangements ensure that effective and clear decision making takes place at the right time and leads to the provision of the correct level of services to support children and young people.

Actions	Performance Measures	By When	Who's responsible	Cost (days)
	extended offer for 3-4 year olds			
SM4 Ensure that the arrangements for the management of transfer of the Tweeddale Children's Centre and play centre to Tweeddale Primary School are fully implemented and that the model is considered for other centres	<ul style="list-style-type: none"> • Service Level Agreement, Delivery Plan and related documents are finalised and signed off by Tweeddale Children's Centre Management Committee • Management Committee meeting held and targets for first year of operation agreed 	July 2008	Extended Services Locality Manager	10
SM5 Ensure that the new management committees at both the pupil referral units are operating within statutory guidance and that new responsibilities are implemented	<ul style="list-style-type: none"> • New arrangements working smoothly within statutory guidance, • Develop specific committee/panel structure needed to meet new responsibilities, (e.g. pupil exclusions) 	September 2008	Governor Support and Office Services Manager	15

SERVICE MANAGEMENT 2: Develop a joint framework for commissioning for Sutton (including performance management and value for money)

EIA: Joint commissioning ensures that the needs of vulnerable children and young people are considered within a holistic approach in order to provide a co-ordinated and more effective service delivery.

Actions	Performance Measures	By When	Who's responsible	Cost (days)
<p>SM6 Revise strategic commissioning framework, incorporating key elements of the Council's new strategy for commissioning from the voluntary sector</p>	Revised commissioning framework approved by SCYPP	July 2008	Executive Head of Service Management	10
<p>SM7 Consult on and introduce an over-arching joint commissioning strategy, which will set out how we will reconfigure and refocus resources consistently across the partnership in order to achieve the high level priorities of the Children and Young People's Plan and, in so doing, build capacity in the third sector</p>	<p>Joint commissioning strategy approved by SCYPP for consultation Consultation on strategy Approved by Executive</p>	<p>September 2008 November 2008</p>	Executive Head of Service Management	20
<p>SM8 Ensure delivery of the joint commissioning implementation plan</p>	Actions agreed in the plan for 2008/09 are delivered	March 2009	Executive Head of Service Management	10
<p>SM9 Develop a system for parent/carer involvement in commissioning services, including the agreement of clear performance standards</p>	<ul style="list-style-type: none"> • At least two planning events held with parents • Formal system in place for parental involvement in service commissioning 	March 2009	Executive Head of Children and Families	10

SERVICE MANAGEMENT 2: Develop a joint framework for commissioning for Sutton (including performance management and value for money)

EIA: Joint commissioning ensures that the needs of vulnerable children and young people are considered within a holistic approach in order to provide a co-ordinated and more effective service delivery.

Actions	Performance Measures	By When	Who's responsible	Cost (days)
<p>SM10 Ensure that the new ASD provision at Green Wrythe Primary and Carew Manor Schools are fit for purpose and that places are filled, in order to maximise return on the investment</p>	Occupancy level is above 80% and that parents and children are pleased with the provision	March 2009	Executive Head of Parent, Pupil and Student Services	10
<p>SM11 Update commissioning and marketing strategy and actions for looked after children to include further development of regional commissioning, improved local commissioning for children with additional needs, and reviewing allowances for Sutton foster carers</p>	<ul style="list-style-type: none"> Marketing Strategy updated Foster care allowances reviewed and outcome implemented 	March 2009	Executive Head of Children and Families	10
<p>SM12 Ensure that the joint training group has specified funding, through joint commissioning arrangements, to deliver the training plan for 2008/09</p>	<ul style="list-style-type: none"> Establishment of an aligned budget, with resource contributions from key partners Training plan is jointly commissioned and delivered 	March 2009	Head of Human Resources, CYPLS	10

SERVICE MANAGEMENT 3: Develop the workforce to meet the needs of children and young people in Sutton

EIA: In order that the needs of children and young people can be met, it is essential that we have a workforce that is skilled to meet the needs of all groups, including the most vulnerable.

Actions	Performance Measures	By When	Who's responsible	Cost (days)
<p>SM13 Review the existing multi agency and disciplinary workforce information, update and analyse to inform future workforce development plans</p>	<ul style="list-style-type: none"> • Scope the resource required and commission the service • Review existing data • Collect new/missing data • Analyses information • Produce multi agency report 	<p>June 2008</p> <p>September 2008</p> <p>March 2009</p>	<p>Head of Human Resources, CYPLS</p>	<p>10</p>
<p>SM14 Work with the Local Safeguarding Children's Board to continue to ensure there are robust systems in place for all staff to receive Criminal Records Bureau checks and that all staff are eligible for employment</p>	<ul style="list-style-type: none"> • Implementation of the multi agency risk assessments to support recruiting managers select staff safely • Review all school CRB central records • Provide training on safe recruitment for recruiting managers • Implement locally the new national Independent Safeguarding Authority arrangements 	<p>May 2008</p> <p>May 2008</p> <p>March 2009</p> <p>December 2009</p>	<p>Head of Human Resources, CYPLS</p>	<p>15</p>
<p>SM15 Analyse recruitment and retention issues for Sutton's Children's workforce and produce a multi agency and disciplinary report to inform key projects to target for recruitment and retention campaigns</p>	<ul style="list-style-type: none"> • Scope the resource required and commission the service • Review existing data • Collect new/missing data • Analyses information • Produce multi agency report 	<p>June 2008</p> <p>September 2008</p> <p>March 2009</p>	<p>Head of Human Resources, CYPLS</p>	<p>10</p>

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Actions	Performance Measures	By When	Who's responsible	Cost (days)
<p>SM16 Assess, agree, jointly commission and provide learning and development interventions across Sutton's Children's Workforce</p>	<ul style="list-style-type: none"> • Review Training Needs Analysis • Prioritise events • Commission or internally develop and design events. • Publicise events • Evaluate events 	September 2008	Chair of the Joint Training Group	30
<p>SM17 Review membership and invite new attendees to the Children's Workforce Development Group to gain wider multi agency participation in the development of Sutton's Children's workforce</p>	<ul style="list-style-type: none"> • Undertake the review • Complete gap analysis • Invite new attendee's 	September 2008	Chair of the Children's Workforce Strategy Group	2
<p>SM18 Implement the next stage to embedding the common core of skills and knowledge into children's services</p>	<ul style="list-style-type: none"> • Children's Workforce Development Group to agree next stages • Plan and deliver initiatives 	March 2009	Chair of the Children's Workforce Strategy Group	30
<p>SM19 Continue to develop the new ways of working and new roles for the extended schools and early years services</p>	<ul style="list-style-type: none"> • Implementation of Tweeddale project • Other projects are scoped and prioritised 	October 2008 March 2009	Assistant Director for Children and Families	30
<p>SM20 Implement recruitment and retention plan for Children's social care</p>	<ul style="list-style-type: none"> • Reduced vacancy levels for social workers 	March 2009	Executive Head of Service, Children and Families	20

SERVICE MANAGEMENT 4: Develop a multi-agency approach to the management of resources for children and young people

EIA: The appropriate management of resources will ensure that adequate provision is made for all children and young people, with particular attention on the needs of vulnerable children and young people, who require additional support

Actions	Outcome / Performance Measures	By When	Who's responsible	Cost (days)
SM25 Continue to progress the building project at Stanley Park High School, a project that includes the provision of a 56 place moderate ASD base	Pre construction works are completed on time and information provided to the Executive in October, in order that a final decision can be made whether to relocate the school to the Orchard Hill site	October 2008	BSF Co-ordinator, Stanley Park High School	230
SM26 Continue to progress the building project at Glenthorne High School, which includes the provision of a base for 25 pupils with mild ASD	Work commences on site in May and the Council monitors building of the ASD base to ensure that it is available from September 2009 and is fit for purpose	March 2009	Head of Capital and Planning	30
SM27 Develop a primary capital strategy which includes a focus on funding schools in areas of high levels of deprivation and with high levels of SEN	Capital Strategy is presented to Executive, sent to DCSF in June and approved by DCSF for release of capital funding	June 2008	Head of Capital and Planning	30
SM28 Produce a joint purchasing plan for disabled children's services for the short breaks pathfinder project	Plan is produced by end of July	July 2008	Disability Partnership Manager	20

SERVICE MANAGEMENT 4: Develop a multi-agency approach to the management of resources for children and young people				
<i>EIA: The appropriate management of resources will ensure that adequate provision is made for all children and young people, with particular attention on the needs of vulnerable children and young people, who require additional support</i>				
Actions	Outcome / Performance Measures	By When	Who's responsible	Cost (days)
SM29 Develop a strategy for the prioritisation of the 14-19 and SEN targeted capital funds, which is expected to provide investment to facilitate the 14-19 vocational diploma courses and to improve the condition of SEN facilities across the borough	Strategy is presented to Executive in October	October 2008	Head of Capital and Planning	20
SM30 Expand the provision for vulnerable young people, by additionally resourcing both alternative provision and the Hospital and Tuition Service to enable them to allocate additional places	Additional places are made available for Alternative Provision	September 2008	Executive Head of Parent, Pupil and Student Services	10
SM31 Develop and implement a policy for charging parents for the care of Looked After Children	Consult on policy and obtain approval by the Executive Implement approved policy	October 2008 March 2009	Executive Head of Service, Children and Families	20
SM32 Prepare for the changes to 16 to 19 revenue funding to be introduced from September 2010	<ul style="list-style-type: none"> • Brief 14 to 19 partnership on implications of the change • Agree Local Authority cluster arrangements • Seek clarity of funding implications and advise schools and colleges 	May 2008 December 2008 March 2009	Executive Head of Service Management / Executive Head of School Improvement Service	20

SERVICE MANAGEMENT 5: Develop the support systems, including IT, to enable all agencies to better meet the needs of children and young people we said we would

EIA: Effective support systems will help to ensure that the progress of all children and young people are monitored and the needs of the vulnerable are met.

Actions	Outcome / Performance Measures	By When	Who's responsible	Cost (days)
SM33 Ensure ICT is fully integrated in children's centres	ICT services available to all staff involved in Children's centres	March 2009	School ICT Development Manager	20
SM34 Implement Sutton's Local ContactPoint Hub, ensuring data is accurate and changes are speedily distributed to all sectors	Integrated solutions in place, automated data flow between ICT systems	March 2009	School ICT Development Manager	20
SM35 Ensure resilience of SWAN (School Wide Area Network) is maintained and continued investment into the Business Continuity Plan	Fail-over e-mail system and internet access in place	March 2009	School ICT Development Manager	25
SM36 Develop and roll out ContactPoint Partition to DCSF requirements	<ul style="list-style-type: none"> • Local Index in place and accessed by at least two agencies • ContactPoint in place and accessed by at least two agencies • All high priority data sources connected to ContactPoint 	September 2009	Head of Policy and Research	50
SM37 Adopt National e-CAF solution for Sutton	e-CAF in place and accessed by at least two agencies	December 2009	Strategic Development Management, Children and Families	20

SERVICE MANAGEMENT 5: Develop the support systems, including IT, to enable all agencies to better meet the needs of children and young people we said we would

EIA: Effective support systems will help to ensure that the progress of all children and young people are monitored and the needs of the vulnerable are met.

Actions	Outcome / Performance Measures	By When	Who's responsible	Cost (days)
<p>SM38 Establish a school based monitoring group to review the quality of services offered to schools</p>	Group is established	March 2009	Executive Head of Service Management	10
<p>SM39 Ensure that information is provided to managers in order to help identify the needs of children and young people</p>	<ul style="list-style-type: none"> • Analyse progress of pupils between key stages • Identify data sources for Children in Need Census and ensure ICS systems are in place to accept data • Review systems for collating Early Years Census data. 	March 2009	Head of Policy and Research	50
<p>SM40 Implement revised version of ICS to ensure DCSF system compliance</p>	<ul style="list-style-type: none"> • Compliant ICS system rolled out across Children and Families • Use Paris system to capture preventative work 	<p>September 2008</p> <p>March 2009</p>	<p>ICS Project Manager</p> <p>Executive Head of Service, Children and Families/ICS Project Manager</p>	30