The Emerging Priorities Facing Children's Services – C4EO Final Report

THE EMERGING PRIORITIES FACING CHILDREN'S SERVICES

FINAL REPORT

January 2011

1   Introduction

This report provides findings from desk-based research to identify the emerging key priorities facing Directors of Children's Services and organisations delivering children's services in England over the past six months and looking forward for the next 24 months.

The drivers for change and for setting priorities in delivering services and improving outcomes often result from either a failure to protect or to improve outcomes for children and young people, or for economic reasons. The roadmap for children's services at present is one of significant change affected by a range of events, guidance, reviews and legislation, as detailed in this report and illustrated in Appendix A. This context of rapid change has been recognised in recent research carried out by the National College for the Association of Directors of Children's Services (ADCS)[1], which is due to be published in February 2011, and Ofsted, in their Annual Report 2009/10[2] published in November 2010 which stated that:

This year, the context in which providers are working has changed markedly…. The global economic downturn is being felt across all sectors but, perhaps, most keenly by young people who are leaving schools, colleges and universities and entering the job market for the first time. The public sector is facing sharp spending cuts. These concentrate minds on identifying priorities and efficiencies and on the challenge of maintaining support for front-line services.

2   Methodology

A range of information sources were analysed to determine the 'top ten' emerging priorities. In referencing these, hyperlinks have been provided within this document to allow the reader easy access to more detail.

These sources are:

a)   C4EO targeted support assignments received, or in progress, anytime between July 2010 and January 2011.

b) C4EO notes of visits to local authorities and discussions with Directors of Children's Services, their management teams and senior managers between July 2010 and January 2011.

c) Publications, press releases and current knowledge from a range of national children's services organisations. These include the Department for Education (DfE), the Association of Directors of Children's Services (ADCS), Ofsted and other national sources as listed in the reference section of this report.

d) Recent and forthcoming government legislation, guidance and Ministerial speeches.

e) Media articles including CYP Now, Local Government Chronicle, Community Care.

The most prevalent and/or significant priorities facing children's services are shown in Section Four together with brief commentary where appropriate. Prevalence has been determined by how frequent it has been stated as a priority (e.g. from C4EO tailored support, the most common requests). Significance has been determined by the effect on children's services in terms of complexity and/or resource pressures.

Although the methodology used to gather this information is based on a variety of different sources, an element of subjectivity as well as the local and regional variation may also exist.

3 National context and priorities

Legislation and national guidance have largely set the priorities for children's services over the past ten years from The Children Act 1989 through Every Child Matters and The Children Act 2004 and 2006, Education and Skills Act 2008 to more recent legislative and structural reforms including no less than three significant pieces of legislation in Parliament in the last two months alone (The Localism Bill[3], The Health & Social Care Bill[4], and The Education Bill 2010-11[5]).

3.1 Department for Education

The Department for Education Business Plan 2011-2015 was published in November 2010, and is a key document in determining central government-led priorities for children's services organisations. Their Structural Reform Priorities are to:

- Increase the number of high quality schools and introduce fair funding. Learning from the international evidence, provide parents with more choice between high quality schools, give all schools more freedom, and reform funding arrangements to be fairer, more transparent and to deliver value for money.

- Reform the school curriculum and qualifications. Ensure that all children gain the knowledge they need to prepare them for adult life, through a reformed National Curriculum and more robust academic and vocational qualifications up to the age of 19.

- Reduce bureaucracy and improve accountability. Trust those who work in schools and other services, replacing the current system of Whitehall bureaucracy with autonomy for professionals and more focused accountability.

- Train and develop the professionals who work with children. Recognising that the quality of the workforce is fundamental to all other reforms, reform teacher training, professional standards, and pay and conditions, and also improve social worker training, capacity and retention.

- Introduce new support for the Early Years by retaining a universal offer, while also ensuring that services and opportunities reach those in greatest need.

- Improve support for children, young people and families, focusing on the most disadvantaged. Help children to fulfil their full potential, by supporting families and focusing support on improving the lives of the most vulnerable children.

3.2   The Association of Directors of Children's Services

The ADCS Annual report 2009/10 stated that their priorities for 2010/11 were "preparing for change". This included changes necessary through the retrenchment in public sector funding; transfer of responsibility and funding for 16-19 education provision to local authorities; the changes and freedoms that may emerge from Total Place, or the change from a new government.

The three ADCS headline policy priorities at the time of publication were:

- Every Child Matters – the next five years: building on the achievements of ECM.

- Working together more efficiently, mindful of the vulnerability of children, young people and families in poverty, to reduce the impact of the recession and cuts in public service funding on front line services.

- System leadership: preparing for change – influencing a new government, place-shaping, and rising to the challenge of educational leadership 0-19.

In addition, ADCS have three key principles guiding their work during 2010/11:

- Think Family – improving outcomes for children and young people means looking holistically at the wellbeing of families and local communities too.

- Improve further members' participation in the work of the Association.

- Continue commitment to working from evidence of what is most effective in making the greatest contribution to positive outcomes for children, young people and their families.

The ADCS also urge a radical reduction of regulation, guidance and processes, and the need for a more flexible and local approach to the commissioning, design and delivery of services for children and young people.

Although these priorities were set at the beginning of 2010/11 and prior to recent events affecting children's services, they continue to be relevant and ADCS continue to articulate challenges and priorities facing Directors of Children's Services.

> *"Children's services departments will be working hard to define their priorities, reduce running costs and redesign services to cope with the pressures imposed by the overall funding reduction over the next four years, at a time of rising demand for some of the most expensive child protection services."* **ADCS response to the local government finance settlement, 13 December 2010**

3.3 Health Services

The Health and Social Care Bill, introduced in Parliament on 19 January 2011, brings in significant changes and sets out the duties and responsibilities for local authorities, GP consortia, and the NHS Commissioning Board. The next few years will see transformation within the health service and local authorities in two main areas.

There are two health white papers: *Healthy Lives, Healthy People*[6], and 'Equity *and excellence: Liberating the NHS*[7]' which outline the government's long term vision for the NHS. This includes future proposals to move around £4billion of public health funding to local government control and give Directors of Children's Services responsibilities for public health policy, and on 15 December 2010, the Secretaries of State for Health and for Communities and Local Government wrote to all local authorities to underline the important strategic leadership role for councils in developing new health and wellbeing boards, which are to improve health and care services and the health and wellbeing of local people. Subject to Parliamentary approval, health and wellbeing boards will be established from 2013 following a period of transition starting in 2011/12. Some local authorities have already started work integrating health functions into the LA.

Transformation of the way health services are commissioned and provided with the abolition of PCTs and commissioning being placed in the hands of GP commissioning groups from 2012 will introduce GPs as more intrinsic partners in commissioning and operation of children's service partnerships.

3.4 Children's Trust Board and Local Safeguarding Children Board priorities

In addition to these substantial changes within the health service, the changing priorities of other children's services partners within the Children's Trust and other partnerships are likely to affect the challenges and priorities facing Directors of Children's services.

4 The top ten current priorities

The top ten priorities emerging from the analysis are not listed in any order of importance. They can be grouped into three inter-related themes, the first being the major challenge facing local authorities at present:

- Implementing the Comprehensive Spending Review

- Management and organisational change.

- Improving outcomes for children and their families

Priorities are however, to a large extent inter-related and inter-dependent and likely to require a joined-up approach to delivery. Not only do local and national priorities impact on each other in terms of their drivers and solutions, but there is additionally a dependence across organisations including the voluntary sector.

TOP TEN PRIORITIES

1. Implementing the Comprehensive Spending Review and financial pressures – the challenge of making cost savings (including staff redundancies) whilst continuing to meet the needs of children, young people and their families.

This is the current top priority for local authorities and an over-arching driver for other priorities. Media and professional bulletins regularly report on local authority cuts and restructuring at present and it is frequently cited by Directors as their key challenge. Solutions being implemented by local authorities include closure or restructuring of children's centres; reduction in youth services and support services; integration of services and de-commissioning.

Reductions in funding also appear to be affecting voluntary organisations. Anecdotally, some local authorities report that voluntary organisations supporting children and young people and their families are experiencing a reduction in grants and funding streams which will hamper their ability to provide services and which could impact on local authority services and potential undermining of the government's Big Society agenda. This is reinforced by a survey of 119 adult care and children's charities undertaken by Community Care[8] which found that two-thirds have seen their total funding from councils cut and 41% have shed staff in 2010-11. Community Care report that the situation is expected to worsen in 2011-12 with 89% expecting to see their overall funding reduced and 82% anticipating making job cuts.

Management & Organisational Change

Whilst restructuring of children's services is not new, many authorities currently see management and organisational change as a way to deliver the cost savings required and achieve other priorities and are planning to change the way in which services are delivered.

2.   Greater integration and collaboration across boundaries

Some local authorities have already been integrating their children's services into multi-agency and/or locality teams or developing business partnerships with the private sector over the past few years. There are five ways that integration or collaboration is currently a priority:

a)   Children's services divisions and services. Integrated teams and localities, especially in relation to family support and early intervention services. Integration of education, social care and health services into multi-disciplinary teams.

b)   Adults' services. Some authorities are reverting to a combined Adults/Children's Director and some have become Directors of People, taking on services such as Leisure, Regeneration and Communities.

c)   Health services. The transformation of health services and the impact on children's services has already been described in Section 3.3. Some local authorities are already integrating public health as well as other health services into the local authority (e.g. health visitors and services for children with additional needs).

d)   Partnerships with private sector or contracting out services such as business support, IT services.

e)   Mutuals. This is an umbrella term covering organisations in which members are the dominant shareholder (akin to John Lewis model). It is part of the Government's Big Society Agenda and reinforced in the Coalition Agreement to "*give public sector workers a new right to form employee-owned co-operatives and bid to take over the services they deliver. This will empower millions of public sector workers to become their own boss and help them to deliver better services[9].*" Twelve pathfinders were announced in August 2010, including some that include children's services and predominantly in London Boroughs.

3.   Implementing Total Place, The Big Society and Place Based Productivity

The three overarching initiatives of Total Place, The Big Society and Place Based Productivity are very much linked to Priorities 1 and 2 above.

Introduced under the previous government, the Total Place initiative looks at how a 'whole area' approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency[10]. The findings from the thirteen pilots were published in February 2010.

Building on this is the Coalition Government's 'Big Society' agenda which some authorities are struggling to implement according to research undertaken by Deloitte[11]. The Localism Bill, which underpins the coalition government's Big Society plan, by outlining the conditions under which community groups and volunteers could take over the management of many local public services, devolves a huge range of new powers and freedoms to councils and residents, introduces new local leadership models, overhauls the planning system and gives communities greater control.

There are also currently nine workstreams to Place Based Productivity Programme – the Local Government Group's response to budgetary challenges, one of which is Children's Services.

4. Identifying new models of practice in specialist and targeted services.

Targeted and specialist services are historically the most costly, reaching few children and young people with high needs, at a high cost. Local authorities are trying to find ways to restructure, and in some cases reduce or re-provide these services using different models. Again, this is connected to other priorities as a way of delivering services in a more cost effective manner. This is reinforced by the ADCS in their annual report:

"New models of practice are required in specialist and targeted services which must include the de-construction of the existing complex and burdensome guidance and regulatory frameworks, if progress is to be made in re-modelling these services. Ostensibly models of practice remain profession specific and resource hungry".

5. Having the right business tools to generate the necessary change and improve outcomes. Ensuring commissioning (and de-commissioning) is based on:

a) *The needs of the population and robust evidence.*

A concern for local authorities is ensuring that services are commissioned, and perhaps more critically given the challenges of the comprehensive spending review, decommissioned appropriately and based on evidence. C4EO have received requests to assist with conducting needs assessments for themes such as child poverty and disability which goes beyond data collection and analysis. This includes offering guidance; challenge, overview of analysis; workshops and providing research reviews of what works. The ADCS have also raised the importance of having local, robust knowledge to ensure services are directed where, and to whom, they are required.

Another emerging area related to having robust assessment of need and inked to Priority 8 below, is identification of families accessing multiple services or with multiple problems and the challenge for children's trusts is undertaking the mapping to identify these families and information sharing across partners. C4EO has received tailored support requests to assist local authorities develop methodologies for doing this and understanding who their 'high

needs' families are. Ways of approaching this are by undertaking case matching on a certain day; mapping households getting 3 or more services; mapping vulnerabilities to find households with multiple factors.

b) *Measuring impact and outcomes associated with changes taking place or that need to take place, including cost effectiveness and social return on investment.*

Identifying unit costs is not new for local authorities. Organisations such as PSSRU, Loughborough University, Families Intervention Project and the first three DfE 'children in need census' all identify unit costs in children's services, among others.

However, measuring and assessing the effectiveness of a service or intervention by measuring unit costs and impact to determine 'what works best for the least money' is a current area of development for many local authorities and seen as a tool for achieving many of the other priorities they face. The Cabinet Office published 'A guide to Social Return On Investment in 2009[12] and C4EO launched their own cost effectiveness tool[13] using this model in July 2010 which has received 25 expressions of interest with C4EO working on 12 local authority cost effectiveness projects at present.

A key priority is to understand not just 'what works' but 'what works best for the investment involved'. Children's services managers can be seen as 'investment portfolio holders' putting resource into services on the basis of an expected return (i.e. outcomes that translate into savings). Children's services will need to know in a much more sophisticated way what delivers best impact for their money to inform their investment choices and where possible, which interventions provide the greatest range of benefits (i.e. one input, multiple outcomes).

6. Education and Skills: comprehensive programme of reform for schools

Michael Gove stated at the Education World Forum on 11th January 2011 that a period of schools reform is taking place:

"with attention to improving teacher quality, granting greater autonomy to the front line, modernising curricula, making schools more accountable to their communities, harnessing detailed performance data and encouraging professional collaboration."

In the last year, and highlighted by ADCS as a priority, local authorities had to implement new duties for 16-19 education following transfer of services from the Learning and Skills Council.

There has been a growth in the number of academies (10% of secondary schools are now academies) with more schools forecast to change status in the next few years in accordance with government policy. Arrangements for transfer of schools to academies, as well as working with them, will be a priority for many Directors of Children's Services as well as a driver for other priorities in that this could have an effect on reducing finances for local authority schools and central education services currently provided by the local authority.

An overhaul of the national curriculum to be implemented 2013/14 recently announced will replace the current curriculum with one based on "the best school systems in the world" and will

consider what subjects should be compulsory and at what age, as well as their content.

Whilst policy and delivery of education and management of schools is changing and will be a key priority for Directors of Children's Services, there is no clarity about what the new education system will look like until the current review of the national curriculum is completed.

Improving outcomes for children and their families

7.   Ending Child Poverty

Meeting the national target to eradicate child poverty is an existing priority for the majority of local authorities, reflected in their Children & Young People's Plans, support and guidance provided by the Child Poverty Unit and a call on 21 December 2010 for views towards a new strategy[14].

It is the theme of 35 tailored support requests to C4EO to assist in undertaking needs assessments, writing strategies, facilitating workshops and implementing local plans. This priority is expected to become more challenging as the effects and implication of the current economic climate are felt. For some local authorities, the effect of the economic climate, including unemployment rates, will make reducing child poverty more challenging.

8.   Working with families with multiple problems or highly resistant families

C4EO has received a number of tailored support requests in this area or it has been cited as a priority by local authorities on visits. In terms of national priorities, this has very recently been reinforced by the Prime Minister on 10th December 2010[15] who set out the government aims for better support to families with multiple problems and 'tailored support to the whole family' following publication of evaluation of family intervention projects.

In addition, there has been recent identification of families who are 'non compliant' on safeguarding issues or highly resistant to engaging with professionals. Again, a subject of C4EO tailored support and a number of Local Safeguarding Children Boards are commissioning work to understand this and generate workforce development initiatives in response.

9.   Responding to the rising demand for social care services and safeguarding pressures.

A significant proportion of local authorities have seen rising numbers of referrals, initial assessments, children subject of child protection plans and children looked after in the last two years. This challenge was researched by the ADCS in 2010[16] and Ofsted in their Annual Report[2] confirm that the system of social care for children is under very considerable pressure and there is great variation in the effectiveness in which that pressure is managed.

C4E0 has recently added safeguarding to its tailored support themes, and in the past two months have received 15 safeguarding tailored support requests as well as requests to assist with reducing numbers of looked after children through intensive family support. Some of these tailored support requests are as a result of an Ofsted safeguarding inspection or peer review and some local authorities have expressed their view that this type of support at this time is valuable.

10. Early intervention – avoiding high cost, high need services by providing earlier intervention to children and their families, as well as making best use of the new Early Intervention Grant.

Early intervention is a priority for nearly all local authorities at present and is likely to continue to be as they come to grips with the new Early Intervention Grant as well as recent knowledge publications of 'what works' and the Graham Allen Review[17] which recommends introduction of an Early Intervention Foundation and promises a second report in the spring on alternative funding mechanisms.

Whilst early intervention is a priority in itself, it can also be seen as a solution to some of the other priorities. If successfully achieved, cost savings are made, services to families with multiple problems are provided through an integrated approach and safeguarding pressures are reduced.

However, protecting early intervention and universal services within the new Early Intervention Grant is also seen as a challenge and priority despite Ministerial reassurances that there is sufficient funding to protect Sure Start and Short Breaks services within the grant. A survey of 917 children's centre managers conducted by 4Children and the Daycare Trust[18], found that over the next twelve months, 7% of respondents said they will be forced to close, while 56 per cent will have to provide a reduced service.

5   "On the horizon": emerging future priorities

The ADCS have commented that not only are children's services departments experiencing significant budget cuts, but there are a number of reviews and work streams outstanding that could fundamentally change the way some of the core work is delivered. In order for children's services organisations to be clear about working towards understanding, and achieving their future priorities, they need to have clarity about the changes to schools, inspections, health service provision and children's social care.

Looking ahead, the following will feature greatly in children's services priorities:

5.1 **Social Work reform:**   Implementing recommendations from the Munroe Review and subsequent national guidance once published could significantly change the face of front line social work delivery.

5.2   **NHS reforms:** Already outlined in section 3.3 of this report, future priorities for children's services in terms of the implementation, and the implications of, NHS reforms including the current Health and Social Care Bill are yet to fully unfold. In *Achieving equity and excellence for children[19]*, published in September 2010, the Department of Health outlines how changes being made to the NHS will help meet the needs of children and young people.

5.3   **Workforce reform and leadership:** including implementing findings of the National College in respect of succession planning in Children's services where the 'local solutions' approach

highlights the differing context in the regions, and the progress of the work of the social work reform board.

5.4 **A growing child population:** Future population projections from the Office for National Statistics show that the size of the under 18 population is predicted to grow by 5.5% from 2008 to 2019 and 11.6% by 2033.[20]

6 Regional and local variations

Priorities based on government policy will be applicable to all authorities, but there may be regional variations and local priorities which, for particular regions or authorities, are equally as important. An example of this concerns local authorities in London where the population is set to increase at a greater rate than other regions and some of the most significant financial cuts have been made. In a report from the London Mayor, *Early Years Interventions to Address Health Inequalities in London – The Economic Case*[21], published on 14 January 2011, argues that investing in early years programmes can have significant benefits in terms of health, education, crime and other outcomes.

Additionally, there are local variations in the effect of the current economic climate, the impact of local authority level funding variances from 2011/12, the need to improve specific outcomes for children and their families which may be failing and the impact of external inspection.

For six local authorities, the scrapping of Building Schools for the Future (BSF) has continued high profile as they take the Government to Judicial review.

7 Emerging Opportunities

When looking at the emerging drivers and priorities for children's services, it is important to also identify emerging opportunities, just three of which are identified here.

7.1 The potential benefits and cost savings that can achieved through leaner business processes using IT and 'cloud computing':

Technology analyst Ovum[22] has predicted that 'the cloud' and business process outsourcing will help the government become more efficient in it's IT and will be two of the key trends aimed at driving efficiencies in government IT in 2011. Jessica Hawkins, Ovum analyst and author of the report, stressed the importance of adopting a long-term vision to delivering more efficient services than changing to "knee-jerk cost-cutting measures"

This was reinforced by Councillors who took part in a ComRes poll for technology association Intellect23 who felt that councils will become more reliant on technology to deliver public services, now they are faced with deep cuts. The survey found that 88 per cent of Councillors expected local government to look for more innovative ways of delivering public services for less, with 95 per cent of Councillors expecting to see staff reductions.

7.2 Knowledge base around 'what works' in terms of outcomes for children and their families, as well as business management.

There is a substantial knowledge base and examples of good practice across many areas of children' services which local authorities and children's services organisations can use not only to save re-inventing the wheel and the costs attached to development from scratch, but in also ensuring evidence-based best practice is implemented.

There are also authorities adopting what have historically been private sector business management methods such as LEAN, to develop whole area improvements.

7.3 New inspection framework and changes to date and performance reporting

The government's decision to scrap both the annual assessment of children's services departments and the National Indicator Set, aims to remove bureaucratic burdens on local authorities. Implementing any new system of inspection and the need to continue to produce and use service information and data (as evidenced in priority 5) could either be an opportunity or an additional burden, but this is as yet unknown.

8   The evidence of emerging priorities from C4EO

C4EO has received over fifty requests for tailored support in the six months between July 2010 and January 2011, across all themes and has over 150 local assignments in progress at some stage during that period. Local authorities and children's services organisations have requested C4EO's support in specific service areas including change management methods; offering a challenge or critical friend role and providing quality assurance, audits and evaluations; providing training and workshops; assisting in needs assessments and writing strategies, undertaking cost effectiveness assignments.

9   Conclusion

The emerging top ten priorities for the Directors of Children's Services from this analysis are clear and probably as expected around reducing costs, implementing national policy and improving outcomes for certain groups of children, young people and their families. They are inexorably inter-linked and inter-dependent. Children's services organisations do not face distinct, clearly defined priorities at present and many of the challenges they face and the work required to achieve their priorities is largely driven by legislation, national policy and funding settlements.

Appendix A shows a timeline of some of the events, drivers and priorities facing children's services at a strategic level and, although by no means complete, the level of change required over the past few years, and into the next two years provides the basis of a 'roadmap'.

Identifying the key emerging national priorities does present challenges as it changes regularly, and these top ten priorities can only be a 'snapshot' based on today's knowledge. Whilst there has been six months of significant change for children's services, the need to continue to change will not abate, due to the significant number of reviews and legislation yet to be implemented. In addition, the challenges facing whole communities and local authorities, of which children's services is just a part, will affect how children's services priorities are determined and the solutions presented to deliver these.
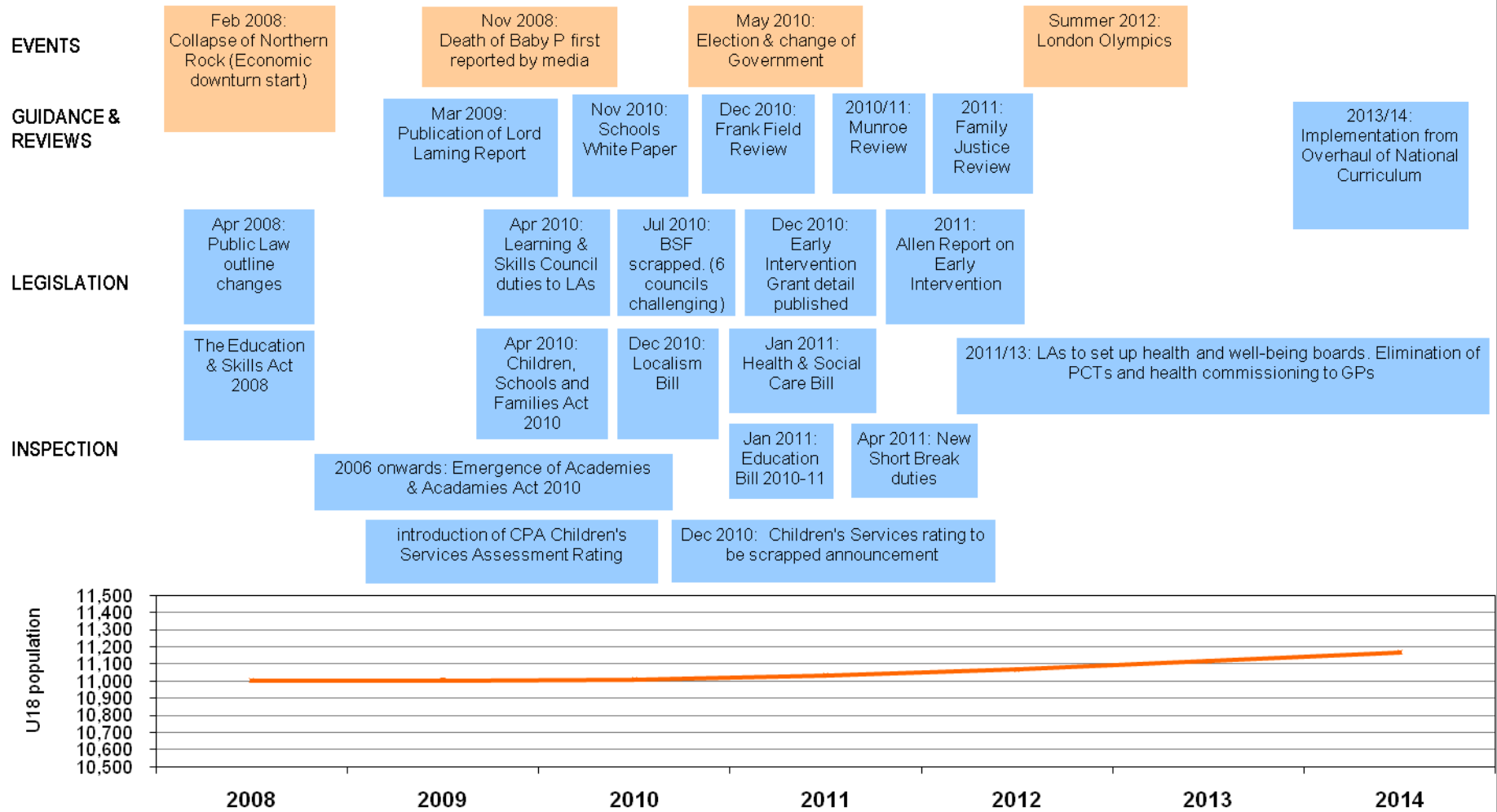
In addition, future national priorities and the outcome of reviews which are, as yet, unknown, provide Directors of Children's services with 'half a jigsaw'. Ofsted's Annual Assessment of Children's Services provides the baseline as to how local authorities have responded to past and current priorities, and identified where improvements are required. The ADCS suggests that sector led support has a real role in helping local authorities make sense of these future improvements and emerging priorities.

"…it is now vital that a sector-owned improvement infrastructure is developed to complement the analysis of problems with the provision of solutions to these challenges." **ADCS response to Ofsted annual assessment of Children's services**, **9th December 2010**

Speaking on 25th November 2010 at the 'Efficiency & Reform; Preparing for Change' conference, David Clark, Director General of SOLACE, referred to the future challenge for local government following the Comprehensive Spending Review - in reducing costs and driving efficiencies in people, plant and contracts:

"This is a paradigm shift. It is never going to be the same again and we don't know exactly what it is going to look like. The world is changing and it is changing forever, but I know it is a change that can be managed. It is a big ask from central government, but in local government it is my view that we attack those three things and we are thoughtful about what it is we can keep doing, what it is that has to go and that we do not give in.[24]

Legislation and events impacting on priorities for children's services

EVENTS

Feb 2008: Collapse of Northern Rock (Economic downturn start)

Nov 2008: Death of Baby P first reported by media

May 2010: Election & change of Government

Summer 2012: London Olympics

GUIDANCE & REVIEWS

Mar 2009: Publication of Lord Laming Report

Nov 2010: Schools White Paper

Dec 2010: Frank Field Review

2010/11: Munroe Review

2011: Family Justice Review

2013/14: Implementation from Overhaul of National Curriculum

LEGISLATION

Apr 2008: Public Law outline changes

Apr 2010: Learning & Skills Council duties to LAs

Jul 2010: BSF scrapped. (6 councils challenging)

Dec 2010: Early Intervention Grant detail published

2011: Allen Report on Early Intervention

The Education & Skills Act 2008

Apr 2010: Children, Schools and Families Act 2010

Dec 2010: Localism Bill

Jan 2011: Health & Social Care Bill

2011/13: LAs to set up health and well-being boards. Elimination of PCTs and health commissioning to GPs

INSPECTION

Jan 2011: Education Bill 2010-11

Apr 2011: New Short Break duties

2006 onwards: Emergence of Academies & Acadamies Act 2010

introduction of CPA Children's Services Assessment Rating

Dec 2010: Children's Services rating to be scrapped announcement

U18 population

	11,500
	11,400
	11,300
	11,200
	11,100
	11,000
	10,900
	10,800
	10,700
	10,600
	10,500

2008   2009   2010   2011   2012   2013   2014

Source of data: Subnational Statistics Unit, ONS. Crown Copyright.

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