

## Directorate Plan 2018-20

<b>Directorate:</b>	Families, Children & Learning		
<b>Responsible Officer:</b>	Executive Director of Families, Children and Learning – Executive Director for Families, Children & Learning	<b>Last Updated:</b>	03.05.18
<b>Signed off by:</b>	Chief Executive	<b>Date:</b>	9 May 2018

### Corporate Plan

The purpose of the Corporate Plan is to provide strong civic leadership for the wellbeing and aspiration of Brighton and Hove  
We will be successful if we are judged to have delivered:

- **A good life** – ensuring a city for all ages, inclusive of everyone and protecting the most vulnerable
- **A well run city** – keeping the city safe, clean, moving and connected
- **A vibrant economy** – promoting a world class economy with a local workforce to match
- **A modern council** – providing open civic leadership and effective public services

Delivery of this purpose will be evidenced through achieving the Priorities and Principles.

Corporate Plan Priorities		Corporate Plan Principles	
1	Economy, jobs and homes	6	Public Accountability
2	Children and young people	7	Citizen Focused
3	Health and wellbeing	8	Increasing Equality
4	Community safety & resilience	9	Active Citizenship
5	Environmental sustainability		

**Directorate vision and direction of travel**

We will work as one Families, Children, and Learning directorate and with others in the city, taking a whole family approach, to ensure that no one is left behind, enabling a city for all children, young people and vulnerable adults.

We want the voice of children, young people, their families and those of adults with learning disabilities to be at the heart of everything that we do.

Our vision is to deliver services and to work with partners to ensure children, young people and adults with learning disabilities live happy, safe and positive lives, achieving their potential. We are delivering these services within a context of high demand and reducing resources, however we will recognise and address vulnerability and more of our work will be focussed on this area going forward.

We will take a city leadership role in driving the education, learning and skills agenda for all in the city.

We endeavour to have a workforce that reflects our local communities and that services are designed, delivered and commissioned with the diverse needs of our residents in mind.

<b>Directorate Objectives for Apr 2017 – Mar 20</b>	
Mission Statement: No one left behind	
1	Take a whole family approach to create a city for all
2	Supporting safe and stable family lives
3	Promoting independence, learning and resilience for all disadvantaged families and service users
4	Provide access to high quality and appropriate childcare, school and education provision
5	Improve our services in order to drive efficient and effective services, within existing resources and develop the quality and impact of City and Council leadership

**Key Directorate deliverables**

<b>Directorate Objective 1: Take a whole family approach to create a city for all</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
1.1	8	Deliver the Reducing the Differences Strategy in order to improve outcomes for disadvantaged pupils	Apr 2017	Mar 19	Head of Service (Education Standards & Achievement)	Headteachers of Schools and Colleges, Education & Skills managers, Councillors, Performance Analysts	<ul style="list-style-type: none"> <li>- The average attainment 8 score of disadvantaged pupils attending state funded Brighton and Hove schools (Corporate KPI)</li> <li>- % of disadvantaged pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of key stage 2 (Corporate KPI)</li> <li>- Attainment 8 to be above national stat neighbours for disadvantaged pupils</li> </ul>
1.2	8	Link with the city's Young Men Matter research project and ensure learning is linked across our policy work	Apr 2017	Mar 19	Service Manager (Directorate Policy & Business Support)	University of Brighton, Policy team, Better: Brighton & Hove Board, Extended DMT, South East Sector Led Improvement Programme, CPMO Business Partner	<ul style="list-style-type: none"> <li>- Young Men Matter research project completed in July 19</li> <li>- Potential interventions to follow based on completed research in 19/20</li> </ul>
1.3	8	Expand our 'Child Friendly City' policy work to build into wider 'City for All' policy, developing a wider approach across city	Apr 2017	Mar 19	Service Manager (Directorate Policy & Business Support)	Children's Services Partnership Forum Members, Extended DMT, Policy Team, CMB	<ul style="list-style-type: none"> <li>- Discussion report taken to ELT by end July 2018</li> <li>- Future measures to be developed depending on decisions made</li> </ul>

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1.4	8	Deliver the Move On project to increase the number of service users living independently with appropriate support in the community and improve the effectiveness of the referral process from Community Learning Disability Team (CLDT) to Learning Disability Accommodation Services (LDAS) to fill the voids in LDAS (Directorate Modernisation Project)	Apr 18	Mar 19	Manager (Community Learning Disability Team)	Naomi Cox	<ul style="list-style-type: none"> <li>- Savings target of £385,818 achieved</li> <li>- Achievement of 90% occupancy in LDAS</li> <li>- Reduction the number of residential placements made (trend)</li> <li>- LD in settled accommodation (DMT KPI)</li> <li>- Proportion of adults with LD in paid employment (Corp KPI)</li> </ul>
1.5	8	Continue the 'Poverty Proofing the School Day' initiative on order to reduce disadvantage in school settings	Apr 2017	Mar 19	Senior Adviser (Education Partnerships)	Headteachers of Schools, Education & Skills Managers	<ul style="list-style-type: none"> <li>- At least 95% of schools participate in 'Poverty-proofing the school day' process</li> <li>- Every participating school to develop an action plan to address findings of school 'Poverty-proofing' audits within a month of receiving the final audit report</li> <li>- Every school revisited with one year of the audit.</li> <li>- 100% of schools that sign up to 'Poverty-proofing the school day' can evidence that they have put it into practice</li> </ul>

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1.6	3	Work closely with Health & Adult Social Care and the Clinical Commissioning Group to develop greater health and social care integration	Apr 2017	Mar 19	Executive Director of Families, Children and Learning	CCG, HASC	- Following the shadow year full integration is agreed from 19 + future joint commissioning plans are explicit about the support offered to children and families in particular relating to children's emotional and mental health
1.7	3	Meet the needs of children & young people with emotional wellbeing and mental health needs (whole family working)	Apr 2017	Mar 20	Principal Educational Psychologist	Staff across the city's schools, BHISS staff, SPFT staff, CCG commissioners	- Establish a robust recording mechanism for for timely interventions (develop a DMT KPI) by July 18
1.8	4	Promote the LSCB Whole Family Working Strategy	Apr 18	Mar 20	Head of Service (Early Years Youth & Family Support)	EDMT, Whole Family Partnership Board, LSCB, FCL Managers, Troubled Families, Public Health and CCG Commissioners	- Write and agree an implementation plan with the Whole Family Working Strategy group by Jul 18. - Action plan for the Whole Family Working Strategy implemented on time
1.9	4	Coordinate the development and delivery of the Troubled Families Earned Autonomy programme	Apr 18	Mar 20	Childcare Strategy Manager (Information & Workforce Development)	EDMT, Whole Family Partnership Board, LSCB, FCL Managers, Troubled Families, Public Health and CCG Commissioners	- Key milestones are met in Earned Autonomy (EA) MOU with Troubled Families - The first stage of cost benefit analysis is completed by Mar 19

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1.10	1	Partners in Change to be implemented & delivering on key objectives as detailed by Corporate Modernisation Board	July 18	Mar 20	Principal Social Worker (Children's)	S&C Heads of Service	<ul style="list-style-type: none"> <li>- Staff savings of £96,067 by Mar 20</li> <li>- Legal fees savings of £19,155 by Mar 20</li> <li>- LAC savings of £246,700 by Mar 20</li> </ul>

<b>Directorate Objective 2: Supporting safe and stable family lives</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
2.1	2	Deliver an efficient and effective social work service to keep children safe and to avoid escalation in need	Apr 2017	Mar 20	Principal Social Worker (Children's)	Safeguarding & Care Managers, Performance Team,	<ul style="list-style-type: none"> <li>- Improve families experience of social work (complaints from families to be below 60 per year)</li> <li>- Improve staff satisfaction (reported annual turnover rate for practitioners to decrease to 12% by Sept 18)</li> <li>- Improve skills of workforce (over 80% of staff to report being enabled to affect change by May 18)</li> <li>- 80% of quality assurance activity graded good or above</li> <li>- Number of re-referrals to be reduced (22.3% by Mar 18)</li> </ul>
2.2	2	Build further relationship based social work in order to build resilience in families	Apr 2017	Mar 20	Principal Social Worker (Children's)	Principal Social Worker, Performance and Quality Assurance Team, Safeguarding & Care Managers	<ul style="list-style-type: none"> <li>- 60% of audited cases evidence good quality life story work</li> <li>- 90% of children in care cases have an up to date 'me and my world' record in place</li> <li>- 80% positive feedback from all participants in child protection conference.</li> </ul>

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2.3	3	Improve the take up of the personal budget offer across services for service users with special needs and disabilities	Apr 2017	Mar 20	Manager (Community Learning Disability Team)	Children's Disability Services, Health SEN and Disability Managers	<ul style="list-style-type: none"> <li>- Increase in personalised budgets across for Adults with LD (158 currently using or part using personalised budgets (20.1%))</li> <li>- Settled Accomodation/ Employment (DMT/Corp KPIs)</li> <li>- Compass Cards available to adults with LD by Dec 18</li> </ul>



<b>Directorate Objective 3: Promoting independence, learning and resilience for all disadvantaged families and service users</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
3.1	1	Strengthen post 16 opportunities with particular focus on disadvantaged young people	Apr 2017	Mar 20	Head of Service (Skills & Employment)	16-19 Curriculum and Standards group; Advice, Information and Guidance Group; Youth Employability Service; Sussex Learning Network; Enterprise Advisor Network, and Sussex Council of Training Providers.	<ul style="list-style-type: none"> <li>- Achieve public sector apprenticeship target of 2.3% (equates to c190 apprentices across council and schools) by Mar 18</li> <li>- Reduction of NEET young people, with a target of 6.5% which is NEET and Not Known, combined</li> </ul>
3.2	2	Ensure that the voice of children and young people is heard and that it informs service delivery	Apr 2017	Mar 20	Head of Service (Early Years Youth & Family Support)	Youth Participation Team Voluntary Sector Youth Grants Providers FCL Managers	<ul style="list-style-type: none"> <li>- 90% of requests for advocates for eligible children and young people with a social worker are met.</li> <li>- Youth Ambassadors contribute to the recruitment of all social work posts</li> <li>- FCL Young People's Participation Strategy agreed by Mar 19.</li> </ul>

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3.3	2	Increase independent home to school travel ( <a href="#">Directorate Modernisation Project</a> )	Apr 18	Mar 20	Head of Service (School Organisation)	SEN, Transport Team, School Travel Team	<ul style="list-style-type: none"> <li>- Reduction in numbers of young people using supported travel from current baseline figure of 365 pupils in taxi provision.</li> <li>- Ensure the 18/19 budget balances at the year's end.</li> </ul>
3.4	3	Improve transition arrangements to adulthood for young people (14-25) with learning disabilities	Apr 18	Mar 19	Assistant Director (Health, SEN and Disabilities)	Children and Adults disability teams, health partners	<ul style="list-style-type: none"> <li>- 80% of young people open to CDS and transitioning to adulthood are supported within the city post 18</li> <li>- Increase of 10% in number of service users in settled accommodation by Mar 19</li> </ul>

<b>Directorate Objective 4: Provide access to high quality and appropriate childcare, school and education provision</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
4.1	2	To support and challenge schools to improve education opportunities and outcomes in all phases of education	April 2017	March 2019	Head of Service (Education Standards & Achievement)	Schools, EYs Providers, Colleges, Standards and Achievement team, Wider Education Partners	<ul style="list-style-type: none"> <li>- Attainment 8 for; all pupils, disadvantaged, special educational needs (Corporate/DMT KPIs)</li> <li>- Pupils achieving the 'expected standard' in reading, writing and maths at the end of key stage 2; ; all pupils, disadvantaged pupils and special educational needs pupils (Corporate/DMT KPI)</li> <li>Progress 8 for all pupils, disadvantaged pupils and special educational needs pupils to be better than respect national average and statistical neighbour average</li> <li>- % of schools are judged good or outstanding by Ofsted (Corporate KPI)</li> <li>- New pathway, categorisation criteria and intervention menu with clear lines of accountability devised and presented to and agreed by primary, secondary and special heads by September 2018</li> </ul>

<b>Directorate Objective 4: Provide access to high quality and appropriate childcare, school and education provision</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
4.2	2	Implement the new school organisation plan to ensure appropriate provision is provided in the city	Apr 18	Jan 19	Head of Service (School Organisation)	Headteachers of City Schools, Parents, Councillors, Education & Skills Managers, Property Team	<ul style="list-style-type: none"> <li>- Publish School Organisation Plan by Jan 19.</li> <li>- Increase in the percentage of applicants receiving one of their three preferences and for these values to be below national average.</li> </ul> <p>Sept 2017 baseline                      Secondary: 93.9% (Eng: 94.6%)                      Primary: 98.7% (Eng: 97.2%)</p>
4.3	2	Implement the new structure for specialist provision integrated across education, health and care for children with SEND in order to improve outcomes for children and young people and their families Within a best value context (Directorate Modernisation Programme)	Apr 2017	Mar 20	Assistant Director (Health, SEN and Disabilities)	Headteachers and Governors across the city, Finance, Legal, HR, CPMO Business Partner, Extended DMT	<ul style="list-style-type: none"> <li>- Open the new integrated hubs within published timescales (Sept 18-Jul 20)</li> <li>- Implementation plans created in collaboration with Hubs by end of July 18</li> </ul>

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<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
4.4	2	Address financial challenges facing schools, helping schools avoid financial difficulties and considering the use of formal powers where appropriate	Apr 2017	Mar 20	Head of Service (School Organisation)	Head teachers and Governors across the city, Finance, Legal, HR, CPMO Business Partner, Extended DMT	<ul style="list-style-type: none"> <li>- Total school deficit does not increase beyond 2017/18 levels - £2,297,442</li> <li>- Total school balances increase above 2017/18 levels £984,708</li> <li>- Total position does not increase beyond 2017/18 levels - £1,312,734</li> <li>- Any agreed deficits have a clear plan of balancing within agreed timescales</li> </ul>
4.5	2	Developing systems to support families to improve attendance of children at school.	Apr 18	Mar 20	Head of Service (School Organisation)	Access to Education Team, Heads and Governors, EDMT	<ul style="list-style-type: none"> <li>- School attendance in the city to above national levels: Baseline (2016/17) Overall - 95.4% Special - 90.9% Primary - 96.0% Secondary - 94.8%</li> <li>- Create revised advice and guidance for schools on emotional based school refusal by Mar 19.</li> <li>- Introduce a policy to identify and support 'hidden children' that encompasses identify and tracking pupils and the delivering of education provision by July 18.</li> </ul>

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4.6	2	Ensure there is sufficient, accessible high quality childcare provision in the city.	Apr 18	Mar 20	Head of Service (Early Years Youth & Family Support)	Council Nurseries Schools Private, voluntary and childcare providers	- % of eligible two year olds taking up early education places (Corp KPI) - 90% of 30 hours childcare codes issued to parents are checked - % of early years registered childcare providers are judged to be good or outstanding (DMT KPI)

<b>Directorate Objective 5: Improve our services in order to drive efficient and effective services and develop the quality and impact of City and Council leadership</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
5.1	6	Defined accountability across the directorate to ensure timely and effective budget management including the delivery of spend to save proposals	Apr 2017	Mar 20	Executive Director of Families, Children and Learning	Extended DMT, Finance, ELT, Councillors	- Expenditure within budget including delivery of savings proposals
5.2	6	Drive and deliver the directorate modernisation programme via the modernisation board in accordance with corporate policies and procedures	Apr 2017	Mar 20	Executive Director of Families, Children and Learning	FCL Modernisation Board, Finance, CPMO Business Partner	- Effective implementation of 3 year Integrated Service & Finance Plan evidenced by delivery of savings
5.3	8	Identify differences in access or outcomes for service-users relating to their legally protected characteristics and create plans to address these.	Apr 2017	Mar 20	Equalities Manager	Extended DMT, FCL DEG, Equalities Team	- Equalities Impact Assessments are identified and delivered to agreed timetable; budget EIAs are completed and actions implemented to agreed timetable

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5.4	8	All managers will actively support the corporate aim of diversifying the workforce, recruiting and retaining staff from all the city's communities	Apr 2017	Mar 20	Executive Director of Families, Children and Learning	HR, FCL DEG, Equalities Team, Equalities Steering Group, Extended DMT	<ul style="list-style-type: none"> <li>- Ensure all staff have completed recruitment and diversity training</li> <li>- Ensure all job adverts follow council diversity guidelines (inc positive action statements) and including job advert placements where a diverse pool of applicants can be sought</li> <li>- Numbers of people recruited and percentage of those who are BME and disabled at application, interview and appointment stages as monitored by HR</li> <li>- All staff to complete unconscious bias training - All staff to complete unconscious bias training by Jun 18</li> <li>- Student Social Work placements to be provided to support recruitment to permanent posts to open opportunities for BAME staff (annual)</li> </ul>
5.5	6	Deliver on a directorate wide performance and quality assurance framework in order to ensure that safe and effective services are provided	Apr 2017	Mar 20	Head of Service (Safeguarding & Performance)	Extended DMT, Performance Team, Corporate PIP, Quality Assurance Programme Managers, LSCB	<ul style="list-style-type: none"> <li>- Directorate wide QAFs in place</li> <li>- 85% compliance with QA activity</li> <li>- Compliance with statutory performance reporting requirements</li> </ul>



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5.6	7	Oversight of excellent customer and client services as per council's Customer Promise	Apr 2017	Mar 20	Service Manager (Directorate Policy & Business Support)	Customer Feedback Team, Extended DMT, Business Support Staff across FCL, PIP	- Customer satisfaction and ease of access (survey); increase in number of compliments and reduction in number of complaints received - Transition Table score improved
5.7	6	Ensure each service in the directorate has an up to date and relevant Business Continuity Plan (BCP) in place	Apr 2017	Mar 20	Service Manager (Directorate Policy & Business Support)	Emergency Planning Unit, Extended DMT	- Good quality BCPs in place for all services, reviewed annually or sooner if there have been service changes
5.8	6	Agency Placement Reviews including the implementation the Fostering Transformation Programme in order to manage budgets	Apr 2017	Mar 20	Head of Service (Fostering Adoption & Permanence)	FCL Modernisation Board, Finance, CPMO Business Partner, Safeguarding & Care Managers	- 65% use of in house foster placements by Mar 19
5.9	3	Service Re-design – LD leadership and management (merged adults and children's services for SEN and Disability) (Corporate Modernisation Programme)	Jan 18	Mar 19	Assistant Director (Health, SEN and Disabilities)	FCL Modernisation Board, Finance, CPMO Business Partner, LD managers	- Management restructure implementation complete (date to be confirmed) - Team restructures launch to completion (dates to be confirmed)
5.10	2	Work in partnership with East Sussex, West Sussex and Surrey to form 'Adoption South East' a new adoption region. (Directorate modernisation board action)	Jan 18	Mar 20	Assistant Director (Children's Safeguarding & Care)	East Sussex LA, West Sussex LA, Surrey LA	- Appointment to project roles by Jul/Aug 18 - Committee paper produced and presented to CYPS/PRG by Dec 18 - Adoption South East live by Apr 20

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5.11	2	Establish the Brighton and Hove Educational Partnership (Directorate modernisation board action)	Apr 17	Mar 19	Senior Adviser (Education Partnerships)	All education providers in the city	<ul style="list-style-type: none"> <li>- Ongoing full active engagement from all partnership</li> <li>- 80% attendance at 3 partnership meetings per year</li> <li>- All teaching schools to maintain teaching school designation</li> <li>- Attainment 8 for; all pupils, disadvantaged, special educational needs (Corporate/DMT KPIs)</li> <li>- Pupils achieving the 'expected standard' in reading, writing and maths at the end of key stage 2; ; all pupils, disadvantaged pupils and special educational needs pupils (Corporate/DMT KPI)</li> <li>Progress 8 for all pupils, disadvantaged pupils and special educational needs pupils to be better than respect national average and statistical neighbour average</li> <li>- % of schools are judged good or outstanding by Ofsted (Corporate KPI)</li> </ul>
5.12	2	Complete the move of Front Door for Families to Kingswood Street Office (Directorate Modernisation Programme)	Apr 17	Jul 18	Head of Service (MASH & Social Work Pods 1-5)	Police	Front Door for Families moved complete to Kingswood Street Office by Jul 18

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5.13	6	Develop the quality and impact of the Directorate's City and Council leadership'	Apr 18	Mar 20	Executive Director of Families, Children and Learning		<ul style="list-style-type: none"> <li>- Reduce Directorate sickness rates</li> <li>- % Improvement in 19 staff survey index</li> <li>- Measure of success for City-wide: to be determined by each directorate</li> </ul>
5.14	6	Ensure compliance within the directorate with the General Data Protection Regulation and the Data Protection Act 2018.	Apr 18	Mar 20	Executive Director of Families, Children and Learning	IT&D	<ul style="list-style-type: none"> <li>- All data breaches reported to Information Security within 24 hours</li> <li>- All Internal Audits relating to data protection compliance in the service have judgements of at least 'Reasonable Assurance'.</li> <li>- All business or system changes have answered the Data Privacy Impact Assessment triaging questions and completed an assessment if required</li> <li>- All privacy notices reviewed and updated by June 2018</li> <li>- Information asset register completed by (determined by directorate) and then reviewed quarterly</li> </ul>

<b>Budget Apr 18 – Mar 20</b>				
	<b>Functional Area</b>	<b>Budget (£'000) 18/19</b>	<b>Budget (£'000) 19/20</b>	<b>Savings over 2 year period (£'000)</b>
1	Director of Families, Children & Learning	262	291	-15
2	Health SEN and Disability Services	53,891	54,939	-2,135
3	Education & Skills	28,789	28,699	-448
4	Safeguarding & Care	40,155	40,777	-4,266
5	Quality Assurance and Performance	1,349	1,332	-105
6	Schools	124,812	124,812	
7	Dedicated Schools Grant (DSG)	-162,392	-162,392	

<b>Risk: Families, Children and Learning Directorate risks as at Apr 18</b>						
<b>Risk code</b>	<b>Corporate/ Directorate Plan Link</b>	<b>Risk title</b>	<b>Strategic or Directorate</b>	<b>Risk owner</b>	<b>Initial risk score</b>	<b>Revised risk score</b>
FCL DR 02	DP 1	Changes in effective partnership working (including their budget pressures) affects our service delivery	Directorate	Executive Director of Families, Children and Learning	Red L4 x I5	Amber L3 x I3
FCL DR 09	DP 5	Budget is unmanageable due to growing demands, market forces, and not able to effectively target those who might in the future meet the social care threshold.	Directorate	Executive Director of Families, Children and Learning	Red L3 x I3	Amber L3 x I3
FCL DR 10	DP 1	Disadvantaged pupils underachieve at schools	Directorate	Assistant Director (Education and Skills)	Amber L3 x I4	Amber L2 x I4
FCL DR 11	DP 4	Supply of school places fails to meet geographical demand in the city	Directorate	Assistant Director (Education and Skills)	Amber L3 x I4	Amber L3 x I3
SR 15	DP 2	Not keeping children safe from harm and abuse	Strategic	Assistant Director (Children's Safeguarding and Care)	Red L4 x I4	Amber L3 x I4
SR31	DP 4	Schools unable to manage their budgets	Strategic	Assistant Director (Education and Skills)	Red L4 x I4	Amber L3 x I4