

**FINAL VERSION
APPROVED BY CHILDREN & YOUNG PEOPLE'S
STRATEGIC PARTNERSHIP BOARD
7TH JUNE 2007**

CHILDREN AND YOUNG PEOPLE'S PLAN

2007 TO 2010

**"THE BEST FOR EVERY CHILD, YOUNG
PERSON AND FAMILY"**

CUMBRIA CHILDREN'S TRUST

**WORKING TOGETHER FOR CHILDREN AND
YOUNG PEOPLE**

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1. INTRODUCTION

This plan sets out the priorities for the improvement in outcomes for children and young people in Cumbria over the next three years.

These priorities have been agreed following a review of our Children and Young People's Plan 2006-07, consultation with children, young people and their families, an analysis of the improvements we have made following our Joint Area Review (JAR) in 2006, and a comprehensive needs analysis based on the Every Child Matters outcomes

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic Wellbeing

We recognise that to deliver our priorities we will need to continue to change the way we work. The Children and Young People's Board has therefore agreed a change programme that will result in:

- The establishment of a Commissioning Trust by September 2007.
- The development of comprehensive arrangements to evaluate the impact services have on safeguarding and promoting the wellbeing of children and young people by September 2007.
- The development of effective arrangements to ensure the engagement of children, young people and their carers in the planning and evaluation of services they use by December 2007.
- The establishment of local planning and commissioning arrangements in 5 localities by April 2008.
- The co-ordination of preventative services delivered through local delivery centres such as schools, children's centres and other community settings by April 2008.
- The implementation of a common assessment framework and lead professional role across all agencies by December 2008.
- An incremental shift of resources from acute services into early and earlier interventions by 2010.

Last year we concentrated on improving performance in weaker services areas and on working out our partnership arrangements and change programme. The Joint Area Review 2006 confirmed our self-assessment was accurate and that the plans we have for the future are sound and achievable.

JOINT AREA REVIEW GRADINGS 2006

	Local Services Overall	Council Services	Health Services
Being Healthy	2		
Staying Safe	2		
Enjoying & Achieving	3		
Making a Positive Contribution	2		
Achieving Economic Wellbeing	3		
Service Management	2		
Capacity to Improve	3	3	
Children's Services		2	
Education Service		3	
Social Care		2	
Health Service for Children			2

4 = outstanding; 3 = good; 2 = adequate; 1 = inadequate

2. VISION, MISSION AND VALUES

The Board has agreed a vision, a mission and a set of values following consultation with children, young people and their parents, partner agencies and practitioners.

Our Vision

The best for every child, young person and their families. Enabling children and young people to stay safe, be healthy, enjoy and achieve, make a positive contribution and achieve economic wellbeing.

Our mission

- To create opportunities for all children, young people and their families and those working with and for them to be actively involved in developing and participating in children's services.
- To find new ways of working and sharing available resources to meet the needs of children, young people and their families at the earliest opportunity.
- To provide a world-class learning experience that inspires every child and young person to achieve their full potential in life, in work and as a member of their community.
- To invest in a highly skilled and integrated workforce to develop the expectations of children, young people and their families.
- To commission services to secure improved outcomes through evidence based practice for all children, young people and their families.

VALUES

After a series of workshops with children and young people from across Cumbria to discuss their views and expectations for children's services in Cumbria, they came up with 10 key words and issues that describe how they want services to be delivered:

Respect	We want our own say in things because we have our own opinions. We want to know what is happening with the things we say.
Trust	We need to know that the people who are looking after us are trustworthy. Also, we want to know that people trust us.
Connected	If we want to use a service but they can't help us, they should know whom we could go to. Also, if we visit more than one service, we need to know they are connected so they can pass on important information.
Confidential	If people are saying things you have said to other people, you may not like it. We think adults should tell us if they are going to tell somebody something about us, and only do that if we agree.
Reliable	We want to know if appropriate action has been taken concerning our queries or requests because no one will use a service if they cannot rely on it.
Easy to use	It should be easy to understand how to use the services. We need to be able to get these services easily and cheaply and without having to be accompanied by an adult.
Fair	This is a hard one to describe. We want services that do not judge the way we look, speak or where we come from.
Professional	We should be able to rely on people to do their jobs properly. If it's not a professional standard, it feels like we don't matter.
Comfortable	We want to be welcomed and not intimidated.
Individual	We're all different individuals in our own way. Services should meet our individual needs.

These expectations have been used to agree the 5 key values, which will underpin our work. Our values are:

1. Respect
2. Trust
3. Inclusion
4. Reliability
5. Fairness

Cumbria has a long-standing positive commitment to inclusion. We are committed to value every one as equals and work constructively to secure equality for all groups in our communities.

However, we recognise that these values are not shared by all. Cumbria has high rates of racially motivated and hate crimes. We need to tackle these together to ensure all our citizens are respected and treated with dignity.

The Children and Young People's Board believes that all forms of discrimination including on the grounds of disability, gender, sexual orientation, race, ethnic origin, culture, belief, religion or age are unacceptable.

Our core values inform our approach to equality and diversity issues both in terms of how we work and what we deliver.

We will:

- Ensure all groups are involved in consultation and development opportunities
- Monitor our activity to assess the impact it has on reducing discrimination
- Promote positive strategies to increase inclusion.

3. CONTEXT

The Every Child Matters (ECM) programme sets out the government's response to Lord Laming's review into the death of Victoria Climbié. This review identified profound weaknesses in the way professionals work together to support and protect children, young people and their families and made wide-ranging recommendations to improve accountability, service co-ordination and practice.

The ECM programme and the National Service Framework (NSF) for Children, Young People and Maternity Services requires all services and agencies to work together to improve outcomes for all children and young people through:

- Better prevention
- Early intervention
- Better support to parents and carers
- Increased integration and co-ordination of services
- Clearer lines of accountability
- Comprehensive workforce reform

The implementation of this programme presents a number of local challenges. Cumbria is the second largest county geographically in England with more than 50% of the total population of 494,800 living in rural communities. This makes it difficult to ensure services are easy to access and there is equity in service provision. The development of locally integrated services available in schools and other community settings will go a long way towards addressing these issues over time.

The vast majority of children and young people in Cumbria do well when compared to their peers in other parts of the country. However, this positive picture masks the experience of a significant minority of children and young people who face real challenges and disadvantage. For example, the attainment levels of some children living in deprived areas are much lower than the county averages. There are variations across the county in the proportion of children and young people not in educational employment and training with higher rates in Barrow and parts of West Cumbria. Boys do less well than girls in school and the gap between the two is getting wider. The rates of teenage pregnancy vary significantly and tend to be higher in disadvantaged areas.

The development of a commissioning trust and our prevention framework will enable us to reduce disadvantage and better target our resources into high need areas and at high need groups. We will design services so that they prevent problems from arising and escalating.

4. SELF ASSESSMENT AND NEXT STEPS

The priorities identified in this plan have been agreed following a comprehensive analysis of the needs of children, young people and their carers.

In addition the Board has taken into account the following:

- Our progress in implementing the children and young people's plan 2005-2006.
- Our progress in implementing improvements following the JAR in 2006.
- Extensive consultation with all key stakeholders and partners.
- The Government Office North West Local Authority Briefing 2007.
- The development of the preventative framework.

As well as identifying the service development and delivery priorities set out in section 6, this analysis has enabled the Board to agree five strategic priorities that will be addressed over the next three years.

- Reducing inequalities and disadvantage in areas of high need and for identified vulnerable groups.
- Promoting positive image of children and young people.
- Engaging children and young people and their families in the development, design and review of services.
- Establishing effective local planning and commissioning arrangements.
- Refocusing services to meet need at the earliest opportunity.

These priorities have informed the strategy set out in section 5 of this plan.

The Board recognises that workforce reform will be critical to the achievement of these priorities. Investment in the training, development and support of all our staff is of the highest priority so that we can ensure we have the right people in the right place at the right time for all children, young people and their families

Be Healthy

Improvements since the JAR

- Children and young people in Cumbria continue to achieve better health outcomes than national and regional averages.
- Significant progress has been made in improving the co-ordination of support to promote healthy lifestyles through the integration of children's centre and extended services developments. Clear service delivery plans are now in place and a clear commissioning timetable has been agreed.
- Base line height and weight data for 4 year olds and year six children has been collected to inform the development of an obesity strategy. The focus of delivery will be in early years settings, schools, and health settings and in families.
- Significant progress has been made in improving the co-ordination and delivery of substance misuse services. Clear pathways are now in place from universal settings into the Straight-line services providing high quality advice, guidance and treatment. Over 3000 young people have accessed this service since the JAR.
- Newly commissioned family support services are in place providing support to children whose parents are affected by substance misuse.
- 99.6% of schools are engaged with school fruit and vegetable schemes.
- An increasing number of looked after children (82.4%) access health assessments and preventative health care services.
- Services for children and young people with SEN/CwD are being integrated improving access to information, advice and guidance for parents and increased care co-ordination. We are developing integrated teams for children with LDD to ensure integrated casework management.

Next steps

- Further improve access to comprehensive CAHMS through the implementation of the countywide CAHMS strategy and the improvement of service pathways form targeted into specialist services.
- Accelerate the reduction in teenage conception rates by targeting activity into wards in Carlisle, Barrow, Workington and Whitehaven.
- Improve the co-ordination of advice, information and guidance to young people to reduce alcohol consumption by year 10 students.
- Improve access to leisure and cultural activities for looked after children and children with special needs and or disability and their parents and carers.

Stay Safe

Improvements in performance since the JAR

- Social care assessment timescales have improved every quarter since the JAR. The % of initial assessments completed during the whole year in timescale has improved from 48.7% to 71.4% and core assessments for the year from 51% to 68.9%. Rigorous auditing processes to ensure quality have supported these improvements.
- Safeguarding arrangements have been strengthened following the publication of web enabled multi agency procedures and social care thresholds. These agreements have supported improvements in multi-agency working and in the basket of safeguarding indicators.
- Research has been conducted and reported to the LSCB on the family (parents and children) experience of the child protection process. This research has informed and improved practice.
- Cumbria is nationally recognised by Department of Communities & Local Government as a best practice authority for the implementation of ICS.
- Improvements in care planning, case tracking and invest to save initiatives have resulted in a decrease in the number of children looked after from 46.4 per 10000 to 45.3.
- Further improvement in the short-term placement stability for children looked after.
- An improvement in the identification and recording of BME groups has improved assessment and care planning practice.

Next steps

- Continue to improve the quality of social care practice through the provision of training and improved management support to address issues identified in the auditing processes.
- Further strengthen improvements in the identification of children and young people at risk through the development of the lead professional role and CAF.
- Reduce high rates of local and county wide re referral and over demand for services through improvements in the co-ordination of preventative and specialist services.
- Reduce rates of bullying by improving reporting and support and by integration of behaviour support services.
- Introduce Safer School Partnerships alongside providing preventative/behaviour strategy.
- Improve support to parents with additional need by redirecting resource into specifically designed and targeted services at a local level.
- Improve placement stability for long term care placements – further through continued placement tracking and early intervention, support and development of greater placement choice.
- Current guidance on thresholds for referral to children's social care will be extended to embrace multi-agency responses to children across the whole spectrum of vulnerable, complex and acute need.

Enjoy and Achieve

Improvements since the JAR

- Significant further progress has been made in the implementation of the children's centre and extended schools programme. A commissioning strategy based on an analysis of need has been agreed with a clear tendering and procurement timetable in place.
- Key stage 2 and 3 performance continues to improve and demonstrates the overall effectiveness of educational provision.
- Significant progress has been made in the review of school places with clear proposals developed to reduce surplus school places in secondary and primary schools.
- Expansion to diversity of provision and choice by agreeing new academies have been agreed in Carlisle and West Cumbria (Expression of Interest submitted).
- The South Lakes confederation of schools has improved joint working resulting in no students being permanently excluded since the JAR. There is a clear strategy to roll this out.
- Significant further progress has been made in the integration of support for LDD including the mainstreaming of the early support programme.
- There continues to be low levels of permanent and fixed term exclusion. In areas where there are higher rates of exclusions new service initiatives are now in place working along side schools and parents of children with behaviour difficulties (PSA).

Next steps

- Carry out a full review of the children looked after education services to ensure a significant improvement in educational outcomes for all children looked after.
- Develop a 0 to 5 strategy to ensure further improvement in foundation stage outcomes for pre school children.
- Further improve the attainment of boys across all key stages to reduce the gap with girls' achievement.
- Develop and implement an inclusion strategy to improve attendance and reduce exclusions in selected schools.
- Evaluate the Parent Support Advisors project.
- Continue to support schools in special measures to ensure no school is in special measure by 2010.
- Increase the uptake of higher education opportunities by working collaboratively with the new University of Cumbria.

Make a Positive Contribution

Improvements since the JAR

- Over 80 people have taken part in Hear by Rights training in 5 workshops in the localities of the county. This has resulted in the adoption of Hear by Rights standards and agreement on the need for a programme of participation activity in each local planning group area in the county.
- The participation of children looked after in reviews has increased each quarter since the JAR with the year end out turn up from 54% to 68.9%.
- Significant progress has been made since the JAR to develop integrated youth support services. A clear programme of activity is underway to support the development of service model options and the commissioning process.
- The number of first time entrants into the criminal justice system has dropped, supported by restorative justice programmes in schools.

Next steps

- Develop a clear strategy to improve support to young carers.
- Further improve the participation of children looked after in reviews.
- Implement the strategy to support young people's participation.
- Increase the number of services achieving the Hear By Right standards.
- Improve remand management for young offenders.
- Reduce 1st time entrants into the criminal justice system (LAA stretch target).
- Increase young people's involvement in and participation in positive activities.

Achieving Economic Well-being

Improvements since the JAR

- The supply of childcare places has increased from 14,574 to 16,015 in the last year.
- The % of young people NEET has continued to fall since the JAR with a year-end out turn of 5.8%. The % of “not knowns” has also dropped to 2.2%.
- A multi-agency Young People’s housing protocol has now been implemented across the county improving the co-ordination of support to homeless young people.
- Improvements have been made in the management of access to emergency accommodation and joint working in Carlisle.
- There has been a further improvement in collaboration between schools, colleges and work based learning providers re 14 to 19 provision.
- The % of children with a disability aged 14 and above with a transition plan to support the move into adult services has increased from 75% to 77.4% during the year.
- Entry into post 16 education and training is above national and regional averages.
- Continued progress in establishing the Cumbria and national learning and achievement entitlement for 14-19 year olds.

Next steps

- Carry out a full review of pathway services to ensure the effective delivery of support to care leavers particularly in relation to EET.
- Improve participation in post 16 learning including by young people in jobs without training.
- Increase percentage of young people achieving level 2 (National Qualifications Framework –equivalent 5 A*-C GCSE) including Maths and English by age 19.
- Increase the percentage of young people participating in Higher Education.
- Reduce levels of homelessness amongst young people.
- Work to secure Beacon council status theme 9 ‘Better, Brighter Futures’ under 14-19 partnerships.

5. SERVICE MANAGEMENT

Improvements since the JAR

- Establishment of Children's (Commissioning) Trust formalised.
- Partnership working has been formalised to support the transition and significantly strengthened through the development of a Partnership Protocol (Appendix 1) that sets out section 10 arrangements and constitutes the partnership as a commissioning trust.
- The relationship between the Children and Young People's Partnership and the Local Safeguarding Children's Board has been clarified and joint action agreed to ensure clarity on thresholds and the role of the lead professional.
- Membership of the Children's Trust has been strengthened and extended to include all Heads of Service from Children's Services and the newly appointed Director of Public Health.
- Clear priorities based on a comprehensive analysis of need and performance have been agreed for the next three years through the development of the Children and Young Peoples Plan and Local Area Agreement.
- Resources to deliver priorities have been identified through the development of the prevention framework and strategies to address the priorities.
- Clear action and activity plans have been developed supported by strengthened performance management arrangements to ensure that priorities are delivered and reviewed.
- Significant further progress has been made in the development of locality planning, commissioning and service delivery involving front line staff across the partnership (multi-agency virtual teams).
- A senior officer has been appointed to support partnership working and to manage a joint commissioning team.
- Financial management has been significantly strengthened resulting in a balanced budget out turn in the council's children's service.
- Significant additional resources have been invested into improving service delivery including through direct funding from central government to pilot family support services.
- Significant progress has been made to address school reorganisation and reduce surplus school places.

Next steps

- Further develop and improve joint planning and commissioning arrangements.
- Further integrate school improvement activity into the change programme.
- Implement the Prevention Framework to ensure a planned shift of resources and activity into early and earlier interventions.
- Further engage staff at all levels in the development and implementation of the change programme.

6. OUR STRATEGY

The delivery of our priorities requires significant changes to the way we work. These changes will be supported by a shift of activity and resources away from acute services into early intervention and prevention services that are best placed to improve outcomes. To achieve this shift we will focus on the following:

- Strengthening governance and accountability arrangements
- Engaging better with schools
- Implementing our prevention and early intervention framework
- Strengthening locality planning, commissioning and service delivery
- Integrating services and introducing the role of the lead professional, Early Support and Team Around the Family for children with special needs
- Increasing the participation of children, young people and their families in service development and design.
- Developing our workforce

Strengthening governance and accountability arrangements

The delivery of our vision requires the formalisation of our partnership and governance arrangements at both a strategic and local level. We have made great strides in the last twelve months but we need to do more.

The Board will formally constitute itself as a commissioning trust in July 2007. The arrangements and accountabilities underpinning the commissioning trust are set out in a formal Partnership Protocol (Appendix 1) that enables partners to align resources under duty to co-operate (Section 10 of the Children Act 2004).

In support of the protocol a number of interdependent Board and planning groups have been established. These Boards and groups are accountable to the Board with the Local Safeguarding Children Board (LSCB), providing the statutory mechanism for ensuring all agencies co-operate to safeguard and promote the welfare of children and young people.

The Children and Young People's Strategic Partnership Board (The Board)

The Board is the governing body through which senior representatives of all key partner organisations give the leadership and direction required to drive the change programme. The Board is the embodiment of the Duty to Cooperate as set out in section 10 of the Children Act 2004.

Membership and Terms of Reference (Appendix 2)

Scrutiny

The Scrutiny Panel provides Elected Members and key stakeholders with the opportunity to challenge and influence the development and provision of children's services at a strategic and local level.

Membership and Terms of Reference (Appendix 3)

Local Safeguarding Children Board (LSCB)

The Cumbria LSCB is the statutory mechanism for ensuring agencies co-operate to safeguard and promote the welfare of children and young people in Cumbria. The LSCB has a particular focus on the staying safe outcome and seeks to ensure that all children and young people in Cumbria are protected from physical or mental injury or abuse, neglect, maltreatment, sexual abuse, exploitation or harm caused by witnessing violence or abuse of another.

The LSCB has agreed an operational definition of safeguarding children to ensure that resources are targeted appropriately. The operational definition is:

“Safeguarding and promoting the welfare of children with complex needs and compromised parenting, including children in need whose carers cannot provide safe homes, in order to:

- Protect them from maltreatment
- Prevent impairment of their health or development
- Ensure that they are growing up in circumstances consistent with the provision of safe and effective care; and
- Undertaking that role so as to enable those children to have optimum life chances and enter adulthood successfully.”

The membership of the Cumbria LSCB reflects the responsibilities of all agencies to promote the well-being of all children and young people and is composed of individuals with a strategic role in relation to safeguarding and promoting the welfare of children within their agencies.

Cumbria LSCB publishes an annual business plan that describes its contribution to the delivery of the Children and Young Peoples Plan.

Membership and Terms of Reference (Appendix 4)

Children and Young Peoples' Forum (The Forum)

The Forum is a wider stakeholder group with responsibility to inform, influence and challenge the work of the Board. Members of the Forum are involved in the Children's Trust and service review projects initiated by the Board.

Membership and terms of reference (Appendix 5)

Voluntary sector reference group

The Voluntary & Community Sector Reference Group has been in existence for three years and has been hailed as an innovative model of engagement. The reference group provides a mechanism for the sector to act as a single voice to influence policy, priorities, service models and resource allocation.

Membership and terms of reference (Appendix 6)

Local Planning Groups

The Board has established 5 Local Planning Groups (LPGs) to ensure the delivery of agreed priorities and outcomes for children and young people in a specific area of the county. They are responsible for analysing local need, identifying priorities, monitoring performance and reshaping the delivery of preventative services on a multi-agency basis.

The LPGs are in the following areas:

- West Cumbria
- Barrow
- South Lakeland
- Eden
- Carlisle

Our aim is for these arrangements to be fully operational in the first year of this plan and in the years to follow, for more resources to be delegated into communities.

Membership and terms of reference (Appendix 7)

Local Delivery Platforms

The Local Planning Groups will co-ordinate the integration of front line targeted services to improve prevention and early intervention. This integration will be at a community level either in schools, children's centres or in other places to be determined locally.

There are 5 Local Delivery Platforms currently being developed and the aim is to increase this number over the next 12 months.

Other planning and commissioning partnerships

In addition to these groups a number of joint planning and commissioning partnerships are in place to support the development of the following:

- Comprehensive CAMHS
- Integrated sexual health and drug and alcohol services
- Integrated youth support services
- 14-19 Partnership
- Early Years Development & Childcare Partnership

In order to better co-ordinate the activities of these groups and enable the Board to function effectively as a Commissioning Trust a Joint Commissioning Unit will be established in the first half of 2007. A review of existing commissioning arrangements will complete by the unit with the intention of ensuring that effective accountability arrangements are in place.

Engaging better with schools

The engagement of all schools with the ECM change programme is central to improving outcomes for children and young people. We recognise that we need to do more at both a strategic and local level to make sure this happens.

The approach we have adopted includes the following specific activities:

- Headteachers and school representatives are key members of the Board, the Local Safeguarding Children Board, the Forum, the Scrutiny Panel and the Local Planning Groups.
- Headteachers and school representatives are key members of the project groups established by the Board to drive strategic change.
- Headteachers and Governors receive regular updates on local developments through Area Headteacher meetings, the Engaging Governors meetings and through publications such as the Governors' Briefing. Each of these occurs termly.
- Workshops have been held with Headteachers by way of preparation and training regarding the additional Ofsted school inspection criteria against the ECM outcomes.
- Schools are closely involved in the development of the five pilot Local Delivery Platforms, where Multi-Agency Support Teams (MAST) are piloting early and earlier intervention. Schools are arguably key partners in identifying these early referrals before the point at which other agencies would have been alerted.
- Some schools are directly involved in contributing members of staff to the MAST.

Implementing prevention and early intervention

At the centre of our change programme is the shift of resources and activity into preventative and early intervention services that better safeguard and promote the wellbeing of children, young people and their families.

We have agreed a prevention framework to support the commissioning of services that will result in children and young people being able to access targeted services that prevent problems becoming entrenched and difficult to change.

The framework has been developed with managers and frontline staff from across the partnership (Appendix 9)

In the first year of the implementation of the framework the priorities will be

- Reducing the numbers of children looked after including children with a disability and children remanded by the youth justice service
- Reducing the number of children and young people excluded from school, not attending school or not engaged with education, employment and training
- Reducing the number of children admitted into hospital with preventable illnesses, injuries or as a result of self-harm.

Strategies to deliver the shift in activity required to release the resources to commission targeted support services will be developed in June 2007. The implementation of these strategies will be performance managed by the Board. In addition to these strategies the Board has been successful in attracting new investment into the county to support the change programme. The county is currently involved in the two key national prevention pilots:

- Parent Support Advisors (PSA)
- Parent Early Intervention Programme (PEI triple P)

These investments and pilots will enable us to accelerate the move to prevention and give us a sound evidence base on which to build future service provision.

Strengthening local planning, commissioning and service delivery

The geography and diversity of Cumbria makes it essential that service development and delivery is done as locally as possible. With the exception of the most specialist services, all partners are committed to reshaping service delivery and management arrangements into areas that match the current five Local Strategic Partnership (LSP) structures. This will lead to greater co-ordination and integration and the flexibilities required to meet local need and prevent the escalation of problems in families.

Each local planning area this year will identify how local services need to change to deliver the priorities in the Children and Young Peoples' Plan and identify priorities that most concern children and their families in their local area

Details of these local plans are set out in Section 8.

Integrating services and the role of lead professional

The integration of services and the development of the lead professional role will be taken forward in two ways.

Firstly the five local planning groups have established delivery platforms in community settings with the intention of integrating prevention and early intervention services to better meet the needs of identified groups of children and young people. These platforms co-ordinate existing services identify need using common assessment and care planning processes and are introducing the role of the lead professional.

Five of these platforms have been established and plans are now in place to evaluate their impact on outcomes before rolling out the model across the county.

Secondly five full service reviews have been commissioned to support integration

- Family support
- Behaviour support
- Support for children looked after
- Support for children and young people with special needs or a disability
- Support for young people.

These reviews are being taken forward by project leads supported by multi-agency groups and will identify how best to integrate services to improve outcomes for current service users and to prevent the need for children needing to use acute services in the future. All reviews will identify how best to implement the role of the lead professional

It is anticipated that Early Support services for children with special needs or a disability will be fully integrated in the first quarter of 2008/09.

Increasing the participation of children and young people and their families in service development and design

The participation of children, young people and their families in the development and design of services will be at three levels

- **Individual service user.** Clear care planning processes are currently under development to ensure that all children and young people using services provided or commissioned by the partnership play a full part in deciding how the services they receive should be organised. The Board will performance manage this work and in the first year of this plan will make sure all children looked after and all children with special needs (SEN) participate in statutory reviews.
- **Service reviews.** The Board has adopted the Hear by Rights Standards and in the first year of this plan will complete a comprehensive audit of partnership services to establish the extent to which these standards are met. The Board has also set specific targets for compliance to Hear by Rights Standards.
- **Strategic Commissioning.** The Local Planning Groups will be responsible for the co-ordination of participation activity and for ensuring that the views of children, young people and their families informs priority setting at both a local and strategic level. The Board will review the outcomes of the Tell Us Survey and consult widely with children and young people on an annual basis to inform the review and development of the Children and Young People's Plan.

Developing our workforce

Our change programme is about much more than structures, systems and processes. It is first and foremost about culture change and about how the people who work in our services behave.

Children, young people and their families have told us they want services that are more joined up. Some of our services are already joined up however we need to make sure that all our services are joined up. With this in mind we are committed to supporting this change through effective workforce development strategies

We will focus on the following priorities.

- Integrating services
- Common induction standards
- Leadership development

Integrating services

In the first year of this plan we will support the implementation of integrated working by:

- Conducting a detailed assessment and analysis of the locality partnership workforces' skills and needs against the Common Core of Skills & Knowledge
- Developing an integrated Working Training Strategy for implementation through the Local Planning Groups and the Local Delivery Platforms

- Deliver the Framework for Work shadowing to promote cross service understanding through a series of 'road shows'.

Common induction standards

In the second year of the plan we will:

- Support the rollout of common induction standards through multi-agency awareness raising sessions on a county wide basis

Leadership development

Based on the analysis of training and development needs, we will:

- Support existing leaders and develop leaders of the future
- Adopt an action-learning approach that involves staff coming together to learn and plan together.

Management and Development of School Places and Schools

Cumbria is currently undertaking a robust review of its school organisation (covering all schools) in order to raise standards and tackle surplus places to improve the education and life choices of children and young people. The Terms of Reference of the School Organisation project is attached as Appendix 8. Across the country, there is a trend of falling pupil numbers in primary and secondary schools, and the decline is expected to continue for at least the next 20 years. In Cumbria, about one quarter of school places will become empty over the next decade.

It is very important that we plan for the future to ensure we have the correct number and type of schools and that they are the right size and in the right locations. This will ensure that we are able to provide the diversity of provision in each area that communities need in line with the provision of the Education & Inspection Act 2006. Schools, young people, parents and communities are being engaged in all stages of this review.

The approach is radical and far-reaching. The range of provision is expanding choice for parents by providing a diverse range of schools in the secondary sector.

7. TARGETS AND INDICATORS

BE HEALTHY							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Reduce the increasing rate of childhood obesity for reception year and year 6. (NSF Standards 1, 2 and 3) (LAA 1.1a)	12.62%	13.10%	13.31%	To be set	Y	Y	Cumbria PCT Carole Wood
Increase the number of schools achieving Healthy Schools Standards (LAA 1.1.b & 1.1.c) including schools with Parent Support Advisors (PSA).	14% 10% (PSA)	30% 40% (PSA)	50% 70% (PSA)	75% 100% (PSA)	Y	Y	Children's Services Mike Telford
Reduce under 18 conceptions including in high incidence areas. (NSF Standard 4) (LAA 1.1.d & 1.2b)	<u>Per 1000</u> 31 Carlisle 51.1 Barrow 41.1 Allerdale 34.6 Copeland 39.3	<u>Per 1000</u> 26 43.0 37.7 31.6 35.7	<u>Per 1000</u> 23.5 35.0 34.4 28.7 32.2	<u>Per 1000</u> 21 26.9 30.9 25.8 28.6	Y	Y	Risk Taking Behaviour Partnership Fran Frankland
Increase number of 15-24 year olds engaged in Chlamydia screening programmes. (NSF Standard 4) (LAA 1.1e)	0%	15% (6,675 actual)	20% (8,900 actual)	30% (13,350 actual)	N	N	Cumbria PCT Sally Cawley

BE HEALTHY							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Reduce STIs and reinfections by increasing the percentage of sexually active young people accessing: <ul style="list-style-type: none"> • Condoms via condom distributors. • Contraceptive services. • GUM services/integrated sexual health services. 	To be established	5%	10%	15%	N	N	Cumbria PCT Fran Frankland
Decrease the number of new HIV infections amongst sexually active young gay and bisexual men by: <ul style="list-style-type: none"> • Increasing the number of young GB men accessing the condom distribution scheme. • Increasing the number of young GB men attending GUM. 	Unknown	10%	20%	30%	N	N	PCT & Gay Cumbria Fran Frankland
	Unknown	10%	20%	30%	N	N	
Increase the number of schools with travel plans. (LAA 1.1f)	179	219	269	321 (100%)	Y	Y	Cumbria CC Jonathan Smith
Increase percentage of mothers initiating breastfeeding.	51.45%	54%	56%	58%	Y	Y	Cumbria PCT Heather Lofthouse

BE HEALTHY							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Increase percentage of breastfeeding for 6 weeks & 6 month continuation. (NSF Standard 1 & 2) (LAA 1.2a)	Baseline to be established by September 2007				N	N	Cumbria PCT Heather Lofthouse
Decrease the number of secondary school pupils who reported in the bi-annual Cumbria Healthy Schools Questionnaires that they drank alcohol on at least one day in the last week.	43%	40%	37%	35%	Y	N	Risk Taking Behaviour Partnership Neil Spence
Reduce the percentage of year 10 boys and girls reporting having drunk more than 14 units of alcohol in the last week.	39%	30%	20%	9%	Y	N	Risk Taking Behaviour Partnership Neil Spence
Increase percentage of Yr 10s who misuse alcohol who receive targeted intervention. (NSF Standards 4 and 5) (LAA 1.2c)	3% (of 3950) Actual = 119	5% Actual = 197	7% Actual = 276	10% Actual = 395	Y	Y	Risk Taking Behaviour Partnership Neil Spence
Improve quality and equity of provision including out of hours support through CAMHS. (NSF Standard 9)	100% within 24 hours	50% in 12 hours	75% in 12 hours	100% in 12 hours	Y	Y	CAMHS Partnership Anne Sheppard

BE HEALTHY							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Improve mental health assessment for young offenders:							
• Acute assessment in 5 working days	85.7%	90%	95%	100%	Y	N	YOS Debbie Royston
• Non acute assessment in 5 working days.	93.5%	95%	97%	100%	Y	N	
Increase percentage of CLA accessing health assessments & dental checks. (NSF Standard 5) (LAA 1.2d)	81.9%	90%	92%	94%	Y	Y	Children's Services and Cumbria PCT Kevin Quinn

BE HEALTHY							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Increase diagnostic, assessment and therapy support for children with a disability (NSF Standard 8) by reducing waiting times.	<u>South Cumbria Speech Therapy</u> Barrow-13wks Kendal-10wks	12 weeks	10 weeks	8 weeks	Y	Y	Cumbria CC and PCT Anne Ridgway
	<u>Paediatric Therapy</u> Barrow-13wks Kendal-12mths	12 weeks	10 weeks	8 weeks	N	Y	
	<u>North Cumbria Speech Therapy</u> East- 14wks West- 12wks	12 weeks	10 weeks	8 weeks	Y	Y	
	<u>Physiotherapy</u> North Cumbria waiting times	12 weeks	10 weeks	8 weeks	Y	N	
	<u>OT</u> East – children 0-5 16 mths Service redesign will include children 0-12 years West – 12 mths	12 weeks	10 weeks	8 weeks	Y	N	

BE HEALTHY							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Improve arrangements for the provision of equipment for children with disabilities (NSF Standard 8) <ul style="list-style-type: none"> • Time from referral to completion of assessment • Time from order placed to time equipment delivered/installed. 	Base line and targets to be established by September 2007				N	N	Children's Services and Cumbria PCT Mike Conefrey
Increase the percentage young people with complex health making the transition into adult life that have a care plan and identified lead case manager.	Base line to be established by September 2007	75%	80%	90%	N	N	Children's Services and PCT Ann Henderson
Improve the range of residential and respite support services for children with SEN and a disability (JAR action plan).	Base line to be established by June 2007				N	N	Children's Services and PCT Joan Lightfoot

STAY SAFE							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Improve the timeliness of social care initial assessments completed in 7 working days. (LAA 4.1a)	63%	80%	85%	90%	Y	Y	Children's Services Kevin Quinn
Improve the timeliness of social care core assessments completed in 35 working days. (LAA 4.1b)	56%	75%	80%	85%	Y	Y	Children's Services Kevin Quinn
Reduce referrals of children to children's social care as a rate per 10,000 to bring in line with national and regional averages.	679	591	550	To be set	Y	Y	Safeguarding Board Lynda Maudlin
Reduce the number of children looked after to bring in line with national and regional averages.	483	440	430	420	Y	Y	Children's Services Al Carruthers
Increase percentage of under 16's who have been looked after for 2.5 or more years living in the same placement for at least 2 years or are placed for adoption. (LAA 4.1c)	65.9%	75%	80%	To be set	Y	Y	Children's Services Al Carruthers
Increase the number of foster carers from BME communities (JAR action plan).	2	4	6	6	Y	Y	Children's Services Al Carruthers

STAY SAFE							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Ensure that registration rates per 10,000 are in line with national and regional averages.	12	16	17	To be set	Y	Y	Children's Services Kevin Quinn
Reduce the percentage of children on the Child Protection Register who have previously been registered (re-registrations). (LAA 4.1d)	14.2%	13%	12%	11%	Y	Y	Children's Services Lynda Maudlin
Improve the percentage of statutory reviews for children looked after completed on time.	92%	95%	100%	100%	Y	Y	Children's Services Gillian Walters
Reduce the percentage of young people who have been bullied in the last 12 months.	Base line to be established by September 2007				N	N	Children's Services Mark Toomey
Reduce the number of victims of child-on-child crime. (LAA 4.2a)	1648	1593 (3.3%)	1483 (10%)	1438 (12.7%)	Y	Y	Police Mark Clement
Ensure effective responses to reported racist incidence in schools (JAR action plan).	Est 50%	90%	100%	100%	N	N	Children's Services Stephen Mason
Improve remand management for young offenders.	50%	9%	9%	9%	Y	N	YOS Debbie Royston

ENJOY AND ACHIEVE							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Increase percentage of 5-16 year olds who participate in 2hours PE / Sports per week.(LAA 2.1a)	75%	78%	85%	90%	Y	Y	Children's Services Eddie Edge
Increase percentage of 0-18 year olds who are active library borrowers. (LAA 2.1b)	32%	33%	34%	35%	Y	Y	Cumbria CC Christine Howe
Increase percentage of young people 0-19 who play and participate in music making for the first time. (LAA 2.1c)	395	407	423	457	Y	N	Cumbria CC Carol Leathley
Increase percentage of 11-19 year olds in Carlisle and Allerdale with provision of leisure passes. (LAA 2.1d)	Allerdale 231 Carlisle 1128	300 1241	393 1365	462 1501	N	Y	Allerdale Borough Council (Peter Haley)& Carlisle City Council (Martin Horne)
Increase the percentage of children looked after, children with learning difficulties and their carers who have access to leisure passes (JAR action plan).	To be established by September 2007	100%	100%	100%	N	N	Children's Services Isabella Geraghty

ENJOY AND ACHIEVE							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Increase the number of young people taking up sport and cultural activities under the Positive Activities for Young People Programme (PAYP). (LAA 2.1e) Including the following -	240	264	290	319	Y	Y	Connexions Cumbria Peter Alger
PAYP – Recorded outcomes	99	158	174	191			
Working towards accreditation	22	24	26	29			
Keeping out of crime	113	198	217	239			
Referral to other agencies	88	132	145	159			
Increase independence	53	66	72	80			

ENJOY AND ACHIEVE							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Improve attainment of children looked after all key stages resulting in:							
At least one GCSE at Grade A* to G or a GNVQ	58%	64%	66%	To be set	Y	Y	Children's Services Fraser Livesey
5 or more GCSE grades A* to C	19%	21%	23%	To be set	Y	Y	
5 or more GCSE grades A* to C including Maths and English	7%	8%	9%	To be set	Y	Y	
Young people leaving care aged 16 or over with 5 or more GCSE grades A* to C or a GNVQ	17%	20%	23%	To be set	Y	Y	
Young people leaving care aged 16 or over with 5 or more GCSE grades A* to C or a GNVQ including English and Maths.	12%	14%	16%	To be set	Y	Y	
Reduce the percentage of CLA looked after for at least 12 months who missed 25 days of schooling for any reason. (LAA 2.2c)	17.5%	9%	8%	To be set	Y	Y	Children's Services Fraser Livesey
Reduce the number of Children with a Statement of SEN.	To be established by September 2007	0.25%	0.25%	0.25%	Y	Y	Children's Services Ann Henderson

ENJOY AND ACHIEVE							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Reduce the gap between boys and girls achievement.		Reduce gap by 5%	Reduce gap by 5%	No gap	Y	Y	Children's Services Peter McGaw
Ensure that 50% of pupils in NRF areas achieve level 5 (key stage 3) or above in English, Maths and Science. (LAA 2.3a)	Barrow English 71.9% Maths 76.7% Science 74.8% West Cumbria English 71.2% Maths 68.6% Science 68.6%	Barrow Maintain over 50% on all 3 subjects West Cumbria Maintain over 50% on all 3 subjects	Barrow Maintain over 50% on all 3 subjects West Cumbria Maintain over 50% on all 3 subjects	Barrow Maintain over 50% on all 3 subjects West Cumbria Maintain over 50% on all 3 subjects	Y	Y	Children's Services Peter McGaw

ENJOY AND ACHIEVE							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Improve school attendance and reduce rate of exclusions in selected schools in PSA project. (LAA 2.4a) <ul style="list-style-type: none"> • 28 Primary (279 Cumbria) • 12 Secondary (42 Cumbria) 	<u>Primary</u> Cumbria 94.7 PSA 93.5	94	94.7	To be agreed		Y	Children's Services Keith Jenkins
	<u>Secondary</u> Cumbria 92.5 PSA 91.3	92	92.5	To be agreed		Y	
	<u>Fixed Term Exclusions</u> <u>Primary</u> Cumbria 297 PSA 118	Reduce by 5%	Reduce by 10%	To be agreed		Y	
	<u>Fixed Term Exclusions</u> <u>Secondary</u> Cumbria 4589 PSA 1506	Reduce by 5%	Reduce by 10%	To be agreed		Y	
Improve communication, social and emotional development of children at the end of the Foundation Stage. (LAA 2.5a)	43.2%	47%	53%	53% +	Y	N	Children's Services Anne Renwick

ENJOY AND ACHIEVE							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Reduce the inequalities at foundation stage in the lowest 20%. (LAA 2.5b)	35.6%	35.0%	30.6%	To be set	Y	N	Children's Services Anne Renwick?
Support for school in special measures.	5	3	0	0	Y	Y	Children's Services Peter McGaw

MAKE A POSITIVE CONTRIBUTION							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Increase the number of services/organisations with a Duty to Cooperate, achieving Hear by Right Level One Standard. (LAA 5.1a)	0	16	20	25	Y	N	Connexions Cumbria Peter Alger
Increase percentage of young people 13-19 gaining a recorded outcome as a percentage of those participating in youth work. (LAA 5.1b)	42.9%	45%	50%	60%	Y		Youth Work in Cumbria Partnership Pat Norris
Increase percentage of young people 13-19 gaining an accredited outcome as a percentage of all young people in Cumbria. (LAA 5.1c)	2%	2.5%	3.5%	4.5%	Y		Youth Work in Cumbria Partnership Pat Norris
Increase the percentage of young people 13-19 "reached" (Youth Service). (LAA 5.1d)	20%	25%	25%	25%	Y		Youth Work in Cumbria Partnership Pat Norris
Increase percentage of children looked after participating in their own reviews. (LAA 5.1e and JAR action plan)	54%	95%	97.5%	100%	Y	Y	Children's Services Gillian Walters

MAKE A POSITIVE CONTRIBUTION							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Increase the percentage of children with SEN who participate in the annual review of their statement. (JAR action plan)	Establish baseline		90%	100%	N	N	Children's Services Ann Henderson
Reduce the number of first time entrants to the criminal justice system.	1189	1129 (5% reduction)	1106 (7% reduction)	1082 (9% reduction)	Y	Y	YOS Debbie Royston
	Stretch target LAA: 1189	1082 (9% reduction)	1047 (12% reduction)	1011 (15% reduction)	Y	Y	YOS Debbie Royston
Increase the percentage of children with Severe Learning needs educated in mainstream schools.	Baseline to be established by September 2007				N	N	Children's Services Ann Henderson
Increase support available to young carers. (JAR action plan)	Baseline to be established by September 2007				N	N	Children's Services Paul Story

ACHIEVE ECONOMIC WELLBEING							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Reduce percentage of 16-18 year olds not in education, employment and training (NEET). (LAA 3.1a)	6.7%	6.0% 5.8% stretched	5.7% 5.3% stretched	5.3% 4.8% stretched	Y Y	Y Y	Connexions Cumbria Deborah Naylor
Percentage of young people not known to Connexions Partnership. (LAA 3.1b)	3.7%	4.8%	4.8%	4.8%	Y	Y	Connexions Cumbria Joan Hetherington
Increase percentage of teen mothers in education, employment and training.	29.7%	45%	52%	60%	Y	Y	Connexions Cumbria Deborah Naylor
Increase percentage of young people achieving level 2 threshold (National Qualifications Framework) by age 19. (LAA 3.1c)	72.5%	77%	78.5%	80%	Y		Learning & Skills Council Adrian Adcock
Increase percentage of young people achieving level 3 thresholds (National Qualifications Framework) by age 19. (LAA 3.1d)	45.3%	46.3%	46.7%	47%	Y		Learning & Skills Council Adrian Adcock

ACHIEVE ECONOMIC WELLBEING							
INDICATORS	BASELINE	TARGET 07/08	TARGET 08/09	TARGET 09/10	COUNTY DATA	LOCAL DATA	LEAD
Increase percentage of young people 18/19 years old entering Higher Education (Cumbria Initial Participation Rates – HEIPR). (LAA 3.2a)	28%	33.5%	35%	To be set	Y	N	Children's Services Adrienne Carmichael
Increase percentage of resolved cases from the multi agency housing panel for young people (16-24) presented as homeless or "at risk" of becoming homeless. (LAA 3.3a)	60%	65%	75%	85%	N	Y	Carlisle City Council / Cumbria CC Rob Stevenson
Increase number of parents participating in skills for life training.	300	325	350	375	Y	Y	Children's Services Charles Searle
Increase number of parents participating in family learning.	475	500	550	600	Y	Y	Children's Services Charles Searle

8. LOCALITY PLANS AND ACTIONS

The Children & Young People's Strategic Partnership Board established five Local Planning Groups (LPGs) in Cumbria towards the end of last year. Although it is acknowledged that these are at an early stage in their development, they are already beginning to play a role in shaping the priorities for the future.

Each Group was asked to develop an outline Locality Plan earlier this year. The one produced by West Cumbria is offered as a model for others in the future. It is more comprehensive, as the LPG was able to draw on the long history of existing partnership working and leadership in the area to inform its locality plan. However, it is hoped that all LPGs will have developed their capacity significantly over the next twelve months and it is anticipated that the locality section of the next plan will be much enhanced.

LOCALITY PLAN – WEST CUMBRIA

Key Data (population, lifestyle, deprivation, minority groups, religion)

Our Community

Strengths

West Cumbria is an area of diversity and contrast. We are situated in an area of natural beauty with lakes, fells and coastal areas. However this presents us with some challenges. Having some of the highest mountains and deepest lakes in England presents an obstacle for land based transport and access. West Cumbria was at the cutting edge of the development of the nuclear age, still containing the largest single employment site of the North West region in terms of Sellafield. There are other world-class manufacturers within the area and with the Lake District National Park and regeneration in Maryport and Whitehaven we are experiencing an increase in the tourism industry.

We have wards within West Cumbria nestled next to each other with some of the highest and lowest household incomes. Deprivation has the same characteristics as in the large areas in the North West although in smaller numbers.

West Cumbria has a population of 160,000; 88,000 living in Cleator Moor, Maryport, Whitehaven and Workington.

West Cumbria's fortunes will rely on the skills of its people with high levels of craft and technical skills and a proven track record of innovation.

The allocation of Neighbourhood Renewal Funding (NRF) has enabled the Local Planning Group to prioritise the areas of Cleator Moor, Maryport, Workington and Whitehaven to develop local delivery platforms, integrated working, CAF and the lead professional role.

Cleator Moor has high levels of deprivation compared with other parts of West Cumbria.

Maryport has spent most of the 20th Century in decline. Whilst the harbour side has seen rejuvenation as a visitor attraction, most industrial employment has gone. There are large social housing estates with many issues relating to a wide range of issues including substance misuse.

Whitehaven contains some of the most deprived wards in the country – common issues identified across the area are poor access to services, transport infrastructure, lack of jobs and concerns over community safety.

Workington. World Class manufacturing continues in the area, however there are major problems of deprivation in social housing, poor income rates per capita and associated issues.

Challenges

We can see by the aforementioned content West Cumbria is a mixed bag in terms of its composition. We have pockets of deprivation, problems of infrastructure and young people choosing to move out of West Cumbria, as they do not see their future here. We know that living on a low income in a disadvantaged deprived area, with little opportunity for change and development has a detrimental effect on aspirations and psyche. Within West Cumbria we have high levels of mental health issues relating to both adults and children and young people, high levels of referrals to the police for issues relating to domestic violence. Copeland has seen an increase in teenage conceptions. We have higher than average children and young people not engaged in education, employment or training. Parenting is an issue and we have too many children and young people engaged in anti-social behaviour.

Our Priorities

We recognise in West Cumbria that we have a responsibility to contribute to addressing all the priorities in the Children and Young People's Plan. However given all the aforementioned, priorities for the next year are: -

- Reduce rates of teenage conception and STIs in hotspot areas.
- Improve support to parents with health and behaviour problems, which impact on the well being of their children.
- Improve the attainment of children looked after at all key stages.
- Mainstream more schemes to promote the inclusion of children and young people with learning difficulties and/or disabilities.
- Reduce levels of NEET in vulnerable groups.
- Formalise partnership arrangements to secure effective governance and accountability arrangements at a strategic and local level.
- Improve attainment level 1 at all key stages including the foundation stage.

To conclude

As previously mentioned the NRF allocation will allow us to accelerate our integrated working arrangements in relation to our priority areas and our key issues for Children and Young People. West Cumbria has strong partnership arrangements and clear leadership from the local planning group which has allowed us to set ourselves the above challenges.

LOCALITY PLAN – BARROW

Key Data (population, lifestyle, deprivation, minority groups, religion)

Our Community

Strengths

- Well established multi agency working across organisations.
- Opportunity to utilise BEST team to form basis of first stages of Local Delivery Platforms.

Challenges

- High levels of deprivation across the Barrow area.
- To develop a coherent Delivery Plan which makes best use of funding and resources available within the area.

Our Priorities

- Reduce effect of compromised parenting on children.
- Increased participation of children and young people in age appropriate positive activities, including play.
- Young people move into independent accommodation when they can be successful.
- Children and young people with severe complex disabilities achieve their full potential.
- To address ill health in childhood.

LOCALITY PLAN – CARLISLE**Key Data (population, lifestyle, deprivation, minority groups, religion)****Our Community****Strengths**

- Quality of life.
- Carlisle is hub for the county in terms of service provision.
- Carlisle is well provided for in terms of physical facilities.
- Crime is low.
- There is a good sense of belonging and community.

Challenges

- There is often a negative image of young people.
- Teenage conceptions are high.
- Homelessness.
- Bullying (in and out of school).
- The rurality of some parts means inequitable access to facilities and services.
- Aspirations in terms of educational attainment, training and employment are low.
- Although achievement is at or above national averages up to KS2, at KS3 and KS4 is poor and progression to FE and HE is below the national average: this needs to be improved.
- There is a very high level of deprivation in some wards leading to polarisation.
- There is poor health and reduced life expectancy associated with unhealthy lifestyles.
- Mental and emotional health are often poor.
- There is a lack of tolerance for minority groups e.g. immigrants, homosexuals etc.

Our Priorities

- Address young people's housing and affordable family accommodation.
- Address non-participation specific to areas and groups.
- Increase C & YP interaction with community other than as victims or perpetrators of crime (both real and perceived). Replace negative peer pressure with positive role models.
- Improve the image of Children and Young People in the local media.
- Take account of the views of the views of children and young people, families and communities.
- Support young people in making informed choices about contraception and parenthood.
- Improve access to support for groups of children and their parents at risk of social exclusion and those in the most disadvantaged areas.
- Increase post-16 participation and achievement.
- More effectively safeguard children and young people in need of protection.
- Encourage families in need to engage in Children's centres and extended services.
- Support children and young people to adopt healthy lifestyles.

LOCALITY PLAN – EDEN

<p><u>Key Data (population, lifestyle, deprivation, minority groups, religion)</u></p>
<p><u>Our Community</u></p> <p><u>Strengths</u></p> <ul style="list-style-type: none"> • An enterprising culture with many small businesses and low unemployment (disproportionate numbers of micro-businesses). • Readily available part-time work for young people. • Enthusiasm for joint, inclusive and innovative ways of working by agencies working with children & young people. • An active voluntary, community and faith sector. • Strong community/neighbourhood identity. • A determination amongst young people to have a voice e.g. excellent linked primary school councils. • Educational outcomes high with good inter-school links. • Good sports and leisure facilities. <p><u>Challenges</u></p> <ul style="list-style-type: none"> • There is a combination of a low wage economy and expensive housing making it difficult for young people to stay in or return to the area contributing to a “brain drain” effect. • General difficulty for young people accessing often ‘centralised’ services (e.g. in key service centres). • Small average settlement sizes mean <ul style="list-style-type: none"> – lack of localised specialist service provision – rural isolation – disability provision – poor identification of need (low numbers) – ineligibility for funding. • There is a negative perception of young people e.g. they are often being moved on from places where they gather/socialise. • A changing community structure as people e.g. retired or foreign nationals move into the area, along with transient residents (move into and out of the area in 2-3 years), reducing community cohesion. • There is a lack of FE provision. • The voice of Eden can be lost within that of Cumbria.
<p><u>Our Priorities</u></p> <ul style="list-style-type: none"> • Deliver high quality services to children and young people. • Improve access to services for all children and young people. • Increase consultation and involvement of children and young people, and their families in planning and service design. • Strengthen support for emotional well-being and mental health. • Improve access to support for groups of children and their parents at risk of social exclusion and those in disadvantaged areas. • Improve partnership working to ensure education and training for 14-19 year-old

young people is planned and delivered in a co-ordinated way.

- More effectively safeguard children and young people in need of protection.
- Support young people in making a positive commitment to society.
- Strengthen the delivery of youth work services.
- Develop better co-ordinated and integrated services for children with disability and special educational needs.

LOCALITY PLAN – SOUTH LAKES

Key Data (population, lifestyle, deprivation, minority groups, religion)

Our Community

Strengths

- Established pilot Local Delivery Platform.
- MAST team to deliver integrated services.
- Low levels of deprivation within the area.

Challenges

- Issues of rurality which compound the ability to deliver services in the small identified pockets of disadvantage.
- Limited services available within the area.

Our Priorities

- Reduce effect of compromised parenting on children.
- Increase participation of children and young people in age appropriate positive constructive activities including play.
- Young people only move into independent accommodation when they can be successful.
- Support children and young people with severe complex disabilities to achieve their full potential.
- Reduce reported experience of bullying.
- Improve attainment of children and young people at all Key Stages.

9. ACTION PLANS AND PERFORMANCE MANAGEMENT

The delivery of the Children and Young People's Plan is underpinned by action plans developed by the Board on a multi agency basis. All action plans will be published in the first quarter of 2007.

To support delivery the Board has adopted a single approach to Action Planning based on the work of Mark Friedman. This will ensure common language and understanding across the partnership (pro forma in Appendix 10).

The Performance Management Framework adopted by the Board has been designed to ensure clear lines of accountability for the improvement of outcomes for all children and young people. The framework is as follows:

- a. A Board member has responsibility for one of the 5 ECM outcomes:
 - Be healthy
 - Stay safe
 - Enjoy and achieve
 - Make a positive contribution
 - Achieve economic wellbeing
- b. Each indicator in the CYPP has a lead agency and lead officer with responsibility for co-ordinating the development and delivery of the agreed action plan and will report to the outcome lead on progress on a quarterly basis
- c. The Board will receive management information reports from the Performance group on a quarterly basis and at any other time on an exception basis
- d. Each outcome leader will provide a quarterly review report on progress
- e. Progress on the delivery of the plan will be reported at least annually to the Cumbria Strategic Partnership (CSP), County Council Cabinet and the Children and Young People's Scrutiny Panel.
- f. The CYPP will be formally reviewed and refreshed on an annual basis by the Board following a period of consultation.

10. **CONSULTATION**

The following have been consulted in the development of this plan

- All Board Partner Agencies
- County Council Elected Members
- District Council Elected Members
- County Council Cabinet
- Children and Young People's Scrutiny Panel
- The County Council
- District Councils
- Government Office North West
- 5 Cumbrian Local Strategic Partnerships
- The Local Safeguarding Children Board
- The Children and Young People's Forum
- The Voluntary Sector Reference Group
- The Drug & Alcohol Action Team
- Local Planning Groups
- Schools Councils
- Action 4
- Head Teachers' Associations
- Schools Forum
- Children and young people
- The general public

11. GLOSSARY

A & E – Accident & Emergency

A department in a hospital where an emergency can be treated, i.e. a critical or life threatening situation requiring medical attention.

APA – Annual Performance Assessment

Each year the Council's Children's Service is required to complete a self-assessment, which along with its performance on key indicators and the review of regulators, contributes to the overall APA.

BME – Black and Minority Ethnic Community

CAF – Common Assessment Framework

The CAF is key to the delivery of Every Child Matters and is –

- a simple **pre-assessment checklist** to help practitioners identify children who would benefit from a common assessment
- a **process for undertaking a common assessment**, to help practitioners gather and understand information about the needs and strengths of the child, based on discussions with the child, their family and other practitioners as appropriate
- a **standard form** to help practitioners record, and where appropriate, share with others, the findings from the assessment in terms that are helpful in working with the family to find a response to unmet needs.

For further information, look at <http://www.everychildmatters.gov.uk/deliveringservices/caf/>

CAFCASS – Children & Family County Advisory & Support Service

This service looks after the interests of children involved in family proceedings. It works with children and their families, and then advises the courts on what it considers to be in the children's best interests. CAFCASS only works in the family courts. Examples of matters that may be taken to family courts are:

- when parents who are separating or divorcing can't agree on arrangements for their children
- an adoption application
- when children are subject to an application for care or supervision proceedings by Social Services

CAMHS Partnership – Children & Adolescent Mental Health Services

The Child and Adolescent Mental Health Service (CAMHS) is a multi-disciplinary service which provides assessment, advice and interventions for children and young people (up to the age of 16, or sometimes up to 18 if in full time education) with mental health difficulties and their families. The service aims to promote the emotional, behavioural, social and psychological health of children, young people, their families or carers; and to diagnose and treat mental disorders and work therapeutically with young people experiencing mental health difficulties. CAMHS works towards creating a context in which professionals support families in understanding their difficulties and discovering solutions to them. Where solutions cannot be found, the service supports and assists the development of more effective management.

CASH – Cumbria Association of Secondary Heads

The representational body for secondary schools in Cumbria.

CCCCSD – Cumbria County Council Children's Services Directorate

The new lead directorate within the Council that combines elements of the former Education directorate and Children's Social Care from Social Services.

CC Fund – Cumbria Children’s Fund

The Children’s Fund is a national initiative supported by the Department for Education and Skills. The purpose of the fund is to support the development of preventative services for children between the ages of 5 and 13. In Cumbria, the Children’s Fund was set up in 2002 and is run by a multi-agency partnership.

CFCP – Cumbria Change for Children Partnership

This was established in March 2005 and enabled a wide range of partners to be actively involved in the early development and delivery of the Every Child Matters agenda in Cumbria. It included seconded or named representatives from a wide range of organisations concerned with the welfare of children and young people. It has now been superseded by the CYPSP.

Children’s Trust

See Commissioning Trust

CLA – Children Looked After (formerly known as LAC – Looked After Children)

Children who are in the care of Cumbria County Council.

Commissioning Trust

Children’s trusts bring together all services for children and young people in an area, underpinned by the Children Act 2004 duty to cooperate, to focus on improving outcomes for all children and young people. They will support those who work every day with children, young people and their families to deliver better outcomes - with children and young people experiencing more integrated and responsive services, and specialist support embedded in and accessed through universal services.

The key elements to delivering this are –

- Integrated working (with people working in multi-disciplinary teams, trained jointly, using a lead professional model and co-located, wherever possible).
- Integrated processes like the Common Assessment Framework.
- There is also a need for effective integrated strategies and plans to underpin them.
- Arrangements for governance that ensure everyone shares the vision and give each the confidence to relinquish day-to-day control of decisions and resources, while maintaining the necessary high-level accountability for meeting their statutory duties in a new way. In Cumbria this is expressed in a new partnership Protocol.

Across the whole system there are some unifying features which help to link the various elements:

- Leadership at every level, not just the director of children’s services, but at the front line
- Performance management driving an outcomes focus at every level
- Listening to the views of children and young people - on the priorities at a strategic level, and on how day-to-day practice is affecting them personally

CS – Children’s Services

See CCCCS

CSCB – Cumbria Safeguarding Children Board

This body aims to ensure effective inter-agency working to protect and promote the welfare of vulnerable children who require assessments and interventions from more than one agency.

CSP – Cumbria Strategic Partnership

The Cumbria Strategic Partnership is a countywide partnership with over 50 partners, including all seven local authorities and further representatives from public, private and voluntary organisations in all parts of Cumbria. Its aim is to speak with a single voice for Cumbria and influence both business planning of partner organisations and regional and national policy development to better impact on the agreed priorities to secure economic growth and social progress for Cumbria. It launched a Sub Regional Strategy for Cumbria in October 2004.

Cumbria CC or CCC – Cumbria County Council

The tier of local government that covers all of Cumbria and which has lead responsibility for delivering ‘Every Child Matters’.

Cumbria PCT – Cumbria Primary Care Trust

See Primary Care Trust

CVA – Contextual Valued Added

The CVA measures a child's progress at secondary school, taking into account a range of social factors alongside their level of academic achievement on entry. These include gender, first language, and a family poverty index developed by the Office of the Deputy Prime Minister.

The Government argues that this will provide a "more sophisticated" measure of performance by recognising the impact of influences beyond schools' control. But critics fear that it will be used to explain away low standards in schools serving poorer children, who most need a good education.

CYPB – Children & Young People's Board

The Board is a forum of senior representatives from all partners with a 'duty to cooperate' and other key stakeholders, including a representative of the voluntary sector. The Board provides effective strategic leadership, direction and accountability, and enables executive decisions to be made collectively.

The Children & Young People's Board will also act as the CSP's thematic partnership board on matters affecting children and young people. It will provide a Cumbria-wide focus for issues relating to children and young people within the context of a developing Local Area Agreement, advise the Cumbria Strategic Partnership on key priorities and issues for action, and champion the interests of Cumbrian children and young people at local, regional and national levels.

CYPLA – Children & Young People Looked After

See CLA

DAAT Partnership – Drug & Alcohol Action Team Partnership

This partnership combines representatives from local authorities (county and district council), health, probation, voluntary sector, etc. The DAAT ensures that the work of these local agencies is brought together effectively and that cross-agency projects are coordinated successfully. Their work involves commissioning services; monitoring & reporting on performance; and communicating plans, activities and performance to stakeholders.

DCS – Director of Children's Services

Based within Cumbria County Council, the DCS is Moira Swann. She is professionally accountable for the delivery of the local authority's education and social care functions for children and any health functions for children delegated to the authority by the NHS.

DfES – Department of Education & Skills

The Government Department that oversees the delivery of the 'Every Child Matters agenda'.

DH – Department of Health

The Government Department which aims to improve the health and wellbeing of people in England.

DWP – Department of Work & Pensions

The Government Department which aims to: promote opportunity and independence for all; help individuals achieve their potential through employment; and work to end poverty in all its forms.

E2E – Entry to Employment

This is a work based learning programme established in England in August 2003. It is designed to help those young people aged 16-18 who are not yet ready or able to directly enter Modern Apprenticeship programmes, further education or employment. Young people are helped to prepare for progression to employment, employment with training, Modern Apprenticeships and further education. Older young people can be admitted at local LSC discretion.

ECM – Every Child Matters

The Government's framework for change in the quality, accessibility and coherence of services so that every child and young person is able to fulfil their full potential. At its heart are the 5 outcomes in the Children's Act 2004.

JAR – Joint Area Review

In addition to the APA, from time to time (about every three years) Children's Service will have an external review of their performance carried out by a team of inspectors drawn from different regulatory bodies working together. This inspection is known as the JAR and Cumbria had its first in September 2006.

KS – Key Stages

For pupils aged 5 to 14, the National Curriculum provides a structured and assessed education through 4 Key Stages –

- Key Stage 1 – relates to years 1 and 2 (children aged 5-7) with tests in English and Maths
- Key Stage 2 – relates to years 3 to 6 (children aged 7-11) with tests in English, Maths and Science
- Key Stage 3 – relates to years 7 to 9 (children aged 11-14) with tests in English, Maths and Science
- Key Stage 4 – relates to years 10 and 11 (children aged 14-16) with some taking GCSEs or other national qualifications

LA – Local Authority

See Cumbria County Council

LAA – Local Area Agreement

Local Area Agreements are a new way of working, aimed at improving the effectiveness and efficiency of the way government works with local authorities and their partners to improve public services. A statement will be drawn up between partners on the outcomes they feel need to be achieved for the local area, in our case Cumbria, and agreed with government in April 2007.

Outcomes are measurable targets for improvement in key services affecting quality of life. The agreement will cover a range of outcomes each falling within one of four blocks, one of which is Children and Young People.

LD – Learning Disabilities

The Department of Health defines these as including the presence of a significantly reduced ability to understand new or complex information and learn new skills with a reduced ability to cope independently which started before adulthood with a lasting effect on development.

LDPs – Local Delivery Platforms

These will operate below an area basis and will enable greater co-ordination of frontline services to improve prevention and early intervention by bringing together a range of services delivered in an integrated way through MASTs. There are currently pilots in each of the 5 LPG areas which will be evaluated before the LDPs are rolled out across the County. The LPGs are being given responsibility for shaping the roll out in their area.

LM – Lead Member

The Councillor within the County Council who has political accountability for the same range of services as the Director of Children's Services. In Cumbria, this is Philip Chappellhow.

LPGs – Local Planning Groups

The CYP Board has established 5 Local Planning Groups (LPGs) to ensure the delivery of agreed priorities and outcomes for children and young people in a specific area of the county. They are responsible for analysing local need, identifying priorities, monitoring performance and reshaping the delivery of preventative services on a multi-agency basis. The LPGs are in the following areas: West Cumbria; Barrow; South Lakeland; Eden; and Carlisle.

LSCB – Local Safeguarding Children Board

This is the statutory mechanism for ensuring agencies co-operate to safeguard and promote the welfare of children and young people in Cumbria. The LSCB has a particular focus on the ECM staying safe outcome and seeks to ensure that all children and young people in Cumbria are protected from physical or mental injury or abuse, neglect, maltreatment, sexual abuse or exploitation or harm caused by witnessing violence or abuse of another.

LSC – Learning & Skills Council

The LSC exists to make England better skilled and more competitive. They have a single goal: to improve the skills of England's young people and adults to make sure we have a workforce that is of world-class standards. They are responsible for planning and funding high-quality vocational education and training for everyone.

LSPs – Local Strategic Partnerships

LSPs are non-statutory, multi-agency partnerships which match local authority boundaries. In Cumbria there are five – Carlisle, Eden, South Lakeland, Furness and West Cumbria (Allerdale and Copeland). They bring together public, private, voluntary and community representatives to allow different services and initiatives to support one another in an area.

MASTs – Multi-Agency Support Teams

Practitioners in a locality who will work as part of an integrated team to deliver services to children and young people as well as their families and carers.

NEET – Not in Education, Employment and/or Training

A standard indicator used for young people aged 16 and over.

NHS – National Health Service

The health and social care system managed nationally by the Department of Health and delivered locally through a variety of agencies and individuals.

NHS North West

See SHA

NSF – National Service Framework

The Government published its National Service Framework (NSF) for children, young people and maternity services on 15 September 2004. It sets standards for children's health and social services, and the interface of those services with education.

OFSTED / CSCI – Government Inspectors

These are the two Government inspection agencies for Children's Services. Ofsted is the inspectorate for children and learners in England. Its job is to contribute to the provision of better education and care through effective inspection and regulation. Launched in April 2004, The Commission for Social Care Inspection is the single, independent inspectorate for all social care services in England.

PCT – Primary Care Trust

The Cumbria Primary Care Trust was formed on 1 October 2006 when North Cumbria Primary Care Trusts joined with the Cumbria part of Morecambe Bay Primary Care Trust.

It supplies NHS services in the community and also works with other local health trusts, local authorities and other organisations to ensure that health services are provided, and that the health needs of local communities are being met. It controls the majority of the NHS budget and buys (or 'commissions') services from other health providers including GPs, dentist and four health trusts –

- [North Cumbria Acute Hospitals NHS Trust](#) which manages the Cumberland Infirmary in Carlisle and West Cumberland Hospital in Whitehaven;
- [University Hospitals of Morecambe Bay NHS Trust](#) which manages Furness General Hospital in Barrow-in-Furness, Westmorland General Hospital in Kendal and Ulverston Community Health Centre, in addition to hospitals in Morecambe and Lancaster
- [Cumbria Partnership NHS Trust](#) which provides mental health services;
- [North West Ambulance Service NHS Trust](#) which provides ambulance services in Cumbria.

The PCT is also responsible for providing health services in the community (known as primary care services), including all of the community hospitals in Cumbria.

PEIP – Parent Early Intervention Programme

Cumbria is currently involved in this key national prevention pilot.

PHA – Primary Heads Association

The representational body for primary schools in Cumbria.

PMF – Performance Management Framework

The Performance Management Framework is a tool that allows CYP partners to measure, monitor and manage their performance. This tool is used to identify performance measures and targets that will be used to track whether or not we are meeting our objectives and to identify areas for improvement.

PAF – Performance Assessment Framework

Used in Social Care.

PEX – Permanent Exclusions

Permanent exclusions can only be applied by the school's headteacher if a pupil has seriously breached the school's discipline policy, and if they were to remain in school it would seriously harm or put at risk the pupil or others in the school. Permanent exclusion is used only as a last resort.

PI – Performance Indicators

Ways of measuring achievement and success that consist of a measure and a target.

PSA – Parent Support Advisers

Cumbria is currently involved in this key national prevention pilot.

PRU – Pupil Referral Units

The remit of pupil referral units is to provide a suitable and appropriate education to children of compulsory school age who, because of illness, exclusion or otherwise, are unable to attend a maintained (i.e. mainstream or special) school. Under section 19 of the Education Act 1996, local authorities have a duty to provide suitable education for children of compulsory school age who, because of illness or exclusion from school for example, will not receive a suitable education without these arrangements.

SEAL/SEBS – Social & Emotional Aspects of Learning and Social, Emotional & Behavioural Skills

These are being introduced as part of the Behaviour and Attendance Strategy. SEAL is for Primary schools and SEBS is for Secondary schools.

SEN – Special Educational Needs

Where the special provision made by the school over a period of time is not enabling a child to access the curriculum and make sufficient progress the school or parent may refer the child to the special educational needs service.

SHA – Strategic Health Authority

The North West Strategic Health Authority, known as NHS North West, was created in July 1 2006 as a result of the national policy [Creating a patient-led NHS](#). Its predecessor organisations were the Greater Manchester, Cumbria and Lancashire and Cheshire and Merseyside strategic health authorities.

Its mission is to maintain and improve the health of the North West population and ensure the delivery of world-class services for those who need care. NHS North West covers the largest geographical area of any of England's 10 strategic health authorities and looks after a population of more than seven million people.

WBL – Work Based Learning

This is for young people and includes E2E or Entry to Employment.

YPHRBS – Young People Health Related Behaviour Survey

Years 8 and 10

School year 8 children are 12-13 years old and year 10 are 14-15 years old.

YOS – Cumbria Youth Offending Service

The aim of this service is to prevent offending by children and young people. It delivers this by: preventing crime and the fear of crime; identifying and dealing with young offenders; and reducing re-offending.

12. APPENDICES

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**FINAL VERSION
APPROVED BY CHILDREN & YOUNG PEOPLE'S
STRATEGIC PARTNERSHIP BOARD
7TH JUNE 2007**

CHILDREN AND YOUNG PEOPLE'S PLAN

2007 TO 2010

Appendices

**"THE BEST FOR EVERY CHILD, YOUNG PERSON AND
FAMILY"**

CUMBRIA CHILDREN'S TRUST

**WORKING TOGETHER FOR CHILDREN AND YOUNG
PEOPLE**

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CHILDREN & YOUNG PEOPLE'S STRATEGIC PARTNERSHIP PROTOCOL**Statement of Commitment**

The member organisations of the CYPSPB (the Board) are committed to working together at every level to improve the quality of life and wellbeing of all children and young people in Cumbria.

Our Vision

The best for every child, young person and family

Our Mission

- To create opportunities for all children, young people and their families and those working with and for them to be actively involved in developing and participating in children's services.
- To find new ways of working and sharing available resources to meet the needs of children, young people and their families at the earliest opportunity.
- To invest in a highly skilled and integrated workforce to develop the expectations of children, young people and their families.
- To commission services to secure improved outcomes through evidence based practice for all children, young people and their families.
- To provide a world-class learning experience that inspires every child and young person to achieve their full potential in life, in work and as a member of their community.

Our Values

- RESPECT
- TRUST
- INCLUSION
- RELIABILITY
- FAIRNESS

Governance & Accountability Arrangements

The governance and accountability arrangements set out in this Partnership Protocol (The Protocol) put into operation the duty to cooperate as set out in section 10 of the Children Act 2004.

The Protocol applies to all services provided or commissioned by the Board that support children and young people's 0 to 19 and specific groups of young people up to age 25.

The Protocol requires each partner agency to retain full responsibility for its statutory duties and functions at all times and allows for these duties and functions to be carried out through a single system of joint planning and commissioning.

The Protocol supplements existing organisational arrangements and provides additional robust accountabilities outside of existing partner agencies arrangements.

The Protocol enables the Board to take responsibility for setting the strategic direction for services to children, young people and their families. This includes setting priorities, joint planning and commissioning decisions; the alignment of resources at strategic level and agreeing service models based on service performance and agreed service specifications.

The Board will act as the single coordination body for all children's services planning and commissioning arrangements and will be the focus for facilitating joint working leading to the integration of services for children and young people and their families.

The Board will be responsible and accountable for the performance and commissioning decisions made by all other planning and commissioning groups in children's services.

The Board will be accountable to the Local Safeguarding Children's Board for the actions it takes in ensuring that all children and young people in Cumbria are adequately safeguarded.

Decision Making

Each partner agency accepts collective responsibility for all decisions made by the Board. All decisions will be transparent and informed by open debate, advice, performance reporting and analysis, best practice, risk assessment and option appraisal.

The jointly appointed and managed joint commissioning unit will be responsible for providing advice to the Board to support the decision-making processes.

Challenge Process

In exercising collective responsibility for all decisions made by the Board each partner agency will be open to challenge and scrutiny through the formal processes of the accountable body (the County Council) and of the other agencies.

Progress on the delivery of the Children and Young Peoples Plan will be performance managed by the Board and is open to challenge by any interested party.

A formal review of the progress made by the Board will be reported to the Children and Young People's Scrutiny Panel on an annual basis and on other occasions on request.

Agency & Member Accountability

This Protocol assumes all partners accept collective responsibility and accountability for all decisions made by the Board.

However, within this collective responsibility and decision-making process it is recognised there are different levels of accountability and risk for individual agencies and organisations.

This Protocol differentiates these levels of accountability and risk in the following way:

Primary Partners

- The Local Authority (the County Council) is responsible for leading the Partnership and the council in the improvement of outcomes for all children and young people. In this respect the County Council is the accountable body for the children's trust. The County Council is responsible for the development and implementation of the Children and Young People's Plan (CYPP) as the single agreement between the partnership on priorities and actions for children and young people
- The Primary Care Trust is responsible for ensuring that health provision meets the identified needs of children, young people and their families on behalf of the children's trust. The PCT is responsible for ensuring health provision is aligned to the priorities agreed in the CYPP, and for the commissioning of health service on behalf of the Partnership.

Relevant Partners

All relevant partners have a statutory duty to co-operate with the Local Authority to improve outcomes for children, young people and their families.

CYPP 2007

- District councils have a duty to contribute to the development of the vision of the Partnership, and to the setting of priorities. As a direct provider and commissioner of services that impact on children, young people and their families, the District Councils should ensure that these services are aligned to the delivery of the CYPP.
- The Police are responsible for ensuring that the Local Policing Plan is consistent with the Partnership vision and the priorities in the CYPP.
- The Probation Service is responsible for protecting the public, reducing reoffending and for rehabilitation. In discharging these functions the service is responsible for ensuring provision is consistent with the Partnership vision and priorities as agreed in the CYPP. The Probation service has specific responsibilities for Multi-Agency Public Protection Arrangements (MAPPA). These arrangements are discharged through the Local Safeguarding Children Board (LSCB).
- Youth Offending Service is responsible for the production of the Youth Justice Plan. This plan must be consistent with the Partnership vision and with the priorities agreed in the CYPP. The Plan should state how the pooling and alignment of resources will contribute to the improvement of outcomes for children, young people and their families.
- The Connexions Service provides and secures services that enable and encourage young people to participate in education, employment and training. It is the responsibility of Connexions to provide information on the needs of young people to inform Partnership priorities and commissioning decision-making.
- The Learning and Skills Council (LSC) is a national organisation responsible for the strategic commissioning of high quality learning opportunities for young people and adults below degree level. The LSC funds learning delivered by school sixth forms, further education colleges, work based learning providers and organisations in the voluntary and community sector, that meets the skills needs of employers and individuals. It is the responsibility of LSC to provide information on the needs of young people to inform Partnership priorities and commissioning decision-making.

Representative Partners

- The voluntary and community sector have a significant expertise in the delivery of services and in engaging children and families in identifying needs, innovative service models and commissioning priorities. The voluntary and community sector representation is responsible for informing the Partnership on these areas of expertise and for ensuring the sector has a voice in identifying priorities and actions in the CYPP.
- The Primary and Secondary Heads Association representative are responsible for ensuring the sector inform and influence priority setting in the CYPP and advise the Partnership on engagement with schools the county.

Role of Director of Children's Services & Lead Member

The Director of Children's Services (DCS) is professionally accountable for the delivery of the local authority's education and social care functions for children and any health functions for children delegated to the authority by the NHS. The DCS together with the Lead Member (LM) has a key role in driving wider partnership working to integrate and transform services. The Lead Member exercises political accountability for the same range of services as the Director and is expected to take a particular role in safeguarding.

Both the Director and Lead Member therefore have particular and distinct responsibilities as members of the Board. This requires both the Director and Lead Member to hold other agencies to account for the joint planning and commissioning of integrated services.

Commissioning

CYPP 2007

The Board, supported by the joint commissioning team, will be responsible for the identification of need and the setting of priorities to support the development of integrated services for all children, young people and their families.

All planning and commissioning decision making will be informed by:

- Needs analysis
- Prevention priorities
- Performance
- Risk analysis

The Board will carry out an annual review with the children and young people's plan and set out how services and outcomes will be improved.

Joint Commissioning Team

To support its work the Board will establish a joint commissioning team. This team will be resourced by the Partnership.

The role of the joint commissioning team will be as follows:

- Ensuring that there is a comprehensive up to date analysis of children and young people's needs and services upon which an informed decision on the design and commissioning of services can be based.
- Provide professional advice to the Board on the needs of children and young people in Cumbria and the services that need to be commissioned to meet these needs.
- To coordinate the performance monitoring and management of the commissioned services and the implementation of the CYPP and LAA.
- To coordinate the implementation of the partnerships preventative framework by identifying shifts in activity and resource allocation that will enable the development of planned targeted interventions.
- To coordinate the development and implementation of the Board's business plan and project activity.
- To promote the work of the partnership by ensuring best practice is shared locally, regionally and nationally.
- To provide effective coordination of the contracting of service models including the performance monitoring and management of commissioned services through effective contract management.
- The joint commissioning team shall report directly to the Board.
- The Board shall determine the membership of the joint commissioning team.

Information Sharing

The Board will develop an information sharing protocol that will enable effective needs analysis to be carried out on a continuous basis. The information sharing protocol will also be developed to ensure the effective implementation of contact point and the common assessment framework (CAF).

Performance Management

Each member of the Board will take full responsibility and accountability for the delivery of the 5 ECM outcomes. Five individual Board members will take specific responsibility for the performance management of the ECM outcomes.

The Board will review progress in achieving improved outcomes for all children against the 5 ECM outcomes on a quarterly basis. Responsibility for the coordination of the reporting process lies with the individuals named above.

In addition the Board will receive quarterly management information reports that will inform the Board of the progress being made in achieving the key targets set out in the CYPP 2007-2010.

Locality Working

In ensuring that joint planning and commissioning priorities are relevant to the diverse communities in Cumbria, the Board has established 5 local planning and commissioning groups. These groups are coterminous with district council local strategic partnerships and are accountable to the Board.

These planning groups are responsible for:

- Local needs analysis.
- The identification of priorities, which will contribute to the delivery of statutory requirements priorities as set out in the CYPP and local priorities where these are relevant.
- The monitoring and review of performance of the delivery of agreed priorities.
- The development of local preventative services.
- The promotion of collaborative partnership working at a local level.
- Ensuring that children, young people and their families inform all decision-making.
- To coordinate the participation of children, young people and their families in priority setting and service development.

Leadership

Each Board member will act as an ambassador for children services locally, regionally and nationally.

Board members will take responsibility for:

- The identification and celebration of best practice.
- The identification of service improvement priorities.
- The establishment of the evidence base behind service development proposals.
- Ensuring that agreed actions are carried out.
- Ensuring that there is appropriate challenge where partnership working becomes ineffective.
- Ensuring that their agency/sector is fully informed about the work of the Board and engaged in communicating and implementing decisions made by the Board.

Risk Assessment

On an annual basis the Board will undertake a formal risk assessment process in order to identify:

- The effectiveness of the Board's work.
- The impact the partnership is having on outcomes for children and young people.

PAUL BOYCE
CYPSPB Manager
June 2007

CHILDREN & YOUNG PEOPLE'S STRATEGIC PARTNERSHIP
PROTOCOL – APPROVAL

<u>PARTNERS</u>	<u>NAME OF SIGNATORY</u>	<u>SIGNATURE</u>	<u>DATE SIGNED</u>
Cumbria County Council			
Cumbria PCT			
District Councils			
Police			
Probation Service			
Young Offending Service			
Connexions Service			
Learning & Skills Council			
Voluntary & Community Sector			
Primary & Secondary Heads Association			

CYPSPB MEMBERSHIP AND TERMS OF REFERENCE**Aim**

To be the powerful integrated governing board through which senior representatives of all key partner organisations can give strategic leadership and direction, and drive through change.

To ensure arrangements are in place to secure better outcomes (well being) for children and young people through closer integration and enhancement of those services, which have a legal Duty to Cooperate as named in section 10 of the Children Act 2004.

Terms of Reference

1. To provide effective strategic leadership and direction to the Children & Young People's Strategic Partnership.
2. To develop an effective working relationship with the Voluntary Sector Reference Group.
3. To act as the joint planning and commissioning Board for Children's Services.
4. To be the strategic lead for the reshaping of multi-agency children's services, to meet the provisions of the Children Act 2004, specifically to improve the well being of children and young people.
5. To act as the strategic lead for the pooling of resources to improve the well being of children and young people.
6. To consider the legal status of the Children and Young People's Strategic Partnership Board; and develop clear accountability with the Governance arrangements of member organisations, for example the Connexions Board & Cumbria County Council Cabinet.
7. To lead the children and young people's strategy, and ensure the development of coherent policies, to improve outcomes for children and young people on behalf of the Cumbrian Strategic Partnership.
8. To ensure that effective mechanisms are in place to actively promote the participation of children, young people, families, communities and staff in the emerging Children and Young People's trusts arrangements.
9. To agree priorities arising from the needs analysis to inform the further development of services and functions that might be included in the emerging Children and Young People's trust arrangements, recognising examples of good practice which already exist.
10. To identify the priority areas for further integration and propose the necessary funding arrangements, and implement and monitor projects set by the Board.
11. To ensure that decisions regarding structural changes are based on evidence and build on best practice.
12. To identify the administrative implications arising from the formation of a Children and Young People's Trust, including financial, legal, accommodation, human resources and IT considerations, and the implications for Adults' Services.
13. To ensure that Local Safeguarding Children Board is effective.

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14. To ensure that effective mechanisms are in place to actively promote the participation of children, young people, families, communities and staff in the emerging children and Young People's trusts arrangements.
15. To ensure that other initiatives and projects in the county are in line with the Every Child Matters agenda and that they complement the local change programme.
16. To receive key reports on milestones from the Change for Children Partnership and recommend actions as appropriate.
17. To oversee the process of the Joint Area Review of Children's Services, including the Annual Performance Assessment of Children's Services.
18. To ensure effective multi-agency engagement at local and national events and develop strong links with external support agencies such as the Strategic Health Authority, Department of Health and Department of Education.

Membership

Children's Service Authority (Cumbria County Council)

- Lead Member for Children's Services, Cumbria County Council
- Director of Children's Services, Cumbria County Council (Chair)
- Heads of Service Children's Services (4)

Statutory Partners named under the Duty to Cooperate Children Act (2004)

- Representatives of the six District Councils (1 Chief Executives 1 senior officer 1 elected member)
- The Strategic Health Authority.
- Chief Executive of Cumbria Primary Care Trust
- Director of Public Health
- Chief Executive, Connexions Cumbria
- Executive Director, Learning & Skills Council
- Chief Constable, Cumbria Constabulary
- Chief Probation Officer
- Head of Youth Offending Services

Others

- Voluntary Sector Reference Group Representative (not a statutory named partner within the Children Act, 2004)
- Primary and Secondary Heads Associations

CHILDREN & YOUNG PEOPLE'S SCRUTINY PANEL **MEMBERSHIP AND TERMS OF REFERENCE**

The membership and remit of the Children and Young People's Scrutiny Panel has developed to include social care as well as education related issues following the Every Child Matters legislation, the establishment of a Children's Services Directorate and the development of the Children and Young People's Strategic Partnership.

Membership of Children and Young People's Scrutiny Panel

The panel has 25 members to reflect the wide range of partnership organisations delivering services for children and young people. The membership is as follows:

- 9 County Councillors
- 1 Church of England diocese representative
- 1 Roman Catholic diocese representative
- 3 Parent governor representatives
- 5 Teacher representatives
- A District councillor
- A non-executive Director of a Health Trust
- A member of the Police authority
- A non-executive Board member for Connexions
- A representative from the voluntary and community sector
- A foster carer representative

Terms of Reference

- To consider existing policies and the effectiveness of the delivery relevant to the Overview and Scrutiny Panel's specific corporate strategy theme.
- To review decisions of the Executive.
- To review proposed decisions of the Executive including key decisions only made by officers on behalf of the Executive.
- To consider matters referred to the Overview and Scrutiny Panel by the Scrutiny Management Board, Cabinet or Council.
- To consider a programme of additional matters which, in the opinion of the Overview and Scrutiny Panel, it is in the interest of the County Council for them to review, and to recommend such a programme to the Scrutiny Management Board for approval.

Within the above overall terms of reference the Panel can within its general remit:

- Undertake policy reviews and make recommendations to the Cabinet.
- Review and scrutinise any area of the Council's performance or its policy objectives.
- 'Call-in' a decision of the Cabinet (and Local Committees) for review before implementation and refer the decision back to the Cabinet for further consideration.
- Make observations and comments on matters coming before the Cabinet (pre-scrutiny).

Remit of Children and Young People's Scrutiny Panel

The panel's work focuses on two areas:

1. County Council Children's Services

The panel can scrutinise any element of the County Council's Children's Services and make recommendations to the executive (usually the Cabinet) to raise concerns about, improve or develop a particular service. The panel may also involve other partner organisations in the process of reviewing a service provided by the County Council.

2. Children and Young People's Strategic Partnership

The panel monitors, assists and challenges as necessary the work of, the Children and Young People's Strategic Partnership to ensure it is working effectively, thereby helping to strengthen the delivery of services for children and young people. Key areas of scrutiny for the panel include examination of how the core business is conducted, the partnership's structure, and how the partnership works together.

Relationship between the Scrutiny Panel and the Children and Young People's Strategic Partnership Board

The Children and Young People's Strategic Partnership Board has acknowledged the scrutiny panel's role as the key scrutiny body for children and young people's services in Cumbria.

The scrutiny panel receives regular feedback from C&YPSP Board meetings and considers its work plan to identify issues for scrutiny. The Board also suggest issues where it would welcome the panel's input. These steps help the panel to be involved from an early stage of policy/service development.

The scrutiny panel makes recommendations to the C&YPSP Board and receives feedback in respect of any recommendations, including outcomes of scrutiny reviews to enable the panel to monitor their work.

LSCB MEMBERSHIP AND TERMS OF REFERENCE

Appendix 4

Membership

Children's Services: Cumbria County Council

Director of Children's Services
Head of Children's Social Care
General Manager Safeguarding and Review
Head of Service Prevention and Partnership

Schools

Primary School Head Teacher
Secondary School Head Teacher

Health

Director of Children's Services
Designated Doctor Child Protection
Designated Nurse Child Protection
Medical Director

Others

Police – Detective Superintendent
Probation – Assistant Chief Probation Officer
Youth Offending Service – Head of Service
CAFCASS – Service Manager
NSPCC – Area Children's Services Manager (North West)
Barnardos – Manager Ewanrigg Project
Adult Protection Committee – Chair
Connexions – Operations Director
District Council representative

Terms of Reference: Extract from Cumbria LSCB constitution

1. PURPOSE

The Cumbria LSCB is the key statutory mechanism for agreeing how agencies will co-operate to safeguard and promote the welfare of children in its locality and for ensuring the effectiveness of its activity.

The work of the Cumbria LSCB is part of the wider context of the Children and Young People's Strategic Partnership, with the aim of improving the overall wellbeing, that is, the five Every Child Matters outcomes:

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a positive contribution
- Achieve economic well-being of all children and young people in Cumbria.

The Cumbria LSCB has a particular focus on the staying safe outcome and seeks to ensure all children and young people in Cumbria are protected from physical or mental

injury or abuse, neglect, maltreatment, sexual abuse or exploitation or harm caused by witnessing violence or abuse of another.

2. OBJECTIVES OF THE CUMBRIA LSCB

The core objectives of the Cumbria LSCB are set out in 'Working Together to Safeguard Children' 2006:

- To co-ordinate work done locally by agencies and individuals to safeguard and promote the welfare of children
- To ensure the effectiveness of that work

3. FUNCTIONS OF THE CUMBRIA LSCB

The core functions of the Board are set out in the Children Act 2004, The Local Safeguarding Children Boards Regulations 2006 and 'Working Together to Safeguard Children 2006' which can be found in appendix 3.

4. DEFINITIONS

A child is anyone who has not yet reached their 18th birthday. 'Children' therefore means 'children and young people'.

Safeguarding and promoting the welfare of children is defined as:

- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children are growing up in circumstances consistent with the provision of safe and effective care
- undertaking that role so as to enable those children to have optimum life chances such as they enter adulthood successfully.

In Cumbria the Cumbria LSCB has agreed **operational definition of safeguarding children**: to ensure resources are targeted appropriately. The operational definition is:

'Safeguarding and promoting the welfare of children with complex needs and compromised parenting, including children in need whose carers cannot provide safe homes, in order to:

- *Protect them from maltreatment;*
- *Prevent impairment of their health or development;*
- *Ensure that they are growing up in circumstances consistent with the provision of safe and effective care; and*
- *Undertaking that role so as to enable those children to have optimum life chances and enter adulthood successfully.'*

5. PRINCIPLES OF THE CUMBRIA LSCB

The primary objective of the Cumbria LSCB is to ensure agencies work together to safeguard and promote the welfare of children and young people.

Problems may arise in connection with safeguarding responsibilities, which may include omissions or faults, friction or disputes.

Agencies agree to take whatever steps are required to prevent or remedy such problems by:

- working together to minimise the frequency of difficulties occurring
- focusing upon learning not blame
- taking an holistic view rather than minor issues in isolation
- considering all relevant circumstances where problems have arisen
- enabling and supporting innovation and decision making which is as close as possible to Service delivery
- joint training and supervision ensure staff focus upon problem solving and effective outcomes rather than culpability
- resolving problems locally.

CHILDREN & YOUNG PEOPLE'S FORUM TERMS OF REFERENCE**TERMS OF REFERENCE****1. Overall Aims**

The overall aim of the Children and Young People's Strategic Partnership Forum is to inform, influence and challenge the work of the Children and Young People's Strategic Board and its related projects supporting the work of these projects.

2. Key Objectives

The key objectives of the Children and Young People's Strategic Partnership Forum are as follows:

- Participation in the development of joint measures for improving local outcomes for children and young people by providing a forum for consultation regarding the planning and delivery of services.
- Providing a forum for consultation regarding the development and implementation of the Children and Young People's Plan.
- Providing a forum for consultation regarding all significant service developments, strategies and plans concerning children and young people.
- Providing a forum for the two-way dissemination of information regarding services to children and young people
- Driving a shared vision for excellence for children's services, developing the workforce and the social capital in the community

3. Chair

Lead Member for Children's Services

4. Membership

A wide range of regional and local statutory, voluntary and community sector agencies will be represented on the Forum.

VOLUNTARY SECTOR REFERENCE GROUP MEMBERSHIP & TERMS OF REFERENCE**TERMS OF REFERENCE**

- To involve the children's voluntary and community sector in the development of a Children's Trust approach in Cumbria at a strategic level
- To facilitate information sharing
- To link the five outcomes and not lose sight of children, young people, families and communities
- To support the participation of children, young people, families and communities in the process
- Equipping the voluntary and community sector to deliver services that children, young people and families want
- To demonstrate and articulate the diversity of the sector
- Ensure prevention is embedded in all planning, commissioning and delivery of services

[Updated: 23 April 2007]

MEMBERSHIP (as at 26th April 2007)

Lorraine Smyth	Rural Cumbria Children's Fund
Alan Bryant	School Governor Group
Alison Brew	Home Start Millom
Angela Walsh	North Cumbria PCT
Anna Batty	Millom Children's Centre
Anne Payne	Impact Housing
Barrie Thomas	Living Well Trust
Becky Underwood	Cumbria County Council
Biddy Hibbert	Morecambe Bay PCT
Brenda Sykes	Cumbria CVS
Carol Oughton	Homestart South Cumbria Children's Fund
Caroline Renwick	YWCA
Charleen Ratcliff	Morecambe Bay PCT
Charlotte Robinson	BTCV
David Andrews	Cumbria Foundation
Deborah Moore	Pre-School
Diane Hogan	NHC
Gareth Douglas	Turning Point
Ged Campion	Cumbria County Council
Gordon Henry	Sure Start West Allerdale
Hazel Bowmaker	Action for Blind People
Heike Horsburgh	Young Cumbria Children's Fund
Helen Gregory	CADAS
Jane Baldwin	East Cumbria Family Support
Jane Humphries	Cumbria Children's Fund
John Postlethwaite	NCH

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Jonathan Parr	CYA
Joyce Hawthorn	NCH
Jozi Brown	Eden CVS
Judith Quigley	Eden District Council
Julie Dugdale	Barnardos
Karen Stuart	Brathay
Karen Whitehouse	Youth Inclusion Programme
Kate Lodge	YMCA
Katie Rigg	Cumbria PCT
Keith Dobson	Impact Housing
Kerry Keeler	Howgill Centre
Kiran Retour	Barnardos
Leigh Williams	Young Cumbria Children's Fund
Liz Williams	Carlisle City CC
Lynda Hassall	Carlisle City CC
Margaret Martindale	Youth Group (Barrow)
Margo Fish	Youth Group (Embleton)
Michael Blakey	Brathay
Michelle Hopwood	Cumbria Cerebral Palsey
Neil Hughes	Eden District Council
Pamela Beswick	Signposts
Peter Shaw	Cumbria Deaf
Phil Moore	Catholic Churches
Rachael Davies	ADHD
Rebecca Wilson	NACRO
Richard Simpson	Barnardos
Roger Aitken	Barnardos
Russell Norman	Howgill Family Centre
Ruth Slater	Living Well Trust
Sarah Hubbard	CYA
Selwyn Wright	Barrow Sure Start
Sheraton Shaw	Barnardos
Steph Crosthwaite	NCH
Stephen Bolton	Homestart Cumbria
Steve Pollard	Carers
Sue Howard	Catholic Caring Service
Susan While	Youth Inclusion Programme
Georgina Ternent	Cumbria CC
Tina Macur	Cumbria Governors' Council
Tony Jackson	Mobex Cumbria
Val Webb	Kidsafe

LOCAL PLANNING GROUPS
MEMBERSHIP AND TERMS OF REFERENCE

TERMS OF REFERENCE

Purpose

To provide a local planning forum to ensure the delivery of agreed priorities and outcomes for children and young people in each area of Cumbria.

Terms of Reference

1. To familiarise all members with the children's agenda and identify how this relates to local initiatives and pressures, including those identified by the local LSP and Local Committees.
2. To conduct/complete an agreed and evidence-based needs analysis for the local area against the countywide agreed priorities within the 5 'Every Child Matters' outcomes within Cumbria's Children & Young People's Plan.
3. To identify priorities for change which will contribute to the development of the countywide Plan and the national and local agenda.
4. To monitor and review performance of key local partner agencies against these priorities.
5. To establish and agree appropriate 'natural communities' for local delivery of preventative services, which will provide opportunities for piloting locality services on a multi-agency basis.
6. To provide a local focus for pulling together of all services for children and young people, including the implementation of national and local initiatives and strategies.
7. To work collaboratively and contribute to countywide strategy/Plan development.
8. To ensure that work is informed by children, young people and their families, and to coordinate participation, within the context of the countywide strategy for engagement.
9. To co-ordinate and deliver the Cumbria Local Area Agreement in relation to children's services, and to contribute to the other blocks as appropriate.

Local Planning Groups Suggested Membership

Core membership should include officer representatives who have delegated authority to fulfil the terms of reference from those organisations with a 'Duty to Cooperate' under the Children Act 2004

- Cumbria County Council
- District/Borough councils
- Police
- Local Probation Board
- Youth Offending Team
- Health e.g. Strategic Health Authority and Primary Care Trust
- Connexions Cumbria
- Learning and Skills Council

But should also include 'significant others' including –

- Schools (representatives nominated through local PHA (Primary Heads Association) and CASH (Cumbria Association of Secondary Heads)
- Voluntary & Community Sector (nominated locally)
- Private sector

Supporting Officers

These are currently provided by Children's Services.

Agreed by Project Group
15th August 2006

Extract from Report to Cumbria County Council Cabinet: 7 September 2005

SCHOOL ORGANISATION: A STRATEGIC APPROACH

1.0 EXECUTIVE SUMMARY

- 1.1 *This paper describes the issues facing the Authority with regard to school organisation and the supply of school places more generally and in response to the Every Child Matters agenda and other initiatives.*
- 1.2 *It makes proposals to address these issues by means of a strategic countywide approach which leaves scope for flexibility locally in its implementation.*

2.0 POLICY POSITION, BUDGETARY IMPLICATIONS AND LINKS TO CORPORATE STRATEGY

Policy Position

- 2.1 *The policy position on school organisation matters was contained in the Authority's School Organisation Plan (SOP). The legal requirement to have a SOP and for the School Organisation Committee (SOC) to have regard to it when considering statutory proposals was repealed with effect from 1 March 2005. The majority of the content of the latest SOP (2003-2008) does, however, remain current/valid.*
- 2.2 *A Children and Young People's Plan (CYPP) must be produced by Children's Services Authorities by April 2006. This will include a strategic approach to the supply of school places and other school organisation issues but will not go into the same kind of detail that was required for the SOP.*

Budgetary Implications

- 2.3 *The proposed strategic approach to school organisation has the potential to free up resources which could be redirected to secure the maintenance and improvement of educational standards.*

Links to the Corporate Strategy

- 2.5 *The basic thrust of the possibilities/suggestions set out in this paper is the improvement of the education and other services to pupils and their families provided through the network of schools maintained by the Authority.*
- 2.6 *This is supportive of the Strategy's Theme A, 'Improving Council Services' and Theme D, 'Improving the Life Chances and Well-Being of Children and Young People'.*

3.0 RECOMMENDATION

Cabinet is invited to:-

- 3.1 *Agree the adoption of the approach outlined in the report.*
- 3.2 *Authorise the Chief Executive and Corporate Directors to take the necessary steps to secure its implementation, working as far as possible to the timescales set out in paras 4.56 – 4.59.*

Philip Chappelhow, Cabinet Member for Children's Services

4.0 BACKGROUND

General Introduction

- 4.1 Each of Cumbria's 5 School Organisation Plans (SOPs) made it explicit that the Authority's approach to school organisation matters was based fundamentally on the aim of safeguarding and improving educational standards and attainment.

- 4.2 Successive SOPs also pointed-up the challenges which were facing and would face the Authority and its key partners in relation to demographic change. Essentially the message was that the significant fall in primary school rolls experienced over the last few years would continue and would begin to impact on secondary schools around 2006/2007.
- 4.3 Using a range of measures, it has proved possible to bring the overall percentage of unfilled primary school places down to within the SOP target of 10% and to maintain this in recent years. With secondary school rolls rising, coupled with arrangements involving the alternative use of parts of some schools, it has been relatively easy in recent years to also hit the target in the secondary phase. However, a continuation of the somewhat ad hoc and opportunistic approach involved in attaining this is very unlikely to achieve the same results in the future as the primary pupil population falls still further and secondary rolls begin to fall significantly. A number of the Council's major partners in the provision of education services in the County now recognise the need to tackle strategically the school organisation problems involved. Whilst the Authority had been hoping that the Building Schools for the Future (BSF) initiative would effectively deal with these issues in the secondary phase, the fact that resources for Cumbria will not start to become available for almost a decade means action in the interim is essential.
- 4.4 Brief details of the issues relating to the supply of school places and school organisation which will confront the Authority in the short, medium and longer term are set out in this report. It is proposed that to tackle the issues involved, a long term strategy is needed which sets out the direction and priorities for education asset planning at the macro level.
- 4.5 Such a strategy would need to be based on evidence including that from projected changes in the pupil/student population, social economic data, information on levels of education achievement and so on. It is recognised that a plan of this kind would need to be updated regularly to reflect changing dynamics in local communities. Priorities would also need to be reviewed and refreshed over time. It is also important to ensure that the strategy maintains the viability and success of education establishments prior to any changes being agreed.
- 4.6 The nature of the network of schools and the supply of school places is fundamental to the delivery of the outcomes required by the Change for Children agenda/the Children Act. What is considered to be needed is both a strategic and a locally coordinated approach which sees the further integration of the school network with initiatives including children's centres, extended schools, local Sure Start programmes and family centres.
- 4.7 This paper sets out an approach which:-
- is Countywide, strategic and covers the mid to longer-term
 - provides for involvement and influence at a more local level
 - allows scope for early decisions to be taken to deal with current and emerging issues at various points across the County including Carlisle and Barrow
- 4.8 The strategic approach will be a component of the Children and Young People's Plan, the initial version of which must be produced by the County Council by April 2006.
- 4.9 The suggestions in this report respond to Theme D of the County Council's Corporate Strategy, "Improving the Life Chances and Well-Being of Children and Young People". Alongside the key focus of ensuring the maintenance and improvement of educational standards and quality, the review process involved would provide the opportunity to consider the role of schools in contributing to the overall provision of Children's Services. Amongst the panoply of possibilities would be the co-location of other public sector and voluntary services and linkages to the proposals in the Green Paper on Adult Social Care, "Independence, Wellbeing and Choice."

School Places/School Organisation Issues

- 4.10 The trend in pupil numbers in Cumbria reflects the general trend in England i.e. the number of primary age pupils will continue to fall in line with the overall reduction in the birth rate and the secondary age pupil population (which is now at its peak) will decline from next academic year (i.e. 2006/07) as the lower annual cohorts feed in from the primary sector.

CYPP 2007

- 4.11 This year's return to the DfES on surplus places showed a figure of 8.2% for Cumbria in the primary sector. Given the further fall in pupil numbers which will occur, this will rise to around 15% - 16% by 2009/10 if the number of schools and their capacities remain constant.
- 4.12 In the secondary phase, increasing numbers in recent years and other factors resulted in this year's percentage of unfilled places being quite low at 6.8%. If the number of schools and their capacities stay the same, that figure will rise steadily to around 25-26% by the 2016/2017 academic year as the trend referred to above impacts.
- 4.13 As pupil numbers fall, not only will some schools be significantly under-occupied, the number of schools with small and very small numbers of pupils will increase. Some will undoubtedly become educationally unviable. This effect has already begun to be felt in the primary phase over the last few years.
- 4.14 Given this scenario, the retention of the status quo is untenable. This would clearly work against the need to maintain/improve educational standards and levels of attainment. Moreover, there are developmental initiatives and opportunities to embrace. These include:- the second phase of children's centres; extended schools; and the strategic SENS provision and the Inclusive Cumbria agenda.

A Cumbria-Wide Framework

- 4.15 There appears to be general acceptance that action is required to address the issues arising from demographic change, the need to sustain improving educational standards and to plan coherently to respond to the more developmental agenda already described. That being the case, it is suggested that, to achieve consistency of approach, a common process is designed and adopted. The objectives of this would be to secure delivery of the 5 key Every Child Matters (ECM) outcomes, particularly those relating to enjoyment/achievement and economic well-being but also those involving being healthy, staying safe and making a positive contribution.
- 4.16 The start point should be action which would lead to the achievement of enhanced educational outcomes for children and young people. It follows that the aspirations of individual stakeholders and providers should be secondary to the needs of pupils/students.
- 4.17 It will be necessary to agree with our partners the rationale for change, a clear vision for education in Cumbria in the 21st century, overall processes, timescales, consultation arrangements, review criteria/priorities and so on. To work-up an approach which includes these components, it is proposed that a Cumbria-Wide School Organisation Forum be established.
- 4.18 It is felt to be appropriate and important for this countywide approach, the aim of which is to achieve a measure of consistency, to be applied in accordance with prevailing local circumstances. Arrangements would therefore need to be put in place to enable the development of options for the pattern of schools and children's services to occur in each area/locality.
- 4.19 Options identified through this process would be the subject of consultation with schools and the wider community. As some of the options are likely to involve formal school organisation change and be subject to decisions of the School Organisation Committee, it would be necessary to follow appropriate and explicitly set out processes which meet statutory requirements.
- 4.20 The intention would be to ensure that, at all stages, consultation with elected members takes place and that updates for them are provided.

A Strategic Approach

- 4.21 The suggested Cumbria-Wide School Organisation Forum could be chaired by an independent expert with its members including representatives invited from, for example:-
- Cabinet • Children and Young People's Scrutiny Panel
 - Other cross-party Members • Cumbria Association of Secondary Heads
 - Diocesan authorities • Early Years and Childcare Partnership
 - Learning and Skills Council (LSC)
 - Cumbria's MPs

- Primary Heads Association • Schools Forum
- School Admissions Forum • Teachers' associations
- Unison/GMB • University Education Cumbria
- District Councils • Town/Parish Councils
- Government Office North-West/DfES
- Connexions
- Further education colleges/work-based learning organisations
- Employer bodies e.g. CBI or Chamber of Trade

- 4.22 The intention would be for the Forum to develop and recommend an educational vision, a set of core values and criteria to guide the formulation of options in localities. Back in 2003, an initial attempt at some of this was made as part of the Authority's expression of interest linked to the Building Schools for the Future (BSF) initiative which relates largely to secondary education. This is attached as Appendix A as the majority of its content is felt to remain valid. Other criteria and principles to guide option development locally might include:-
- recognition that there is no single universal model to apply – what matters is what works locally.
 - an agreed approach and presumptions about preferred school size (minimum and maximum)
 - a requirement to address surplus places
 - the need to consider federation opportunities
 - options being based on the needs of children/young people rather than institutions
 - recognition of wider community role of schools and the needs of smaller and isolated communities
 - the importance of improving Every Child Matters outcomes and meeting the requirements of the Children Act 2004
 - the need for a revised school network which is more efficient and cost-effective
 - the need to balance the clear benefits of strategic mid to long-term planning with the downsides of the potential this has for 'blighting' individual schools
 - the need for secondary school students to have access to a minimum curriculum entitlement
 - the need to retain broadly the existing balance between secular and church schools
 - the range of post-16 opportunities/provision
 - the recognition of the importance of progression routes
 - inclusivity in relation to special education and other needs
 - the importance of new methodologies in teaching/learning and the establishment of e-learning environments
 - pupils' social and developmental needs
- 4.23 The Forum would set out the general case for change drawing upon demographic trends, schools' pupil rolls, school capacity ranges, information related to further education/work based learning and other data. Advice on the priority order for reviewing each area/locality and who might be involved would also be provided by the Forum. Local reviews would at their outset be informed and guided by, for example:-
- performance of individual schools and their capacity for improvement
 - locational needs and preferences of local communities
 - need to embrace initiatives like extended schools, children's centres etc
 - sensible and appropriate transportation patterns and journey times
 - the extent to which there are surplus places/excess capacity
 - the content of the DfES' Statutory Decision Makers' Guidance for SOCs

- 4.24 It will be important at all stages to take account of the views of young people and their parents.

Local Flexibility/Option Development

- 4.25 It is proposed that the preparation of detailed options within county-wide criteria for school networks, size, location etc are developed locally. This seems to be both appropriate and more likely to ensure that progress is made.
- 4.26 In this context, a local area is being assumed to mean one of the five acknowledged learning zone/consortium areas for secondary and special education in the County. These are the areas on which Cumbria's BSF planning to date has been based. The individual consortia cover:-
- Carlisle
 - Eden
 - Furness

CYPP 2007

- South Lakeland
- West Cumbria

- 4.27 Within each area it is envisaged that collective discussions with key partners on option development will take place. This will involve early years, primary, secondary and special education provision. Representatives of the relevant County Council Local Committee(s) will play an important part in the process. The partners likely to be involved will include:-
- Representative(s) of district, town and parish council(s)
 - The local M.P(s)
 - Representatives of school governors and heads
 - The Cabinet Member for Children's Services (or his representative)
 - Diocesan representative(s)
 - Representative(s) of the LSC
 - FE college governors and principal(s)
 - Representative(s) of work based learning organisations
 - Connexions representative • Employers' representative
- 4.28 The outcome of these discussions will be reported to the relevant Local Committees, Cabinet and the Children and Young People's Scrutiny Panel.
- 4.29 If any of the options identified are to be further considered, a formal process of consultation with all involved parties and the local community will then take place. Should it then be determined to publish statutory proposals for school organisation change, their approval or otherwise would be considered by the SOC and, potentially, the School Adjudicator.

Peter Stybelski
Chief Executive
18 August 2005

APPENDICES

Available on request

CHILDREN AND YOUNG PEOPLE'S PREVENTATIVE FRAMEWORK

April 2007

CONTENTS

- 1. Introduction**

- 2. Making a Shift Towards Early Intervention**

- 3. National Context**

- 4. Local Context**

- 5. Priorities and Actions**

1. Introduction

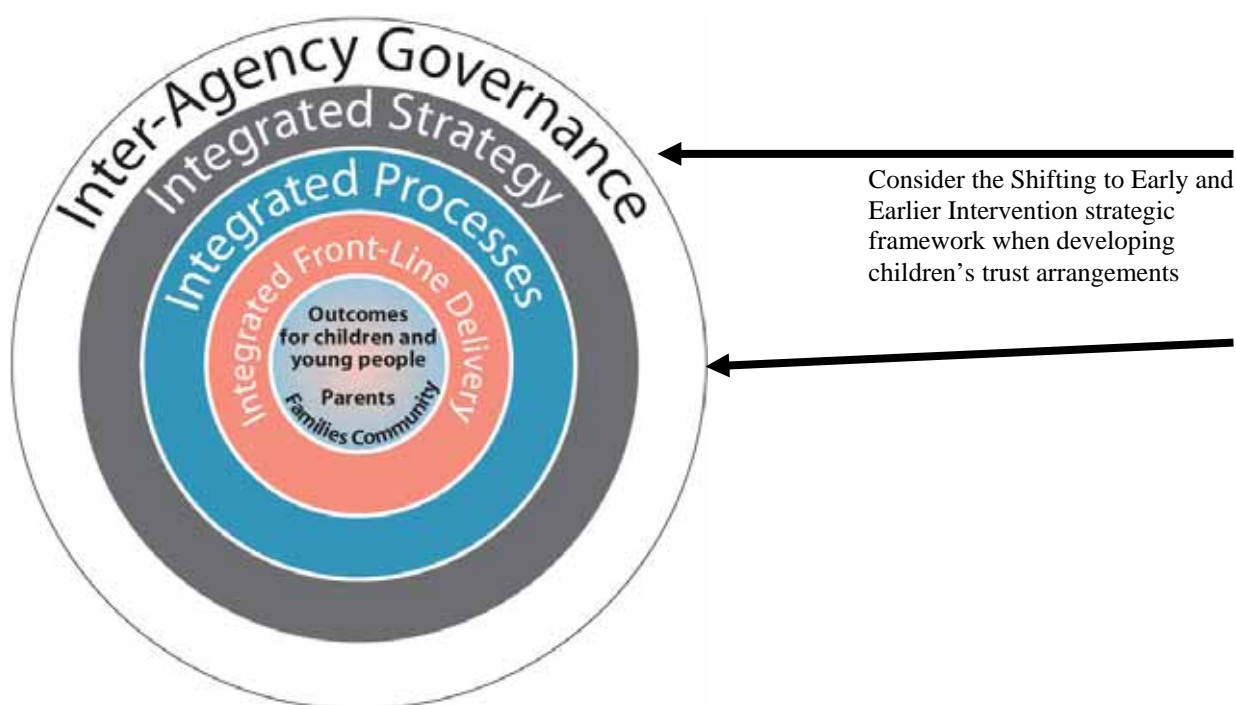
This document outlines the strategic framework for delivering better outcomes for children and young people who live in Cumbria through the commissioning of early intervention services that will prevent problems become entrenched and difficult to change.

The framework sets out initial targets for shifting activity and resources into early and earlier intervention over an initial three-year period from 1st April 2007 to 31st March 2010. These targets have been set on a Countywide and local area basis using current activity and cost data. The reshaping of services will be achieved through a programme of service reviews focusing on:

- Family support
- Behaviour support
- Youth support
- Children Looked After
- Children with Special Education Needs and a disability.

Each review is being lead by the Children and Young Peoples Board (The Board) co-ordinated by a review team supported by a project manager.

This framework is central to the development of children’s trust arrangements in Cumbria and to the delivery of the Children and Young Peoples plan 2007-10. This is summarised in the diagram below.



The development of the framework has been informed by initial work undertaken by the Children and Young People’s Strategic Partnership in 2004 on developing a “Vision for Prevention and Family Support in Cumbria.”

The framework has been endorsed by all member agencies of the Board and by the County Council Cabinet and full Council.

This document will develop over time. At this stage the work on setting targets and calculating the financial shift in resources is in some cases based on estimates. More detailed analysis will be informed by tools developed by the Audit Commission and by Messages from Research published by the DfES (1)

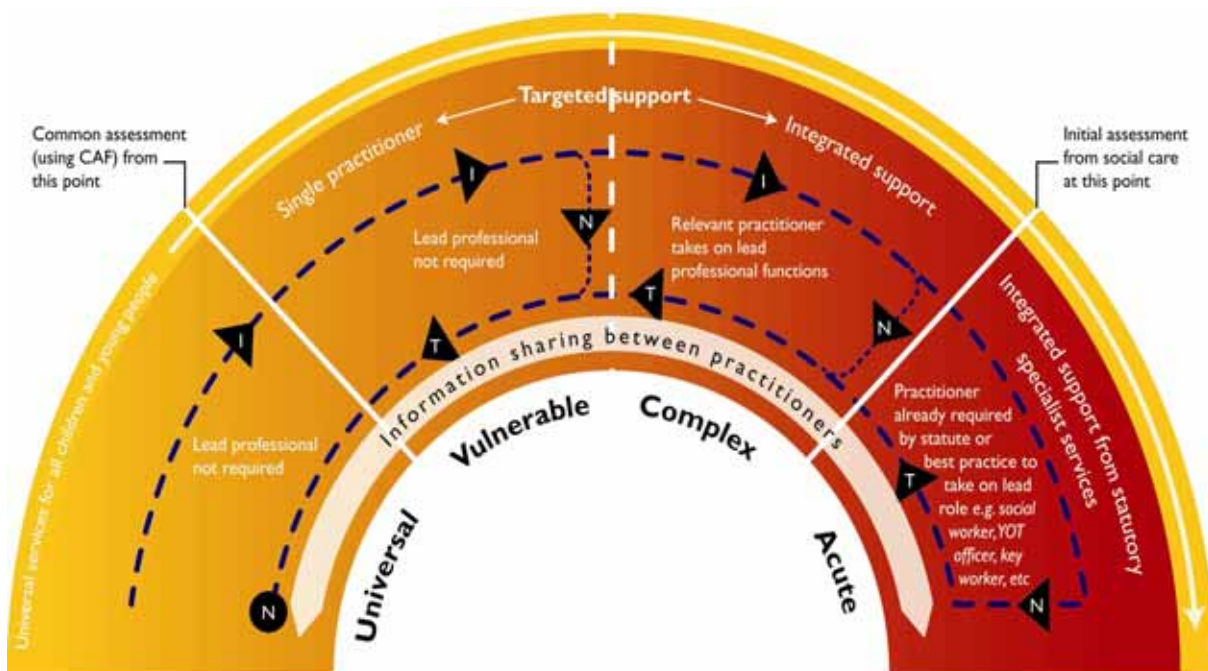
2. Making a Shift Towards Earlier Intervention

2.1 Different Types of Services and Different Levels of Need

Within Cumbria the following terms are being used as the basis for describing services.

- Universal - services available to all
- Targeted – service which are planned to meet the needs of identified groups of vulnerable children or young people or to meet the needs of a particular areas or localities. These services are expected to be able to divert children and young people from acute services, and to reduce disadvantage and vulnerability.
- Acute – Intensive services provided when the care, health or education of a child or young person is compromised and there is a need for complex and intensive or long term services to be provided.

The diagram below illustrates different levels of need linking this to the Common Assessment Framework and assessments for children in need.



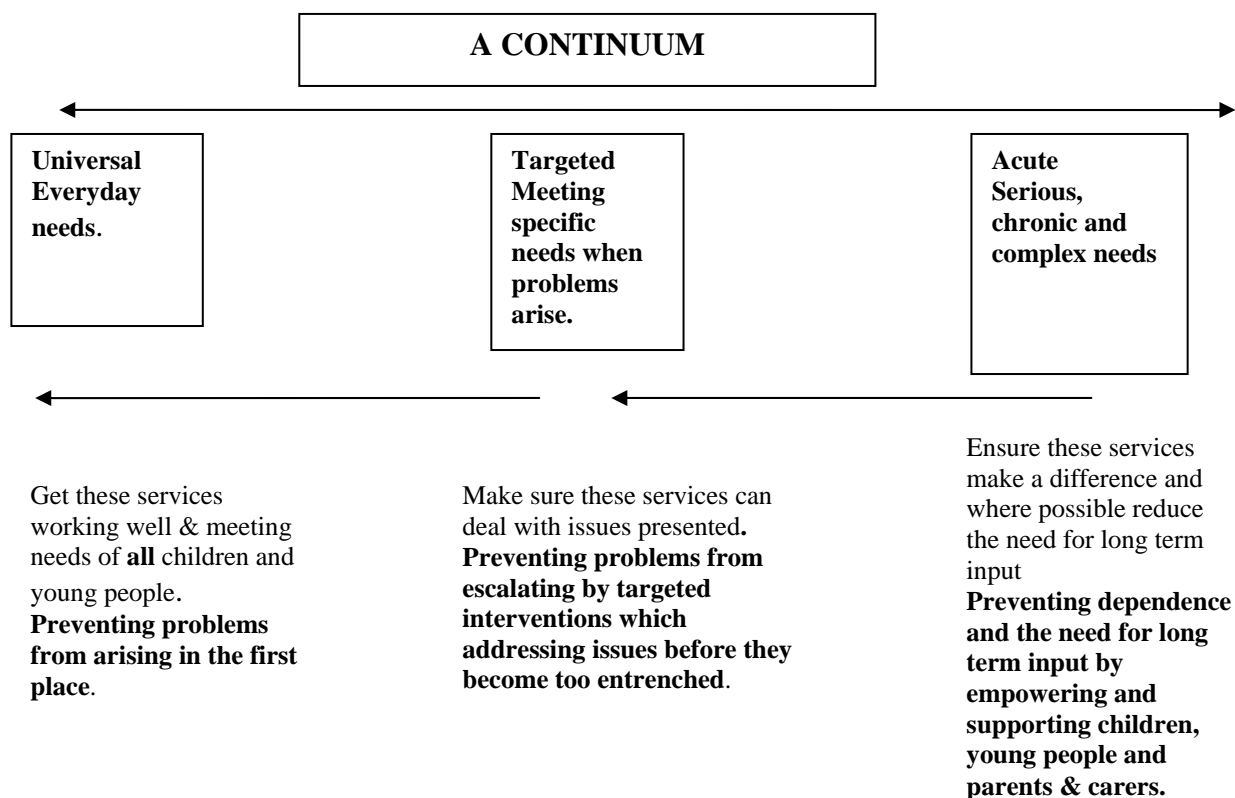
(1) Cost and Outcomes in Children’s Social Care.

2.2 Preventing What?

The strategic framework focuses on the following:

- Preventing problems from arising in the first place.
- Preventing problems from escalating by targeted interventions which address issues before they become too entrenched
- Preventing dependence and the need for long-term input by empowering and supporting children, young people and parents & carers.

This is described in the diagram below. This outlines a continuum of need from universal or everyday needs through to acute needs. At each level action can be taken to prevent needs from escalating. The initial strategy is focusing on reducing the need for acute services.



2.3 Values and Principles

The Vision for Prevention and Family Support in Cumbria set out a set of unifying values to underpin preventative services in Cumbria.

- **Centred on the needs of the young people**
The best interest of the child and young person should be paramount, taking into account their wishes, feelings and rights.
- **High Quality**
*Services should aspire to, and reach, high standards of quality. **Family Orientated**
Full recognition must be given to family members – including extended and chosen family – who contribute significantly to the wellbeing of children and young people.*
- **Equitable and Non-Discriminatory**
All children should have access to the services they need when they need them, in a way which respects diversity and their individual needs.
- **Inclusive**
Services should be sensitive to the individual needs and aspirations of every child and young person taking full account of their race/ethnicity, gender, sexual orientation, ability or disability.
- **Empowering**
Children and young people should have opportunities to play an effective role in the design and delivery of policies and services.
- **Results Orientated and Evidence Based**
Research informed practice, evaluation, monitoring and review should ensure that decisions that affect children and young people result in effective outcomes
- **Coherent in Design and Delivery**
Services should be woven together in a coherent, integrated and cross-sector form in which it is evident how progress and change expected for children and young people will be achieved.
- **Supportive and Respectful**
Services should be delivered in a manner that is respectful and supportive of children and young people and ambitious for their futures.
- **Community Enhancing**
Communities should be empowered to make positive changes for their children and young people, so that improvements can be owned and sustained locally. Services should promote community cohesiveness.

3. National Context

A focus on prevention and early intervention is a feature of Central Government policy on children and young people. Some extracts for key documents can be found below:

"Children and young people should get effective help as soon as they need it in a coherent way."
Para 3.14 Every Child Matters Next Steps

Every Child Matters: Change for Children which sets out the shared national programme for change highlights the importance of securing a shift from intervention to prevention in section 3 on integrated services and local change. Authorities are encouraged to:

- *"plan the pattern of service most likely to secure priority outcomes, considering carefully how fast resources can be shifted into prevention and early intervention."*

Early Intervention is one of the five priorities which underpin the **5 Year Strategy for Children and Learners**:

" Early intervention to support very young children and families to lay the foundations for later success – not just in education, but in supporting the welfare of the whole child, carrying through into better services for all children and young people." Paragraph 26

The Joint Planning and Commissioning Framework for Children, Young People and Maternity Services Paragraph 5.10:

"Children's Trusts should develop early intervention and preventative services whilst retaining the ability to cope effectively with remedial work. At all stages of mapping outcome and resources commissioners should consider whether increased investment in prevention and early intervention could reduce future costs and improve outcomes..... Prevention will be part of an aim to reduce expensive "crisis management" whilst improving the lives of children and young people who would otherwise reach the crisis intervention point. Earlier intervention can be developed for each tier of targeted services, as well as universal services, to pre-empt the escalation of needs. :

Removing Barriers to Achievement: The DfES 10 year strategy for SEN 2004:

"This strategy aims to personalise learning for all children, to make education more responsive to diverse needs of individual children, so reducing the reliance on separate SEN structures and processes and raising the achievement of the many children – nearly one in six – who are considered to have SEN."

4. Local Context

4.1 Introduction

The level of need and demand for acute and targeted services varies greatly in different areas in the county.

Understanding the causes of these differences will require detailed analysis and both strategic and operational engagement across the partnership.

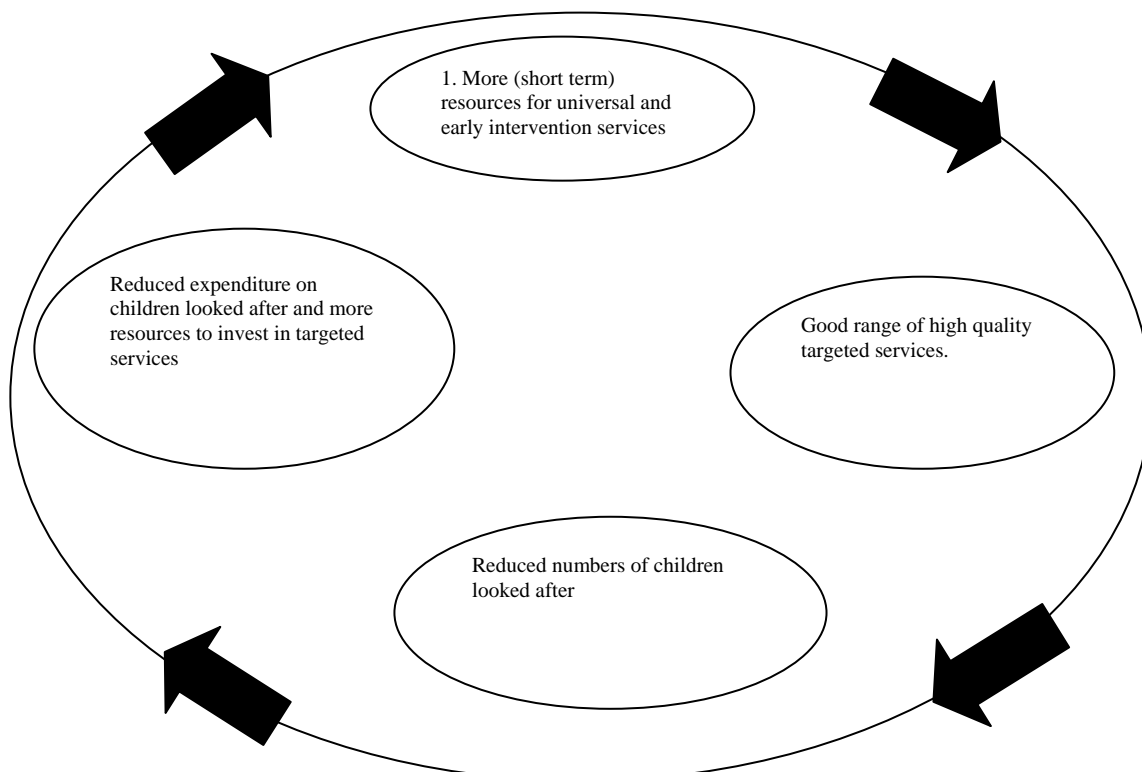
To facilitate this work the following approach has been taken

- Formalisation of partnership working to strengthen engagement
- Developing effective locality based planning and commissioning arrangements

5. Priorities and Actions

The starting point for the strategy is to shift resources from meeting acute needs into targeted services.

The diagram below summarises the shift from acute to targeted services.



We recognise that we are two years into a 10 year Change for Children programme. Our early and earlier intervention strategic framework will take us to the half way point. In the longer term i.e. during final 5 years of Change for Children implementation we anticipate there will be a subsequent shift of resources into universal services. This is summarised in the table below:

Resources	Universal	Targeted	Acute
Medium Term	Same	More	Less
Long term	More	Same	Even less

In the next two years we will be focused on the following three areas:

- Children and young people admitted into hospital with preventable illnesses
- Children and young people who are out of school
- Children and young people who are living away from home.

The focus of our work will be on:

- Improving outcomes
- Children not services
- Reducing the cost of acute service to invest in targeted services.

The following tables set out initial work to identify baseline and target data to support the required resource shift.

PREVENTATIVE FRAMEWORK

V23 - 26 April 2007

Children & Young People Admitted to Hospital	Comments	Baseline	Target 07/08	Target 08/09	Target 09/10	Resource Shift
FS 1.2 Reduce hospital admissions and repeat admissions	Caused by gastric infection, constipation, respiratory infections, overdose and accidents in the home See Note	Note figures are taken over a rolling three year timeframe. 346.6 for Allerdale, 168.0 for Barrow, and 489.2 for Copeland	Not yet agreed	Not yet agreed	Not yet agreed	
YS 2.1 Reduce no of drug and alcohol hospital admissions for 18 yr olds and younger		350 young people	300 young people	Not yet agreed	Not yet agreed	

CYPP 2007

Children & Young People Out of School	Comments	Baseline	Target 07/08	Target 08/09	Target 09/10	Resource Shift
BS 3.2 Reduce rates of permanent exclusions in secondary schools	(including CLA)	0.12 (43 pupils)	0.15 (54 pupils)	0.14 (50 pupils)	0.12 (44 pupils)	
BS 3.6 Reduce rates of fixed term exclusions in secondary schools	More than 5 days	1.98 (705 pupils) (1.37 in 1999) (1.2 in 2002)	1.80 (643 pupils)	1.70 (607 pupils)	1.60 (571 pupils)	
BS 3.7 Reduce rates of fixed term exclusions in primary schools	More than 5 days	0.12(49 pupils)	0.11 pupils	0.10 pupils)	0.09 pupils)	
BS 3.8 Percentage of permanent exclusions in primary schools		0.02 (6 pupils)	0.01 (5 pupils)	0.01 (5 pupils)	0.01 (5 pupils)	
YS 2.9 Reduce rates of NEET in specific areas	See Note	6.4% (1034) Not known 4.8% (721)	6% (974) 5.8% (942) stretched 4.8% (721)	5.7% (934) 5.3% (863) stretched 4.8% (721)	5.3% (863) 4.8% (780) stretched 4.8% (721)	

CYPP 2007

Children & Young People Away From Home	Comments	Baseline	Target 07/08	Target 08/09	Target 09/10	Resource Shift
CLA 4.1 Rate per 10,000 Looked After Children (2042SC)	Reduce total number of CLA (duration/adoption)	46.4 (05/06 out-turn) (482) (465 for 06/07)	42	39	36	
CLA 4.6 Purchased placements	Reduce use of purchased placements	6.7% (31 purchased placements)				
SEN 5.3 Number of Children with a statement in independent and non maintained residential special school (30530F)	Reducing	35 (1.8%)	30	25	20	
SEN 5.4 Number of children with a statement placed in special schools (3066DF)	Reducing but interdependent on the above target. <i>See Note</i>	449 (20%) Movement on this target is problematic in one particular area of the county and affects the overall performance	445	440	435	
YS 2.12 Reduce remands to custody (remands to local authority accommodation)	April-Dec 2006	20(RLAA)	Not agreed	Not agreed	Not agreed	

CUMBRIA AGREEMENT -LAA/CYP PLAN

Appendix 10

Action Planning Framework

Step 1

Block:	Outcome:				
Sub Outcome	Indicator	Baseline	Target 07/08	Target 08/09	Target 09/10
Lead Partnership					
Lead Partner Organisation/Officer					

Step 2

Story behind the baselines and Understanding the Challenge*Review the baseline position and the causes.**Plot trends and impact of current actions on trajectories to identify where extra/different action is needed*

Step 3

Partners with a role to play

Step 4

Option Appraisal – what works

Use evidence on what works from previous experience/evaluation in local area and elsewhere to agree the best actions to achieve the targets/outcomes.

Try to consider at least one no/low-cost option and one off-the-wall option

ACTION PLAN AND BUDGET

Step 5

Actions to achieve targets and outcomes with lead partners/officers, resources & timescales.

Indicator (Please complete LAA/ CYP plan no.) _____

<u>ACTIONS</u>	<u>BY WHOM</u> <i>(Specify Partners – name person(s))</i>	<u>BY WHEN</u>	RESOURCES REQUIRED	REVIE W DATE