

# Children and Young People's Plan

Implementation Plan 2009 - 2012



*Better Futures*



**Haringey Children's Trust**  
Working together for the children of Haringey



**The Haringey Children's Trust is made up of representatives of the following organisations:**

- Haringey Council
- Local Safeguarding Children Board (LSCB)
- NHS Haringey
- North Middlesex Hospital trust
- Barnet, Enfield and Haringey Mental Health Trust
- Whittington Hospital Trust
- Great Ormond Street Hospital
- Community Link Forum
- HAVCO
- Learning and Skills Council (London North)
- College of North East London
- Job Centre Plus
- Haringey Primary Schools
- Haringey Secondary Schools
- Haringey Sixth Form Colleges
- Haringey Special Schools
- Haringey Probation Service
- Metropolitan Police
- Haringey Youth Offending Service
- Haringey Youth Council
- Haringey North Area Children's Partnership
- Haringey South Area Children's Partnership
- Haringey West Area Children's Partnership

For more information visit our website at: **[www.haringey.gov.uk](http://www.haringey.gov.uk)**  
or email us at **[cypp@haringey.gov.uk](mailto:cypp@haringey.gov.uk)**



# Contents

1. Introduction	2
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## **Children's Trust priorities for the next three years and how we will deliver them**

2. Be healthy	4
3. Stay safe	9
4. Enjoy and achieve	17
5. Make a positive contribution	24
6. Achieve economic well-being	30
7. Arrangements for monitoring and evaluating the Plan	34
8. Risk register	35
9. Financial summary	36
10. Haringey Strategic Partnership and Children's Trust Executive Management Group Structure	38
11. Children and Young People's Plan – Glossary of Terms and Acronyms	39



# 1 | Introduction

The Children and Young People's Plan (CYPP) is in two parts. The first part is the Strategic Plan which is a 2009 – 2020 plan for children and young people in Haringey. The second part is the Implementation Plan which is a three year action plan to deliver the priorities. The intention is that at the end of the first year the action plan will be rolled forward and a further year added to provide a refreshed three year plan.

The Implementation Plan is focused on the five Every Child Matters outcomes which originate from the 2004 Children Act. In Haringey, all services for children and young people are working together through the Children's Trust to promote:

**being healthy**, so that children and young people are physically healthy; mentally and emotionally healthy; sexually healthy; have healthy lifestyles; choose not to take illegal drugs.

**staying safe**, so that children and young people are 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 and stability and are cared for.

**enjoying and achieving**, so that children and young people are 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.

**making a positive contribution**, so that children and young people 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.

**achieving economic well-being**, so that children and young people engage in further education, employment or training on leaving school; are ready for employment; live in decent homes and sustainable communities; have access to transport and material goods; live in households free from low income.

The Children's Trust has established five cross cutting themes which will be a focus across each of the five Every Child Matters outcomes.

## Cross cutting themes

- Keeping vulnerable children safe and promoting their welfare
- Early intervention and prevention
- Addressing child poverty, tackling inequalities and narrowing the gaps in outcomes and achievements that exist between groups of young people
- More responsive services that are better at supporting children, young people and families to build strong social and emotional well-being
- Greater integration of services

## The long term priorities and the objectives for 2009 – 2012

The table below gives the ten priorities and the objectives for the next three years 2009–12.

## Be healthy

### Priority 1 - Improve health and well-being throughout life

- Promote good health and improve information, access and service delivery to help young people and their families stay healthy
- Support emotional well-being including mental health

### Priority 2 - Improve the sexual health of young people

- Address concerns around the sexual health of young people especially the increased levels of sexually transmitted infections
- Reduce the current high levels of teenage conception and pregnancy

## Stay Safe

### Priority 3 - Improve safeguarding and child protection

- Ensure safeguarding and child protection is everyone's business, led by senior staff and that lessons are learned from Serious Case Reviews
- Promote good practice and make changes happen through performance management, shared data/information and approaches across all partners' services.

#### Priority 4 - Develop positive human relationships and ensure personal safety

- Empower children and young people to be aware of how to build positive relationships and to keep themselves safe, including strategies to address bullying and build self esteem, but also allow them the opportunity to take part in activities that have a measure of calculated risk
- Deepen integration of systems and processes that promote early intervention, prevention and the delivery of locally based services

### Enjoy and achieve

#### Priority 5 - Develop sustainable schooling and services with high expectations of young people

- Raise standards of attainment and achievement for all to meet and where possible exceed national standards
- Expect the best and provide support to enable all young people to make progress, manage transitions and succeed so that schools become engaging places where young people want to be helped to support their learning

#### Priority 6 - Engender lifelong learning for all across a broad range of areas both in and out of school

- Create an enthusiasm for learning across music, the arts, science, sports, hobbies and interests which can be enjoyed throughout life

### Make a positive contribution

#### Priority 7 - Give young people a greater stake in their future and pride in their local community

- Promote the views of young people, listen to and give feedback so that services reflect their views
- Seek every opportunity to celebrate achievements and successes and engage in community activities

#### Priority 8 - Develop global citizens

- Build young people's knowledge of other cultures, ethics, beliefs, faiths, social skills, civic responsibilities and promote understanding of difference and their rights as children
- Improve understanding of the world, the environment and current issues through international partnerships, exchange programmes and a global curriculum

### Achieve economic well-being

#### Priority 9 - Provide a greater range of curriculum provision, opportunities and choice

- Help young people to realise their aspirations and navigate the routes to achieve their ambitions and promote opportunities for young people to be more responsible for their own learning and engagement

#### Priority 10 - Empower families and communities

- Work to build partnerships with parents as active partners who are helped to support their child/children's learning
- Embed extended services for young people in the local community and develop a range of services delivered locally to regenerate communities through accessible local services and the promotion of employment opportunities.

# 2 | Be healthy

<b>Priority 1: Improve health and well-being throughout life</b>						
<b>Be healthy</b>						
<b>Objectives: Promote good health and improve information, access and service delivery to help young people and their families stay healthy Support emotional well-being including mental health</b>						
Overall responsibility: Head of Strategic Commissioning Children, Young People and Families Services Associate Director of Public Health (Children & Young People) NHS Haringey						
Key performance indicators	Descriptor	2008 baseline	2009 target	2010 target	2011 target	
NI55	Obesity in primary school age children in Reception	10%	13%	13%	Not yet set	
NI56	Obesity in primary school age children in Year 6	23.2%	24%	24%	Not yet set	
Local	Percentage of schools achieving Healthy School status	76%	85%	95%	Not yet set	
VSB10-15	Immunisation rate for children aged 5 who have been immunised for measles, mumps and rubella (MMR)	71.2%	75%	90%	Not yet set	
NI53	Breastfeeding rate (6-8 weeks)	66.49%	87.50%	93.20%	Not yet set	
NI57	Children and young people's participation in high-quality PE and sport (5 hours or more physical activity a week)	25%	40%	50%	60%	
NI51	Effectiveness of child and adolescent mental health (CAMHS) (Out of 16)	13	15	16	Not yet set	
NI126	Early Access for Women to Maternity Services	60.63%	80%	83%	Not yet set	
NI115	Reduce the proportion of young people frequently using illicit drugs, alcohol or volatile substances	No baseline	To increase numbers in treatment by 8%	To increase numbers in treatment by 8%	Not yet set	
<b>Links with Needs Assessment and Consultation</b>		<b>Workforce Development Needs</b>				
High levels of overweight and obesity Childhood obesity linked with increasing numbers of Type 2 diabetes in young people Poor childhood immunisation uptake, in particular incomplete MMR: 1 in 10 measles cases require hospital treatment Relatively high infant mortality in Haringey compared to the rest of London and England Relatively poorer access to antenatal services particularly for some communities Higher perinatal (still births + deaths under 1 week) and neonatal deaths (under 28 days excluding still births)		Training in weight management (Level 1 & 2) Training for midwives and health visitors based on UNICEF breastfeeding guidelines Training for Children's Centre staff - to include smoking cessation; immunisations; alcohol and substance misuse, including hidden harm agenda (children affected by parental alcohol and substance misuse) working with teenage parents and others				
Activities		Lead responsibility	Timeline and milestone			Resources estimate
			2010	2011	2012	
Target: Raise awareness and understanding of healthy life choices through such means as all schools achieving Healthy School status						
Promote active travel to and from school through school initiatives and School Travel scheme		School travel Plan Team, Urban Environment	Numbers are in line with those in the School Travel scheme	Numbers are in line with those in the School Travel scheme	Numbers are in line with those in the School Travel scheme	40 days per year School Travel Plan Team
Provide support to schools to achieve and maintain Healthy School status and to roll-out the Enhanced Healthy Schools programme		Health and Well-Being and Sustainability Manager, C&YPS	Healthy School target achieved. 10 schools to actively participate in Enhanced Healthy Schools	All schools achieve Healthy School status. An additional 10 schools to actively participate in the Enhanced Healthy Schools programme	All schools achieve Healthy School status. An additional 10 schools to actively participate in the Enhanced Healthy Schools programme	100 days per year Drugs Strategy Manager and Health, 40 days per year Well being and Sustainability Manager
Improve PSHE, including Sex and Relationship Education (SRE) and Drug Education (for SRE, see priority 2 - Improving Sexual Health and reducing Teenage pregnancy)		Health and Well-Being and Sustainability Manager, PSHE Citizenship & Participation Manager, CYPS	At least 33 teachers achieve National PSHE CPD accreditation. Current baseline 26 teachers	At least 40 teachers achieve National PSHE CPD accreditation.	At least 50 teachers achieve National PSHE CPD accreditation.	

Activities	Lead responsibility	Timeline and milestone			Resources estimate
		2010	2011	2012	
<b>Target: Reduce infant mortality</b>					
Implementation of actions in Haringey's Infant Mortality Action Plan 2007-2010	NHS Haringey Consultant in Public Health & Head of Commissioning (Maternity)	Infant Mortality Action Plan reviewed incorporating recommendations from National Support Team for Infant Mortality	Implement Infant Mortality Action Plan	Implement Infant Mortality Action Plan	100 days per year NHS Haringey Consultant in Public Health & Head of Commissioning (Maternity)
Improve access to antenatal services Develop targeted approaches to community engagement and outreach through children's centres and outreach teams. Increase community awareness of need to book early and so increase community support for early booking		Baseline for late bookings Maternity action plan developed and Maternity Steering Group set up Revised action plan	Maternity action plan in place and targets met	Maternity action plan in place and targets met	
Increase breastfeeding rates through implementation of local breastfeeding policy (based on data received at 6-8 weeks)		Increase breastfeeding prevalence to 66% All maternity units to work towards registering intent for UNICEF Baby Friendly status	Increase breastfeeding prevalence of 70%	Breastfeeding prevalence of 70%	
Amend infant mortality action plan informed by National Support Team visit (Jan/Feb2010)		Revised action plan	Revised action plan in place and targets met	Revised action plan in place and targets met	
<b>Target: Halt the rise in childhood obesity</b>					
Develop and implement a strategy and action plan for childhood obesity based on national best practice (foresight report and NICE guidance) and Social Marketing research and to address the findings in the Needs Assessment	NHS Haringey Associate Director of Public Health Director of Operations GOSH in Haringey	Strategy and action plan produced and disseminated	Actions in line with strategy and action plan	Actions in line with strategy and action plan	50 days per year NHS Public Health Team
Continue to implement the annual National Child Measurement Programme (NCMP) and provide routine feedback to parents/carers on their child's weight status		NCMP 90% coverage and local analysis report disseminated annually	NCMP 90% coverage and local analysis report disseminated annually	NCMP 90% coverage and local analysis report disseminated annually	
Improve multi-agency workforce development around raising awareness of child obesity	NHS Haringey, Public Health Officer C&YP	Workforce development programme implemented	Workforce development programme implemented	Workforce development programme implemented	
Develop family and community based healthy lifestyles and weight management interventions	NHS Haringey Associate Director of Public Health	Healthy lifestyle and weight management programme in place	Healthy lifestyle and weight management programme implemented	Healthy lifestyle and weight management programme implemented	50 days per year Healthy Schools Team/ Voluntary Sector
Offer training and support to schools on healthy eating, including training, food policy development, cooking and growing initiatives as part of Healthy Schools programme	Healthy Schools Team (Health Wellbeing & Sustainability Manager), Public Health Officer C&YP	See Healthy Schools targets in Priority 2	See Healthy Schools targets in Priority 2	See Healthy Schools targets in Priority 2	
Continue to provide support to Children's Centres via the Healthy Early Years programme	NHS Haringey, Public Health Strategist, C&YP	25% of Children's Centres to be actively participating in Healthy Early Years Programme	50% of Children's Centres to be actively participating in Healthy Early Years Programme	All Children's Centres to be actively participating in Healthy Early Years Programme	50 days per year Early Years Team
Continue to increase take up of school meals/free school meals - Baseline Primary Meal take up 55% (paid and free) - Secondary Meal take up 44.7% (paid and free)	CYPS Head of Haringey Catering Service	10% increase on uptake of school meals as target for LAs	10% increase on uptake of school meals as target for LAs	10% increase on uptake of school meals as target for LAs	50 days per year Haringey Catering Staff

Activities	Lead responsibility	Timeline and milestone			Resources estimate
		2010	2011	2012	
Contribute to the implementation of the Physical Education and Sport Strategy for Young People (PESSYP) 5 hour offer Development Plan - Baseline 25% of 5-19 year olds are receiving 2 hours PE within the curriculum and 3 hours (out of hours) (Youth Sports Trust Survey)	PESSYP Steering Group	40% of 5-19 year olds to be receiving required levels of PE / Sports	80% 5-19 year olds to receive PE and out of hours activities in line with recommendations	All 5-19 year olds to receive PE and out of hours activities in line with recommendations	50 days per year PESSYP Steering Group
Target: Increase the uptake of immunisations					
Implement information management as set out in NHS London guidance using funding from NHS Investment Plan 2009-10	NHS Haringey Associate Director of Public Health & Immunisation Lead	Develop and implement action plan to ensure that immunisation rates increase in line with targets	Immunisation rates increase at least in line with targets	Immunisation rates increase at least in line with targets	200 days per year NHS Haringey
Target: Further build the quality of support for vulnerable young people, e.g. disabled children through the partnership work between the Council and health at key stages in a child's life					
Deliver the outcomes in Aiming High for Disabled Children	Head of SEN, Children and Families	In line with the expectations in Aiming High for Disabled Children	In line with the expectations in Aiming High for Disabled Children	In line with the expectations in Aiming High for Disabled Children	500 days per year SEN Team
Improved commissioning in place to deliver better outcomes					
Target: Provide information to promote positive mental health and support where appropriate, e.g. for those experiencing bullying, and alcohol / drug misuse					
Agree and implement a school aged model for emotional well being and mental health which addresses the findings in the Needs Assessment	NHS Haringey Head of Strategic Commissioning - CYPS	School aged model for emotional well being is agreed	Emotional well being model implemented	Emotional well being model implemented	250 days per year NHS Haringey Head of Strategic Commissioning - CYPS
Monitor CAMHS Access (Single Point of Entry), to ensure sustained improvements in waiting times for specialist services. Currently all referrals assessed within 13 weeks		Waiting times improve in line with targets	Waiting times improve in line with targets	Waiting times improve in line with targets	
Review the ADHD pathway		ADHD pathway reviewed NSF Standard 9 implemented	ADHD pathway implemented	ADHD pathway implemented	
Reduce substance misuse by young people and ensure substance misuse treatment service provision is sufficient to meet the needs of Haringey's children and young people	Drugs Strategy Manager, Haringey DAAT & Deputy Director of CYPS	Greater integration of young people's substance misuse services	Annual plan in place and targets delivered	Annual plan in place and targets delivered	200 days per year Drugs Strategy/ Health, Well being and Sustainability Manager
Target: Use multi-agency approaches to improve the mental health of children and young people, especially the more vulnerable, e.g. young carers					
The CAF is used to assess needs and refer where appropriate to multi-agency services delivered as team around the child	Head of Children's Networks	Improvements in line with targets	Improvements in line with targets	Improvements in line with targets	300 days per year NHS Haringey Team and Children's Network Teams
Improved training and development for staff to identify health needs and to provide timely support					
Target: Develop emotional resilience and the skills of communication, language, literacy and speaking and listening, particularly for our most vulnerable children and young people, e.g. those with behaviour issues					
Support development of PIPTS (Parent and Infants Psychological Therapy Service) and ensure that the service becomes embedded into early years provision	NHS Haringey Head of Strategic Commissioning - CYPS	PIPTS is in place	Service is embedded into early years provision	Service is embedded into early years provision	50 days per year NHS Haringey Head of Strategic Commissioning
Implementation of the Healthy Child Programme and the Early Years Foundation Stage	Children's Centres Strategy Group	Children's Centre work stream established	Children's Centre work stream reviewed	Children's Centre work stream reviewed	100 days per year Children's Centres Staff
Target: Work with partners to develop timely intervention and targeted support to address links between poverty, poor housing and ill health					
Implement the Child Poverty Strategy and action plan	Deputy Director, School Standards and Inclusion	Implement action plan	Implement action plan	Implement action plan	100 days per year Head of Alternative Provision
Monitoring and evaluation					
Date	Monitoring	Evaluation			
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					

<b>Priority 2: Improve the sexual health of young people</b>						
<b>Objective: Address concerns about the sexual health of young people especially the increased levels of sexually transmitted infections. Reduce the current high levels of teenage conception and pregnancy</b>						
Overall responsibility: Head of Strategic Commissioning Children, Young People and Families Services Associate Director of Public Health (Children & Young People) NHS Haringey						
Key performance indicators	Descriptor	2008 baseline	2009 target	2010 target	2011 target	
N1 112	Under 18 conception rate	70.0 per 1000 (2007)	51.21	28.39	28.39	
Local	Percentage of schools achieving Healthy School status	76%	85%	100%	100%	
VSB 13_03	Percentage of population aged 15 - 24 screened or tested for Chlamydia	15%	25%	35%	Not set	
Links with Needs Assessment and Consultation	High teenage conceptions Poor sexual health Relatively high numbers of repeat abortions	Workforce Development Needs	Training in Speakeasy Training for roll out of C Card Scheme Workforce training to help staff to signpost young people to support agencies for SRE/health services and also to provide SRE/health services through schools, the youth service and other services.			
Activities		Lead responsibility	Timeline and milestone			Resources estimate
			2010	2011	2012	
Target: Improve the sexual health of young people and their knowledge and understanding of personal relationships and responsibilities						
Improve Sex & Relationships Education (SRE) and help young people to better understand how to build personal relationships and to understand the possible impact of high risk behaviour, drug and alcohol abuse to their long term health	Director of Public Health; Director of Children's Services; Sexual Health Commissioner	SRE resource area in all secondary schools and FE settings Web access to at risk assessment tool for pupils and parents. Action plan developed	Annual audit undertaken Action Plan implemented	Annual audit undertaken Action Plan implemented	300 days per year Director of Public Health; Director of Children's Services; Sexual Health Commissioner	
Adopt the 'You're Welcome' standards for all sexual health and teenage pregnancy services.		You're Welcome' standards adopted and used to evaluate services	Progress against 'You're Welcome' standards reported	You're Welcome' Kitemark achieved		
Target: Reduce the levels of sexually transmitted infections, such as Chlamydia, and encourage greater take up of testing						
Promote the use of screening and tests for 15-24 year olds to identify and treat sexual infections like Chlamydia.	Director of Public Health; Director of Children's Services; Sexual Health Commissioner	Targets met for Chlamydia screening	Targets met for Chlamydia screening	Targets met for Chlamydia screening	60 days per year Sexual Health Commissioner	
Targets: Deliver a comprehensive workforce training programme to tackle a range of health and well-being related matters, including unwanted conceptions and sexually transmitted infections						
Workforce training programme is developed in order to help staff to signpost young people to support agencies for SRE/health services and also to provide SRE/health services through schools, the youth service and other services.	Director of Public Health; Director of Children's Services; Sexual Health Commissioner	Audit of SRE in all schools, FE settings and out of school settings completed and action plan developed Participate in pan London C Card scheme & Medi Vend. Workforce training programme is developed in order to	Annual audit undertaken of C card and Medi Vend resource area in all secondary schools including access to web based guidance for staff, at risk assessment tool and resources for pupils and parents. Workforce training programme is implemented	Annual audit undertaken. SRE / wellbeing resource area in all non school settings including access to web based guidance for staff, at risk assessment tool and resources for young people and parents. Workforce training programme is implemented	60 days per year Director of Public Health; Sexual Health Commissioner	

Activities	Lead responsibility	Timeline and milestone			Resources estimate
		2010	2011	2012	
Extend the Speakeasy programme.	Director of Public Health; Director of Children's Services; Sexual Health Commissioner	Speakeasy programmes extended to include targeted Speakeasy Together programmes for Yr 5/6 and Yr7 pupils and their parents / carers	CYPS and NHS Haringey staff directly supporting 'at risk' young people who have completed accredited SRE/Speakeasy training	CYPS and NHS Haringey staff directly supporting 'at risk' young people who have completed accredited SRE/Speakeasy training	10 days Sexual Health Commissioner
<b>Target: Reduce teenage conceptions</b>					
Improve the data on teenage conceptions	Director of Public Health; Director of Children's Services; Sexual Health Commissioner.	Data warehouse developed & regular reporting	Data warehouse in place with annual reporting	Data warehouse in place with annual reporting	120 days per year Director of Public Health; Sexual Health Commissioner
Increase the uptake of contraception.		Increased uptake of contraception. Roll out C Card and Medi Vend Pilot	Increased uptake of contraception. C Card and Medi Vend Pilot completed	Increased uptake of contraception. C Card and Medi Vend distribution sites increased	
Extend the 4YP service to support reduction in repeat terminations and increase access to LARC.		4YP service extended	Reduced terminations and increased access to LARC in line with targets	Reduced terminations and increased access to LARC in line with targets	
<b>Target: Deliver the outcomes in the teenage pregnancy strategy</b>					
Deliver the teenage pregnancy strategy	Director of Public Health; Director of Children's Services; Sexual Health Commissioner	In line with targets in the teenage pregnancy strategy	In line with targets in the teenage pregnancy strategy	In line with targets in the teenage pregnancy strategy	100 days per year Director of Public Health; Sexual Health Commissioner
Reduce the numbers of repeat terminations (baseline 28% in 2008) and improve follow up after a termination		Pilot Nurse Programme for follow up in place. Repeat terminations reduced to 23%	Repeat terminations reduced to 18%	Repeat terminations reduced to 13%	
<b>Target: Provide support for teenage parents through the Children's Centres so that they can return to education, training or employment</b>					
Provide targeted support for teenage parents	Children's Centre Managers	Implement support programmes for teenage parents	Implement support programmes for teenage parents	Implement support programmes for teenage parents	500 days per year Connexions PAs, Youth Workers, Children's Centre staff
Provide targeted support for those most at risk of becoming NEET and teenage parents	Connexions Targeted PA	Increase teenage mothers in EET to 35% of cohort	Increase teenage mothers in EET to 40% of cohort	Increase teenage mothers in EET to 50% of cohort	
<b>Monitoring and evaluation</b>					
Date	Monitoring	Evaluation			
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					

# 3 | Stay safe

<b>Priority 3: Improve safeguarding and child protection</b>					
<b>Objective: Ensure safeguarding and child protection is everyone's business, led by senior staff and that lessons are learned from Serious Case Reviews Promote good practice and make changes happen through performance management, shared data/information and approaches across all partners' services</b>					
Overall responsibility: Deputy Director, Children and Families					
Key performance indicators	Descriptor	2008/09 baseline	2009/10 target	2010/11 target	2011/12 target
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	79%	53%	72%	79%
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	83%	63%	81%	84%
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	80%	78%	80%	Not yet set
NI 62	Stability of placements of looked after children: number of moves	14.6%	11%	10%	Not yet set
NI 63	Stability of placements of looked after children: length of placement	56%	70%	Not yet set	Not yet set
NI 64	Child Protection Plans lasting 2 years or more	4.7%	5%	5%	Not yet set
NI 65	Stability of placements of looked after children: number of moves	5.6%	10%	10%	Not yet set
NI 66	Looked after children cases which were reviewed within required timescales	95.6%	97%	98%	Not yet set
NI 67	Percentage of child protection cases which were reviewed within the required timescales	100%	100%	100%	100%
NI 68	Percentage of referrals to children's social care going on to initial assessment	44%	58%	Not yet set	Not yet set
Links with Needs Assessment and Consultation	<ul style="list-style-type: none"> <li>■ Improve the workings of the LSCB</li> <li>■ Improve integration of services to provide more holistic services</li> <li>■ Reduce the response times for referrals</li> <li>■ Further develop universal services to support earlier identification of vulnerable children and those at significant risk</li> <li>■ Increase the use of the common assessment framework (CAF)</li> <li>■ Continue to listen to the views of children</li> <li>■ Make safeguarding the top priority for everyone</li> <li>■ Ensure that every agency and professional is committed to working together effectively</li> </ul>	Workforce Development Needs	<ul style="list-style-type: none"> <li>■ Ensure consistent application of the social care supervision model so that all staff are sufficiently supported, particularly newly qualified social workers</li> <li>■ Improve permanent recruitment levels of social care staff</li> <li>■ Develop a managerial competency programme including a specific programme for social care managers</li> <li>■ Introduce support and mentoring scheme for children and families team managers</li> <li>■ Refresh the Children's workforce development partnership</li> <li>■ Carry out a review of training needs and develop training plan in safeguarding across the partnership</li> <li>■ Develop a multi-agency core safeguarding induction programme</li> <li>■ Ensure that all professional, relevant qualifications and accreditations are kept up to date</li> </ul>		
Activities	Lead responsibility	Timeline and milestones			Resources estimate
		2010	2011	2012	
Target: Clear partnership structures developed with ownership from key partners and effective communication plan in place					
Create a culture of shared responsibility for all Haringey's children & young people	Director, CYPS	Key partners play a full role in Children's Trust, LSCB and HSP through appropriate attendance, participation feedback into governance mechanisms (SP1.01)	New LSCB working arrangements implemented (SP2.02)	Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding (SP3.01)	Within resources for JAR Action Plan

Activities	Lead responsibility	Timeline and milestones			Resources estimate
		2010	2011	2012	
Effective communications plan in place	Director, CYPS	Safeguarding and Children's Trust communications approach developed (SP1.01)	Engage with representative groups interested in being involved in delivery of the Safeguarding Plan (SP2.03)		Within resources for JAR Action Plan
Develop fit for purpose governance arrangements across the partnership	Director, CYPS	A senior lead is identified in each agency who will assess and monitor the organisations governance arrangements in relation to safeguarding (SP2.01)	Partnership protocols developed and approved (SP2.01)	Protocols embedded across the partnership	Within resources for JAR Action Plan
Communicate the findings of Serious Case Reviews	Chair, LSCB	Composite action plan pulling together findings of all SCRs developed and communicated (SP1.02)	Findings of any SCR disseminated	Findings of any SCR disseminated	10 days per year - AD safeguarding LSCB support
<b>Target: High quality safeguarding services provided across the Borough</b>					
Ensure compliance with the Laming and other review recommendations is reviewed annually	Deputy Director, Children & Families	Ensure that compliance with Laming recommendations is reviewed annually (SP3.02)	Ensure that compliance with Laming recommendations is reviewed annually (SP3.02)	Implement processes to ensure that proposals from other reviews / inspections and the identification of good practice is built into ways of working (SP3.02)	Within JAR Action Plan resources
<b>Target: Staff are effectively managed, supervised and supported in carrying out their duties</b>					
Ensure and build on effective working at Child Protection Conference	Deputy Director, Children & Families	Ensure that appropriate people are invited, attend and contribute at all child protection meetings (SP1.08)			Within JAR Action Plan resources
Social work professional and management capacity short and longer term needs achieved	Deputy Director, Children & Families	Introduce additional short term social work professional and management capacity (SP1.15)	Appropriate number of social workers and social work managers in post and trained (SP1.15)	Investigate potential for Third Sector support for Child Protection Processes (SP3.06)	50 days per year - Support for recruitment & induction and training of new staff
Ensure effective supervision arrangements within all organisations	Deputy Director, Children & Families	Standards for supervision achieved within all organisations (SP1.17, 1.18 & 1.19)			30 days per year - QA process for supervision in place and used by managers
Cross partnership safeguarding training and development programme initiated	Deputy Director, Children & Families	Implement programme of multi-agency training (SP1.18 & 1.19) to include domestic violence and risk assessment (SP2.11)	Analyse cross-partnership training needs in management, supervision and safeguarding and develop a training plan (SP2.12)		50 days per year - Analysis of training needs and training in place

Activities	Lead responsibility	Timeline and milestones			Resources estimate
		2010	2011	2012	
Target: Improved processes and procedures in place and working effectively across the partnership					
Ensure quality of service by improving child protection referral and assessment processes	Deputy Director, Children & Families	Referral pathways integrated in CAF (SP1.06)	All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be vulnerable (SP2.05)		100 days - First response and CAF team
Deliver improvements in thresholds and decision making	Deputy Director, Children & Families	Clear thresholds developed and communicated to operate across specialist, targeted and universal services (SP1.07)			Within JAR Action Plan resources
Identify opportunities for further integrated working and commissioning across the strategic partnership	Head of Primary Care Trust	Implementation group set up to monitor delivery of actions within the Integrated Working Report and NHS and Police input reflected in proposal (SP1.09)	Integrated working and commissioning approach developed, agreed and resourcing and support needs identified (SP2.09)	Multi-disciplinary team consisting of council referral and assessment, health and MPS CAIT agreed and processes integrated (SP3.05)	30 days per year
Target: Better picture of individual need established leading to improved quality of plans with all participants fully involved					
Achieve an acceptable standard for the quality of care planning	Deputy Chief Executive, Haringey TPCT	Review current practice for care planning across all Trusts and develop action plan for improvements (SP1.10)	Implement action plan to ensure all care plans achieve acceptable standard	Implement action plan to ensure all care plans are improved in line with best practice	100 days per year - NHS Haringey
Revise, update and launch the revised children's social care procedure manual	Head Of Service Transformation	Revisions to manual completed, on-line version updated and launched to staff (SP1.11)	Improve and refine manual in light of new procedures, staff feedback	Improve and refine manual in light of new procedures, staff feedback	Within JAR action plan resources.
Implement procedures to ensure the allocation of a lead professional for children moving from social care or other specialist service back into targeted / universal services	Children's Network North Multi-disciplinary Team Co-ordinator	Procedures agreed and implemented by the relevant agencies (SP1.12)	Embed and review implementation and effectiveness of the procedures		10 days AD Safeguarding
Target: Staff have access to a directory of services available to commission for each target group					
Commissioning directory developed to describe services, criteria and outcomes available	Deputy Director, Business Support & Development	Domestic violence and parenting support commissioning intentions completed (SP1.14)	Commissioning directory in place and widely used to develop services for target groups		100 days per year Commissioning team
Target: High quality technology used effectively to support staff in their day to day work					
Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work and establish ICS / FWi support teams to stabilise current system use and support implementation of future configuration.	Head of Service Transformation	Ensure the quality and reliability of data within Framework-I and other systems (SP1.23)	Data quality improvements on Framework-I system implemented and project plan developed for review of ICS processes on FW-I to enable best practice implementation (SP2.06, 2.07)	Use of Framework-I extended to all key teams and Framework-I development to meet best practice completed (SP3.04)	Within resources for JAR Action Plan

Activities	Lead responsibility	Timeline and milestones			Resources estimate
		2010	2011	2012	
Use new technology including mobile technology to improve and support staff in delivering the service	Head of Service Transformation	Review of needs and clear specification for external study	External study on use of technology to maximise effectiveness and efficiency completed, new plan devised and agreed (SP2.08)	Plan to make effective use of technology implemented	10 days per year - Head of Service Transformation
Target: All case files meet the required standard for content, accuracy and timeliness of information					
Assure the quality of practice and ensure the reliability of data	Deputy Director, Children and Families	Standards for case file audits developed and communicated to staff. Programme of audits developed and implemented across the partnership (SP1.22, 1.23)			Within resources for JAR Action Plan
Target: Effective collection use and analysis of data leading to improved interpretation of available management information					
Establishing the volume of demand for services and forecasting future demand	Deputy Director, Children and Families	Demand established and gap analysis in relation to staffing and budget completed (SP1.24)	Management information fully used to inform and plan for demand for services	Management information used to accurately predict future demand	60 days per year - Performance team
Target: Fit for purpose business planning and performance management approaches in place and co-ordinated across the partnership					
NHS provider trusts performance management capability improved	Deputy Chief Executive, Haringey TPCT	Improvements to data collection mechanisms completed and safeguarding performance dashboard developed and trialled (SP1.25)	Safeguarding performance dashboard in place and used across NHS providers		100 days per year - NHS Haringey
Target: The responsibility for data and effective performance management is owned by all staff					
Improving Local Interpretation and Ownership of Information within Children and Families	Deputy Director, Children and Families	Team evidence files and performance plans developed, alongside programme of monthly performance review meetings organised with Heads of Service (SP1.27)			100 days per year - Heads of Service
Target: Approaches to managing performance and target-setting support the attainment of our goals					
Analyse key performance indicators to support top quartile attainment and increase sharing of performance information across the partnership	Deputy Director, Children and Families	Mechanisms established to enable performance information to be collected and shared across the partnership (SP1.26)	Analyse key performance indicators, set targets and develop performance improvement plan with managers (SP2.14)	Detailed analysis of performance required to deliver excellent rating undertaken (SP3.08)	60 days per year - Performance team

Activities	Lead responsibility	Timeline and milestones			Resources estimate
		2010	2011	2012	
Enhance performance management capacity across the partnership	Deputy Director, Children and Families		Analysis of performance management capacity undertaken, network of performance managers established, opportunities to work together identified and work programme developed (SP2.15)	Robust performance management arrangements implemented across the partnership (SP3.08)	50 days per year - Children's Trust Partners
<b>Monitoring and evaluation</b>					
Date	Monitoring		Evaluation		
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					
March 2012					

<b>Priority 4: Develop positive human relationships and ensure personal safety</b>					
<b>Objective: Empower children and young people to be aware of how to build positive relationships and to keep themselves safe, including strategies to address bullying and build self esteem, but also allow them the opportunity to take part in activities that have a measure of calculated risk</b>					
<b>Deepen integration of systems and processes that promote early intervention, prevention and the delivery of local based services</b>					
Overall responsibility: Deputy Director, Children and Families					
Key performance indicators	Descriptor	2008 baseline	2009 target	2010 target	2011 target
NI48	Children killed or seriously injured in road traffic accidents (Percentage change in number of children killed or seriously injured during the calendar year compared to the previous year)	6%	6%	6%	6%
NI50	Emotional health of children (TellUs survey)	56.5%	59%	61%	63%
NI57	Children and young people's participation in high quality PE and sport (School Sport survey)	25%	30%	30%	Not yet set
NI58	Emotional and behavioural health of looked after children ('Primary carer' Strengths and Difficulties Questionnaire)	New Indicator - Data is currently being developed			
NI69	Children who have experienced bullying (TellUs survey)	43.8%	42.6%	41.4%	40.0%
NI71	Children who have run away from home/care overnight	New Indicator - Data is currently being developed			
NI110	Young people's participation in positive activities (TellUs survey)	50.7%	54%	59%	64%
NI111	First time entrants to the youth justice system aged 10-17 (per 100,000)	2420	2313	2260	Not yet set
NI114	Rate of permanent exclusions from school	0.12% (to be confirmed by DCSF)	0.11%	0.10%	0.095%
NI115	Substance misuse by young people (TellUs survey)	2.2%	2.1%	2.0%	1.9%
NI 68	Percentage of referrals to children's social care going on to initial assessment	44%	58%	Not yet set	Not yet set
Links with Needs Assessment and Consultation	<ul style="list-style-type: none"> <li>■ Continue to improve attendance and reduce exclusions at all key stages</li> <li>■ More preventative work for children at greatest risk</li> <li>■ Increased security at schools, particularly at either end of the day</li> <li>■ Greater police presence in public areas</li> <li>■ Improve the reporting and collection of information on bullying and discriminatory incidents</li> <li>■ Raise awareness of the impact of 'hidden harm' on young people caused for example by parent/carers drug and alcohol misuse</li> <li>■ Focus preventative work on children at greatest risk</li> <li>■ Ensure that every agency and professional is committed to working together effectively</li> <li>■ Finalise and deliver effective Parenting and Family Support Strategies</li> <li>■ Ensure third sector effectively engaged in all strategic service developments</li> </ul>	Workforce Development Needs	<ul style="list-style-type: none"> <li>■ Maintain up to date knowledge and understanding and systems for sharing data and information across services for children and young people</li> <li>■ Develop a managerial competency programme including a specific programme for social care managers</li> <li>■ Refresh the Children's workforce development partnership</li> <li>■ Carry out a review of training needs and develop training plan in safeguarding across the partnership</li> <li>■ Develop a multi-agency core safeguarding induction programme</li> <li>■ Ensure that all professional, relevant qualifications and accreditations are kept up to date</li> </ul>		
Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Implement relevant policies, strategies and action plans for wider children's safety and well-being including the Domestic and Gender Based Violence Strategy, 2008-12; Haringey Alcohol Harm Reduction Strategy 2008-11; Young People's Substance Mis					
Implement the action plans		As in plans	As in plans	As in plans	
Support schools through programmes like Junior Citizenship to be better able to understand, assess and manage risk to their own safety	Head of PSHE	Proportion is in line with national average	Proportion is in line with or below national average	Proportion is in line with or below national average	PSHE Team 100 days
Target: Improve the systems for the collection and monitoring of information on bullying and anti-discriminatory incidents and raise the awareness of young people and schools about bullying and discrimination and community cohesion					
Improve the understanding and reporting of bullying, discriminatory incidents and community cohesion	Head of PSHE/ Head of Performance Information	Reporting guidance re-issued with follow up training. Baseline established through survey and information gathering	Increased reporting and the majority of schools reporting incidents and actions to address	All schools reporting incidents and actions to address	20 days per year for pupil participation team

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Develop greater awareness, understanding and sharing of good practice on what makes for excellent community cohesion in Ofsted inspection	Head of PSHE/ Head of Performance Information	Increased number of schools achieving outstanding in Ofsted rating for community cohesion. Validate school judgements through the work of School Improvement Partners	Increased reporting of incidents. Further develop a baseline of judgements on community cohesion, using the Ofsted inspections.	B and data used to identify trends and further actions	30 days per year for Head of PSHE
Actively support schools to publicise the support that is in place for young people including appropriate help lines and reporting systems	Chair of LSCB	Analysis of feedback from young people on incidents	Analysis of feedback from young people on incidents	Analysis of feedback from young people on incidents	10 days per year for Head of PSHE
Target: Improve the security of secondary school sites through the work of the Safe Schools Officers and the Comenius Project on violence reduction as part of the Keys to Wellbeing work					
Allocate safer schools officers to all secondary schools and meet weekly with a senior member of the school	Safer Schools Teams Leader / Police	Tellus survey shows young people feeling safer at school	Tellus survey shows young people feeling safer at school	Tellus survey shows young people feeling safer at school	200 days Safer School Officers
Target: Reduce young people's involvement in serious youth violence and extreme violent organisations					
Somali Youth Engagement mentoring programme set up and training for mentors delivered	YOS Strategic manager	Co-ordinator in post Mentors recruited and programme started	Programme mentoring 50 young people	Programme mentoring 80 young people	15 days Project co-ordinator
DCSF Preventing Violent Extremism (PVE) toolkit rolled out to schools	CYPS Community Officer	PVE included in school Governor's training	Toolkit used in the majority of schools	Toolkit used in all schools	40 days CYPS officers in partnership with PREVENT team
CYPS work with Young Muslim Leadership Forum to support them to participate in making decisions about local services	CYPS Community Officer Youth Service officers	UKREN toolkit used in schools and outcomes reported to Youth Council	UKREN toolkit outcomes reported to Youth Council	UKREN toolkit outcomes reported to Youth Council	40 days CYPS Community Officer Community Officers and Safer Communities Team
Reduce young people's involvement in serious youth violence	YOS Strategic manager Haringey Peace Alliance	Roll out Knife Possession Prevention programme, Value Life (anti violence campaign led by young people) held, 4 young workers engaged in the young women and weapons project per year, Year 10 knife awareness events held Lets Squash this (gang project with			60 days Teams from across the partnership
All secondary schools participate in programmes to reduce young people's involvement in crime and strategies to reduce fear of crime but also keep themselves safe	Safer Schools Partnership	Reduction in anti-social behaviour in hot spot areas in line with targets	Reduction in anti-social behaviour in hot spot areas in line with targets	Reduction in anti-social behaviour in hot spot areas in line with targets	5 days per programme Safer Schools Team
More young people gain accreditation through the Youth Service for voluntary activities	Youth Service Officers	30% of participants involved in Youth Service activities gain a nationally recognised award	30% of participants involved in Youth Service activities gain a nationally recognised award	30% of participants involved in Youth Service activities gain a nationally recognised award	300 days Youth Services Officers
Target: Support schools in developing their procedures to undertake high quality risk assessments for school visits and activities which carry a degree of risk					
Continue to provide the training programme and follow up on attendance levels and the quality of assessments	Head of Health & Safety	All schools have taken up training and quality assurance check	Implement findings from quality check	Implement findings from quality check	20 days per year Head of Health & Safety

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Support those most at risk of exclusion or being engaged in crime or on the fringes of crime/anti social behaviour to engage in positive activities and programmes to help them to better understand the consequences of their actions					
Haringey YOS Prevention Team to: Continue to attend and take referrals from CAF Panel Oversee Intensive Intervention Programme Co-ordinate Youth Crime Prevention Panel meetings Contribute to vulnerable conversations Continue to roll out restorative approach	YOS Strategic Manager Prevention Team Operational Manager	Meet NI targets NI111 and NI114	Meet NI targets NI111 and NI114	Meet NI targets NI111 and NI114	100 days per year YOS Prevention Team
Provide resources for PSHE and citizenship to support schools in using resources like Miss Dorothy and Watch Over Me to enable pupils to become more aware of risk and keeping themselves safe	Head of PSHE	79% schools using training	80% schools using training	100% schools using training	100 days per year PSHE Team
Set up Triage Project whereby YOS workers are available in police stations during set hours to divert young people away from the System and identify funding to continue project post April 2011	YOS Strategic Manager	Meet NI 111 target	Meet NI 111 target	Meet NI 111 target	2 Triage Workers plus additional support from YOS Prevention Team workers
Target: Reduced number of inappropriate referrals due to improved preventative work					
Develop Family Support Strategy and local preventative strategy to set out the role of universal, targeted and specialist services in reducing the likelihood of negative outcomes	Head of Children's Networks	Family Support Strategy developed, consulted on and published (SP1.04)	Preventative Strategy developed and approved by Children's Trust (SP2.04)	Local Preventative Strategy implemented	Within JAR Action plan resources
Implement CAF quality assurance framework and expand use across all Haringey Children's Centres and schools for any children that they consider to be vulnerable	Children's Network North Multi-disciplinary Team Co-ordinator	CAF quality assurance framework agreed and implemented (SP1.05)	Rolled-out across all schools and settings (SP2.05)	Embed the CAF for all vulnerable children	Within JAR Action plan resources
Produce and re-launch extended services strategy that goes beyond schools and contributes to safeguarding and early intervention	Head of Children's Centres West	Extended service strategy re-launched	All schools to deliver their core offer including partnership work that strengthens the preventative capacity of universal settings	Core offer embedded	100 days Children's Networks Teams
Target: Information shared appropriately					
Improve information sharing	Deputy Director, Children & Families, Head of Children's Networks	Review and re-publish information sharing protocols and guidance (SP1.26)	Protocol for information sharing with children's centres developed (SP2.13)	Mechanism established and implemented to enable wider information sharing building on children's centres involvement (SP2.13)	Within JAR Action plan resources
Target: Develop multi-agency approaches for vulnerable children					
Multi-agency work in place for children who have been permanently excluded and are at risk of exclusion	Head of Children's Networks	All primary pupils who have been permanently excluded have a multi-agency support plan with prioritised tailored support to meet their particular needs. K2W strategy in place	Effectiveness of support plan reviewed each term	All pupils most at risk of exclusion/permanently excluded have multi-agency support in place with an emphasis of early intervention and prevention of permanent exclusion.	300 days per year Children's Network Multi-Agency Team
<b>Monitoring and evaluation</b>					
Date	Monitoring		Evaluation		
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					

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<b>Priority 5: Develop sustainable schooling and services with high expectations of young people</b>					
<b>Objectives: Raise standards of attainment and achievement for all to meet and where possible exceed national standards Expect the best and provide support to enable all young people to make progress, manage transitions and succeed so that schools become engaging places where young people want to be helped to support their learning</b>					
Overall responsibility: Deputy Director, School Standards and Inclusion					
Key performance indicators	Descriptor	2008 baseline	2009 target	2010 target	2011 target
NI72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	43%	48%	48%	Set by 12/09
NI92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	38.1%	33%	32%	Set by 12/09
NI109	Number of Sure Start Children's Centres	New indicator	New indicator	Set by 12/09	Set by 12/09
NI73	Achievement at level 4 or above in both English and Maths at Key Stage 2	66%	75%	75%	Set by 12/09
NI93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	85.3%	90%	90%	Set by 12/09
NI94	Progression by 2 levels in Maths between key Stage 1 and Key Stage 2	76%	86%	87%	Set by 12/09
NI99	Looked after children reaching level 4 in English at Key Stage 2	58%	44%	47%	Set by 12/09
NI100	Looked after children reaching level 4 in Maths at Key Stage 2	63%	44%	47%	Set by 12/09
NI102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	24.2%	19%	18%	Set by 12/09
NI104	The Special Educational Needs (SEN)/non-SEN gap-achieving Key Stage 2 English and Maths threshold	50%	43%	43%	Set by 12/09
NI76	Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2	13	11	10	Set by 12/09
NI75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	42%	50%	55%	Set by 12/09
NI78	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths	1	0	0	0
NI84	Achievement of 2 or more A*-C grades in Science GCSEs or equivalent	39.3%	44%	44%	Set by 12/09
NI101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	17.5%	19%	19%	Set by 12/09
NI102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4	19%	16%	15%	Set by 12/09
NI105	The Special Educational Needs (SEN)/non-SEN gap-achieving 5 A*-C GCSEs including English and Maths	33.7%	32%	31%	Set by 12/09
NI86	Secondary schools judged as having good or outstanding standards of behaviour	70%	72%	75%	Set by 12/09
NI87	Secondary school persistent absence rate	6%	6%	6%	Set by 12/09
NI90	Take up of 14-19 learning diplomas	22	130	310	Set by 12/09
NI79	Achievement of a Level 2 qualification by the age of 19	74%	68.5%	70%	Set by 12/09
NI80	Achievement of a Level 3 qualification by the age of 19	49%	46%	47%	Set by 12/09
NI114	Rate of permanent exclusions from school	0.12% (to be confirmed by DCSF)	To be confirmed	To be confirmed	To be confirmed
	Reduce the proportion of students leaving year 11 with no formal qualification	4%	3.3%	2.8%	2.3%

Links with Needs Assessment and Consultation	<ul style="list-style-type: none"> <li>* Increase the proportion of pupils achieving at least 78 points and 6+ in all PSE and CLL at Foundation Stage</li> <li>* Improve the proportion of pupils achieving level 2B+ in Key Stage 1</li> <li>* Improve the proportion of pupils attaining both English and maths at level 4 or above in Key Stage 2</li> <li>* Ensure no schools fall below the National Challenge threshold at Key Stage 4</li> <li>* Reduce the number of students leaving Year 11 with no formal qualifications</li> <li>* Increase the average total points score per student post 16</li> <li>* Reduce the gap in attainment between pupils eligible and not eligible for free school meals</li> <li>* Continue to reduce the gap in attainment between different ethnic groups</li> <li>* Raise the attainment of children in care to closer to that of their peers</li> <li>* Reduce the proportion of low attaining pupils at each Key Stage and increase the number of high attaining pupils</li> <li>* Continue to improve attendance and reduce exclusions at all key stages</li> <li>* Improve the overall profile of outcomes from Ofsted inspections</li> </ul>	Workforce Development Needs	<ul style="list-style-type: none"> <li>* Continue to train and recruit School Improvement Partners</li> <li>* Ensure that sufficient officers are qualified as Ofsted inspectors under the 2009 framework, and that all senior officers are kept up to date with ongoing developments</li> <li>* Ensure officers are kept up to date with National Strategy developments</li> <li>* Succession planning in place for local authority officers</li> <li>* Ensure effective transition of post 16 arrangements from the LSC to the local authority in 2010</li> <li>* Maintain up to date knowledge and understanding of data and information system</li> </ul>		
Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Ensure that no Early Years provision is judged by Ofsted to be inadequate					
Continue to embed the quality assurance and School Review Group Programmes	Head of Early Years	Accreditations scheme in place for all settings.	Accreditations scheme in place for all settings.	Accreditations scheme in place for all settings.	75 days per year for accreditation validation visits by EYQ&I Team 45 days per year for SRG meetings for EY Q&I team, Childminding Co-ordinators (including CC Staff attendance) 15 EY Ad T days QA visits/meetings QUILT 2 days Head EYFSS
Establish an accreditation with the LA scheme for private, voluntary and independent nurseries, published on the Family Information Service Directory		No setting judged as inadequate by Ofsted	70% settings are judged to be good or better by Ofsted	75% setting judged to be good or better	
Continue to develop better working relationship with Ofsted					
Widen the targeted training and support provided through the Making a Big Difference, Communication, Language and Literacy Development and Every Child a Talker programmes ensuring they are fully embedded into the annual training programme					
Target: Ensure that there are no Haringey schools in an Ofsted category of concern					
Provide training for Headteachers and Governors on the revised Ofsted framework	Head of Early Years, Head of Primary & Special Standards, Head of Secondary Standards	1 primary school in special measures	No schools in a category of concern	No schools in a category of concern	25 days per year for Early Years  25 days per year each for primary, special and secondary
Validate school judgements through the work of School Improvement Partners					
Intervene in schools where necessary to provide appropriate support and challenge					
Monitor the progress of schools causing concern through regular reviews					
Provide support for schools before and during the inspection process					

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Further develop the leadership capacity in schools to ensure that teaching and learning is of the highest quality					
Continue to develop a targeted support programme for leadership succession	Head of Workforce Development	All Schools to have a substantive Head teacher. 75% of Deputy Heads to have National Professional Qualification for Headship	All Schools to have a substantive Head teacher. 90% of Deputy Heads to have National Professional Qualification for Headship	All Schools to have a substantive Headteacher. 95% of Deputy Heads to have National Professional Qualification for Headship	10 days per year Head of Workforce Development  5 days per year Primary SIP manager
Actively recruit and provide training for school governors		All schools have a full governing body that supports and challenges the school leadership team	All schools have a full governing body that supports and challenges the school leadership team	All schools have a full governing body that supports and challenges the school leadership team	30 days per year Head of Governor Support
Provide support and development opportunities for subject leaders		Subject leaders are effective leaders of teaching and learning	Subject leaders are effective leaders of teaching and learning	Subject leaders are effective leaders of teaching and learning	
Target: Ensure that all pupils make progress at least in line with expectations					
Support schools in the early identification, tracking and monitoring of progress	Head of Early Years, Head of Primary & Special Standards, Head of Secondary Standards	Progress at least in line with targets set for Summer 2009	Progress at least in line with targets set for Summer 2010	Progress at least in line with targets set for Summer 2011	Part of the 5 day annual allocation for SIPs. Senior officer allocation dependent on need, reviewed annually
Provide timely interventions as appropriate and evaluate impact					
Use this evaluation to assess future need					
Ensure that there are effective systems in place to support the transition from one phase to another					
Target: Continue to increase the proportion of students attaining at least five GCSE grades A* - C at least in line with the national rate of increase					
School categorisation is undertaken on an annual basis and is reviewed regularly through School Review Group meetings	Head of Secondary Standards	Attainment at least in line with targets set for summer 2009	Attainment at least in line with targets set for summer 2010	Attainment at least in line with targets set for summer 2011	20 days per year for Head of Secondary Standards, 10 days per year for Senior School Improvement manager, 2 days for School Improvement Partners
Support plans are written - in conjunction where appropriate with National Challenge advisers					
Local authority support is provided on proportionate basis with a focus on raising standards in English and mathematics, where appropriate in conjunction with support from National Challenge advisers					
School Improvement Partners provide challenge and support with a focus on raising standards in English and maths where appropriate					
Monthly Project Board meetings are held in schools at risk of falling below the National Challenge benchmark					
Target: Reduce the proportion of students leaving Year 11 with no formal qualifications to the national average					
Continue with the Engagement Programme so that it leads to accreditation	Head of Secondary Standards	Proportion is in line with national average	Proportion is in line with national average	Proportion is in line with national average	5 days per year for Head of Secondary Standards  10 days per year for members of the 14-19 team
Develop strategy of support for learners at risk through Connexions					
Monitor and quality assure all offsite provision used by Haringey secondary schools					
Increase Level 1 vocational provision in secondary schools					
Provide integrated support for students at risk across a range of teams, for example Youth Offending and Children in Care					
Target: Continue to improve overall performance post 16 to reach or exceed national levels					
For actions relating to this target please see Achieve economic well-being Priority 9.					
Target: Raise the attainment of children in care to closer to that of their peers					
Children in Care Education team to work directly with children in care and their carers and provide training, advice and support to all relevant agencies and professionals	Head of Children in Care team	The attainment of children in care is in line with targets	The attainment of children in care is in line with targets	The attainment of children in care is in line with targets	Part of 5 day per year allocation of SIP. Access to National Strategy training. Consultant support as identified by need

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Continue to improve attendance at all stages, especially for those most at risk of underachieving, e.g. those in care					
Monitor the progress of schools with high Persistent Absence (PA) and low overall attendance	Head of Early Years, Head of Primary & Special Standards, Head of Secondary Standards	Persistent absence rates decline at least in line with expectations	Persistent absence rates decline at least in line with expectations	Persistent absence rates decline at least in line with expectations	10 days per year for Attendance and Welfare manager, 5 days per year for Head of Governor Support
Provide additional support and challenge to identified schools					
Target: Reduce exclusions at all Key Stages					
Continue to provide training to SMTs and school governors on exclusions	Head of Governor Support Attendance & Welfare Manager	Exclusion rates decline at least in line with expectations	Exclusion rates decline at least in line with expectations	Exclusion rates decline at least in line with expectations	10 days per year for Attendance and Welfare manager, 5 days per year for Head of Governor Support
Provide additional support and challenge to identified schools					
Allocate resources according to need					
Target: Ensure that behaviour is at least good in all schools					
Work with schools to ensure the curriculum is appropriate to the needs of all learners	Head of Early Years, Head of Primary & Special Standards, Head of Secondary Standards	The proportion of schools judged as having good or outstanding standards of behaviour is at least in line with expectations	The proportion of schools judged as having good or outstanding standards of behaviour is at least in line with expectations	The proportion of schools judged as having good or outstanding standards of behaviour is at least in line with expectations	15 days per year for Head of EYFSS, Head of Primary and Special Standards, Head of Secondary Standards
Work with schools to ensure that teaching is engaging and takes account of the needs of all learners					
Work with schools to embed effective systems and strategies to manage behaviour including embedding SEAL					
Target: Reduce the gap in attainment and rates of progress between different groups of pupils, especially the more vulnerable, e.g. SEN/LDD and EMA pupils					
Reduce the achievement gap between pupils eligible for Free School Meals and their peers	Head of Early Years, Head of Primary & Special Standards, Head of Secondary Standards	Reduction at least in line with local targets	Reduction at least in line with local targets	Reduction at least in line with local targets	Part of 5 day per year allocation of SIPs. National Strategy training 5 days per year. Consultant support targeted school 15 days per year. Schools in Ofsted category to receive 1 day per week. Other schools 5 days per year.
Reduce the SEN/LDD / non SEN/LDD gap achieving the KS2 English and maths threshold, and 5A*-C GCSE grades					
Monitor the progress of different groups of pupils and put relevant and timely intervention strategies in place which are then systematically evaluated					
Ensure that there are effective systems in place to support the transition from one phase to another					
Target: Improve attainment and progress at Foundation Stage, and at KS1 and KS2 at least in line with national averages					
School categorisation is undertaken on an annual basis and is reviewed regularly through School Review Group meetings	Head of Early Years, Head of Primary & Special Standards, Head of Secondary Standards	Attainment at least in line with targets set for summer 2009	Attainment at least in line with targets set for summer 2010	Attainment at least in line with targets set for summer 2011	National Strategy training 5 days per year. Consultant support-targeted school 15 days per year. Schools in Ofsted category to receive 1 day per week. Other schools 5 days per year.
Support plans written in conjunction where appropriate with City Challenge advisers					
Local authority support is provided on proportionate basis with a focus on raising standards in English and mathematics, where appropriate in conjunction with support from National Challenge advisers					
School Improvement Partners provide challenge and support with a focus on raising standards in English and mathematics where appropriate					
Monthly Project Board meetings are held in schools at risk of falling below the National Challenge benchmark					
Facilitate clusters of schools in similar circumstances to work together in raising attainment					

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
<b>Target: Reduce the number of low attaining pupils and increase the number of high attaining pupils at each Key Stage</b>					
Increase the proportion of pupils achieving Level 5+ at the end of Key Stage 2 in both English and mathematics	Head of Early Years, Head of Primary & Special Standards, Head of Secondary Standards	Level 5 attainment and GCSE attainment is close to national. Level 4 and GCSE attainment is close to national	Level 5 attainment and GCSE attainment is at least in line to national. Level 4 and GCSE attainment is close to national	Level 5 attainment and GCSE attainment exceeds the national. Level 4 and GCSE attainment is close to national	5 days per year for Head of Early Years, Head of Primary and Special Standards, Head of Secondary Standards. 20 days per year for consultants
Increase the proportion of students attaining at least 3 A* grades at GCSE					
Decrease the proportion of pupils working below the expected age related level of attainment at the end of Key Stage 2 and Key Stage 4					
<b>Target: All Children's Centres provide high quality integrated services that positively impact on future outcomes for children</b>					
A full range of services is delivered from children's centres in close working partnership with GOSH Trust and Job Centre Plus					
Robust Service Level Agreements are produced for Children's Centre aligning with Primary Schools					
Heads of Centre are supported to self evaluate and plan the services run from their centres ensuring that they are relevant and impact positively on the children and families in the local community					
All services are monitored by the LA for impact on outcomes for children through the creation of a Children's Centre Improvement Partner programme in partnership with Islington LA					
<b>Target: Ensure that services supporting vulnerable groups are working together to enable young people to realise their full potential</b>					
Incorporate multi-agency inputs to regular School Review Group meetings to ensure co-ordination of support for vulnerable groups	Head of Early Years, Head of Primary & Special Standards, Head of Secondary Standards	Attainment of identified groups rises at least in line with expectation	Attainment of identified groups rises at least in line with expectation	Attainment of identified groups rises at least in line with expectation	5 days per year for Head of Early Years, Head of Primary & Special Standards, Head of Secondary Standards
Ensure that vulnerable groups are analysed as part of the annual programme of visits by School Improvement Partners					
<b>Target: Ensure the Building Schools for the Future and Capital programmes have a positive impact upon outcomes for students</b>					
Progress of sustainable building programmes and impact upon attainment and progress is monitored through School Improvement Partner programme of visits and through monthly BSF Board meetings	Head of Secondary Innovations, Head of Secondary Standards, Head of Primary and Special Standards	Attainment rises at least in line with expectations	Attainment rises at least in line with expectations	Attainment rises at least in line with expectations	20 days per year for Head of Secondary Innovations, 5 days per year for Head of Secondary Standards, Head of Primary and Special Standards, part of the work of School Improvement Partners
<b>Monitoring and evaluation</b>					
Date	Monitoring	Evaluation			
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					

<b>Priority 6</b> <b>Engender lifelong learning for all across a broad range of subjects both in and out of school</b> <b>Objective:</b> <b>Create an enthusiasm for learning across music, the arts, science, sports, hobbies and interests which can be enjoyed throughout life</b>						
Overall responsibility: Deputy Director, School Standards and Inclusion						
See priority 5 performance indicators						
Links with Needs Assessment and Consultation	<ul style="list-style-type: none"> <li>Increase the proportion of pupils achieving at least 78 points and 6+ in all PSE and CLL at Foundation Stage</li> <li>Improve the proportion of pupils achieving level 2B+ in Key Stage 1</li> <li>Improve the proportion of pupils attaining both English and maths at level 4 or above in Key Stage 2</li> <li>Ensure no schools fall below the National Challenge threshold at Key Stage 4</li> <li>Reduce the number of students leaving Year 11 with no formal qualifications</li> <li>Increase the average total points score per student post 16</li> <li>Reduce the gap in attainment between pupils eligible and not eligible for free school meals</li> <li>Continue to reduce the gap in attainment between different ethnic groups</li> <li>Raise the attainment of children in care to closer to that of their peers</li> <li>Reduce the proportion of low attaining pupils at each Key Stage and increase the number of high attaining pupils</li> <li>Continue to improve attendance and reduce exclusions at all key stages</li> <li>Improve the overall profile of outcomes from Ofsted inspections</li> <li>Provide greater out of school support for education, including recognising the importance of play in education</li> <li>Encourage greater parental involvement in education Activities</li> </ul>	Workforce Development Needs	<ul style="list-style-type: none"> <li>Ensure that senior colleagues are up to date with national developments in education at all phases</li> <li>Provide colleagues with opportunities to work with outside providers and partners, including adult learning</li> <li>Provide training related to the development of new technologies, related both to teaching and learning, and to wider information management systems</li> <li>Provide opportunities for colleagues to receive accreditation for training</li> <li>Ensure that colleagues' work is integrated in order to provide the best service, for example liaising with parents and carers to integrate service provision across phases and sectors within the Council and provide training for colleagues to work in this way</li> <li>Ensure that all colleagues are up to date with requirements of Extended Services agenda</li> <li>Ensure there is sufficient breadth of knowledge and expertise within the service to meet the full range of expectations, for example relating to music and the arts</li> </ul>			
Activities	Lead responsibility	Timeline and milestone			Resources estimates	
		2010	2011	2012		
Targets: Support the development of curricula that meet the changing needs of learners of all ages						
Work with providers to implement new national policies, guidelines and initiatives relating to the curriculum	Head of Early Years, Primary and Special Standards, Head of Secondary Standards	Evaluation of curriculum as part of annual cycle of SIP visits	Full service provision of extended services in place. Evaluation of curriculum as part of annual cycle of SIP visits	Evaluation of curriculum as part of annual cycle of SIP visits. Rose Review is implemented	5 days per year	Head of EYFSS, Head of Primary and Special Standards, Head of Secondary Standards Part of SIP allocation 5 days per year for Head of Children's Network West 1 day per year for 14-19 School Improvement Manager
Ensure that the curriculum provided in schools is appropriate to all Haringey children and young people and is aligned with adult learning provision to ensure continuity						
Target: Promote the integration of new technologies as part of the transformation of learning experiences						
Use the Haringey City Learning Centre@Gladesmore School to provide schools with training, support and facilities related to new technologies	Head of Primary and Special Standards	Annual performance Assessment (APA) for the City Learning Centre shows effective provision. Improved ICT in schools as measured by national standards.			5 days per year	for Head of Primary Standards
Work with schools on the ongoing development of the borough's Managed Learning Environment (MLE)	Strategic Head of ICT for CYPS	MLE is rated as effective by 80% of schools	MLE is rated as effective by 90% of schools	MLE is rated as effective by all schools	3 days per year	Strategic Head of ICT

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Encourage greater parental involvement in their children's education					
Complete the consultation on the parent support strategy	Head of Children's Network North	Outcomes of consultation on the parent support strategy inform future planning. Parenting programmes and advice enable parents effectively to support their children's education	Parenting programmes and advice enable parents effectively to support their children's education	Parenting programmes and advice enable parents effectively to support their children's education	5 days per year for Head of Children's Network North 5 days per year for Head of FIS 5 days per year for Parent commissioner
Parents receive advice and guidance that enables them effectively to support the education of their children	Head of Family Information Service				
Parenting programmes are delivered	Parent Commissioner				
Enable schools to support parents' involvement in their children's learning	Parent Commissioner				
Target: Widen opportunities for children and young people to experience a range of cultural and leisure activities which they can extend beyond their school life					
Continue to further develop the Music and Performing Arts service to expand recreational, cultural and leisure activities	Head of Primary and Special Standards, Head of Secondary Standards	A broad and relevant range of activities is provided			2 days per year for Head of Primary and Special School Standards, and Head of Secondary Standards 50 days per year for Head of Music and Performing Arts Service
Continue to widen opportunities for children and young people from disadvantaged communities to enjoy music and the arts	Head of Music and Performing Arts Service				
Target: Ensure our children and young people have access to a wide range of extended school activities during and outside regular school sessions, recognising the importance of play					
Embed the extended services core offer	Head of Primary & Special Standards, Head of Secondary Standards	Extended services core offer is provided by 85% of schools. At least 80% of pupils have access to five hours per week of PE and sport	Extended services core offer is provided by 100% of schools. At least 85% of pupils have access to five hours per week of PE and sport	Extended services core offer is provided by 100% of schools. At least 85% of pupils have access to five hours per week of PE and sport	3 days per year for Head of Primary and Special School Standards, and Head of Secondary Standards 10 days per year for Head of Children's Network West
Continue to offer a range of quality positive activities to cChildren and young people during school holidays	Head of Children's Network West				
Monitoring and evaluation					
Date	Monitoring	Evaluation			
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					

# 5 | Make a positive contribution

Make a Positive Contribution		<b>Priority 7:</b> Give young people a greater stake in their future and pride in their local community  Objective: Promote the views of young people, listen to and give feedback so that services reflect their views Seek every opportunity to celebrate achievements and successes and engage in community activities			
Overall responsibility: Head of Children's Network North and Lead for Participation					
Key performance indicators	Descriptor	2008 baseline	2009 target	2010 target	2011 target
NI 91	Participation of 17 year olds in education or training	88% in 2006	89%	90%	91%
NI110	Young people's participation in positive activities (TellUs survey)	50.70%	54%	59%	64%
NI15	Serious violent crime rate (Per 1,000 population)	414	4% reduction	5% reduction	Not yet set
NI28	Serious knife crime rate	2.25%	2.65%	2.1%	Not yet set
NI29	Gun crime rate (Per 1,000 population)	0.4	0.39	Not yet set	Not yet set
NI19	Rate of proven re-offending by young offenders	Not yet set			
NI21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	28%	32%	34%	Not yet set
NI27	Understanding of local concerns about anti-social behaviour and crime by the local council and police (Place survey)	29.10%	Not yet set		
NI43	Young people within the youth justice system receiving a conviction in court are sentenced to custody	7.80%	6.60%	Not yet set	Not yet set
NI44	Ethnic composition of offenders in Youth Justice System disposals (Level of disproportionality)	-0%	0%	0%	0%
NI45	Young offenders engaged in suitable education, training or employment	75.3%	75.3%	Not yet set	Not yet set
NI46	Young offenders access to suitable accommodation	96.6%	96.6%	Not yet set	Not yet set
NI111	Reduce the number of first time entrants to the Youth Justice System (per 100,000)	2,420	2,313	2,260	Not yet set
Links with Needs Assessment and Consultation	<ul style="list-style-type: none"> <li>Greater consistency of practice to demonstrate to young people how they influence decisions and that the voice of all children and young people is heard and their views addressed</li> <li>Further strategies to engage hard to reach groups so that they have a voice in decision making</li> </ul>	Workforce Development Needs	<ul style="list-style-type: none"> <li>Competency training for staff working with children and families with disabilities to ensure that they know how to listen to disabled children</li> <li>Adults provided with training on how to meaningfully involve children and young people in decision making</li> </ul>		
Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Listen to and value children and young people's views and enable them to contribute and participate in key decisions which affect their future					
The Youth Council is strategically involved in the development of the Children and Young People's Plan	Head of Children's Network North	Youth Council consulted and actively involved in CYPP development	Youth Council consulted and actively involved in CYPP development	Youth Council consulted and actively involved in CYPP development	100 days per year Participation Team
Children with learning needs and disabilities enabled to participate in decision making	Head of Children's Network North	Young people with SEN/ LDD express their views on decisions that affect them and set up their forum	Young people with SEN/ LDD present examples of how they have participated	Young people with SEN/ LDD present examples of how they have influenced decisions	90 days per year Participation Team
Children and young people are increasingly involved in evaluating the quality of local provision, particularly provision that is there to meet their needs	Head of Youth Service and Head of Connexions	Evaluation of youth provision by young people. findings used to improve quality	Evaluation of IYSS/TYSS provision by young people and findings used to improve quality	Evaluation of IYSS/TYSS provision by young people and findings used to improve quality	100 days per year IYSS/TYSS

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Children and young people participate in the UK Youth Parliament elections	Head of Children's Network North	5% increase in the number of children and young people participating in elections to UKYP	6% increase in the number of children and young people participating in elections to UKYP	7% increase in the number of children and young people participating in elections to UKYP	100 days per year Participation Team
Area assemblies provide opportunities for children and young people to influence local provision	Community Participation Manager	Youth forums operating in each Children Network area	Youth forums able to influence decisions each Children Network area	Youth forums evaluating provision in each Children Network area	150 days per year Area Assembly Team and Youth Service
Active school councils in all schools, working to implement pupil and student voice charters	Head of Children's Network North	Young people contribute to area assembly meetings and influence local decisions	Majority of schools can demonstrate active participation in decision-making	Schools are able to demonstrate young people's active participation in decision-making	60 days per year PSHE and Health and Wellbeing officers
Target: Ensure a range of mechanisms is in place to listen to the voice of the more vulnerable e.g. children in care and the harder to reach young people					
Independent Reviewing Officers will ensure that their LAC Review Minutes evidence the views of children	Deputy Director Children and Families	Number of children and young people who have communicated their views at statutory reviews improves by 10%	80% of children and young people who have communicated their views at statutory reviews	All children and young people are able to communicate their views at statutory reviews	30 days IRO
YOF/YCF provides varied provision for children and young people	Head of Children's Network North	YOF distributed by young people for young people. Engagement in provision increased by 500 young people with disabilities successfully bid for grant funding	YOF funding successfully engaging young people from more marginalised groups including those with disabilities		200 days per year 2 Officers and 2 Youth workers who support the YOF panel Teachers and Youth Workers
Young people from more marginalised groups are given the opportunity to be engaged and influence decisions	Head of Children's Network North	Young people from marginalised groups consulted on CYPP	Young people from marginalised groups consulted on CYPP	Young people from marginalised groups consulted on CYPP	60 days per year Participation Team
Children in Care Council formed with support from Children in Care Participation Officer	Deputy Director Children and Families	CiC Council established Corporate Parenting Board review progress on delivery of the London Pledge for CiC	CiC Council operating successfully. Feedback from children and young people in care and leaving care shows they feel listened to and their views are taken into account	CiC Council fully operational and recognised as best practice	100 days per year CiC team and Participation Team
Young people in Care express their views to Members on how well the Council cares for their wellbeing	Deputy Director Children and Families	Young Advisors present their collated views to CPB	Young Advisers present to CPB their collated views on how the CiC should operate	Members of the CiC present their views to CPB	50 days per year CiC Team/ Participation Team

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Provide occasions to celebrate the many achievements of children and young people, e.g. Young Haringey Heroes					
Young Haringey Heroes Awards supported by nominations borough wide	Head of Children's Network North	Awards widely publicised, sponsorship opportunities developed and number of nominations increased from 08/09	Awards widely published, number of nominations increased from 09/10	Awards widely published, number of nominations increased from 10/11	100 days per year Participation Team
Achievement of CiC celebrated	Deputy Director Children and Families	CiC receive wide recognition for their achievements	CiC receive wide recognition for their achievements	CiC receive wide recognition for their achievements	50 days per year CiC support officers
Young people help to shape further service provision for young people and new positive activities	Head of Youth Service	Five new positive activities set up after consultation with young people	Five new positive activities set up and planned with young people	Five new positive activities set up, planned and run by young people	10 days Youth Service Staff
Target: Ensure a wide range of opportunities are in place for all young people to participate in positive activities and achieve awards e.g. sports leadership which can be used in their own community					
The Youth Service to deliver a wide range of positive activities for young people as part of the regular 7 day a week programmes	Head of Youth Service and Head of Connexions	Contact and participation rates increase by 10% from 08/09	Contact and participation rates increase by 10% from 09/10	Contact and participation rates increase by 10% from 10/11	500 days per year Youth Service staff
Develop, consult and deliver Parent Support Strategy	Head of Children's Network North	Draft Strategy circulated to all settings for comment and strategy finalised	Phase 1 parent support strategy delivered	Phase 2 parent support strategy delivered	30 days per year Parent Commissioner, 6 Parent Advisers, 6 Parenting Workers
Parents receive advice and guidance that enables them to better support their children	Head of Family Information Service	FIS established in all settings			20 days per year Head of Family Information Service
Safeguarding policy published in community languages and effective parenting programmes in place in all three Children's Networks	Community Participation Officer	Parenting programmes delivered in all 3 Children's Networks			30 days per year Commissioner, 6 Parent Advisers, 6 Parenting Workers
Target: Provide a range of targeted programmes of activities e.g. for those with SEN/LDD and further strengthen intervention through the Safer Schools partnership to improve young people's behaviour					
Youth Service to deliver a range of programmes targeted at hard to reach young people e.g. through the Rapid Response initiative and diversion programme	Head of Youth Service	Targeted provision results in a 5% increase in young people accessing youth services	Targeted provision results in a further 5% increase in young people accessing youth services	Targeted provision results in a further 5% increase in young people accessing youth services	100 days per year Youth Service staff
The effective use of restorative approaches established in all three children networks	YOS Strategic Manager	Procedures in place for consultation with young people in YOS and victims			300 days per year Prevention Team in partnership with other services
Implement targeted activities to deter children and young people from anti-social behaviour	YOS Strategic Manager	Reduction in anti-social behaviour in line with targets	Reduction in anti-social behaviour in line with targets	Reduction in anti-social behaviour in line with targets	30 days per year Youth Response Team
The detached team and youth response team target hot spot communities at key times in response to complaints about anti-social behaviour	Head of Children's Network West	Reduction in anti-social behaviour in hot spot areas in line with targets	Reduction in anti-social behaviour in hot spot areas in line with targets	Reduction in anti-social behaviour in hot spot areas in line with targets	900 days per year Youth Response Team

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Youth at Risk programme supports young people to make a positive contribution to their local community	Head of Children's Network North	Youth at Risk programme supports 30+ young people to turn their lives around	Youth at Risk programme supports 30+ young people to turn their lives around	Youth at Risk programme supports 30+ young people to turn their lives around	50 days per year Youth at Risk manager
Parents enabled to participate in the development of services for their children	Parent Commissioner,	Parents consulted on the nature of support they need	Parents consulted on the nature of support they need	Parents consulted on the nature of support they need	30 days per year Consultation Officer
Youth Inclusion Support Panel identifies families, children and young people that are at risk of offending and sets up targeted support	Head of Youth Service	Multiagency programme established to support 20 children and families at risk of not fulfilling their potential	Multiagency programme established to support 30 children and families at risk of not fulfilling their potential	Multiagency programme established to support 50 children and families at risk of not fulfilling their potential	300 days per year Think Family Team
Support provided to families to develop parenting skills and to reduce problematic behaviour	ASB team YOS Strategic Manager	50 parents attend parenting programme Parent contracts used to enforce parental responsibilities			300 days per year Prevention Team workers
<b>Monitoring and Evaluation</b>					
Date	Monitoring		Evaluation		
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					

<b>Priority 8: Develop Global Citizens</b>  <b>Objectives: Build young people's knowledge of other cultures, ethics, beliefs, faiths, social skills, civic responsibilities and promote understanding of difference and their rights as children Improve understanding of the world, the environment and current issues through international partnerships, exchange programmes and a global curriculum</b>					
Overall responsibility: Head of Children's Network North and Lead for Participation					
Key performance indicators	Descriptor	2008 baseline	2009 target	2010 target	2011 target
NI35	Building resilience to violent extremism	Level 2	Level 2	Level 3	Level 3
International School Award	Number of schools with International School Awards (Out of a total of 75)	12	24	50	75
Schools have Global Partners	Percentage of Schools to have established global partners	30%	50%	80%	100%
Links with Needs Assessment and Consultation	<ul style="list-style-type: none"> <li>* We need to support children and young people to prepare for a changing world, where they are likely to encounter people from a wide range of cultures and beliefs.</li> <li>* Children and young people need to develop better resilience so that they can better overcome difficulties</li> </ul>	Workforce Development Needs	<ul style="list-style-type: none"> <li>* Improve knowledge of the diversity of our local communities and the implications for service delivery</li> <li>* Our workforce needs the knowledge of services available for families and the skills to signpost parents effectively, so that they get the help they need</li> </ul>		
Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Raise awareness of young people's rights and responsibilities within the local and global context through schools and other settings					
Duke of Edinburgh Scheme engages 200 young people	Head of Children's Network West	200 young people involved in DofE	Number of young people involved in DofE rises by 5% from 09/10	Number of young people involved in DofE rises by 5% from 10/11	100 days Youth Service Officers
Young people participate in the Junior Citizen scheme	PSHE Officer	40% primary schools participate	50% primary schools participate	60% primary schools participate	60 days SHE Officers & Health and Wellbeing Officer
Local Democracy Week develops children and young people's understanding of how they can be heard	PSHE Officer	40% schools participate in Local Democracy Week	45% schools participate in Local Democracy Week	50% schools participate in Local Democracy Week	30 days PSHE/ Citizenship Officer & International Links Officer
Earth summit on climate change takes place	PSHE Officer	90% secondary schools participate	91% secondary schools participate	92% secondary schools participate	10 days PSHE Officer
The Children's annual Green Fair takes place	Health & Wellbeing Officer	70% primary schools participate	75% primary schools participate	80% primary schools participate	10 days Health & Wellbeing Officer & Better Haringey Team
Increase the number of children developing debating skills	PSHE Officer	400 primary children participate	500 primary children participate	500 primary children participate	20 days PSHE Officer
Peer mentoring / mediation schemes developed in primary and secondary schools	Participation officer	Peer mentoring schemes sustainable in 15 schools			30 days Participation Officer
Schools supported to address the European Charter for the democratic school without violence		European Safer Schools Programme involves ten schools			10 days Participation Officer
Special and secondary schools supported to develop Olympic legacy		Planning complete	Phase 1 implementation complete	Phase 2 implementation complete	30 days Primary & Secondary School Improvement Team

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
<b>Target: Develop children and young people's understanding of different faiths and cultures in order to promote community cohesion</b>					
Young people encouraged to develop positive relationships and to support each other - Peer mentoring/ mediation schemes developed in primary and secondary schools	Health & Well being Officer PHSE Officer	25% primary and 50% secondary school have peer mentoring / mediation schemes	30% primary and 60% secondary school have peer mentoring / mediation schemes	40% primary and 65% secondary school have peer mentoring / mediation schemes	20 days Healthy Schools and PSHE Officers
Enable Haringey Children and young people to communicate with children and young people across the globe, such as through twinning and exchanges, and schools are supported to find global partners	International Links Officer	50% schools achieve the International Schools Award	60% schools achieve the International Schools Award	70% schools achieve the International Schools Award Youth service facilitated 2 international exchanges	100 days International Links Officer Youth Services Officers
Comenius project enables pupil exchanges across Europe	International Links Officer	Schools able to register for Connecting Classrooms Web portals	Schools fully using Classroom Web portals		20 days International Links Officer and PSHE Officer
Model United Nations embedded in secondary schools and links to other neighbouring schools established	PSHE Officer	8 Secondary schools taken part in Model United Nations	100% schools apply for International Schools Award	Haringey play lead role in North London Conference	20 days PSHE Officer
<b>Target: Develop links with the voluntary sector to improve our support to children and families</b>					
Continue to support Supplementary and Community Language Schools (SCLS) in Haringey	Community Participation Officer	Supported 10 SCLS to obtain Continue Bronze Award. SCLS conference held and attended by representatives from 75% of SCLS	SCLS conference held and attended by representatives from 80%+ of SCLS	SCLS conference held and attended by representatives from 90%+ of SCLS	40 days Community Participation Officer
Targeted parent forums inform the work of the Children's Network and the Children's Trust	Head of Children's Network	The views of parents and community reported annually to the Children's Trust and used to inform the CYP	The views of parents and community reported annually to the Children's Trust and used to inform the CYP	The views of parents and community reported annually to the Children's Trust and used to inform the CYP	30 days Children's Network teams
<b>Target: Implement the Haringey Youth Council action plan</b>					
Haringey Youth Council organise groups and activities to promote themes of environmental protection, poverty reduction, gun and knife crime and community cohesion	Head of Children's Network North	HYC achieve high levels of participation through their activities and annual event. HYC successfully raise awareness of their priorities.	All secondary schools and voluntary youth groups are represented on Haringey Youth Council and contribute to HYC action plan.		Participation Team & 75 days Youth Service Staff PSHE Officer
<b>Monitoring and Evaluation</b>					
Date	Monitoring	Evaluation			
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					

# 6 | Achieve Economic Well-being

<b>Priority 9:</b> <b>Provide a greater range of curriculum provision, opportunities and choice</b>  <b>Objective:</b> <b>Help young people to realise their aspirations and navigate the routes to achieve their ambitions and promote opportunities for young people to be more responsible for their own learning and engagement</b>						
Overall responsibility: Deputy Director, School Standards and Inclusion						
Key performance indicators	Descriptor	2008 baseline	2009 target	2010 target	2011 target	
NI90	Take up of 14-19 learning diplomas	22	130	310	350	
NI79	Achievement of a Level 2 qualification by the age of 19	74%	69%	70%	71%	
NI80	Achievement of a Level 3 qualification by the age of 19	49%	46%	47%	48%	
NI116	Proportion of children in poverty	36.5% in 2007	33%	31%	Target frozen to be revealed at 2 year refresh	
NI117	16-18 year olds who are not in Education, Employment or Training (NEET)	6.80%	To be reviewed by 12.09	To be reviewed by 12.09	To be reviewed by 12.09	
NI118	Take up of formal childcare by low-income working families	Baseline / other data is yet to be released by HM Revenue & Customs	To be set once baseline is available from HM Revenue & Customs	To be set once baseline is available from HM Revenue & Customs	To be set once baseline is available from HM Revenue & Customs	
Links with Needs Assessment and Consultation	Reduce the proportion of students who are not in Education, Employment or Training (NEET) Reduce the number of young people claiming Job Seekers Allowance and other benefits Continue to improve educational attainment in order to enable young people to access sustainable employment	Workforce Development Needs	Shadow structure working from September 2008 – April 2009, TUPE of LSC staff to LA and re-structure of LA 14-19 team Re-shaping of 14-19 team responsibilities, including those of 14-19 School Improvement Manager Development of roles of staff TUPed from LSC to LA roles LA staff are updated as appropriate regarding the provision of effective careers Information, Advice and Guidance LA staff are provided with opportunities to link with local employers			
Activities	Lead responsibility	Timeline and milestone			Resources	
		2010	2011	2012		
Targets: Ensure there is effective collaboration in place to support the curriculum needs of all 14-19 learners with personal responses for those with individual needs such as the disabled						
Ensure smooth transition of LSC commissioning and funding responsibilities to the LA to ensure maximum effectiveness of Haringey wide post 16 offer and establish effective 14-19 governance and management structures in the Children's Trust	14-19 School Improvement Manager (SIM)	Shadow structure in place September 2009.	Transfer of LSC to LA completed.		20 days per year for 14-19 SIM, 20 days for Head of Secondary Standards, 40 days per year for 14-19 team members	
Produce 14-19 Commissioning plan		Draft commissioning plan completed	Annual 14-19 commissioning plan agreed and published.	Increase Level 2 and Level 3 attainment in line with targets		
Post 16 collaborative arrangements proposed to increase L2 and L3 attainment at 19		Draft commissioning plan completed	Increase in Level 2 and Level 3 attainment in line with targets	Increase Level 2 and Level 3 attainment in line with targets		
Analysis of post 16 travel to learn patterns informs the future provision for Haringey learners	Head of Secondary Schools Standards	Number of Diplomas meets 2009 target. Annual review of post 16 provision	Number of Diplomas meets 2009 target. Annual review of post 16 provision	Number of Diplomas meets 2009 target. Annual review of post 16 provision	5 days per year for Head of Secondary Standards 20 days per year for 14-19 team	
Post 16 providers receive support and challenge to continue to raise standards						
Analysis of post 16 travel to learn patterns informs the future provision for Haringey learners						
Targets: Ensure there is high quality independent advice and guidance to support young people at key transition points with targeted support for vulnerable young people, e.g. disabled young people						
Produce an IAG entitlement for 14-19 year olds	14-19 SIM	IAG programme is agreed and in place.	IAG programme is reviewed in January and revised programme is in place.	IAG programme is reviewed in January and revised programme is in place.	20 days per year for 14-19 SIM	

Activities	Lead responsibility	Timeline and milestone			Resources
		2010	2011	2012	
Produce an Aimhigher progression framework/strategy for all young people	14-19 SIM	Aimhigher strategy developed	Aimhigher strategy in place		10 days per year for 14-19 SIM
Targets: Ensure there are effective links with employers to involve them in sufficient high quality delivery of the curriculum					
Develop an effective Young People's employer engagement support plan and Work Based Learning and Apprenticeship programme in Haringey	14-19 SIM	Young People's employer engagement support plan in place.	The number of Apprenticeships rises in line with targets	The number of Apprenticeships rises in line with targets	10 days per year for 14-19 SIM
Target: Contribute to the raising of standards for learners, 14-19, especially by ensuring there is a broad range of high quality provision available which is appropriate for the needs of all learners including those most at risk of disengagement, e.g. young carers and care leavers					
The number of Diplomas offered continues to rise towards 2013 entitlement	14-19 SIM	The number of learners registered on Diploma courses rises annually in line with targets.	The number of learners registered on Diploma courses rises annually in line with targets.	The number of learners registered on Diploma courses rises annually in line with targets.	10 days per year for 14-19 SIM, 50 days per year for 14-19 team members, 10 days per year for 14-19 SIM,
The numbers of learners accessing Diploma courses continues to rise					
An effective range of offsite and in house learning exists					
Functional Skills standards are effectively introduced in centres	National Strategies manager	Functional Skills in pilot centres	Functional Skills in all centres	Functional Skills in all centres	10 days per year for 14-19 SIM, 10 days per year for National Strategies SIM
Target: Ensure there is effective targeted provision, including the capacity to deliver the September Guarantee, for those young people who are disengaged or at risk of disengagement, e.g. young offenders					
The percentage of learners covered by the September Guarantee increases year on year	IAG Manager	The September Guarantee covers most learners.	The September Guarantee covers most learners.	The September Guarantee covers most learners.	10 days per year for IAG manager
Those learners at risk of not achieving a qualification are targeted for support	14-19 SIM	The number of students leaving Y11 with no formal qualification decreases in line with targets.	The number of students leaving Y11 with no formal qualification decreases in line with targets.	The number of students leaving Y11 with no formal qualification decreases in line with targets.	5 days per year for 14-19 SIM, 40 days per year for Engagement Co-ordinator
Programmes are trialled for those at risk of disengagement	Engagement Co-ordinator				
Foundation Learning Tier (FLT) Entitlement for 2011 is further developed including the successful operation of the engagement programme which is embedded and linked to schools provision		Preparations on track for the FLT in 2011	Preparations on track for the FLT in 2012	FLT in place	
Target: Support the transition of the most vulnerable young people to adult services					
Post 16 transfer from the LSC to the LA ensure that the needs of the most vulnerable are met	Head of SEN, Children and Families	LSC to LA transfer is completed effectively with regard to the needs of the most vulnerable	Review working to ensure that transfer to LA continues to provide effective service		5 days per year Head of SEN, Children and Families, 40 days per year for Connexions service
Individual plans are provided where relevant by the Connexions service		Connexions service provides individual plans and support where appropriate	Connexions service provides individual plans and support where appropriate	Connexions service provides individual plans and support where appropriate	
The targets in Aiming High for disabled children are met		The targets in Aiming High for disabled children are met	The targets in Aiming High for disabled children are met	The targets in Aiming High for disabled children are met	
Monitoring and evaluation					
Date	Monitoring	Evaluation			
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
<b>Priority 10: Empower families and communities</b>					
<b>Objectives: Work to build partnerships with parents as active partners who are helped to support their child/ children's learning Embed extended services for young people in the local community and develop a range of services delivered locally to regenerate communities through accessible local services and the promotion of employment opportunities</b>					
Achieve Economic Well being					
Overall responsibility: Deputy Director, School Standards and Inclusion					
See priority 9 performance indicators					
Links with Needs Assessment and Consultation	Wordlessness remains a persistent problem in Haringey A significant proportion of the increase in unemployment in Haringey is people aged 16-24 Low skills and the low educational attainment of some young people is significant barrier to accessing sustainable employment Adverse economic conditions cause a rise in the number of children living in poverty A large majority of Haringey families is in receipt of tax credits Childcare issues need to be addressed 70% of households accepted as being unintentionally homeless and in priority need have a dependent child living with them	Workforce Development Needs	Opportunities for increased multi-agency working for all colleagues Training for registered child minders Increase the number of colleagues trained to work with children with SEN/LDD Appropriate training is given for family support workers so that a common methodology is developed and implemented Training for colleagues in universal services to enable them to understand the needs of families from different cultures		
<b>Target: Continue to increase the number of schools achieving accreditation for working in partnership with parents</b>					
Ensure effective marketing and publicity for accredited schemes for working in partnership with parents	Head of Children's Network North	10 schools achieve accreditation	15 additional schools achieve accreditation	20 additional schools achieve accreditation	5 days per year Head of Children's Network North
Work with schools to increase levels of accreditation					
<b>Target: Increase the provision of multi-agency support for parents as part of early intervention/prevention</b>					
Deliver the Families into Work intervention programme into Northumberland Park Community School	Regeneration Manager (Employment and Skills)	50 families supported	50 additional families supported	50 additional families supported	10 days per year Regeneration Manager (Employment and Skills)
Deliver the Haringey Guarantee employment programme across the borough					
<b>Target: Continue to work towards meeting the expectations in Aiming High for Disabled Children: better support for families 2007</b>					
Services work towards meeting the expectations in Aiming High	Head of SEN, Children and Families	Expectations in Aiming high for disabled children are met	Expectations in Aiming high for disabled children are met	Expectations in Aiming high for disabled children are met	10 days per year Head of SEN, Children and Families
<b>Target: Ensure strong multi-agency support for managing the transition of vulnerable young people from intensive support programmes or in the case of those with SEN/LDD and aged over 19 transfer to the care of adult services</b>					
Services are provided in line with expectations in Aiming High for Disabled Children	Head of SEN, Children and Families	Expectations in Aiming high for disabled children are met	Expectations in Aiming high for disabled children are met	Expectations in Aiming high for disabled children are met	10 days per year Head of SEN, Children and Families
Connexions service provides support as appropriate	Head of Connexions service				5 days per year Head of Connexions service
<b>Target: Continue to address child poverty by raising families awareness of benefits to which they are entitled, e.g. free school meals</b>					
Ensure that all Haringey Guarantee participants who are benefit claimants receive a completed Better Off Calculation (BOCs)	Regeneration Manager (Employment and Skills)	400 completed BOCs	400 additional completed BOCs	400 additional completed BOCs	10 days per year Regeneration Manager (Employment and Skills), 250 days per year Benefits Service team
Promote take up of welfare benefits around the borough using intelligence based solutions to target take up at those most likely to be in greatest need	Benefits Service team	Initial Campaign for Council Tax Benefit take-up, with other opportunities for partnership working identified. Ongoing campaigns through the year.	Ongoing campaigns through the year.	Ongoing campaigns through the year.	
Participate in borough-wide take-up events and initiatives					
Identify and work with external partners, e.g. Job Centre Plus and the Pensions Service3 and CAB to ensure available benefits are taken up and available discounts are applied to Council Tax accounts					

Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Provide a programme of support for parents and families at risk of perpetrating anti-social behaviour					
Support programmes are developed and implemented to support parents and families	Head of Children's Network, North	10 programmes are in place	15 additional programmes are in place	20 additional programmes are in place	5 days per year Head of Children's Network, North
Activities	Lead responsibility	Timeline and milestone			Resources estimates
		2010	2011	2012	
Target: Further reduce the proportion of young people who are not in education, employment or training (NEET)					
Ensure an effective NEETs strategy is in place with effective targets for vulnerable groups	IAG Manager	The proportion of NEETs declines in line with targets.	The proportion of NEETs declines in line with targets.	The proportion of NEETs declines in line with targets.	30 days per year IAG Manager
Work with identified students at Haringey secondary schools as part of the Haringey Guarantee to support their Y10 and Y11 students who are at greatest risk of becoming NEET	Regeneration Manager (Employment and Skills)	40 most at risk students supported.	40 new most at risk students supported.	40 new most at risk students supported.	10 days per year Regeneration Manager (Employment and Skills)
Target: Improve the direction of travel in relation to the number of young offenders in suitable full-time ETE as required by the Youth Justice Board					
Secure future funding for KYPE (Keeping Young People Engaged) post 16 learning mentor	YOS Strategic manager	KYPE funding secured. YJB monitoring on quarterly basis	KYPE funding secured. YJB monitoring on quarterly basis	KYPE funding secured. YJB monitoring on quarterly basis	Post 16 mentor full time, 5 days per year YOS Strategic Manager
Target: Continue to develop the Council's work based learning strategy and apprenticeship					
The work based learning strategy and apprenticeship scheme continues in liaison with the 14-19 service	Business Employment and Skills officer	70 apprenticeship opportunities created	The number of apprenticeships is at least in line with Council expectations	The number of apprenticeships is at least in line with Council expectations	10 days per year Business Employment and Skills officer, 3 days per year 14-19 SIM
Target: Support schools in developing family learning and further develop outreach strategies for families through the Children's Centres					
Develop further outreach programmes for families	Head of Children's Network, North	5 programmes are delivered	10 additional programmes are delivered	15 additional programmes are delivered	3 days per year Head of Children's Network, North
Support families through HALS to develop basic skills in parents to further develop their children's learning					
Target: Implement a range of initiatives to address child poverty					
Ensure implementation of the Child Poverty Strategy	Head of SEN, Children and Families	Targets in the Child Poverty Strategy are met	Targets in the Child Poverty Strategy are met	Targets in the Child Poverty Strategy are met	5 days per year Head of SEN, Children and Families
Target: Work with Urban Environment / Housing Services to ensure the needs of children and young people are recognised when making housing provision and addressing the needs of those suffering from domestic violence and homelessness					
Ensure the needs of families with school age children are considered in the allocation of housing	Assistant Director, Safeguarding, Head of Housing Strategy	Reduction in temporary accommodation in line with targets	Reduction in temporary accommodation in line with targets	Reduction in temporary accommodation in line with targets	3 days per year Assistant Director, Safeguarding, 3 days per year Head of Housing Strategy
Reduce the mobility of children in schools due to changes in housing					
Monitoring and evaluation					
Date	Monitoring	Evaluation			
March 2010					
September 2010					
March 2011					
September 2011					
March 2012					



## 7 | Arrangements for monitoring and evaluation

There is a vast range of information collected on performance by all services for children and young people. At a national level the government has developed 198 individual indicators for Councils, 35 of which are statutory and relate to educational performance, and they are used to monitor and compare the performance of Local Authorities. Similar systems are in place to measure the performance of Health Services and the Police. We have identified for each of the five Every Child Matters outcomes the relevant performance indicators that will be used as one way to measure progress.

Some indicators have been identified as being more important than others and require the collective efforts of all Children's Trust partners to be able to address them, for example reducing the high levels of teenage pregnancy. There are detailed strategies and plans which underpin some of the targets identified in the action plans which are reported to specific partnership groups, such as the 14-19 partnership. The intention is not to replicate or interfere with the work of these groups but to use the Implementation Plan to focus

attention on the targets and provide a summary of progress for the Children's Trust.

Progress on each of the actions in the Implementation Plan will be reported to the Children's Trust at the six month point and at the end of the year. The action plans have been written to include two aspects of the assessment of performance. Firstly, monitoring what has been done and secondly, evaluation - how well it is fulfilling the outcomes. Experience from other plans has shown that this approach works well. The annual evaluation will also include a refresh of the Implementation Plan and the preparation of the next three year plan.

The Children's Trust has established a performance monitoring sub-group who will be responsible for examining progress across the work of the Children's Trust and re-focusing efforts if performance shows a variation on what was expected. The sub group will monitor quantitative data as well as examine qualitative aspects of the outcomes.



# 8 | Risk Register

This section reflects the need to assess and mitigate the factors that have a high risk attached to the successful delivery of the outcomes in the CYPP. The risk may be through budget, political, environmental, contractual, corporate image, management, data quality or other constraint or concern.

Key issue/risks	Current Mitigation	Further actions required	Date of review	Responsible Person
Children's Trust partners do not meet targets / targets no longer reflect needs / unexpected national policy changes	Detailed needs assessment and consultation underpins the agreed priorities in the CYPP.	The six month monitoring and evaluation and the annual refresh of the CYPP Implementation Plan, enables the results of the ongoing consultation and Needs Assessment to feed into the revised plan.	Every six months March and September	Director of the Children's Service
Children's Trust is ineffective and partners do not work together	The Children's Trust has an agreed constitution which all partners have agreed.	If the Children's Trust was not working the Chair of the Children's Trust would seek to resolve the issues with partners but if this proved impossible the matter would be referred to the Haringey Strategic Partnership.	On-going	Chair of the Children's Trust
Failure to control and use resources to achieve better value for money	The Children's Trust has agreed three specific areas for joint commissioning of work.	Identification of resources to achieve specific outcomes in the CYPP.	Every six months March and September	Chair of the Strategic Commissioning Group
Failure to identify and plan for the ending of specific grants or changes to the grant system expected in 2011	The Children's Trust is planning to pool and align budgets and resources, but much of the funding is through grants which may cease or change after 2011.	Early identification of possible funding changes and rigorous monitoring of grant allocations. Record of when grants are likely to cease / change to aid planning.	On-going	Chief Officers of all partners on the Children's Trust Chair of the Strategic commissioning Group



# 9 | Financial Summary 2009-10

The financial information brings together information on estimated gross expenditure, together with sources of funding, across the 10 priorities set out in the Children and Young People's Plan.

This information will be refined over time and as part of the refresh of the plan will be updated to cover all relevant activities of partners to the CYPP. It will also be extended over the timeframe of the CYPP so that the reprioritisation of resources over time can be reflected.

The estimated gross expenditure identifies the total budgeted spend against each priority across the Haringey area. The source of funding seeks to identify how this expenditure is financed and, in addition to the main grant programs separately listed, includes income for some services.

Each action has an estimate of resources and over the first year of the plan we want to refine and develop these estimates.

Haringey Council		Funding Sources			
Priority	Gross Expenditure	ABG	Other Grants	DSG	Core Funding/ Income
<b>Be Healthy</b>					
Improve Health and Well-being	8,066,902	973,000	116,369	357,624	6,619,909
Improve Sexual Health of YP	435,835	272,750	360	80,522	82,204
<b>Be Healthy Total</b>	<b>8,502,737</b>	<b>1,245,750</b>	<b>116,729</b>	<b>438,145</b>	<b>6,702,113</b>
<b>Stay Safe</b>					
Improve safeguarding and CP	46,364,052	370,700	3,498,416	634,669	41,860,267
Develop Positive Relationships	1,397,487	0	253,782	626,008	517,697
<b>Stay Safe Total</b>	<b>47,761,539</b>	<b>370,700</b>	<b>3,752,198</b>	<b>1,260,677</b>	<b>42,377,964</b>
<b>Enjoy and Achieve</b>					
Develop Sustainable Schooling	198,632,690	2,166,110	2,201,697	155,758,725	38,506,158
Engender Lifelong Learning	2,677,300	46,000	157,400	0	2,473,900
<b>Enjoy and Achieve Total</b>	<b>201,309,990</b>	<b>2,212,110</b>	<b>2,359,097</b>	<b>155,758,725</b>	<b>40,980,058</b>
<b>Make a Positive Contribution</b>					
Give YP a greater stake in their future	5,256,032	4,164,125	585,579	12,147	494,182
Develop people as global citizens	1,543,878	0	223,458	6,306	1,314,114
<b>Make a Positive Contribution Total</b>	<b>6,799,911</b>	<b>4,164,125</b>	<b>809,036</b>	<b>18,453</b>	<b>1,808,296</b>
<b>Economic Well-being</b>					
Provide a greater range of curriculum provision	5,733,586	67,750	486,158	2,185,277	2,994,401
Empower families and Communities	32,872,799	1,282,807	11,474,882	3,891,523	16,223,587
<b>Economic Well-being Total</b>	<b>38,606,384</b>	<b>1,350,557</b>	<b>11,961,040</b>	<b>6,076,800</b>	<b>19,217,988</b>
<b>Total - Haringey Council</b>	<b>302,980,561</b>	<b>9,343,242</b>	<b>18,998,100</b>	<b>163,552,800</b>	<b>111,086,419</b>

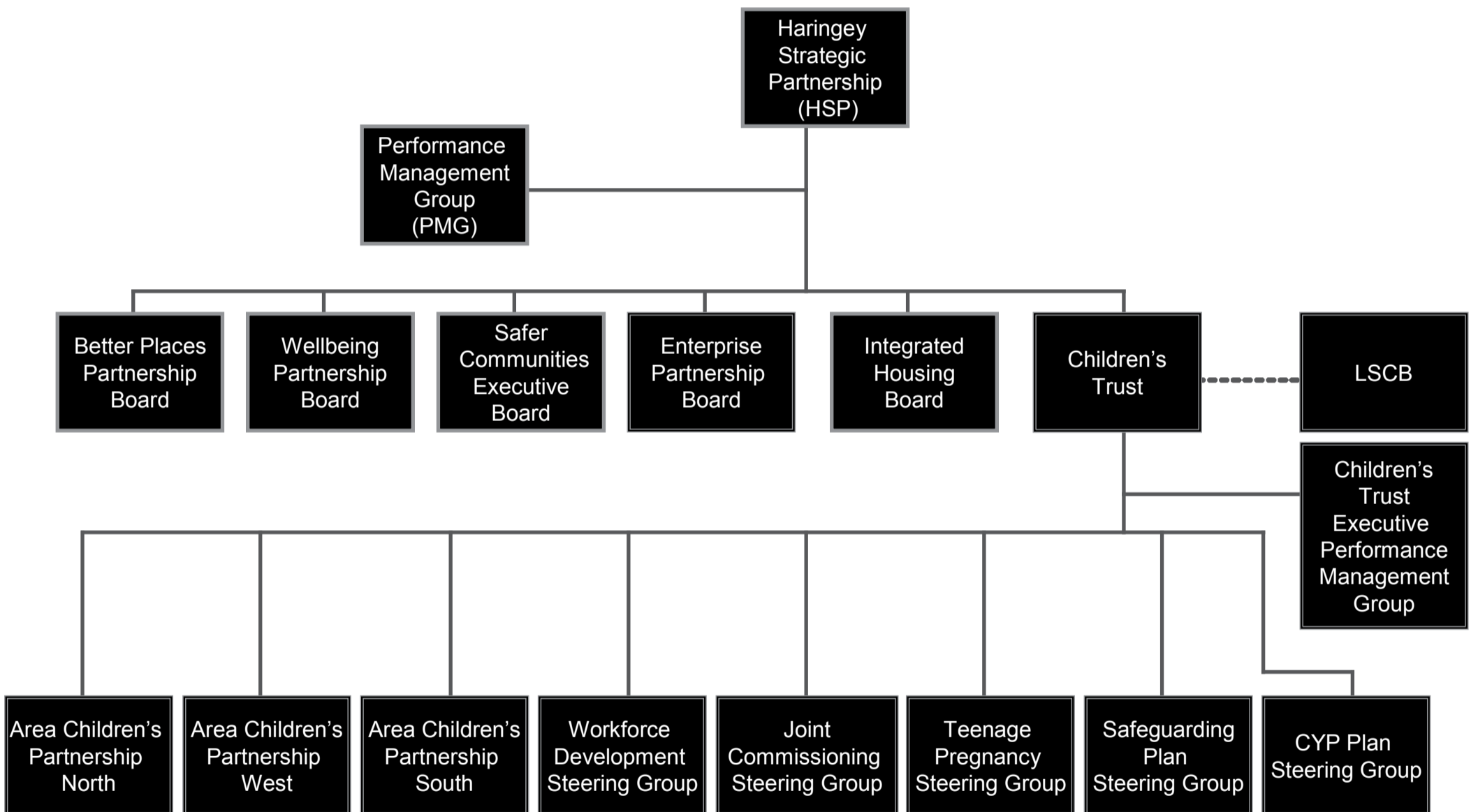
Learning and Skills Council		Funding Sources			
Priority	Gross Expenditure	ABG	Other Grants	DSG	Core Funding/ Income
<b>Enjoy and Achieve</b>					
Develop Sustainable Schooling	14,106,432				14,106,432
Engender Lifelong Learning 1	9,763,880				9,763,880
<b>Enjoy and Achieve Total</b>	<b>23,870,312</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,870,312</b>
<b>Economic Wellbeing</b>					
Provide a greater range of curriculum provision	105,000				105,000
Empower families and Communities	1,943,895				1,943,895
<b>Economic Wellbeing Total</b>	<b>2,048,895</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,048,895</b>
<b>Total - Learning and Skills Council</b>	<b>25,919,207</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,919,207</b>
<b>Grand Total</b>	<b>328,899,768</b>	<b>9,343,242</b>	<b>18,998,100</b>	<b>163,552,800</b>	<b>137,005,626</b>
Note 1 - Funding for Colleges is on an Academic Year basis					



# 10

## Haringey Strategic Partnership and Children's Trust Executive Management Group Structure

The diagram below shows the new Children's Trust and its place as part of the strategic partnership.





# 11 | Children and Young People's Plan – Glossary of Terms and Acronyms

<b>4YP</b>	<b>For Young People</b>
<b>ADHD</b>	<b>Attention Deficit Hyperactivity Disorder</b>
<b>AEN</b>	<b>Additional Educational Needs</b>
<b>AFI</b>	<b>Area for Improvement</b>
<b>APA</b>	<b>Annual Performance Assessment</b>
<b>ASBAT</b>	<b>Anti Social Behaviour Action Team</b>
<b>BEHM</b>	<b>Barnet, Enfield and Haringey Mental Health Trust</b>
<b>BIP</b>	<b>Behaviour Improvement Programme</b>
<b>BME</b>	<b>Black and Minority Ethnic</b>
<b>BOC</b>	<b>Better Off Calculation</b>
<b>BSF</b>	<b>Building Schools for the Future</b>
<b>CandYPS</b>	<b>Children and Young People's Service</b>
<b>CAB</b>	<b>Citizens Advice Bureau</b>
<b>CAF</b>	<b>Common Assessment Framework</b>
<b>CAIT</b>	<b>Child Abuse Investigation Team</b>
<b>CAMHS</b>	<b>Child and Adolescent Mental Health Service</b>
<b>CiC</b>	<b>Children in Care – children in care to the local authority</b>
	<b>Children in Need – children in receipt of a service from Children and Families after assessment identified a particular need</b>
<b>CiN</b>	
<b>CIS</b>	<b>Children Information Service</b>
<b>CJS</b>	<b>Criminal Justice System</b>
	<b>Children With Disabilities (looked after under a series of short-term placements)</b>
<b>CLU</b>	
<b>CN</b>	<b>Children's Network</b>
<b>CP</b>	<b>Child Protection</b>
<b>CPC</b>	<b>Child Protection Conferences</b>
<b>CPD</b>	<b>Continuing Professional Development</b>
	<b>Child Protection Plan – the agreed plan by which the statutory (and other) agencies will protect a child from significant harm, agreed at a multi-agency child protection conference</b>
<b>CPP</b>	
<b>CT</b>	<b>Children's Trust</b>
<b>CTEMPG</b>	<b>Children's Trust Executive Performance Management Group</b>
<b>CYPP</b>	<b>Children and Young People's Plan</b>
<b>DAAT</b>	<b>Drug and Alcohol Action Team</b>
<b>DCSF</b>	<b>Department for Children, Schools and Families</b>
<b>DfES</b>	<b>Department for Education and Skills</b>
<b>DofE</b>	<b>Duke of Edinburgh's Award Scheme</b>
<b>ECM</b>	<b>Every Child Matters</b>
<b>EET</b>	<b>Education, Employment and Training</b>
<b>FE</b>	<b>Further Education</b>
<b>FLT</b>	<b>Foundation Learning Tier</b>
<b>FSP</b>	<b>Foundation Stage Profile</b>
	<b>Framework-I – computer system used for children and families casework</b>
<b>FWi</b>	
<b>GCSE</b>	<b>General Certificate of Secondary Education</b>
<b>GNVQ</b>	<b>General National Vocational Qualification</b>
<b>GOSH</b>	<b>Great Ormond Street Hospital in Haringey</b>
<b>HAGA</b>	<b>Haringey Advisory Group on Alcohol</b>
<b>HarCEN</b>	<b>Haringey Community Empowerment Network</b>
<b>HALS</b>	<b>Haringey Adult Learning Services</b>
<b>HCT</b>	<b>Haringey Children's Trust</b>
<b>HSP</b>	<b>Haringey Strategic Partnership</b>

<b>HTPCT</b>	<b>Haringey Teaching Primary Care Trust</b>
<b>HYC</b>	<b>Haringey Youth Council</b>
<b>IAG</b>	<b>Information Advice and Guidance</b>
<b>IYSS</b>	<b>Integrated Youth Support Service</b>
<b>JAR</b>	<b>Joint Area Review</b>
<b>K2W</b>	<b>Keys to Wellbeing</b>
<b>KS</b>	<b>Key Stage</b>
<b>KYPE</b>	<b>Keeping Young People Engaged</b>
<b>LA</b>	<b>Local Authority</b>
<b>LAA</b>	<b>Local Area Agreement</b>
<b>LAC</b>	<b>Looked After Child(ren) – children in care</b>
<b>LARC</b>	<b>Long-Acting Reversible Contraception</b>
<b>LC</b>	<b>Leaving Care – usually referring to that group of children in care, over the age of 16 and still in receipt of services or support</b> <b>Leaving Care Team – the specialist team that take responsibility for (most) children in care from age 16 and see them through to the end of their care episode.</b>
<b>LCT</b>	<b>Learning Difficulties and Disabilities</b>
<b>LDD</b>	<b>Learning Difficulties and Disabilities</b>
<b>LSC</b>	<b>Learning and Skills Council</b>
<b>LSCB</b>	<b>Local Safeguarding Children’s Board</b>
<b>MACIE</b>	<b>Multi-Agency Child Investigation Exercise</b>
<b>MDT</b>	<b>Multi Disciplinary Team</b>
<b>MPS</b>	<b>Metropolitan Police Service</b>
<b>MMR</b>	<b>Measles, Mumps and Rubella</b>
<b>NCMP</b>	<b>National Child Measurement Programme</b>
<b>NEET</b>	<b>Not in Education, Employment and Training</b>
<b>NHS</b>	<b>National Health Service</b>
<b>NI</b>	<b>National Indicator</b>
<b>NMUH</b>	<b>North Middlesex University Hospital Trust</b>
<b>NQSW</b>	<b>Newly Qualified Social Worker</b>
<b>NSF</b>	<b>National Service Framework</b>
<b>Ofsted</b>	<b>Office for Standards in Education – undertake inspections on children’s services including safeguarding</b>
<b>PCT</b>	<b>Primary Care Trust</b>
<b>PA</b>	<b>Personal Advisor</b>
<b>PE</b>	<b>Physical Education</b>
<b>PEP</b>	<b>Personal Education Plan – required for every looked after child in education</b>
<b>PESSYP</b>	<b>Physical Education and Sport Strategy for Young People</b>
<b>PIPTS</b>	<b>Parent and Infants Psychological Therapy Service</b>
<b>PSC</b>	<b>Pupil Support Centre</b>
<b>PSHE</b>	<b>Personal, Social and Health Education</b>
<b>PVE</b>	<b>Preventing Violent Extremism</b>
<b>R&amp;A</b>	<b>Referral and Assessment</b>
<b>SCR</b>	<b>Serious Case Review</b>
<b>SEAL</b>	<b>Social and Emotional Aspects of Learning</b>
<b>SEN</b>	<b>Special Educational Needs</b>
<b>SIM</b>	<b>School Improvement Manager</b>
<b>SP</b>	<b>Safeguarding Plan</b>
<b>SPE</b>	<b>Single Point of Entry</b>
<b>SPPP</b>	<b>Safeguarding Policy and Practice Panel</b>
<b>SRE</b>	<b>Sex and Relationship Education</b>
<b>STP</b>	<b>School Travel Plans</b>
<b>SW</b>	<b>Social Worker(s)</b>
<b>TBA</b>	<b>To Be Advised</b>
<b>TP</b>	<b>Teenage Pregnancy</b>
<b>TYSS</b>	<b>Targeted Youth Support Service</b>
<b>UKYP</b>	<b>UK Youth Parliament</b>
<b>UNM</b>	<b>Unaccompanied Minor(s) – children under 18 who have come to this country from abroad without a parent or other attached adult</b>
<b>YJB</b>	<b>Youth Justice Board</b>
<b>YOS</b>	<b>Youth Offending Service</b>
<b>YOT</b>	<b>Youth Offending Teams</b>

