

Directorate Plan 2021/24

Directorate:	Families, Children & Learning		
Responsible Officer:	Executive Director - FCL	Last Updated:	13 th May 2021
Signed off by:	Chief Executive	Date:	April 21

Corporate Plan 2020/23 Outcomes and Actions:

Outcome	Key Area of Action	Outcome	Key Area of Action
1. City to call home	1.1 Reduce homelessness and rough sleeping	4. Growing and learning City	4.1 Support high quality early years provision
	1.2 Provide genuinely affordable homes		4.2 Ensure that schools continue to improve and all children do well
	1.3 Improve private rented housing		4.3 Ensure that no child or family is left behind
	1.4 Improve council housing		4.4 Deliver high quality youth services
	1.5 Make better use of existing housing capacity		4.5 Promote lifelong learning and transition into adulthood
2. City working for all	2.1 Build community wealth	5. Sustainable City	5.1 Become a carbon neutral city by 2030
	2.2 Transition to a sustainable economy		5.2 Create and improve public open spaces
	2.3 Support local businesses and charities		5.3 Reduce, re-use and recycle
	2.4 Enhance skills and provide housing for the city's workers		5.4 Develop an active and sustainable travel network
	2.5 Develop our visitor economy		5.5 Promote and protect biodiversity
3. Stronger city	3.1 Tackle crime and antisocial behaviour	6. Healthy and caring City	6.1 Increase healthy life expectancy and reduce health inequalities
	3.2 Increase participation in civic and community life		6.2 Support people to live independently
	3.3 Address the causes of poverty and its impact on our communities		6.3 Support people in ageing well
	3.4 Improve access for disabled people		6.4 Support carers
	3.5 Remain a proud City of Sanctuary		6.5 Ensure that health and care services meet the needs of all
7. Council Attributes	7.1 Measuring our progress	7.5 Customer promise	
	7.2 Well run council	7.6 Our Workforce	
	7.3 Fair & inclusive council	7.7 Working in partnership	
	7.4 Modernising council		

Directorate Objectives for April 2021 – March 2024	
Mission: To work as one Families, Children and Learning directorate and with others in the city to develop and support our staff to recover from the impact of Covid 19, address disadvantage, deliver safe and whole family services which are inclusive, accessible and improve outcomes.	
1	Take a whole family approach to support safe and stable lives (<i>captures 4.3</i>)
2	Improve outcomes for disadvantaged and vulnerable people by promoting independence, resilience and learning (<i>captures 4.2, 4.3, 4.5</i>)
3	Provide high quality and inclusive education, SEND, and employment support and early years, social care, youth and skills provision (<i>captures 2.4, 4.1, 4.2, 4.4 and 4.5</i>)
4	Develop and engage with staff and stakeholders to deliver good quality services and change within the directorate and across council services

Directorate vision and direction of travel for 2020/24

We work as one Families, Children and Learning directorate and with others in the city delivering safe and whole family services, improving outcomes, developing inclusive and accessible provision and developing our staff. To achieve this, we will:

- Recognise and address the impact of Covid 19 and work with partners to implement a city-wide approach to recovery and renewal
- With partners develop and implement a city-wide disadvantage strategy that leads to improve outcomes and inclusive provision
- Promote, support and deliver high quality educational and skills provision
- Review Early help provision and promote whole family working
- Deliver an outstanding, safe and effective social work service which responds to changing needs of children and their families
- Work to support adults with learning disabilities to live independent and positive lives
- Work with young people and other partners to deliver high quality youth services across the city
- Co-produce and continue to improve SEND provision and services in the city
- Manage effective budget arrangements across the directorate
- Improve the diversity of the workforce

The voice of children, young people, their families and those of adults with learning disabilities is at the heart of everything we do.

We commission and deliver services with partners to ensure children, young people and adults with learning disabilities live happy, safe and positive lives, achieving their potential. This is achieved within the context of high demand and reducing resources.

Key Directorate deliverables

Directorate Objective 1: Take a whole family approach to support safe and stable lives							
Corporate Plan Link		Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No.							
1.1	4.3	Undertake the Early Help Review (FCL Modernisation) and deliver the Supporting Families Programme.	November 2021	November 2024	Head of Early Years and Strategic Lead for Whole Family Working	EDMT, Whole Family / Early Help Partnership Board, Safeguarding Partnership Board, FCL Managers, Troubled Families, Public Health and CCG Commissioners	<ul style="list-style-type: none"> - Key milestones are met in the Earned Autonomy action plan by March 2022 - Troubled (now Supporting) Families (DMT KPI) - Appoint consultants (May 21) - Initial proposals for the Early Help Review agreed at CYP Committee (June 21) - Submission of business case to the Corp Modernisation Board (Sep 21). - Findings of the review are reflected in the disadvantaged strategy (see 2.6)

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1.2	4.3	Deliver an outstanding social work and care service to keep children safe and to avoid escalation in need	April 2020	March 2024	AD – Children, Safeguarding & Care	Safeguarding & Care Managers, Performance Team	<ul style="list-style-type: none"> - Quality assurance activity shows statutory processes grade 80% or above and 55% overall judgement green - 80% of cases have an SFP within timescale - All child's records reflect and address their identity, race and culture - Number of re-referrals to be reduced and to be in-line with the national average - Health involvement in all strategies - Deliver the Corporate Parenting Strategy - Respond to recommendations in Feb 2020 focussed visit (increase multi-agency involvement, further improve recording and further follow up on audit recommendations). - Deliver our services in line with expected outcomes frameworks (linked to CP action)

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No.							
1.3	6.5	Deliver an outstanding social work and care service to meet the needs of adults with LD and to avoid escalation in need	April 2020	March 2024	AD – HSEND	HASC, Speak Out, Adult LD partnership board, providers, CCG, CQC	<ul style="list-style-type: none"> - CQC of In-House residential provision remains good or outstanding. (May 2022) - Progress recommendations from the external review of in-house provision and day activities. (Mar 2022) - 24% of Adult LD service users to have Direct Payments. - Launch the Adult LD Strategy (date tbc)
1.4	4.5.1	Support post-16 and adults with skills and employment progression and support the city employment and skills plan	April 2020	March 2024	Head of Employment and Skills	Education Partnership Adult Learning and Skills Partnership / Sussex Council of Training Providers / ESFA Network / SEN Team / Adult Education Team / Education Partnership /	<ul style="list-style-type: none"> - NEET and Not Known (DMT KPI) - LD in employment (Corp KPI) - Open physical and virtual employability hubs (Jun 21) - Adult Education Budget fully utilised by the end of each academic year - Begin council led adult education courses (Aug 21) - Apprenticeship in house target - Co-ordinate city wide apprenticeship graduation (Jul 21)

Directorate Objective 2: Improve outcomes for all disadvantaged and vulnerable service users, promoting independence, resilience and learning							
Corporate Plan Link		Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No.							
2.1	6.2	Support families to enable children with SEND to be independent and resilient	April 2020	March 2024	AD – HSEND	PaCC, Amaze, Special Schools, Home to School Transport	<ul style="list-style-type: none"> - In 0-18 age range all Direct Payments packages to be reviewed on a six-monthly basis; this is a rolling programme to ensure appropriateness and value for money. - In 0-18 age range all care package reviews to consider the offer via the Extended Day (Education Hubs)
2.2	6.2	Support families to enable Adults with LD to be independent and resilient	April 2020	March 2024	AD – HSEND	Amaze, Speak Out, VCS Commissioning team in HASC	<ul style="list-style-type: none"> - 24% of Adult LD service users to have Direct Payments. - Achievement of 90% occupancy in in-house LD accommodation - Reduction the number of residential placements made (trend) LD in settled accommodation (DMT KPI) - Proportion of adults with LD in paid employment. (Corp KPI).
2.3	6.5	Work with partners to meet the needs of children & young people with emotional well-being and mental health needs	April 2020	March 2024	Principal Educational Psychologist	Staff across the city's schools, BHISS staff, Sussex Partnership NHS Foundation Trust (SPFT) staff, CCG commissioners	<ul style="list-style-type: none"> - Complete an evaluation of PMHW delivery to all schools by (Sep 21) New SEND DMT KPI (baseline year) - To complete evaluation of primary and post 16 emotional health and wellbeing model (Dec 2021) - Complete the Neurodevelopmental pathway with the CCG (April 22)

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2.4	4.3.2	Deliver against year one objectives within the SEND Strategy 2021-2026 (Corporate Modernisation) to protect and improve special educational needs services and provision within the city (Corporate Plan)	April 2020	March 2024	Head of SEN Statutory Services	FCL Managers, CCG, Public Health Special and mainstream schools, Further and Higher Education providers (FE and HE), PaCC, Amaze, Young people, City Strategic Partnerships	- Priority leads identified and workstreams set up (April 21) Year one objectives agreed (April 21) - Project Plan completed (June 21) Reporting schedule in place (June 21) - Identification of gaps in service through SEND sufficiency work (Nov 21) - HSEND Commissioning Strategy (January 2022)

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							No.
2.5	4.2.2 4.2.4	We will continue a programme to reduce the attainment gap for disadvantaged children including 'continuing the successful Every Child a Reader programme and Maths programme'. This program will be adapted as to take into account Covid 19 and catch up now required (Corporate Plan)	April 2020	March 2024	Head of Education Standards & Achievement	Headteachers of Schools and Colleges, Early Years Providers, Education & Skills managers, Councillors, Performance Analysts	<ul style="list-style-type: none"> - Disadvantaged KPIs (EYFSP for FSM children, KS2 & KS4), maths, reading - note data not available for summer 2020 or summer 2021 - Implement the Early Years Professional Development Programme for nurseries to improve outcomes in language, literacy and numeracy for the most disadvantaged children by March 2022 - Support 8 additional schools with targeted eCar training and support by Mar 22
2.6	4.3	Coproduce, design and implement a citywide strategy to support children, young people and families at risk of disadvantage	April 2021	March 2024	Service Manager - Directorate Policy & Business Support	Families, Children & Learning extended DMT, citywide multiagency partnerships, CYPS committee and cross party working group	<ul style="list-style-type: none"> - Approval for strategy development given at June 2021 CYPS committee - Draft strategy takes account of the Early Help Review (see 1.1) - Draft strategy being consulted upon by April 2022
2.7	4.2.5	'Develop in partnership with music and arts service Brighton Dome, the role of arts, music, theatre and cultural learning in the city' (Corporate Plan)	April 2020	March 2024	AD – Education and Skills	Music and Arts Service Brighton Dome	<ul style="list-style-type: none"> - Explore how targeted work can be linked with the disadvantaged strategy (Dec 21)

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2.8	4.2.11 Develop and co-deliver an environmental education programme and promote outdoor education, particularly for those who are disadvantaged (Corporate Plan)	April 2020	March 2024	Head of School Organisation	Outdoor Education & PE Support Service, Property & Design, Environmental Education, Contract provider (tbc), Brighton & Hove Music & Arts, School Meals Service, Caterlink, Healthy Lifestyle Team, Public Health Health & Safety, Sustainability Team	<ul style="list-style-type: none"> - To develop and submit proposals to support the delivery phase of the Changing Chalk project - Appoint a provider to deliver the Brighton & Hove environmental education contract by July 21 and liaise with Council's biodiversity officer - Maintain the number of eco-schools across the city - Explore producing a guide for environmental schools and young people, including a look at cycle hire for schools by Dec 21 - Support the successful delivery of the environmental education programme by Mar 22

Directorate Objective 2: Improve outcomes for all disadvantaged and vulnerable service users, promoting independence, resilience and learning							
No.	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.10	4.3	Implement the Holiday Activities and Food Programme for free school meal children (Aged 4-16)	April 2021	Dec 2021	Head of Early Years and Strategic Lead for Whole Family Working	Schools, Activity providers, Food providers	<ul style="list-style-type: none"> - Deliver programmes at Easter, Summer and Christmas Holidays (2021) - Specification for summer programme published by Jun 21 Further targets to be developed

Directorate Objective 3: Provide high quality and inclusive education, SEND, and employment support and early years, social care, youth and skills provision							
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No.							
3.1	2.4.1	'Collaborate with education institutions and businesses to plan for future skills needs and increase the take up of apprenticeships' (Corporate Plan)	April 2020	March 2024	Head of Skills and Employment	"16-19 Curriculum and Standards group; Employability Service; Coast to Capital, Adult Learning and Skills Partnership; Sussex Learning Network; Enterprise Advisor Network, and Sussex Council of Training Providers"	<ul style="list-style-type: none"> - Achieve public sector apprenticeship target of 2.3% (equates to 181 apprentices across council and schools) - Maximise use of Apprenticeship Levy Transfers to SME's 2021-2022 - Progress in achieving the objectives in the Recovery City Employment Skills Action Plan 2021-2023
3.2	4.3	To deliver SEND services in line with the SEND Code of Practice and associated timescales	April 2020	March 2024	Head of SEN Statutory Services	BHISS, Social care, Schools, Health practitioners	<ul style="list-style-type: none"> - EHC Plans issued within 20 weeks excluding exceptions (DMT KPI) - EHC Plans issued within 20 weeks including exceptions (DMT KPI) - Implement quality assurance processes for EHCPs (Mar 22)

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3.3	4.2	Develop and implement a school organisation strategy to ensure appropriate education provision is provided in the city, ensuring alignment with the disadvantaged strategy	April 2020	March 2024	Head of School Organisation	Headteachers of City Schools, Parents, Councillors, Education & Skills Managers, Property Team	<ul style="list-style-type: none"> - Consult and determine admission arrangements for 2023-24 (January 2022) - Increase in the percentage of applicants receiving one of their three preferences school places and for these values to be above the national average (Mar/April 22) - Develop a strategy to ensure between 5- 10% surplus places in secondary and primary schools (June 2022) - Where appropriate vary admission arrangements for September 2022 and 2023 (September 2022)
3.4	4.1.1	Support the city's early years and childcare providers, including our children's centres, nursery schools and nursery classes to 'provide high quality early years services and sufficient, accessible high-quality childcare' (Corporate Plan)	April 2020	March 2024	Head of Early Years and Strategic Lead for Whole Family Working	Private, voluntary and independent early years and childcare providers Children's centre nurseries Nursery schools and nursery classes	<ul style="list-style-type: none"> - Eligible two-year olds taking up early years provision (DMT KPI) - Ofsted registered early years providers are judged to be good or outstanding (DMT KPI) - 40 families supported with home visiting group (Post-pandemic dependant) or virtual contact using the Raising Early Achievement in Literacy programme by Mar 22 with progress reported each quarter

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3.5	4.2.1	Continue the work of the Education Partnership to coordinate and improve educational provision (Corporate Plan)	April 2020	March 2024	Assistant Director – Education & Skills	All education providers in the city	<ul style="list-style-type: none"> - Ongoing full active engagement from all partnership - 80% attendance at 3 partnership meetings per year - Action Plans for each of the three priorities remain on track. Priorities are: <ol style="list-style-type: none"> 1. Recruitment, Retention and Celebration of staff, 2. Progress of the disadvantaged; and, 3. Improve attendance and reduce exclusions. <ul style="list-style-type: none"> - LA attendance, progress and attendance (Corp/DMT KPIs)(That is available post pandemic)
3.6	4.2.3	'Support continued improvement in the city's schools and maintain strong Ofsted ratings' (Corporate Plan)	April 2020	March 2024	Head of Education Standards & Achievement	Schools, Ofsted, City Education Partnership	<ul style="list-style-type: none"> - % of schools that are judged good or outstanding by Ofsted (Corp KPI)
3.7	4.2.9	'Support equalities programmes in schools to address discrimination' (Corporate Plan)	April 2020	March 2024	Partnership Adviser Health & Wellbeing	Schools	<ul style="list-style-type: none"> - Maintain buy-back of service - Deliver PSHE equalities programme - Launch revised trans toolkit (Dec 21) - Agree an anti-racist strategy that includes collaborative objectives with partnership (Oct 21)

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No.							
3.8	4.3.3	'Maintain services, including out of school services, for children with additional support needs or from disadvantaged groups including children with learning disabilities, and physical disabilities' (Corporate Plan)	April 2020	March 2024	AD – HSEND	Amaze, PaCC, VCS, Special Schools Mainstream Schools BHISS FCL Commissioning Team Early Years and Childcare Team	- SEND Sufficiency strategy in place to forecast future demand for services and provision that meets the needs of disadvantaged learners and those with SEND. (July 21) - Develop commissioning strategy with the CCG to ensure a range of out of school opportunities are in place to meet the needs of disadvantaged learners and CYP with SEN and Disabilities (Nov 21)
3.9	4.2	Develop and implement the Anti-Racist schools strategy	Sept2021	March 2024	Head of Education, Standards and Achievement	B&H Educators of Colour Collective	- Appoint Strategy team (Oct 21) - Agree a strategy that includes collaborative objectives with partnership (Oct 21) Further objectives to follow this
3.10	4.3.4	'Continue our extensive services for children in care and work to attract, support and retain foster carers' (Corporate Plan)	April 2020	March 2024	Head of Service – Fostering Adoption & Permanence	Comms team	- 70% of foster placement delivered by internal foster carers by Mar 22 - 80% occupancy rate for BHCC foster carers by Mar 22 - 100% carers trained and supported to care for children and young people within first year of approval

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3.11	4.3.6	Expand support for autistic children and young people in the city (Corporate Plan)	April 2020	March 2024	AD – HSEND	Amaze, PaCC, mASCot, Mainstream schools, Special Schools, SPFT	<ul style="list-style-type: none"> - Cullum Centre open at Hove Park (Sept 21) - Further Autistic Spectrum Condition provision for children and young people with ASC/SEMH/LD (Mar 2022) - Development and recruit to family support worker posts to work with families who have children with ASC (July 2021)
3.12	4.4.2	'Maintain services for LGBTQ young people and ensure sexual health services and mental health support are delivered at youth centres across the city' (Corporate Plan)	April 2020	March 2024	Head of the Integrated Team for Families, Youth and Parenting	Young people, Adolescent Service, Public Health, Mental Health Services, Voluntary sector – Youth Providers	<ul style="list-style-type: none"> - Youth Service Grants commissioning framework agreed and includes good collaboration with specialist sexual and mental health services by Mar 21 - Ensure Youth services are signposting to specialist sexual and mental health services via 6 monthly monitoring reports and annual reviews - Ensure mechanisms are in place youth feedback feeds into specialist sexual and mental health services - Ensure LGBTIQ services provide value for money through the commissioning process by Sep 21

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3.13	4.4.4	'Give young people a stronger voice in future services' (Corporate Plan)	April 2020	March 2024	Head of the Integrated Team for Families, Youth and Parenting	Youth Participation Team, Voluntary Sector, Youth Grants Providers, FCL Managers	<ul style="list-style-type: none"> - Deliver the actions in the Power Of Youth Charter action plan that will further the involvement of young people in making decisions by Mar 22 - At least 90% of requests for advocates for eligible children and young people with a social worker are met. - Youth Ambassadors contribute to the recruitment of all social work posts Evidence that young people have influenced decision making throughout quarterly monitoring reporting from the Youth Participation Team - Include the voice of young people young people from the Safeguarding Partnership in quarterly monitoring reporting from the Youth Participation Team (Mar 22) - Revise and review the format for the Children in Care Council (Mar 22)

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3.14	4.5.2	'Ensure that transition services are in place to support young people moving into adult services and that they are integrated' (Corporate Plan)	April 2020	March 2024	Head of Service – Disability Services (0-25)	HASC, Special Schools, Commissioning FCL/HASC	<ul style="list-style-type: none"> - Develop governance and oversight agreement with FCL/HASC for transition of any young people into HASC adult social care service (Jul 2021) - 90% of service users transitioning to adulthood to be in settled accommodation by March 2022 - 100% of service users transitioning to adulthood to have a care act assessment in place

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Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No.						
3.15	4.2 4.3 Deliver an improved and high-quality Home to School Transport Service for vulnerable children and young people	April 2020	March 2024	Interim Lead for Home to School Transport	Amaze, PaCC, Mainstream schools, Special schools, Contracted transport providers, Families, Procurement, Legal, SEND, Disability Team, BHISS, Learning & Development, Transport	<ul style="list-style-type: none"> - Corporate review of the procurement process and long-term procurement arrangements established (Mar 22) - Full new team recruited and inducted (Sep 21) - All transport staff have completed the full online quality training programme (Sep 21) - 360-degree feedback programme in operation (Mar 22) - Undertake parent survey - 85% of parents satisfied with the service offer (Dec 21) - Ensure service is no longer considered a corporate risk (Sep 21) - New sustainability strategy developed and implemented (Mar 22) - All families applications received through the new online application process (Mar 22)

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3.16	4.4.3	'Protect funding and review youth services across the city to improve coordination and establish a central youth hub (FCL Modernisation) (Corporate Plan)	April 2020	March 24	Head of the Integrated Team for Families, Youth and Parenting	Young people, FCL and Housing managers, Schools, Voluntary sector – youth providers, Police	- Committee decision on progression with partnership with OnSide and BYC (Mar 21) further measures/ actions to follow this
3.17	4.3	Explore procurement activity around city school meals contract	April 2021	March 24	Head of School Organisation	Procurement/Health & Safety Regulatory Services Schools Finance Primary and special schools	- Obtain view of contracted schools on potential contract extension (May 21) - Review current menu options to reflect council commitments (October 21) - Review specification for future tendering exercise (November 21) If relevant, award new contract (April 22)

Directorate Objective 4: Develop and engage with staff and stakeholders to deliver good quality services and change within the directorate and across council services						
Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.1	7.1	Develop the quality and impact of the Directorate's City and Council management and leadership	Apr 20	Mar 24	Executive Director – FCL (Service Manager - Directorate Policy and Business Support)	- Reduce Directorate sickness rates and improved return to work interview rates - % Improvement in staff survey index Results of Health & safety audits
4.2	7.2	Directorates to work proactively to understand, engage with and respond effectively to the city's diverse communities and its changing demographic	Apr 20	Mar 24	Executive Director – FCL (Equalities Manager)	Equalities Team - Service level actions are completed to timetable and monitored through the relevant DEDG and CEDG

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4.3	7.2	Directorate to actively support the corporate aim of diversifying the workforce at all levels, recruiting and retaining staff from all the city's communities.	Apr 20	Mar 24	Executive Director – FCL (Equalities Manager)	Equalities Team	<ul style="list-style-type: none"> - Establish a BME project board - Workforce profiles across all grades and contract types in line with corporate targets, - Service level actions are completed to timetable and monitored through the relevant DEDG and CEDG - Numbers of people recruited and percentage of those who are BME or disabled at application, interview and appointment stages as monitored by HR, - Number and percentage of leavers who are BME or disabled, - % of managers who recruit who have been trained - % improvement in positive responses to 2021 staff survey questions relating to fair and inclusive index
4.4	7.1	Defined accountability across the directorate to ensure timely and effective budget management including the delivery of spend to save proposals	Apr 20	Mar 24	Executive Director – FCL (Service Manager - Directorate Policy and Business Support)		<ul style="list-style-type: none"> - Expenditure within budget whilst recognising challenges of a demand led service and need to fulfil statutory responsibilities - Delivery of savings proposals - Summary of RAG ratings of corporate and directorate modernisation projects/programmes linked to the directorate

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4.5	7.1	Directorate delivery of excellent customer services as per council's Customer Experience Strategy	Apr 20	Mar 24	Executive Director – FCL (Service Manager - Directorate Policy and Business Support)		<ul style="list-style-type: none"> - Customer satisfaction and ease of access (survey) - Increase in number of compliments - Reduction in number of complaints received - Complaints response time - Reduced escalation of complaints - Improved self-assessment score on Vision monitoring
4.6	7.1	Ensure each service in the directorate has an up to date and relevant Business Continuity Plan (BCP) in place	Apr 20	Mar 24	Executive Director – FCL (Service Manager - Directorate Policy and Business Support)		<ul style="list-style-type: none"> - Good quality BCPs in place for all services - Reviewed annually or sooner if there have been service changes

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4.7	7.1	Ensure compliance within the directorate with the General Data Protection Regulation and the Data Protection Act 2018	Apr 20	Mar 24	Executive Director – FCL (Service Manager - Directorate Policy and Business Support), Information Governance Team		<ul style="list-style-type: none"> - All data breaches reported to Information Security within 24 hours - All Internal Audits relating to data protection compliance in the service have judgements of at least 'Reasonable Assurance' - All business or system changes have answered the Data Privacy Impact Assessment triaging questions and completed an assessment if required - All privacy notices reviewed and updated – Mar 21 - Information asset register completed and then reviewed quarterly – Mar 21
4.8	7.1	Deliver on a directorate wide performance and quality assurance framework to ensure that safe and effective services are provided	Apr 20	Mar 24	Interim Head of Service – Safeguarding & Performance		<ul style="list-style-type: none"> - 85% compliance with QA activity - Compliance with statutory performance reporting requirements - Develop annual report for the Safeguarding and Review Service QA Programme Mar 2022 - SEND QA Programme to be implemented Mar 2022 - Findings from QA activity are reported to SLT and FCL Performance Board (within the agreed timeframe) - Threshold document review complete June 21

Directorate Objective 4: Develop and engage with staff and stakeholders to deliver good quality services and change within the directorate and across council services							
Corporate Plan Link		Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No.							
4.9	4.2.6	Explore the introduction of a workload agreement to give teachers and professionals more time to teach' (Corporate Plan)	Apr 20	Mar 24	Assistant Director Education and Skills	Schools	- Facilitate discussion at Head Teacher partnership boards for them to agree a decision on whether to publish a workload agreement by Jan 2022
4.10	4.2.10	'Support provision of food support to children, young people and families' (Corporate Plan)	Apr 20	Mar 24	Head of School Organisation	School Meals Team, Caterlink, Brighton & Hove Food Partnership, Property & Design, Schools, Healthy Lifestyles Team – Public Health, Sports Facilities Manager, Chomp, Food Officer	- Report on the use of the Covid Winter Grant (May 21) - Allocate the Covid Local Support Grant (May 21) - Monitor announcements for any future grant allocations (Sept 21) - Continue to process requests for Free School Meals and to identify any other eligible pupils who have not applied (Mar 22) - Maintain the delivery of the Children Centres food bank (Mar 22)
4.11	4.5	Develop a framework for Care Leaver Accommodation for young people aged 16+ (FCL Mod)	Apr 20	Mar 24	Head of Service – Fostering Adoption & Permanence	Independent placement providers, Contracts team	- To develop a framework by September 2021 with procurement and housing to support accommodation of care leavers. - Reduce block and spot purchasing to under 50% by April 2022

Directorate Objective 4: Develop and engage with staff and stakeholders to deliver good quality services and change within the directorate and across council services							
Corporate Plan Link		Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
No.							
4.12	7.2	Ensure service users and stakeholders voice informs service delivery	Apr 20	Mar 24	Executive Director – FCL (Service Manager - Directorate Policy and Business Support)	Youth Participation Team, Voluntary Sector, Youth Grants, Providers, FCL Managers	<ul style="list-style-type: none"> - 90% of requests for advocates for eligible children and young people with a social worker are met. - Youth Ambassadors contribute to the recruitment of all social work posts - Evidence that young people have influenced decision making throughout the year - Evidence of the LA supporting the voice of children and young people in the Safeguarding Partnership. - Develop and deliver the coproduction agreement with PACC Mar 22 - An evaluation of Children’s Social Work, designed and led by parents and carers, to take place by March 2022 - The percentage of parents and carers completing feedback when social work support ends to be 25% by March 2022 and to increase by 10% each year.
4.13	7.2	Directorate to have an up to date Health & Safety Risk Profile in place	Apr 21	Mar 24	Executive Director – FCL (Service Manager - Directorate Policy and Business Support)		Completed Health & Safety Risk Profile covering all services and identifies the highest priority risk areas and services within the directorate. Reviewed annually or sooner if there have been service changes, a significant incident or changes to national risk priorities.

Budget April 2021 – March 2022 (to be completed by Finance)			
	Functional Area	Budget 2021/22	Savings
1	Director of Families, Children & Learning	108	0
2	Health SEN and Disability Services	67,667	1,110
3	Education & Skills	30,700	162
4	Children's Safeguarding & Care	40,451	975
5	Quality Assurance and Performance	1,434	0
6	Schools	138,862	0
7	Dedicated Schools Grant (DSG) Income	-182,015	0
Total		97,207	2,247

Risk: (Directorate name) risks as at April 2021					
Risk code	Corporate/ Directorate Plan Link	Risk title	Risk owner	Initial risk score	Revised risk score
SR 38	4.2 & 4.3 / 3.15	Difficulty in restoring trust and confidence in the home to school transport service and sourcing sufficient capacity to resolve issues raised by the independent review	Executive Director Families, Children & Learning	3 x 4 AMBER	3 x 3 AMBER
SR 15	4.3 / 1.2	Not keeping Children Safe from harm and abuse	Executive Director Families, Children & Learning	4 x 4 RED	3 x 4 AMBER
FCL DR 09	7.1 / 4.1	Budget is unpredictable due to being a demand led service and growing needs	Executive Director Families, Children & Learning	5 x 4 RED	4 x 4 RED
FCL DR 10	4.3 / 2.6	Not meeting the needs and improving the life chances of disadvantaged children and families	Executive Director Families, Children & Learning	5 x 4 RED	4 x 4 RED
FCL DR 11	4.2 / 3.3	Impact of over-supply of school places leads to a budgetary impact on other schools	Executive Director Families, Children & Learning	3 x 4 AMBER	3 x 3 AMBER
FCL DR 12	7.1 / 4.1	Covid-19 work arrangements impact on staff support and wellbeing	Executive Director Families, Children & Learning	3 x 3 AMBER	2 x 2 YELLOW
FCL DR 13	4.2 / 3.3	Potential impact of building work at a school site	Executive Director, Families, Children & Learning	3 x 4 AMBER	3 x 2 AMBER