Supplementary Agenda



Educational Services Committee

Date: Wednesday, 9 June 2021

Time: 10:00

Format: Zoom Video Conference

Contact: Scott Kelly, Committee Officer

Email: scott.kelly@west-dunbarton.gov.uk

Dear Member

ITEM TO FOLLOW

I refer to the agenda for the above Meeting of the Educational Services Committee which was issued on 27 May 2021 and now enclose a copy of the undernoted report which was not available for issue at that time.

Yours faithfully

JOYCE WHITE

Chief Executive

Note referred to:-

13 WEST DUNBARTONSHIRE COUNCIL'S INTEGRATED CHILDREN'S SERVICES DELIVERY PLAN 2021-23

253 - 275

Submit report by the Chief Education Officer providing an update on the Integrated Children's Services Plan 2021-2023.

Distribution:

Councillor Karen Conaghan (Chair)
Councillor Jim Brown
Councillor Ian Dickson (Vice Chair)
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Councillor Diane Docherty
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Councillor John Mooney
Councillor Sally Page
Councillor Martin Rooney
Councillor John Mooney
Councillor Sally Page
Councillor Martin Rooney
Mrs Barbara Barnes
Mr Gavin Corrigan
Miss Ellen McBride
Ms Hannah Redford
Miss Sheila Rennie
Ms Julia Strang
Ms Kat Wilson

All other Councillors for information

Chief Education Officer

Date of Issue: 2 June 2021

WEST DUNBARTONSHIRE COUNCIL

Report by Laura Mason, Chief Education Officer

Educational Services Committee: 9th June 2021

Subject: West Dunbartonshire Council's Integrated Children's Services Plan

2021-23

1. Purpose

The purpose of this report is to:

• update members on the Integrated Children's Services Plan 2021-2023.

2. Recommendations

Members of the Educational Services Committee are asked to:

- note the Integrated Children's Services Plan 2021-2023 and
- note the Strategic Priorities (Appendix1 Integrated Children's Services Plan 2021-23)

3. Background

- **3.1** Through multi-agency planning, the Integrated Children's Services Plan aims to reflect the Local Outcomes ambitions by ensuring:
 - all WDC children have the best start in life and are ready to succeed;
 - families are supported in accessing education, learning and attainment opportunities and
 - improved life chances for all children, young people and families.
- 3.2 The joint plan will be reported through the Nurtured Delivery and Improvement Group to the Community Planning West Dunbartonshire Board. Nurtured Group membership consists of partners from Educational Services, HSCP, Housing and Employability, Police Scotland, Scottish Fire and Rescue Service (SFRS), third sector partners, Youth Alliance, Champions Board, Community Voluntary Service (CVS), Skills Development Scotland (SDS) and The Scottish Children's Reporter.
- 3.3 The plan embeds the principles of Getting It Right For Every Child (GIRFEC) and ensures the United Nations Conventions of Children's Rights (UNCRC) is central to the development of supports, services and engagement with all stakeholders.
- 3.4 The plan was delayed as a result of the impact of the COVID-19 pandemic in order to allow time to evaluate its impact on our communities and to re-align our focus reflecting identified needs.

3.5 Consultation with children, young people and their families has been reflected in the plan; ensuring that their voice, views, experiences and contributions are clearly reflected. Members of the Youth Alliance and Champions Board are integral to our Nurtured DIG and central to the review and evaluation processes of our plans as we progress.

4. Main Issues

- 4.1 Partners have reflected upon the impact of COVID on our children and families and agree our priorities should be aligned to needs identified and reflect local and national expectations on supporting children and young people. These are: addressing the challenges of poverty, mental health and providing early family help, whilst ensuring the voices of those we serve are integral to the processes.
- **4.2** National priorities reflected in the plan include:
 - the integration of the Community Mental Health and Wellbeing Supports and Services Framework;
 https://www.gov.scot/publications/children-young-peoples-mental-health-task-force-recommendations/.
 - United Nations Convention on the Rights of the Child https://beta.parliament.scot/bills/united-nations-convention-on-the-rights-of-the-child-incorporation-scotland-bill;
 - The findings of the National Care Review as detailed in The Promise https://thepromise.scot/;
 - The Additional Support for Learning Review; https://www.gov.scot/news/improving-additional-support-for-learning/
 and
 - the Getting It Right For Every Child (GIRFEC) review <u>https://www.gov.scot/publications/getting-right-child-practice-development-panel-report/.</u>
- 4.3 The national objectives of the Scottish Attainment Challenge, the Early Years Expansion Programme and the Scottish Government's Youth Employment Strategy are reflected in the plans; ensuring joint working to support those most vulnerable and at risk of missing out.
- 4.4 The plan consists of seven key outcomes, under which partners have identified priorities and focussed supports and interventions. These align with the GIRFEC wellbeing indicators and demonstrate clear articulation with the UNCRC:
 - We will ensure the wellbeing and safe care of all children and young people
 - We will ensure all children and young people have equitable access to appropriate health provision, and advice;
 - We will improve achievement and attainment for all children and young people;

- We will ensure that all children and young people have a safe and stable home environment;
- We will respect the voices of all children and young people in their life choices;
- We will develop the engagement and participation of children and young people in all aspects of their lives and
- We will ensure all children and young people are empowered to overcome barriers to inclusion and have equitable access to opportunities.

5. People Implications

5.1 There are no people implications as a result of this report. However, it is essential that partners re-align resource allocation and priorities to meet the needs of children, young people and families at this time.

6. Financial and Procurement Implications

6.1 All activities related to the implementation of these interventions are contained within service Budgets. (App 2) Budget overviews WDC Educational Services and HSCP

7. Risk Analysis

- 7.1 If the Council is unable to ensure appropriate support to children and young people, we will not be meeting their needs (Children and Young People Act 2014) (Equalities Act 2010).
- 7.2 If the Council is unable to ensure safety and support for all children, young people and staff this could result in reputational damage.

8. Equalities Impact Assessment (EIA)

8.1 The supports and guidance enhance the quality of the service provided to all children and young people and therefore can be seen to have a positive impact in terms of the equalities.

9. Consultation

- **9.1** Legal Services and the Section 95 Officer have been consulted in relation to the content of this report.
- **9.2** The plan reflects the views of children, young people, their parents and partners.

10. Strategic Assessment

10.1 This report reflects the Council's aspiration to reduce inequalities for the people of West Dunbartonshire.

Laura Mason

Chief Education Officer

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Services for Children and Young People

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Appendices: Appendix 1 – West Dunbartonshire Council's Integrated

Children's Services Plan 2021-23

Appendix 2- Budget overviews WDC Educational

Services and HSCP

Background Papers: None

Wards Affected: All Wards

Wellbeing Indicator: Safe		
We will ensure the wellbeing and safe care of all children and young people		
LOIP: Improve life chances for all children, young people and famili	ies	
In Partnership we will do the following:	Indicators of Progress:	UNCRC Article:
 Continue to work across all services and partners to improve our approaches to early identification of neglect. Ensure the Working with Neglect Practice Toolkit is used by all partners when there is a child at risk in the home. Continue to work with colleagues in adult services to raise awareness of children and young people, including young carers, living with neglect and other issues impacting on their wellbeing Ensure that families are enabled to contribute to the development and planning of local services which are sustainable and lead to long term positive outcomes for children and young people. 	 Reduced numbers of children and young people experiencing neglect becoming looked after or named on child protection register. Greater support from colleagues in adult services evident within team around the family arrangements, supporting early identification and provision of early help. Above will be evidenced by audit activity – single and multi agency and service user feedback. Self evaluation and service user feedback. 	(3), (6), (12), (19), (27), (28), (29), (31), (39)

 Ensure that special needs in pregnancy services are offering timely and responsive early help to vulnerable pregnant women ensuring a better start in life for babie in more vulnerable family situations. Ensure that children, young people and their families are enabled to contribute to the development and planning of local services which are sustainable and lead to long term positive outcomes for children and young people Support staff to feel more confident in the use of chronologies as a tool assisting all staff to both identificant patterns of behaviour, and use this 	feedback. feedback. Increased staff confidence in use of chronologies	(3), (6), (12), (19), (27), (28), (29), (31), (34), (39)
	 and young people becoming looked after or named on child protection register, More effective, timely and targeted responses to requests for assistance and support Audit activity – single and multi agency and service user feedback. Self evaluation and service user feedback. 	

 Ensure that all reports are appropriately shared with 	assessment in respect of
children, young people, their families and the team	accessibility and understanding
around the family.	

Wellbeing Indicator: Healthy
We will ensure all children and young people have equitable access to appropriate health provision, and advice.
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LOIP: All West Dunbartonshire children have he best start in life and are ready to succeed		
In Partnership we will do the following:	Indicators of Progress:	UNCRC Article:
 Ensure all children are reviewed as per Revised Universal Pathway Ensure all young carers have access to effective and timely health assessments and support within universal health provision. Ensure all care experienced children and young people, including those looked after at home and in kinship care have access to appropriate medical, dental and mental health care via the Looked after Children and Young People Health Service and within universal health provision. Ensure all TATC arrangements include an active reference to heath outcomes for all children and young people 	 Review uptake of all developmental assessments via Child Health Dashboard Improved health and wellbeing outcomes for all young carers Evidenced by self reporting, feedback and outcomes reported within TATC arrangements Improved health and wellbeing for all children and young people, who are looked after, looked after at home and in kinship care. Evidenced via reporting framework with LAAC health, audit activity and service user feedback re improved health outcomes. reported within TATC arrangements 	(3), (4),(6), (18),(24), (26), (27)
 Support young people with programmes to improve their mental health and wellbeing Develop access to counselling and mental health supports for P6-S6 pupils Ensure effective access to counselling and mental health supports for all young carers, children with disabilities, care experienced children and young people, including those looked after at home and in kinship care 	 Numbers of young people accessing supports % increase in uptake of Youth Counselling and Family Wellbeing support. % increase of staff trained in 	(3),(4), (6), (18),(24), (26), (27)

Douglan Mantal Health First Aid Ambassadar Dragramma	Mental First Aid	
 Develop Mental Health First Aid Ambassador Programme including proactive selection of both young carers and care experienced Ambassadors 	% increase of Young People becoming Ambassadors.	
Develop the Icelandic Prevention Model (known as Planet Youth) as part of the Scottish Pilot	 Completion of baseline survey (date TBC) Development of action plan with stakeholders Completion of follow up survey 	(3),(4), (6), (18),(24), (26), (27)
Develop new and/or enhanced support and services aligned to the Community Mental Health and Wellbeing Supports and Services Framework and programme for Government allocation	 Completion of a review and analysis of WD Children & Young People's Community Mental Health and Wellbeing Services and Supports. Progression of the development of a new WD Distress Brief Intervention (DBI) Associate Programme for young people aged 16yrs to 24yrs (26yrs for care experienced young people). Establishment of a WD DBI Associate Programme Implementation Group with associated implementation plan Number of frontline staff trained in level 1 DBI. Implementation of phase 1 of DBI programme 	(3),(4), (6), (18),(24), (26), (27)
Implement staff training component of the new CPWD	Number of workforce trained	(3),(4) (6), (18),(24), (26), (27)

Suicide Prevention Action Plan 2021 – 2023.	on suicide prevention and self- harm	
Implement joint suicide response protocols.	 Progress through plan 	
Continue to roll out of Breastfeeding Friendly Scheme, including hard to reach pregnant mothers; building upon success of Gold Award	 2% increase in breastfeeding at 6-8 weeks in most deprived data zones by 2022. Reach of project 	(3)(4),, (6), (18),(24), (26), (27)
Deliver Child healthy weight minimum standards , including hard to reach pregnant mothers	 % of children in P1 at Healthy weight 	(3),(4), (6), (18),(24), (26), (27)

Wellbeing Indicator: Achieving We will improve achievement and attainment for all children and young people. LOIP: Families are supported in accessing education, learning and attainment opportunities		
In Partnership we will do the following:	Indicators of Progress:	UNCRC Article:
 Review and improve the function of multi-agency response and planning teams in schools. Widen offer and reach of engagement opportunities 	 Progress through joint services review plan Reduction in numbers of yp accessing day placements Numbers of yp accessing alternative pathways support 	3), (4), (5), (6), (12), (18), (28), (29), (30)
 Review and improve support for most dis-engaged learners. Develop the role and supports from our Interrupted Learner Service Ensure that all children living with disability or neurodiversity are offered educational opportunities which maximise their potential to achieve, and include transitional opportunities into higher or further education. 	 Increased reach of IL service Numbers of YP supported Achievement and attainment figures 	3), (4), (5), (6), (12), (18),(23)(28), (29), (30)
 Narrow the gap between the educational achievements of young carers, care experienced young people; children and young people looked after at home and in kinship care, and their peers. Deliver the Scottish Attainment Challenge Care Experienced grant programme and report on the improved outcomes achieved. 	 % reduction in attainment gap for children and young people who are young carers, looked after at home in kinship care and care experienced Evidence of improved educational outcomes and opportunities in respect of all young people within West Dunbartonshire 	(3), (4),(6), (12), (27), (28), (29), (30), (31)
 Provide a range of mentoring supports to care experienced and vulnerable young people, including young carers, children and young people looked after at 	Increase in staying on rates at schoolIncrease in positive destinations	3), (5), (6), (12), (18), (27), (28), (29), (30)

home and in kinship care.	 Numbers of young people accessing mentoring supports 	
 Continue to raise attainment and achievement in literacy, numeracy and health and well- being of all children and young people. Focus on improving the literacy and numeracy of children and young people affected by poverty. 	 Literacy and Numeracy achievement is increased The attainment gap for those whose lives are affected by poverty is reduced 	(3), (4),(5), (6), (12), (18), (27), (28), (29), (30)
 Increase the number of care experienced young people young carers, care experienced young people, children and young people looked after at home and in kinship care, achieving a sustained positive destination. 	More young people receiving continuing care have positive destinations on leaving school	(3),(4), (6), (12), (27), (28), (29), (30), (31)
 Develop professional learning (across all age sectors) in Speech Language and Communication with a real awareness on how Interaction/ communication / language dev impacts on well being as well as attainment 	 Development of programme Number of establishments and staff trained across all sectors Number of communication enhanced environments. 	3), (5), (6), (12), (18), (27), (28), (29), (30)
Deliver PEEP Learning Together Programme.	 Number of EELs trained to deliver PEEP programme. Numbers of families engaged in the programme. Numbers of parents who uptake training and work following the programme. Increased parental knowledge and confidence in how to support their child's learning and play in day-to-day life, Children's personal, social and emotional development, communication and language, early literacy and maths and/or health and physical 	(3), (4), (5), (6), (12), (18), (28), (29), (30)

development improve.	

Wellbeing Indicator: Nurtured			
We will ensure that all children and young people have a safe and stable home environment LOIP: Improve life chances for all children, young people and families			
In Partnership we will do the following:	Indicators of Progress:	UNCRC Article:	
Develop a CPWD 10 yr nurtured Strategy	 Completion of action plan to support the development of the strength based strategy in response to key themes from rapid systematic review. Number of partners participating in strength-based 'Resilience' Hub Implementation of training programme plan aligned to NHS National Education for Scotland(NES) trauma training framework implementation 	(2), (3), (6), (12), (14), (16), (24), (25), (27), (28), (29), (30),(31)	
 Focus on preventative support to families by utilising early help opportunities wherever possible, by the development of effective local multi-agency forums with a view to collaboration towards a consensus in respect of those in need, including increased uptake of the Family Nurse Partnership Service. Identification of family based alternative care wherever possible to secure long term stability, including provision of direct support to kinship carers and themed understanding of their needs. And those of the children and young people in their care. Ensure more effective provision of child contact for all care experienced children 	 % Reduction children and young people becoming looked after or named on child protection register. % Reduction children in kinship care requiring formal care placements % increase kinship placements providing secure, permanent care for children and young people % Reduction in drift and progression of plans for children within prescribed timeframes towards 	(2), (3),(4), (5), (6), (12), (14), (16), (18), (20), (24), (27), (28), (29), (30), (31)	

	permanence. including permanence at home as a positive destination. Above will be evidenced by audit activity – single and multi agency and service user feedback. Self evaluation and service user feedback. Data reflecting uptake of Family Nurse Partnership Child Health Dashboard provide uptake on RUP antenatal contact micrease in uptake Family Wellbeing supports	
Deliver effective parenting support that helps families including: Family First, Positive Parenting Programme (PoPP), Solihull Approach, Family Nurse Partnership, Incredible Years. Video Interactive Guidance (VIG), Parent under Pressure (PUP), Family Group Decision Making, Family Group Therapy	 % of parents accessing family supports indicating an improvement in their family wellbeing. % Increase in improved outcomes for children on completion of parent programmes. 	(2), (3),(4), (5), (6), (12), (14), (16), (18), (20), (24), (27), (28), (29), (30), (31)
 Ensure our residential and foster placements meet the needs of our children and young people regardless of setting i.e. parents, foster carers or supported carers. Support children and young people to remain in a positive care placement until they are ready to move on and / or provide good quality accommodation with 	 Feedback from children and young people %reduction in placement breakdown or disruption % increase in placement figures and moving on rates evidencing 	(2), (3), (6), (12), (14), (16), (21), (24), (25), (27), (28), (29), (30),(31)

 effective local options to support their needs Provide effective and timely planning support as per continuing care legislation and guidance. 	young people accessing housing, employment and further educational opportunities locally. • % increase in positive destinations for all care experienced young people	
 Identify eligible two year olds and optimise uptake of early learning and childcare. Identify 2 year old children of care experienced adults. Improve delivery of Play at Home programme and resources. Online programme for parents of babies and toddlers including: Baby Massage, Baby Yoga, Bookbug and Play at Home. 	 % increase in uptake of free ELC for eligible two year olds and children of care experienced adults. 30 month assessment. Uptake of sessions offered online 	(3), (4), (5), (6), (12), (18), (28), (29), (30)

Wellbeing Indicator: Respected We will respect the voices of all children and young people in their life choices. LOIP: Improved life chances for all children, young people and families				
In Partnership we will do the following:	Indicators of Progress:	UNCRC Article:		
 Implement the national Independent Review of Care Report (The Promise) recommendations (Rights and Participation) in collaboration with children and young people Develop the role of the Champions Board/Mini Champs with all aspects of Corporate Parenting Develop wider engagement and reach of children and young people with the Champions Board (Rights and Participation) 	 Progress of Implementation Plan Reach of Champions Board Reach and numbers of engaged 	(2), (3), (4), (5), (6), (12), (13),(14),(16),(17),(18), (30)		
Develop Mentors in Violence Prevention Programme.	 Number of schools participating in Mentors in Violence Programme. Number of yp trained and partners engaged 	(2), (3), (4), (18),(12), (13), (14), (30)		
 Deliver the National Relationships, Sexual Health & Parenthood program in education and community settings. Improving access for young people, parents and professionals on sexual health and relationship matters and how to help stay safe online 	 Numbers of support sessions and participants, learning about online safety % increase of parents / carers reporting they feel supported to parent their children % of young people who say they are informed to make lifestyle choices and decision. 	(2), (3), (4), (16),(18),(12), (13), (14), (30)		
 Ensure that all children and young people with complex needs or neurodiversity are active participants in all planning respect of their needs. Develop our Transition Framework and Timeline to support post school transitions for children with complex needs. Ensure that where appropriate young people requiring 	 % increase of young people achieving and sustaining a positive destination on leaving school. Service user feedback 	(2), (3), (4), (5), (6), (12), (13),(14),(16),(17),(18), (30)		

ongoing support from adult services are planned for in a timely fashion and are active participants in all planning respect of their needs.		
Continue to implement aspects of the Carers (Scotland) Act 2016 that apply to Young Carers	 Development and implementation of Young Carers Strategy Numbers of young carers supported with statements Number of young carers supported via groups and 1-1 support sessions 	(2), (3), (4), (5), (6), (12), (13),(14), (16),(17),(18), (30)

Wellbeing Indicator: Responsible We will develop the engagement and participation of children and	voung people in all aspects of their lives				
LOIP: Improved life chances for all children, young people and their families					
Implementing new UNCRC Bill (Act) and findings from previous Rights Action Plan (2020-2023) (ALL)	 Indicators of Progress: Progress through Implementation Plan Number of services, staff and stakeholder awareness raising sessions 	UNCRC Article: (2), (3), (4),(6),(8), (12), (13,(14),(16),(17),(18),(30)			
 Promote a model of participation and engagement that will involve children and young people in the life of children's services plan and in locality planning. Design and delivering opportunities for young people's Participatory Budgeting 	 Production and implementation of plan % of participatory budget agreed by young people. 	2), (3), (6), (12), (14), (16), (21), (24), (25), (27), (28), (29), (30)			
 Improve the quality of planning for vulnerable children ensuring their rights and voice are integral to the process. Undertake the locality based joint professional learning and Child's Plan training for all staff, including third sector partners. 	 % satisfaction with planning processes Numbers of training sessions % staff trained % satisfaction with training 	(2), (3), (4),(6),(8), (12), (13,(14),(16),(17),(18), (30)			
 Implement changes to the Age of Criminal Responsibility and the impact this will have upon children and young persons. Educate partners on the changes to the Age of Criminal Responsibility 	 Progress through implementation plan Number of awareness raising sessions and partners engaged 	(2), (3), (4),(5),(6),(8), (12),(13,(14),(16),(17), (18),(40)			

 Facilitate young people's meaningful involvement in and contribution to Play Sufficiency Assessments as required by section 16D of the <u>Planning (Scotland) Act 2019</u>¹ (Guidance due for imminent publication by Play Scotland, opportunity for West Dunbartonshire to be a test site) https://www.playscotland.org/about/play-strategy/policy-scotland-supporting-play/ 	 Number of young people involved in Play Sufficiency Assessment Play Sufficiency Improvement Plan 	(2),(3),(4),(6),(12),(13), (31)
 Undertake engagement using a co-production approach with young people, seeking views from children, young people and their families on local needs in relation to community mental health and wellbeing supports and services 	 Completion of report on findings and key recommendations for future children and young people's community mental health & wellbeing supports and services. 	(2), (3), (4),(5),(6),(8), (12),(13,(14),(16),(17), (18)

Wellbeing Indicator: Included

We will ensure all children and young people are empowered to overcome barriers to inclusion and have equitable access to opportunities

LOIP: Improved life chances for all children, young people and their families				
In Partnership we will do the following: Indicators of Progress: UNCRC Artic				
 Continue our multi-agency approach to helping families with housing, debt, to access employability support and employment and with income maximisation. 	 Progress with Child Poverty Action Report and associated indicators 	(2), (3), (4), (6),(17), (18), (23),(26), (27),(31)		
 Ensure care experienced children and young people are supported to access to local facilities and clubs. Increase the range of the leisure, sports, and arts programmes available to children, young people and families and support them in overcoming barriers to attending. Extend the SHINE holiday hunger programme; ensuring targeted support for care-experienced children and young people and those with additional support needs. 	 % increase in participation rates % increase in options and participation numbers Number of partners, participants, lunches % of participants and families to indicate they benefited from involvement 	(2), (3), (4),(6), (18),(23),(26),(27), (31)		
 We will continue to offer evidence based parenting opportunities to our most vulnerable families both virtually and face to face when circumstances permit We will continue to support and train frontline staff engage with families who find our services hard to access 	 Numbers of families engaging with opportunities and parenting programmes Number and confidence of staff engaging in training and coaching sessions 	(2), (3), (4), (6),(17), (18), (23),(26), (27),(31)		

Plans and structures that support us to succeed:

- Health and Social Care Partnership Strategic Plan and Annual Performance Reports
- **Education Service Plan and Annual Performance Reports**
- Council and NHS GG&C Mainstreaming Reports
- Local Outcome Improvement Plan and Safe Strong and Included Delivery and Improvement Group
- Criminal Justice Partnership Plan
- Raising Attainment Strategy
- Corporate Parenting Strategy
- CPP Improvement Plan
- WDC Local Housing Strategy
- Pregnancy and Parenthood in Young People Strategy
- Community Planning Parenting Strategy

<u>Budget</u>	2017/18	2018/19	2019/20	2020/21	Increase in budgets
Residential Accommodation for Young People	2,539,919	2,669,602	2,703,856	2,805,993	266,074
Community Placements	3,471,581	4,439,564	4,998,975	5,696,463	2,224,882
Residential Schools	1,706,372	1,936,372	2,472,372	3,737,232	2,030,860
Childcare Operations	3,927,830	3,919,958	3,968,827	4,290,655	362,825
Other Services - Young People	3,870,798	3,691,994	3,553,832	3,607,101	- 263,697
Total	15,516,500	16,657,490	17,697,861	20,137,444	4,620,944
<u>Spend</u>	Actual	Actual	Actual	Probable spend	
Residential Accommodation for Young People	2,806,490	2,837,426	2,780,590	2,647,546	
Community Placements	4,180,135	5,430,420	5,856,124	5,725,607	
Residential Schools	2,439,480	2,881,546	4,163,177	4,713,736	
Childcare Operations	4,019,741	4,074,806	4,334,585	4,423,055	
Other Services - Young People	3,753,920	3,353,883	3,248,628	3,051,522	
Total	17,199,766	18,578,081	20,383,105	20,561,466	
<u>Variance</u>					
Residential Accommodation for Young People	- 266,571	- 167,825	- 76,735	158,446	
Community Placements	- 708,554	- 990,856	- 857,149	- 29,144	
Residential Schools	- 733,108	- 945,174	- 1,690,805	- 976,504	
Childcare Operations	- 91,911	- 154,848	- 365,758	- 132,399	
Other Services - Young People	116,878	338,111	305,204	555,579	
Total	- 1,683,266	- 1,920,592	- 2,685,243	- 424,022	