

Green - task completed

Orange - on schedule for completion

Red - Target will either be unmet during this year or has changed

Section Three Performance

Commitments – Statutory Targets

Performance commitment	Targets			Owner
	Yr 1 2008/9	Yr 2 2009/10	Yr 3 2010/11	
To deliver children’s centres across Harrow by 2011	9	12	16	HOB
For all schools to be Extended Schools by 2010	75%	100%	100%	JM
Early Years Outcomes Duty targets to be met – Narrowing the Gap	34.70%	34%	33.3%	WB CA JuT
For there to be sufficient accessible and affordable childcare	7705 (increase of 283)	8126 (increase of 420)	8516 (increase of 390)	AH
BVPI 222a - Percentage of leaders of integrated early years and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above	48%	50%	60%	CA
BVPI 222b - Percentage of leaders of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development	15%	18%	25%	CA

Section Four

Work Plan 2009 - 10

Objectives	Linked Priorities	Actions	Targets/Measurement	Lead Person
<p>Targeting To ensure that our services are targeted at children and families who need our help by:</p> <ul style="list-style-type: none"> ♦Providing a range of targeted intervention services which enable children and young people to meet their full potential ♦Ensuring that Narrowing the Gap priorities are linked through all services and Action Plans ♦Recognising the importance of transition phases throughout children and young peoples development 	CSD1,2 and 8	Interface with children's services colleagues to facilitate joint working and the development of quality services within children's centres and extended schools	7 community cluster plans in place. Integrated Services Action in place with 4 key projects developed and delivered	WB
	CSD 2	Embed the plan which enhances the integration of children's centres and extended school clusters and utilizes funding streams to support children and families access provision		
	CSD 3	Consult with those identified as needing services and ensure provision is developed according to need	Disadvantaged subsidy funding is piloted in 2 clusters.	JM
	CSD 4	Analyse data to provide information about community needs	All phase 3 children's centres have consultation embedded into action plans Cluster profiles produced and used to inform planning for children's centres and extended schools	WB/HOB JM
	CSP 7 and 8	Work in partnership with other services and agencies to ensure planning is in place which supports front line workers to deliver effective transition support to children and their families	65% of children from P&V settings progressing to school do so with completed "Next Steps" paperwork	CA
			100% of clusters have in place transition programmes for children and young people	JM
			100% of children in early years with identified SEN receive a supported transition	JUT
			100% of all children who receive a supported transition remain in school in their reception year.	JUT

Objectives	Linked	Actions	Targets/Measurement	Lead
<p>Providing a range of services that enable people to take responsibility for their own health and that of their child</p>	<p>CSP7 and 10</p>	<p>Ensure that a range of early intervention and prevention health provision is available through children's centres and extended school clusters including:</p> <ul style="list-style-type: none"> ♦Breast, bottle to cup group in every cluster ♦Targeted child health promotion services in every phase 2 children's centre ♦Targeted Health Care and support is available at agreed children's centres <p>Provide a range of targeted projects in partnership with other services which address:</p> <ul style="list-style-type: none"> ♦Obesity ♦Oral health ♦Sexual health 	<p>7 Breast/bottle to cup groups up and running</p> <p>2 groups running in every operational children's centre</p> <p>Midwifery services available at 2 children's centres</p> <p>Oral health services available in 3 operational children's centres</p> <p>Obesity and sexual Health information services available in all 7 clusters.</p>	<p>HOB</p> <p>PP</p> <p>HOB</p> <p>HOB</p> <p>HOB</p>

Objectives	Linked Priorities	Actions	Targets/Measurement	Lead Person
<p>Accessibility To provide a range of intervention and prevention services delivered at the heart of the community by:</p> <ul style="list-style-type: none"> Analysing need through consultation with children, young people, partners and the community Developing appropriate service provision to meet identified needs in health, wellbeing, achievement and attainment Communicating and marketing the availability of services 	<p>CSD7 and 10</p>	<p>Deliver the Childcare Sufficiency Action Plan</p>	<p>All targets in the CSA are achieved and the CDPG meets at least termly to monitor progress</p>	<p>AH</p>
		<p>Ensure robust consultation processes are in place for the development of service plans for all Phase 3 children's centres.</p>	<p>Service delivery plans in place for all centres</p>	<p>WB</p>
		<p>Ensure monitoring and evaluation processes are in place for all services and activities</p>	<p>100% of services and activities are monitored and evaluated</p>	<p>WB/JM</p>
		<p>Ensure service level agreements are in place with a range of partners to deliver services in line with the children's centres and extended school core offer.</p>	<p>100% SLA in place and owned by a lead officer by April 2008</p>	<p>WB</p>
		<p>Continue the service level agreement with EMAS and HAVS to ensure service provision meets the needs of particular ethnic communities</p>	<p>50% increase of vcoss involved in extended schools</p>	<p>JM</p>
<p>Ensure all services have marketing activity in place which promote all services and ensure take up</p>	<p>3 year marketing strategy in place by April 2008</p>	<p>JET</p>		
<p>Quality To enable every setting and service to be a "good" setting and service by:</p> <ul style="list-style-type: none"> maintaining and further developing a multi skilled, well trained and well qualified workforce 	<p>CSD 7</p>	<p>Continue the partnership with Further Education colleges and other training providers to provide a range of qualifications courses for practitioners</p>	<p>48% Numbers of leaders qualified to level 4</p>	<p>CA</p>
		<p>Provide a diverse training programme for all early years foundation stage practitioners</p>	<p>4 days training for all practitioners</p>	<p>JUT</p>
		<p>Continue to target support to early years and childcare settings to achieve high quality provision</p>	<p>75% to achieve a 'Good' outcome or better from Ofsted Number of graduates and EYPS to increase by 50 % each year</p>	<p>CA/PSL A team</p>
		<p>Launch 'What is a Good Children's Centre' framework and develop the business framework to market the framework.</p>	<p>2 centres to achieve WiaGCC Certificate</p>	<p>HOB/WB</p>

Objectives	Linked Priorities	Actions	Targets/Measurement	Lead Person
<p>♦Facilitating talking across the services and with partners</p>		<p>Develop "What is a good Extended School?" self evaluation audit tool</p>	<p>Developed by June 2009</p>	<p>HOB/JM</p>
		<p>Develop "What is Good Childminding?"</p>	<p>Developed by September 2009 /new date spring 2010</p>	<p>AH</p>
		<p>Develop and deliver a Somali workforce project which provides opportunities for those who are under represented in the workforce to gain knowledge and skills required for employment in the early years arena</p>	<p>12 additional Somali adults trained and in employment in early or primary education by 2011</p>	<p>CA/JC</p>
		<p>Identify volunteers or staff from other groups that are vulnerable or where practice is poor and deliver bi-lingual training in the principles of the EYFS</p>	<p>Mentor's reports indicate improved practice by staff already in employment Six additional adults from vulnerable communities trained and in employment by 2011</p>	<p>CA/JC</p>
		<p>Review and update the Early Years Outcomes Duty action plan in line with the Narrowing the Gap Framework.</p>	<p>Early Years Outcomes duty Plan in place with associate targets.</p>	<p>WB</p>
		<p>Support EYCC settings and schools to work in partnership with parents/carers by facilitating curriculum workshops for parents and staff</p>	<p>7 curriculum workshops held</p>	<p>CA/JC</p>
<p>Embed the inter-agency project group structure</p>	<p>Project groups meet at least termly with 80% attendance</p>	<p>WB</p>		

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<p>Ensuring that Integrated Early Years and Community Services is high performing by:</p> <ul style="list-style-type: none"> ♦Building strong partnership working protocols and practices ♦Supporting the development of co-delivery and co-location to enhance service delivery 	<p>CSP 2, 7 and 9</p>	<p>Deliver on the actions from the Customer Service Excellence Charter Mark action plan</p> <p>Establish co-location opportunities for staff from partner agencies</p> <p>Have in place an Inter-agency training programme which develops a high performing workforce</p> <p>Common Assessment Framework developments are full supported and embedded into all IEYCS service areas</p> <p>Provide a range of forums which provide opportunities for learning through the sharing of best practice and knowledge</p> <p>Ensure a Narrowing the Gap Action plan is in place which identifies and monitors the targets for the Early Years Advice and Support Team</p> <p>Develop cluster community forums which provide opportunities for all key partners to come together and improve service delivery for children and families.</p>	<p>Customer Service Excellence Charter Mark is maintained</p> <p>9 Phase 2 CC by 2009 7 Phase 3 CC by 2011</p> <p>30% take up of course places</p> <p>30% of courses run in community locations</p> <p>CAF used by all children' centres and connected staff</p> <p>6 forums per year with 40 % of settings represented</p> <p>7 cluster community forums developed by 2009 meeting 3 times per year.</p>	<p>JET</p> <p>WB</p> <p>WB/Training co-ordinator</p> <p>HOB</p> <p>WB/CA</p> <p>WB</p>

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<p>Value for Money To work effectively and efficiently to provide services that are value for money by:</p> <ul style="list-style-type: none"> ♦ Having a co-ordinated approach to commissioning which avoids unnecessary duplication ♦ Agreeing aims, objectives and outcomes for service delivery with partners and stakeholders ♦ Measuring impact through robust monitoring and evaluation of outcomes 	CSP 6	<p>Embed the new IEYCS partnership structure</p> <p>Ensure all service level agreements are owned by a lead officer and are monitored regularly</p> <p>Embed the use of the E-Start database to track all aspects of service provision within children's centres</p>	<p>All project groups have action plans in place with associated targets. Attendance at project groups is 80%</p> <p>Targets in all SLAs are met</p> <p>SLA monitored six monthly</p> <p>Monthly analysis of reports to track trends and assesses the reach of services</p>	<p>WB</p> <p>WB</p> <p>PR/HOB</p> <p>SM</p>
<p>Children at the centre To ensure that the voice of the child is central to the development of all service provision</p>	CSP 20	<p>Work with the NCB consultation and Participation Unit to develop a joined up Integrated Participation Strategy</p>	<p>Integrated Participation Strategy in place</p> <p>Participation Action Plan in place</p>	WB/WF