

**COMMITTEE:** CHILDREN'S SERVICES SCRUTINY PANEL

**DATE:** 1ST JULY 2004

**SUBJECT:** PROGRESS ON ACTION PLANS - CHILDREN AND FAMILY DIVISION

**REPORT BY:** CORPORATE DIRECTOR OF HOUSING AND SOCIAL SERVICES

**CONTACT OFFICER:** DAVID FITZHUGH, PLANNING AND SERVICE DEVELOPMENT OFFICER. 01582-547619

**IMPLICATIONS:**

LEGAL	COMMUNITY SAFETY
EQUALITIES	ENVIRONMENT
FINANCIAL	CONSULTATIONS
STAFFING	OTHER

**WARDS AFFECTED: ALL**

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**PURPOSE**

1. To present to the Panel progress that has been made in regard to action plans within the Division.

**RECOMMENDATION(S)**

2. **Children's Services Scrutiny Panel is recommended to note the progress made on the Children's Services section of the Joint Review Action Plan and the 2004 Children and Families Division Service Plan.**

**BACKGROUND**

3. A Joint Review of Luton Social Services was carried out by a team working on behalf of the Audit Commission and the Department of Health with on-site work in the Authority taking place between May and July 2003. A presentation of the findings of this Review was given to the Council on 2<sup>nd</sup> February, 2004.

4. The Joint Review Team identified areas for development and tasks to achieve progress in these areas were identified by the department within an Action Plan.
5. The section of the Action Plan relating to Children's Services has been extracted and is attached to this report as an appendix.
6. The Service Plan for the Children and Families Division was developed within the established Borough framework. It was presented to members at a Service Plan Clinic.
7. The section of the Service Plan that details the tasks required during 2004-05 has been extracted and is attached to this report as an appendix.

#### **REPORT**

8. Progress on the tasks identified in the Joint Review Action Plan has been incorporated into a copy of the Action Plan below each of the recommendations.
9. Progress on the tasks in the Service Plan are noted in the final column.

#### **PROPOSAL/OPTION**

10. It is proposed that the Panel note the progress that has been made on the action plans.

#### **APPENDIX**

Appendix A – Extract from Joint Review Action Plan

Appendix B – Extract from Children and Families Division Service Plan 2004-05

#### **LIST OF BACKGROUND PAPERS** **LOCAL GOVERNMENT ACT 1972, SECTION 100D**

None

**APPENDIX A**

**CHILDREN AND FAMILY SERVICES EXTRACT FROM JOINT REVIEW ACTION PLAN**

<b>PRIORITY AREA AND JOINT REVIEW RECOMMENDATION</b>	<b>RELEVANT PLAN (where applicable)</b>	<b>POSITION AT MAY 2003</b>	<b>OUTCOMES TO BE ACHIEVED</b>	<b>TARGETS / PERFORMAN CE MEASURES (where applicable)</b>	<b><u>TASKS / ACTIONS</u></b>	<b><u>COMPLETIO N DATE &amp;/OR KEY MILESTONES</u></b>	<b><u>FINANCIAL IMPLICATI ONS / BUDGET</u></b>	<b><u>RESPONS- IBLE MANAGER</u></b>
<b>1. FOCUS ON OUTCOMES FOR CHILDREN</b>								
1.1 Review & Monitor all unallocated Children's cases more effectively	Service Plan	Need to develop a systematic approach to quality assurance	Safer practices that are evidenced and reported.		1 Formulate procedure for monitoring and the review of all unallocated cases 2 Agree new procedure 3 Implement new procedure 4 Implement monthly monitoring by Service Managers 5 Audit of procedure and 1/4rly report by Standards and Performance Manager	<b><u>Phase 1</u></b>  Jun 2003  Jul 2003  Aug 2003  Dec 2003  Mar 2004 & ongoing	To be evaluated throughout – current entries in this column are indicative only.	1 - 3 R Fountain    4 W Cuell   5 R Jones
1 Task Completed 2 Task Completed 3 Task Completed 4 Task Completed 5 This is now a regular procedure. Numbers are monitored by the C&FS divisional management team through the monthly management information report.								

<b>PRIORITY AREA AND JOINT REVIEW RECOMMENDATION</b>	<b>RELEVANT PLAN (where applicable)</b>	<b>POSITION AT MAY 2003</b>	<b>OUTCOMES TO BE ACHIEVED</b>	<b>TARGETS / PERFORMAN CE MEASURES (where applicable)</b>	<b><u>TASKS / ACTIONS</u></b>	<b><u>COMPLETIO N DATE &amp;/OR KEY MILESTONES</u></b>	<b><u>FINANCIAL IMPLICATI ONS / BUDGET</u></b>	<b><u>RESPONS- IBLE MANAGER</u></b>
1.2 Ensure all statutory child protection and looked after children cases are allocated	Service Plan	Need to develop a systematic approach to quality assurance	Safer practices that are evidenced and reported.	Local performance indicator reported quarterly from July 2003	1 All existing child protection cases to be allocated 2 All new child protection cases to be allocated within 3 days of registration 3 Aim to recruit staff to fill 90% of vacancies 4 Ensure that 97.5% of Looked After Children have an allocated social worker.	<b><u>Phase 1</u></b>  Aug 2003  Sep 2003  85% by Sept 2004: 90% by Mar 2005 96.5% by June 2004	Safeguarding Children Grant	1 – 2 R Fountain  3 W Cuell  4 J Coles
1.2 (additional) Improve the number of reviews to timescale for looked after children.	Service Plan	Figure for 02- 03 was 57%	Reviews on time	The target set by Govt is 100%	5 Recruit to vacancies in S&P Team.	Sept 2004		5 R Jones
1      Achieved and monitored through the monthly management information report 2      Achieved 3      Audits to be carried out in September 2004 and March 2005 4      Figures for the May Management Information Report show 96.6% of looked after children allocated. 5      Agency workers have been used to cover 1.5 fte vacancies. Reviews to timescale show a small improvement to 61.2% as at May 2004.								

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1.3 Continue to develop support for foster carers	NCSC Inspection Action Plan  Service Plan  Luton Futures	25 out of 133 foster carers did not have a support worker	Satisfied and motivated foster carers and minimal use of out of borough placements.	All foster carers to have an allocated support worker      All foster carers complete 4 training courses every 2 years	1 Ensure that all foster carers have a named support worker 2 Extend 'out of hours' support service and support 'buddy' scheme 3 Explore lease car hire and loan scheme 4 Develop three year rolling training programme 5 Increase respite care options for foster carers. 6 Develop Contract Care scheme including bid for Treatment Foster Care	<b><u>Phase 1</u></b>  Oct 2003   Jan 2004   Apr 2004  Mar 2004  Aug 2004  Dec 2004	Choice Protects       YOT	1 – 6 J Coles
1 All foster carers have an allocated support worker. 2 Pilot out of hours service operates Friday to Sunday and Bank Holidays. Pilot being reviewed. 3 Lease care hire is the preferred option and is moving forward 4 Programme has been completed and provision to commence. 5 Information evening and advertising brought in positive response. Assessments being started. 6 Bid for TFC submitted to DfES and project for contract care underway.								

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1.4 Improve access to respite care and shared care for children with disabilities	Service Plan	Need to develop consistency in outcome oriented care planning, widen family support services and strengthen transition planning.	Wider choice and access to respite care		1 Develop Fairway as a joint resource to include children previously catered for in Appledore 2 Create pooled budget with PCT for the provision of respite care 3 Agree eligibility criteria for respite care 4 Monitor waiting lists through the Allocation Panel 5 Increase the number of shared care placements by 10%	<b><u>Phase 2</u></b>  Apr 2004   Sep 2004   Apr 2004   Ongoing   Oct 2004	Section 31	1 - 5 H Griffiths
1 2 3 4 5	Achieved Achieved Achieved Ongoing In progress							

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1.5 Implement plans to improve joint arrangements around the child and adolescent mental health service	CAMH Strategic Plan		That CAMH provide responsive access to services.	Report to CSPB in Mar 2004	1 Improve services provided by Children's Neuro- psychiatric services to respite providers 2 Map priorities for action within the Luton Futures Project 3 Implement Modernisation Fund plans this year and from April 2004	<b><u>Phase 2</u></b> Mar 2004  Apr 2004  ongoing	Modernisation Fund	1 - 3 J Coles
1 Regular input now in place 2 Priorities for action identified – Treatment Foster Care scheme; high level preventative service model completed; relocate residential care provision; expand LD resource to support respite care. 3 Multi agency CAMHs Strategy Group formed; allocation of CAMHs Grant agreed; development of Luton CAMHs Strategy progressing well.								

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1.6 Clarify the strategy and systemise ongoing support for young carers	Service Plan	No recording system for young carers and confused policy development	All young carers identified and supported	20 staff attending monthly courses	1 Agree and implement departmental policy and procedures 2 To provide training in assessing the needs of Young Carers through the Carers Assessment training programme. 3 Develop multi-agency strategy 4 Commission support services to young carers through Family Welfare Association 5 Develop monitoring system of care plans.	<b><u>Phase 1</u></b>  Dec 2003   Oct 2003 onwards   Oct 2004   Apr 2004   Aug 2004	Children's Fund  On Track  Carers Grant	1 - 5 H Griffiths
1      Achieved 2      In place and ongoing 3      In progress 4      Service development plan being developed to build on existing Children's fund provision 5      In progress								



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1.7 Maintain recent improvements regarding adoptions	Service Plan	14 children adopted in 2002/03 - target was 18. Target for 2003/04 was 19 - predicted that we would meet this target	Adoption available and achieved for all children who would benefit	LPSA Targets  2004/05 -- 21 2005/06 -- 24	1 Continue management information data regarding permanency decisions at four month reviews including disability, ethnicity and sibling groups. 2 Allocate time within the Adoption Team for Fast Tracking of cases 3 Evaluate the need for an increase in the number and frequency of Adoption Panel meetings 4 Implement support arrangements and new allowance scheme	<b><u>Phase 1</u></b>  Ongoing   Audit and predictions at half year   Mar 2004   Mar 2004   Mar 2004		1 - 4 J Coles
1      Performance data being gathered. Audit against LPSA target Sept. 2004. 2      Plans in place to do this. 3      Panel will remain at 3 weekly 4      New allowance scheme in place, new post for adoption support, SLA with After Adoption.								

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See also 2.7 Develop Direct Payments								
1. 3 Direct payment packages now in place. SW team actively promoting Direct Payment option								

## EXTRACT OF TASKS FROM CHILDREN AND FAMILIES SERVICE PLAN 2004

## TASKS FOR 2004/05

<b>TASK NO.</b>	<b><u>TASK</u></b>	<b>PERFORMANCE INDICATOR OR DEADLINE</b>	<b>PROGRESS</b>
<b>1. JOINT REVIEW ACTION PLAN</b>			
1.1	Implement the priority tasks identified for Children and Family Services.	Quarterly report to Performance SMT	Monitoring due July
1.2	Contribute to the implementation of cross departmental priority tasks	Quarterly report to Performance SMT	Monitoring due July
<b>2. LOOKED AFTER CHILDREN - FOSTERING</b>			
2.1	Introduce revised recruitment materials and process	May 2004 PI: PAF B7 % LAC in family placements	Delays in printing. Material will be available from July.
2.2	Introduce out of hours support service	Sept 2004	Pilot out of hours service operates Friday to Sunday and Bank Holidays. Pilot being reviewed.
2.3	Continue focus on recruitment B&EM foster carers	Quarterly monitoring	Monitoring due July
2.4	Increase the number of shared care respite placements for Children with Disabilities	10% increase by Oct 2004	Audit in October
2.5	Continue to develop friends and family care	BV51	Dedicated kinship care workers in post. Monitoring due July
2.6	Implement the NCSC action plan for fostering service	Quarterly monitoring	Progressing well. Monitoring due July
<b>3. LOOKED AFTER CHILDREN – RESIDENTIAL CARE</b>			
3.1	Implement the NCSC action plan for Buckle Close	Quarterly monitoring	Progressing well. Monitoring due July
3.2	Development of virtual Pooled Budget for Out Borough Placements	Mar 2005	Work is in hand with partner agencies and progressing
<b>4. LOOKED AFTER CHILDREN – 16+ AND LEAVING CARE SERVICE</b>			
4.1	Continue focus on employment & training in close liaison with Connexions	PI: BV50 & BV161	Discussions taking place regarding the secondment of a Connexions worker to 16+ team.
4.2	Increase choice of accommodation with supported lodgings project; links to voluntary providers; and supported accommodation	Sept 2004	Work in hand. Audit in September
4.3	Explore peer mentoring project for Luton	Mar 2005	Discussions in hand with Princes Trust. Audit progress in October
<b>5. LOOKED AFTER CHILDREN - ADOPTION</b>			
5.1	Implement the Adoption and Children Act 2002 and related Guidance	Quarterly monitoring	Implementation as required by regulation and guidance. Monitoring due July
5.2	Implement and monitor national standards for adoption	Quarterly monitoring	Monitoring due July

<b>TASK NO.</b>	<b><u>TASK</u></b>	<b>PERFORMANCE INDICATOR OR DEADLINE</b>	<b>PROGRESS</b>
5.3	Implement Post Adoption Support programme including revised adoption allowance scheme	Quarterly monitoring	Implementation achieved. Monitoring due July
5.4	LPSA interim target to be met this year	21 adoptions by 31 <sup>st</sup> March 2005; PI: BV163	Audit to take place in September to establish progress toward target.
<b>6. LOOKED AFTER CHILDREN – EDUCATION &amp; HEALTH</b>			
6.1	Work with LLL to raise attainment of LAC through targeted support at key stage 3 & 4 & PEP's	KS4 PI: BV50 KS3: Local PI PEPS: Local PI	The current process is under review with colleagues in LLL.
6.2	Work with Health Assessment Team to meet DfES guidelines.	Quarterly monitoring	Monitoring due July
6.3	Continue to highlight the needs of looked after children in the CAMH Strategy.	Quarterly monitoring	Monitoring due July
<b>7. FAMILY SUPPORT AND CHILD PROTECTION - ASSESSMENT</b>			
7.1	Develop an information sharing protocol for IAT	May-04	Currently being piloted. Evaluation due.
7.2	Develop a pre assessment process and common assessment framework	Sept-04	Progressing well
7.3	Raise to 55% the number of Initial Assessments completed in 7 working days Sept 04	PI: QP7.2	Audit in September
7.4	Pilot the use of a simple initial assessment framework	April-04	Introduced as a pilot. Review due
7.5	Raise to 55% the number of Core Assessments completed in 35 working days	Sep-04 PI: QP7.3	Audit in September
<b>8. FAMILY SUPPORT AND CHILD PROTECTION – FAMILY RESOURCE CENTRES</b>			
8.1	Develop an extended hours service from the Family Resource Centres	Sep-04	Staff growth agreed. Recruitment to commence July/August
8.2	Increase FRC involvement with BILD to a minimum of 2 days per week	May-04	Awaiting finalisation of scheme
8.3	Further develop FRC projects in Schools to four secondary Schools	Sep-04	In hand to commence September
8.4	Implement the School liaison action plan	May-04	Achieved
<b>9. FAMILY SUPPORT AND CHILD PROTECTION - GENERAL</b>			
9.1	Allocate all cases of children on the child protection register.	Quarterly monitoring Local PI	Subject to monthly internal monitoring Currently 99.3%
9.2	Monitoring system for cases awaiting allocation to continue	Quarterly monitoring	Monitoring due July
9.3	All Court deadlines for reports to be met	Quarterly monitoring	Monitoring due July
9.4	IAT Team Manager to undertake a user survey	Completion July 2004	Completed
9.5	Implement the Hospital Liaison Worker post	Sept-04	Recruitment to commence

<b>TASK NO.</b>	<b><u>TASK</u></b>	<b>PERFORMANCE INDICATOR OR DEADLINE</b>	<b>PROGRESS</b>
9.6	Ensure 6 Social Workers complete or enrol for PQ training	Dec-04	Audit in December
9.7	Introduce a high level multi agency support service for children on the brink of care in conjunction with <b>Luton Futures</b>	March 2005	The Luton Futures project is being progressed through the secondment of a senior manager for an initial period of six months. Work progressing well.
<b>10. CHILDREN WITH DISABILITIES – SHORT BREAK AND FAMILY SUPPORT SERVICES</b>			
10.1	Create fully integrated Health and Social Care Services at Fairway	Sept 2004	In hand and progressing
10.2	Further Develop Home Based Family Support Services and Sitting Service (NCSC registration for HBFS)	March 2005	Registration and action plan in place.
10.3	Improve access to respite care and support services by implementation of eligibility criteria and care pathway through Pooled Budget and improved management of waiting lists	March 2005	In hand and progressing well.
10.4	Promote uptake of Direct Payments	Quarterly monitoring	3 Direct payment packages now in place. SW team actively promoting Direct Payment option
10.5	Undertake assessment of anticipated unmet need to identify need for budget growth	Sept 2004	Data being collected for audit in September.
<b>11. CHILDREN WITH DISABILITIES – JOINT WORKING</b>			
11.1	Work with <b>Luton Futures</b> to develop services to prevent children being placed out borough including relocation/development of Fairway	Quarterly monitoring	Luton Futures project has established a programme for development. Monitoring due July
11.2	Improve support in early years through participation in multi agency Care Coordinator Pilot and Information Sharing Pilot (BLISS)	Quarterly monitoring	Progressing well. Monitoring due July
11.3	Continue to promote good partnership working with voluntary sector	Quarterly monitoring	Monitoring due July
11.4	Review the success of the newly established Parents and Services Forum – joint agency consultation forum with parents of children with disabilities	Mar 2005	The Forum is established with agreed Terms of Reference. Meeting regularly.
<b>12. CHILDREN WITH DISABILITIES - TRANSITION</b>			
12.1	Monitor and evaluate transition processes and consider transition issues as part of Green paper implementation	Quarterly monitoring	Monitoring due July
<b>13. STANDARDS AND PERFORMANCE</b>			
13.1	Timescales for Child Protection Reviews to be brought up to 100%. This is a key PI.	Quarterly monitoring PI: BV162	Monitoring due July
13.2	Timescales for statutory reviews to be improved from 57% to 75%	November 2004 PI: QP4.0.1	Audit December

<b>TASK NO.</b>	<b><u>TASK</u></b>	<b>PERFORMANCE INDICATOR OR DEADLINE</b>	<b>PROGRESS</b>
13.3	Work towards new Local Safeguarding Children Board	As directed by Government	On agenda of ACPC
13.4	Review admin systems for LAC Reviews – all admin to be based in S&P team	October 2004	Review due October
13.5	Staffing: recruitment, re-grading and supporting post-qualifying training for existing staff	Quarterly monitoring	Monitoring due July
13.6	Reconciling performance measures with financial information	September 2004	Data being collected for review in September
13.7	Incorporation of new legislation into practice standards/ monitoring	Quarterly monitoring	Monitoring due July
13.8	To develop advocacy services in accordance with recent legislation.	Quarterly monitoring	Work in hand. Monitoring due July
13.9	Carry out specific audits as agreed with DMT: <ul style="list-style-type: none"> <li>• Unallocated audit monitoring</li> <li>• Supervision decisions placed on files</li> <li>• General file audits</li> <li>• Revisit key-worker visits/core groups</li> <li>• Action Plans from Serious Case Reviews</li> <li>• Disability audit/CP procedures</li> <li>• Data accuracy</li> </ul>	Quarterly monitoring May 2004 Quarterly monitoring May 2004 June 2004 May 2004 June 2004	Monitoring due July
13.10	Maintain monitoring of practice standards	Quarterly monitoring	Monitoring due July
13.11	Maintain monitoring of PIs	Quarterly monitoring	Monitoring due July
13.12	Complete all appraisals and record on Open Door	March 2005	Audit in October to establish progress toward target.
<b>14. COMMISSIONING</b>			
14.1	Improve commissioning through appointment to Children's Services Commissioning post	June 2004	Initial adverts unsuccessful. Solution through Carlisle being explored.
14.2	Set up contract care fostering scheme and make new bid for government funding under <b>Luton Futures</b> project	8 placements by autumn 2004;BV51	Bid submitted to DfES.
14.3	Relocate Buckle Close into 2x 4 bedded units now sites have been identified and link to <b>Luton Futures</b> Project	BV51. Project Plan end of April 2004; build over next year	Report to Executive in July re capital funding
14.4	Conduct an exercise in the comparative costing of the provision of residential care.	Sept 2004	Data being collected for audit in September.

<b>TASK NO.</b>	<b><u>TASK</u></b>	<b>PERFORMANCE INDICATOR OR DEADLINE</b>	<b>PROGRESS</b>
14.5	Implement Pooled Budget arrangements including developing Joint Commissioning Strategy in conjunction with Bedfordshire Respite Review	June 2004	Pooled budget arrangements agreed. Strategy to Children and Young Peoples Strategic Board in July
14.6	Commission Family Group Conference Service	October 2004	A re-launch of this service is being explored.
<b>15. YOUTH OFFENDING TEAM</b>			
15.1	Establish a Youth Inclusion and Support Panel in order to ensure children and young people most at risk of offending are targeted by mainstream services.	To be set up by July 2004	NACRO commissioned to undertake development work. Likely to be a pilot panel in one area of Luton capable of expanding within the year.
15.2	Reduce the re-offending rates for young people worked with by the Youth Offending Service	5% reduction by December 2004	Audit in December
15.3	Ensure 59 young people commence an Intensive Supervision and Surveillance Programme	March 2005	Audit in October to establish progress toward target number.
15.4	Instigate a case review whenever a young person receives a custodial sentence	Quarterly monitoring	Monitoring due July
15.5	Ensure 90% of Pre Sentence Reports on Persistent Young Offenders are completed within 10 working days	Quarterly monitoring	Monitoring due July
<b>16. GENERAL</b>			
16.1	Contribute to response to and implementation of Children's NSF	When NSF published	Not yet published
16.2	Contribute to the implementation of the Investors in People Action Plan.	Quarterly monitoring	The Investors in People Assessment of Children and Family Services will take place in July 2004
16.3	Contribute to the implementation of the Departmental Communications Strategy 2003-04 and the Action Plan	Quarterly monitoring	Monitoring due July
<b>17. CHILDREN'S PARTICIPATION</b>			
17.1	Support the Children's panel and Children's Rights Service	Quarterly monitoring	Children's Panel has been redeveloped and re-launched. Monitoring due July
17.2	Implement the Children's Participation Strategy	Quarterly monitoring	Implemented and training taking place
17.3	Take a pro-active role in the implementation of multi agency plans arising from the BV Review of Services to Children 0-9, and, the Green Paper "Every Child Matters" and resulting legislation.	Timescales to be decided at Children's Strategic Board July 2004	Reports to July Board on Structure, Future of Inspections, Outcomes, Partnership Development Manager, Children Bill update and Workload Planning.