

## Children and Young People's Service

### IMPROVEMENT PLAN 2012/13

**A. Continue to raise *educational standards* for all children and young people**

<b>Targets</b>					
<b>Measure</b>	<b>Actual (as at [date])</b>	<b>Performance Against:</b>			<b>Any Comments</b>
		<b>Similar Authorities</b>	<b>Outturn 2011/12</b>	<b>Target 2012/13</b>	
1. Pupils achieving level 4+ Key Stage 2 SATs English and Mathematics		79.8%	79%	78% (July 12)	
2. Students achieving 5+ GCSE including English and Mathematics		54.26%	54.4%	58% (Aug 12)	
3. Primary schools judged by Ofsted to be good or outstanding		64%	64%	70%	
4. Secondary schools judged by Ofsted to be good or outstanding		55%	35%	53%	
5. Level 2 qualifications by age 19		76%	73.5%	79%	
6. Level 3 qualifications by age 19		45%	38.7%	47%	
7. Numbers of pupils in PRUs		67	217	150	
8. Numbers of children and young people on Elective Home Education		NA	181	150	
9. Employment, education and training 16-18		93%	93%	93%	
<i>Attendance Rates</i>					
10. Primary – Persistent Absence		3.9%	4.9%	3.9%	
11. Secondary – Persistent Absence		8.4%	10.2%	8.4%	

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead<sup>1</sup></b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
<i>Implement Schools Causing Concern Strategy</i>					
<b>12.</b> All Schools Causing Concern with costed improvement plans (making term on term improvements)	30/06/12	JM	Schools		
<b>13.</b> Review and re-categorisation of schools; shared with schools	31/10/12	JM			
<i>Implement 16-25 Education and Skills Strategy</i>					
<b>14.</b> 16-25 Education and Skills Strategy approved by the Work and Skills Partnership Board and Cabinet	31/07/12	JM	Schools College Training Providers		
<b>15.</b> Plan for Information, Advice and Guidance (IAG) for young people with greatest needs agreed	30/09/12	JM			
<i>Implement the New Service Model for Behaviour</i>					
<b>16.</b> All Key Stage 3 Learning Centres open	30/09/12	JM	Schools College Alternative Providers		
<b>17.</b> Implement a plan for closing the Springboard Centre by July 2013.	31/03/13	JM			
<b>18.</b> Extend remit of Key Stage 3 Learning Centres to Key Stage 4	31/01/13	JM			
<b>19.</b> Agree and start to implement a plan	31/07/12	JM			

<sup>1</sup> JM Jo Moxon, Assistant Director Education; CP Chris Pratt, Director Children and Young People's Service; MV Mil Vasic, Assistant Director Commissioning and Performance; VL Vicki Lawson, Assistant Director Children and Families

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead<sup>1</sup></b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
for developing and quality assured alternative education provision. Plan agreed by					
<b>20.</b> Agree a plan for providing personalised programmes of learning and support for Key Stage 4 students who are out of school and put these arrangements in place.	31/07/12 (plan) 30/09/13	JM			
<i>Complete and implement Special Educational Needs (SEN) Review</i>					
<b>21.</b> Plan for developing Doncaster based SEN provision approved by the Cabinet	30/09/12	JM	Schools		
<b>22.</b> Detailed implementation plan for putting additional Autistic Spectrum Disorder (ASD) provision in place (by 01/09/13) agreed	30/11/12	JM			
<b>23.</b> Detailed implementation plan for putting additional hearing impairment provision in place in mainstream schools (by 01/09/13) agreed	30/11/12	JM			
<i>Establish the Schools and Children Services Partnership</i>					
<b>24.</b> Schools and Children Services Partnership operating	31/10/12	CP	Schools Health		

**B. Improve *professional practice*, particularly in safeguarding and children in care, through managers effectively managing performance**

Measure	Targets				Any Comments
	Actual (as at [date])	Similar Authorities	Outturn 2011/12 <sup>2</sup>	Target 2012/13	
1. Initial Assessments completed within 10 days		84.29%	85.77%	85% <sup>3</sup>	
2. Core Assessments completed within 35 days		84.26%	85.76%	85%	
3. Child Protection Plans ceasing that had lasted 2 years		7.24%	3.67%	6.5%	
4. Children becoming the subject of Child Protection Plan for a second or subsequent time 1		11.95%	17.35%	15%	
5. Numbers of CAFs (Common Assessment Frameworks) three month rolling average		NA	77	104	
6. % of substantive qualified social workers		NA	76%	80%	
7. Percentage Performance and Development Reviews (PDRs) completed		NA	67%	90%	
8. Days lost per employee due to sickness		12	14.7 <sup>4</sup>	12.4	

<sup>2</sup> Provisional

<sup>3</sup> Target is lower than last year but higher than national average and accounts for the continued increase in work

<sup>4</sup> Quarter 3 figure

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
<i>Improve professional practice and casework:</i>					
<b>9.</b> Case File Audits to be completed on a quarterly basis (to include evaluation of the effectiveness of Supervision with action plan for how the quality of these can be improved both in CYPS as a whole and at team level)	30/06/12 30/09/12 31/01/13	MV	Health Police		
<b>10.</b> Exemplars in place for key practice, procedural and casework activities and promoted and accessible to staff	30/06/12	MV			
<b>11.</b> Quarterly check of PDR completion and identification and provision of relevant training. Personalised packages of professional development for managers stemming from the issues identified through use of the Evaluation of Managerial Effectiveness Framework; to be included in each manager's Professional Development Plan.	31/07/12 31/10/12 31/01/13	MV			
<b>12.</b> Competency framework for social workers introduced (to be linked to progression through practitioner social worker grades)	30/09/12	MV			
<b>13.</b> Audit all Child Protection Plans at 15	monthly	VL	Police		

Actions to Achieve Targets					
Key Milestones to Be Achieved	By When?	CYPS Director Lead	Other Agency Lead	Progress in Achieving Milestones	Corrective Actions where not on target
months (4 <sup>th</sup> conference) to agree exit plans. Ensure each de-planned young person has a three month Children in Need (CIN) Plan to ensure embedded support			Health		
<b>14.</b> Agree and implement plan for strengthening the Targeted Family Support and Children in Care Social Work Teams; report key performance measures (including timeliness of assessments and reviews, case activity, staff numbers and case loads) to the CYPS Service Leadership Team on a monthly basis with summary reports to the Children's Board on a quarterly basis.	31/05/12 (plan) Monthly (SLT Monitoring) 31.07.12 31.10.12 31.01.13 (Children's Board monitoring)	VL	Health Police		
<i>Areas for Development from Unannounced inspection</i>					
<b>15.</b> <i>Development area:</i> Core assessments are not always initiated when child protection enquiries commence, resulting in the potential for historical information to be overlooked when evaluating risk and protective factors <i>Action:</i> Directive to be sent out by Assistant Director Children and	Completed & ongoing	VL			

Actions to Achieve Targets					
Key Milestones to Be Achieved	By When?	CYPS Director Lead	Other Agency Lead	Progress in Achieving Milestones	Corrective Actions where not on target
Families and quality assured by Heads of Service on an ongoing basis via performance surgery.					
<p><b>16. Development area:</b> Some children's records, particularly regarding siblings, contain information relating to a different child, resulting in an inaccurate record of the child's life and needs. This could result in breaches of confidentiality and poor planning and assessment of individual needs.</p> <p><i>Action:</i> To ensure routine duplicating of records containing <i>relevant information</i> to siblings is done in all cases. Quality assurance check at point of closure/transfer by Team Manager to be embedded.</p>	Completed & ongoing	VL			
<p><b>17. Development area:</b> Children, young people and their parents/carers are not always informed in writing of the outcome of child protection enquiries and assessments. Similarly, referrers are not routinely informed of the action taken by children's social care services. This means that families and</p>	Completed	VL			

Actions to Achieve Targets					
Key Milestones to Be Achieved	By When?	CYPS Director Lead	Other Agency Lead	Progress in Achieving Milestones	Corrective Actions where not on target
<p>other agencies may not be clear about the actions that will or will not be taken by children's social care, and what will be expected of them.</p> <p><i>Action:</i> Checks by managers to be undertaken regarding data protection/posting letters to be undertaken. Roll out and embed inter agency referral form which includes electronic feedback within 48 hours. Devise standard letter for parents and referrers. This to be monitored through Case File Audits demonstrating that children, young people and their parents/carers are always informed in writing of the outcome of child protection enquiries and assessments.</p>					
<p><b>18. Development area:</b> Although social work capacity has been improved, there continues to be a high reliance on agency social work staff. The council is aware of this and has plans to reduce the need for agency staff but this has yet to have the full planned impact. This was an area for development at</p>					



<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
the previous inspection. <i>Action:</i> Social Work Staff Recruitment and Retention Strategy approved and activated. Corporate review of agency staff completed with recommendations for improvement.	Completed 30.06.12	CP CP		Cabinet approved strategy 29/02/12	
<b>19.</b> <i>Development area:</i> Service delivery is not yet influenced by the experiences of service users. This is understood by the council and plans are being developed to address this. <i>Action:</i> A sample frame of services users' experiences and perceptions will be sought to inform the annual review of CMARAS.	30.04.12	VL	Police Health		
<i>Performance management</i>					
<b>20.</b> New performance management framework (including surveying and acting on user experiences) agreed and operating	01/09/12	CP			
<i>Improve leadership and managerial effectiveness:</i>					
<b>21.</b> All services have service plans and defined service standards	31/10/12	MV			
<b>22.</b> Process in place to ensure all managers complete key training e.g.,	30/06/12	MV			

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
finance, supervision, lead professional					
<b>23.</b> New Heads of Service structure operating	31/07/12	CP			
<b>24.</b> Substantive Heads of Service for Targeted Family Support and Children in Care Services in post	30/11/12	VL			
<i>Reducing staff sickness</i>					
<b>25.</b> Two further training sessions for managers in the Council's managing sickness absence procedures	31.05.12 31.12.12	CP			
<b>26.</b> CYPS Leadership Team to monitor management action in relation to staff on long-term sick and who are persistently absent, on a monthly basis	monthly	CP			

**C. Improve outcomes for *children and young people in care* and care leavers, by modernising and improve the children in care service though developing a more family based service and moving children speedily to permanence**

Measure	Targets				Any Comments
	Actual (as at [date])	Similar Authorities	Outturn 2011/12 <sup>5</sup>	Target 2012/13	
1. 5xA-Cs for children and young people in care GCSE including English and Mathematics		12.8% <sup>6</sup>	6.4%	15%	
2. % children and young people in care with up-to-date Personal Education Plans		TBC <sup>7</sup>	72%	80%	
3. % of children and young people in care to have a medical assessment within 28 days of entering care			TBC	TBD <sup>8</sup>	
4. Number of children and young people with Review of Health Assessments and Personal Health Plans		82.74%	43.43%	85%	
5. Number of children and young people with dental health assessments		82.54%	39.06%	75%	
6. Stability of care placements - three or more placements		9%	16.8%	12%	
7. % of children adopted within 12 months of best interest decision		54	66.6	TBD <sup>9</sup>	

<sup>5</sup> Provisional

<sup>6</sup> National

<sup>7</sup> To be confirmed

<sup>8</sup> To be determined.

<sup>9</sup> DfE is setting out new performance measures for adoption and once these have been notified we will include Doncaster's target in the Plan.

<b>Targets</b>					
<b>Measure</b>	<b>Actual (as at [date])</b>	<b>Similar Authorities</b>	<b>Outturn 2011/12<sup>5</sup></b>	<b>Target 2012/13</b>	<b>Any Comments</b>
<b>8.</b> % of children in care in foster placements		NA	60.6	75%	
<b>9.</b> Numbers of in-house foster carer households		NA	166	195	
<b>10.</b> Care leavers in suitable accommodation		88.7%	82.05%	85%	
<b>11.</b> Care leavers in employment, education or training (EET)		61.5%	44.7%	57%	

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
<i>Improving education outcomes</i>					
<b>12.</b> Detailed Children in Care Education Work Plan produced by the Better Education for Children in Care (BECIC) group to include focused approaches to raising standards.	30/06/12	JM	Schools		
<b>13.</b> Action taken to prioritise targets for Years 5, 6, 10 and 11 with actions to provide additional learning support for children who need it.	30/09/12	JM	Schools		
<b>14.</b> Produce a programme to provide additional learning opportunities for children in care including 1-to-1	31/07/12	JM	Schools		

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
sessions with young people on literacy and numeracy (intended to strengthen the attainment at GCSE)					
<b>15.</b> Develop the role of the Designated Teacher and provide ongoing training. Provide report with recommendations for improvement	31/10/12	JM	Schools		
<b>16.</b> Provide two awareness sessions for governors about their responsibility to ensure that their schools are giving all necessary support to children in care (on roll at the school) to enable them to achieve good educational outcomes. Produce programme, deliver and produce evaluation report	31/08/12 31/03/13	JM	Schools		
<b>17.</b> Holding schools to account for their support to and progress of children in care including collation of results of children in care for each school. Also, include the support and results for children in care in the categorisation the LA provides to schools annually and the annual conversation with each school.	31/12/12	JM	Schools		
<i>Corporate Parenting</i>					
<b>18.</b> Two sessions for Elected Members on	30/04/12	CP			

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
corporate parenting	30/09/12				
<b>19.</b> Refreshed Making Care Count (Children in Care) Council operating	30/06/12	CP	College		
<b>20.</b> Work plan for Corporate Parenting Board agreed	30/06/12	CP	Health Housing Schools		
<b>21.</b> Evaluation of Corporate Parenting Board: i.e. fulfilling its function	31/12/12	CP			
<i>Fostering and Adoption</i>					
<b>22.</b> Recommendations from Ofsted Fostering inspection (of May 2010) fully met	30/06/12	VL			
<b>23.</b> Recommendations from Ofsted Adoption inspection (of October 2011) fully met	31/07/12	VL			
<i>Improve health planning and services for children and young people in care:</i>					
<b>24.</b> Undertake health survey of children and young people in care placed in and out of borough	30/10/12	VL	Health		
<b>25.</b> Decision to be made by chief officers in the local health service and Council on the options for resolving the uncertainty about whether children entering care prior to July 2011 have received a full health assessment	31/05/12	VL	Health		
<b>26.</b> Joint Implementation Group for Social	Monthly	VL	Health		

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
Care and Health to continue to monitor and take action to ensure the embedding of compliance and good practice in relation to the new children in care health pathway. Access by health professionals to certain elements of Liquidlogic (new children's information system) in July 2012 which will improve the recording and data sharing between health and social care. Triggers will be activated if there is delay. Monitoring data and minutes of each monthly Implementation Group meetings produced.					
<b>27.</b> Events held with children and young people in care to promote good health care including dental health. Focus group with young people regarding the difficulties with taking up dental treatment.	31/07/12	VL	Health		
<i>Continue to improve placement stability</i>					
<b>28.</b> Specific management action continues to be taken to stabilise the placement of individual children/young people including monitoring of data;	Ongoing	VL	Health Schools		

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
consideration at Resource Panel to strengthen the support to vulnerable placements that are at risk of disruption; better matching of placements to maximise successful outcomes; and increase in foster placements.					
<b>29.</b> Specific actions to improve care planning to ensure care planning statutory requirements are embedded in practice (to continue to improve permanency including continuing training of managers and staff; improvement to the timely completion of viability assessments and the court process with the use of twin tracking.	Ongoing	VL	Health Schools		
<b>30.</b> Contract with Families that Last to improve the number of Adoption placements	30/06/12	VL			
<i>Increase number of in-house foster carers</i>					
<b>31.</b> Ongoing recruitment campaign to engage more in-house foster carers including recruitment open evenings at the Dome; media advertising; Fostering fortnight (in May 2012), which will link to	30.06.12	VL			



<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
a series of other events and activities; dedicated communications professional working on the recruitment strategy for six months.					
<i>Care Leavers</i>					
<b>32.</b> Service Framework for securing suitable accommodation for care leavers completed and sent out to potential providers to express and interest.	30.04.13	VL	VL		
<b>33.</b> Providers who meet the specification selected. This should provide an additional 15 supported lodgings for young people.	30.06.12	VL			
<b>34.</b> Publish a separate service specification for a model of 24/7 support for a small group of young people who have more challenging needs published. This has been modelled on an example from another local authority.	31.07.12	VL			
<b>35.</b> The Tenancy Ready Course to be rolled out four times in 2012/13.	30.06.12 30.09.12 31.12.12 31.03.13	VL			
<b>36.</b> Two careers events for care leavers	31.07.12	VL			

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
held in the summer and autumn of 2012.	31.12.12				
<b>37.</b> Plan agreed for Council to provide a specified number of work experience placements and apprenticeships to children in care and care leavers.	31.07.12	JM			

**D. Develop a *whole system approach* to improving outcomes for children and young people, including in partnership with RDaSH, implementing the One Team Working model**

Key Milestones to Be Achieved	By When?	Actions		Progress in Achieving Milestones	Corrective Actions where not on target
		CYPS Director Lead	Other Agency Lead		
<i>One Team Working</i>					
1. North West pathfinder for the multi agency service Family Support Service operating	31/07/12	CP	Health		
2. Evaluation of North West pathfinder – report to Joint Executive Implementation Board	31/01/13	CP	Health		
3. Joint Executive Implementation Board approve plan for rolling out multi agency Family Support Service across the Borough	31/03/13	CP	Health		
4. Agree project plan for moving towards an all age disabilities service	30/06/12	CP	Health		
5. Establish Integrated Children with Disabilities Service in CYPS	31/07/12	CP			
<i>Improve health services for children and young people</i>					
6. Paediatrician review completed and new service model in place	31/03/13	CP	Health		
7. All sexual abuses medicals undertaken at Doncaster and Bassetlaw Hospitals Trust	31/12/12	VL	Health		

<b>Actions</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Lead</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
<i>Implement Children and Young People's Plan</i>					
<b>8.</b> Evaluation of first year delivery plans for the three priorities (Inspiring Success; Being Safe and Having Fun; Being Healthy Feeling Good) – report produced for Children's Trust Board	31/07/12	CP	Schools Health Police Fire		
<b>9.</b> New Delivery Plans agreed by Children's Trust Board to be implemented from 1 September 2012	31/07/12	CP			
<b>10.</b> Monitoring reports to Children's Trust Board on delivery plan for each priority on quarterly basis (one each month)	31/03/13	CP			
<i>Implement Inclusion Strategy</i>					
<b>11.</b> Agree implementation plan for Inclusion Strategy	31/05/12	CP	Schools Health		
<b>12.</b> Provide quarterly monitoring reports on the delivery of implementation plan to the Children's Trust Board	31/07/12 31/10/12 31/01/13	CP	Police Fire		
<i>Implement Family Support Strategy</i>					
<b>13.</b> Agree implementation plan Family Support Strategy	31/05/12	CP	Schools Health		
<b>14.</b> Provide quarterly monitoring reports on the delivery of implementation plan to the Children's Trust Board	30/09/12 30/12/12 31/03/13	CP	Police Fire		

**E. Providing effective *financial management* including improving value for money and making the savings in the Council's budget**

Measure	Targets				Any Comments
	Actual (as at [date])	Similar Authorities	Outturn 2011/12	Target 2012/13	
1. Spend within approved budget (variation from)		NA	Gross £86.190m. Net £43.802m.	Gross £82.907m. Net £42.528m. <sup>10</sup>	
2. Savings achieved		NA	£9.611m.	£4.425m.	
3. Spend on agency staff		NA	£4.005m. (Social Work Teams) Other CYPS £0.613m. (Other) <sup>11</sup>	£1.285m. <sup>12</sup> (Social Work Teams)	
4. (Reduce) external education placements		9.73% of placements	57 (18% <sup>13</sup> )	51 (16%)	
5. (Reduce) external social care placements			57	51	
6. Spend on external education		NA	£7.606m.	£6.687m. <sup>14</sup>	

<sup>10</sup> The 2012/13 budgets will reduce when corporate wide savings are allocated out to service departments

<sup>11</sup> Social Worker teams are Children in Care, Targeted Family Support, CMARAS, Safeguarding & Standards, Fostering & Adoption and 16+. Other is PRUs, Residential and Children's Disability

<sup>12</sup> Equates to full backfill of 11 posts and covering 32 vacant posts

<sup>13</sup> 2010

<sup>14</sup> Amount charged to Dedicated Schools grant (DSG). 2012/13 budget includes an additional £544,000 not yet approved by Schools Forum

Targets					
Measure	Actual (as at [date])	Similar Authorities	Outturn 2011/12	Target 2012/13	Any Comments
placements					
7. Spend on external social care placements		NA	£4.044m.	£2.364m. <sup>15</sup>	
8. CYPS services commissioned with service specifications and expected outcomes		NA	NA	50%	

Actions to Achieve Targets					
Key Milestones to Be Achieved	By When?	CYPS Director Lead	Other Agency Leads	Progress in Achieving Milestones	Corrective Actions where not on target
<i>Deliver 2012/13 budget</i>					
9. Monthly budget monitoring report to CYPS SLT Finance Committee including RAG rating monitoring report on savings plans	Monthly	CP			
10. Quarterly budget monitoring reports to Cabinet and Scrutiny	31/07/12 31/10/12 31/01/13	CP			
11. All CYPS budget holders to have attended Finance budget holder training course	30/09/12	CP			

<sup>15</sup> Amount charged to General Fund

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Leads</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
<i>Prepare 2013/14 Budget</i>					
<b>12.</b> Initial review of 2013/14 budget proposals undertaken by	30/06/12	CP			
<b>13.</b> Mayor's draft budget by	30/11/12	CP			
<b>14.</b> Council budget approved by	28/02/13	CP			
<i>Recruit and Retain Social Workers</i>					
<b>15.</b> Introduce new linked grade for social workers	31/05/12	MV			
<b>16.</b> Run three major recruitment campaigns	31/05/12 30/09/12 31/01/13	VL			
<i>Deliver improved procurement practices and savings:</i>					
<b>17.</b> Contract schedule and review in place	31/07/12	MV			
<b>18.</b> Two further training sessions for all managers trained in Contract Procedure Rules (CPR) and Financial Procedure Rules (FPR)	30/06/12 30/11/12	MV			
<b>19.</b> Framework Contract for external placements in place	31/12/12	MV			
<b>20.</b> Framework Contract for procurement of Independent Fostering Agencies (IFAs) in place	31/05/12	MV			
<b>21.</b> Implement recommendation from internal audit review of foster carer payments	31/05/12	VL			

<b>Actions to Achieve Targets</b>					
<b>Key Milestones to Be Achieved</b>	<b>By When?</b>	<b>CYPS Director Lead</b>	<b>Other Agency Leads</b>	<b>Progress in Achieving Milestones</b>	<b>Corrective Actions where not on target</b>
<i>Commissioning of Services</i>					
<b>22.</b> Specifications for 50% of services identified completed by managers (following fundamental service review with the aim of improving service delivery, achieving better value for money and taking account of whole Council and partnership/multi agency working) and approved by the relevant Assistant Director	31/12/12	MV			
<b>23.</b> CYPS Leadership Team conduct peer review and challenge of all service specifications leading to approval by the Director	28/02/13	MV			
<b>24.</b> Services start to operate in accordance with agreed specification	01/04/13	MV			