



# CHILDREN AND YOUNG PEOPLE'S PLAN

## DRAFT First Annual Review 2007



Making a difference where you live





## Every Child Matters in County Durham

When we published the Children and Young People's Plan last year, it set out what all agencies had committed to achieve for the children and young people of Durham over a 3 year period. It was based on a thorough analysis of needs, and on the things that children and young people themselves have told us matter most to them.

For the first time, all agencies had agreed a single set of priorities and committed to work together to achieve them. It is now time to review our progress.

I am immensely proud of our achievements over the last year and the work of all the partners who have worked so hard to deliver them. We have shown that working together to shared priorities is the best way to improve outcomes for children and young people.

We have made significant improvement to outcomes in many areas. For example:

- GCSE results were the best ever and improved at twice the national rate
- GCSE results for Looked After Children were almost twice the national figure
- Homelessness was reduced by two thirds
- Secondary school attendance improved for the 7<sup>th</sup> year running
- Social care services were judged as excellent based on sound safeguarding and services
- Many more children are involved in sport

We have also made much progress in planning our future. Several key strategies are now in place, such as the Family Support Strategy, the Emotional Well Being strategy and a strategy for tackling young people Not in Education, Training and Employment (NEET)

These results continue the trajectory of improvement we have seen for several years. It is to the credit of all partners that we have continued and accelerated this trend even in this year when so much change within our agencies has been taking place.

Our Children's Trust is now in place and our Local Children's Boards are being set up. There is a tremendous will from all partners to work together and this will be turned into even more action over the next years. Commitment is expressed at the highest levels through priorities in corporate plans and the Local Area Agreement.

So, we feel justified in congratulating ourselves on a good first year for our Plan. However, we are not complacent. We recognise that there is still much to do. As this is a 3 year plan, we have not yet made sufficient progress in some areas. This review document sets out what we have achieved, but importantly, what we need to do next. This will become our agenda for the next year. The Joint Area Review in May 2007 will enable us to take an independent check on our progress and will provide the final evidence for our review of our Plan.

David Williams  
Corporate Director  
Children and Young People's Services

## OUTCOME : BEING HEALTHY

### **PRIORITY 1: More children choose a healthy lifestyle**

#### OUR APPROACH

We want all children to have the best possible start to life. Our focus is on public health for the whole community. Working through our universal services, Health Visitors, GPs, Children's Centres and schools, we aim to educate and support parents, children and young people and encourage them to make healthy choices. We are committed to tackling obesity. The Healthy Schools initiative is an excellent way to reach all children and young people and to promote healthy lifestyles and sport. There is a clear focus through the Children's Centres Core offer on support breastfeeding and smoking cessation during pregnancy.

We recognise that health outcomes for some vulnerable groups are not good and we are targeting our services to Looked After Children, those who misuse substances, young people who offend and who have mental health needs. Our teenage pregnancy strategy aims to encourage young people to have high aspirations for their own lives as well as to make positive sexual health choices.

#### ACHIEVEMENTS in 2006/7

##### **In tackling obesity:**

- Many more children and young people now take part in sport (up 14% to 84%) due to the work of the Schools Sport partnership.
- All schools involved in this (highest in North)
- 80 schools have achieved the National Healthy Schools standard so far with more progressing.
- Improved schools meals contract offers healthy food in 238 schools.
- Healthy Food in Schools toolkit developed.
- All schools offer pupils access to drinking water: LA funded installation

##### **In doing the basics well:**

- Levels of immunisations remain above national levels at 95.7%.

- Above target performance on Health checks for looked after children (86.9%)
- Healthy Youth Work Standard developed between Youth Service and PCT. 7 projects have achieved so far.

##### **In reducing smoking:**

- Fewer mothers now smoke during pregnancy (down 3%), although rates are still too high.

##### **In reducing teenage pregnancy:**

- Teenage pregnancies have reduced, although we still have work to do to close the gap on similar authorities.
- Award winning sexual health text service established

##### **In addressing substance misuse:**

- Baselines for take up of alcohol and substance misuse services have been established.
- 238 schools have adopted drugs policies

#### NEXT STEPS

- Childhood obesity rates are too high at almost 20%. We wish to reduce this to at least the national average.
- Teenage pregnancy rates remain too high. We will reduce this by continuing to implement our strategy.
- We wish to further reduce the rates of smoking during pregnancy to meet our targets.
- Although more mothers are choosing to breast feed, we aim to increase this further by targeting our actions.

#### EXAMPLES OF GOOD PRACTICE

- **Schools Sports Partnership/Healthy Eating in schools (Case Study)**
- Easington Community School
- Ferryhill Community Centre- excellent health promotion activity.

## OUTCOME : BEING HEALTHY

### **PRIORITY 2: All children and young people can access services to support and promote emotional well being**

#### OUR APPROACH

We want all children and young people to be happy, emotionally secure, confident, have friends and feel able to contribute to our community. The conditions needed to deliver this aspiration rely on effective partnership between all agencies children and young people. An Emotional Well Being strategy, developed in partnership with all agencies is therefore at the heart of our approach. This sets out a continuum of response from universal influences such as ethos and relationships in schools through support targeted at vulnerable groups, to services for those in most need of intensive mental health services. Schools are key partners in these developments. We recognise that we are in the early stages in the development of this broad based approach, but understand the fundamental importance of building consensus and engagement with this crucial development. Whilst developing this strategy, we have continued to improve and develop CAMHS services, particularly where improvement areas had been identified.

#### ACHIEVEMENTS

##### **In promoting emotional well being**

- Multi-agency Emotional Well Being Strategy developed with partner agencies, children and young people, including a toolkit.
- Children and young people's annual survey introduced to assess emotional wellbeing across the County.
- Ofsted judge majority of Durham schools good or excellent in supporting emotional wellbeing.
- Emotional Well Being local groups established linked to LCBs
- SEAL (Social and Emotional Aspects of Learning) programme in use in schools
- Schools and primary health care CAMHS pathways established.

##### **In improving access to CAMHS**

- 24 hour CAMHS service is now in place.
- CAMHS transition service for 16-17 year olds is fully operational.
- Young offenders' access to CAMHS acute and non acute services has improved: 100% of those with assessed acute needs are seen within 5 days and 89.9% of non-acute needs are seen within 15 days.
- Reduced waiting times for CAMHS

ANALYSIS OF OUTCOMES DATA PENDING

#### NEXT STEPS

- Implementation of Emotional Well Being strategy – comprehensive approach for Children and Young Peoples Mental Health
- Develop CAMHS outcomes framework
- Develop early intervention services to support parents
- Improve information for young people on services
- Improve services to young people with LDD
- Use of CAF to identify early needs
- Develop links to domestic violence

#### EXAMPLES OF GOOD PRACTICE

- **Tow Law Joint Agency Group (case study 2)**
- School- based counselling services
- Ferryhill School
- Local community initiative: Durham Community Centre
- Use of Friendship survey and for racist bullying in Secondary schools to establish baseline.

## OUTCOME: STAYING SAFE

**PRIORITY 3 : Parents and carers have the skills and support needed to be effective throughout all stages of family development.**

### OUR APPROACH

Our approach is set out clearly in the Family Support Strategy: integrated services to support children, young people and their families.

This sets out the support that all families can expect to receive no matter where they live in the County from universal to specialist services. It sets out our intention to create integrated delivery through universal services by establishing service networks in each Local Children's Board area, using the Common Assessment Framework, Lead Professional and information sharing arrangements. Targeted and specialist support for vulnerable groups will be delivered through these arrangements to ensure that needs are identified early and responded to effectively. Services will be needs led, child and family centred using solution focused approaches.

This is a significant development. Pilots of similar arrangements have demonstrated a range of improved outcomes for children and families, not least in terms of satisfaction with service. (Tow Law case study 2) Consultation has demonstrated the breadth of support for this initiative and there is a palpable commitment to its implementation.

### ACHIEVEMENTS

#### In supporting families:

- Social care services have improved steadily over a number of years and were rated as "excellent" in APA 2006.
- County-wide Family Support Strategy developed, building on consensus across agencies
- LAC placement stability improved
- 30 Children's Centres established (on target for 42 by 2010)

- 100% of 3 and 4 year olds offered a nursery place.
- 99 young people prevented from entering looked after system through coordinated early intervention with families and respite support
- Durham selected as pilot for Parent Support Advisor pilot.
- Durham as pilot for Health-led parenting project

#### In safeguarding, including those living with substance misuse:

- Re-registrations on child protection register reduced by a further 2.8% to 11% compared the 15.6% in the IPF group, whilst safeguarding judged as excellent.
- Children entering care due to their parents' substance misuse has reduced by 3.2% to 51% as a result of targeted intervention in one area of the County.

### NEXT STEPS

- Full county-wide implementation of the Family Support Strategy, to include development of integrated local services, including coordination of support to those in need of intensive support.
- Development of practice guidance on parenting to support implementation.
- Support to parents of young offenders.
- CAMHS support to LAC to prevent placement breakdown
- Roll out of CAF as support to integrated working
- Extend services to support parents who misuse substances to all areas of County

### EXAMPLES OF GOOD PRACTICE

- **Sure Start Ferryhill (case study 3)**
- PSA pilot
- Family link (Children North East) - of 150 families, 97% identified improved EWB. 5 safeguarding cases identified and further harm prevented.
- Newton Aycliffe Children and Young People's Services Forum.
- Tow Law Joint Agency Group

## OUTCOME: STAYING SAFE

### **PRIORITY 4 : Children and Young People are protected from homelessness and failing tenancies**

#### OUR APPROACH

To have the best start in life and throughout childhood, children and young people need to have a stable home base. The impact of homelessness is felt adversely across all 5 outcomes. Tackling homelessness and failing tenancies is therefore one of our priorities.

Our approach is set out in the Homelessness Action Partnership Action plan. This highly effective plan is based on development of housing options, awareness raising, targeted support to specific vulnerable groups, effective joint working and housing management.

The impressive progress made against this priority illustrates the impact effective partnership working can have on outcomes. The partnership, led by Centrepoint, involves the 7 District Councils' Housing departments, Children and Young People's Services, Supporting People, Probation, DAAT and CAMHS.

Following successful piloting of the approach in one District in 2005/6, the strategy has been extended County-wide to great effect.

#### ACHIEVEMENTS

##### **In terms of tackling homelessness:**

- Excellent performance in reducing number of homeless young people. There has been a 300% reduction in homelessness presentations, from 335 in 2004 to 111 in 2006.
- Repeat homelessness has reduced from 58 to 30.
- Housing advice casework has led to a reduction of homeless cases of 164, significantly exceeding our target of 100.
- Links to Supporting People- strategy in place to remove domestic violence perpetrators from homes.

- Links in place to substance misuse treatment services.
- "Moving on" policy implemented to encourage care leavers to stay until 18
- Targeting and support for specific vulnerable groups, such as ex-offenders, care leavers, people with mental health needs and learning disabilities and who misuse substances.
- Numbers of care leavers in B&B never above 6
- 25 Care leavers in Supported Lodging scheme

#### NEXT STEPS

- Reduce time spent in temporary accommodation
- Repeat homelessness cases to be tracked by District Councils in 2007
- Further develop responses to domestic violence
- Implement care leavers protocol
- Improve levels of effectiveness of housing advice, casework and use of mediation
- Increase Supporting People Floating Support

#### EXAMPLES OF GOOD PRACTICE

- **Joint Protocol for Homeless 16 and 17 year olds. (case study 4)**
- Homelessness partnership led by VCS
- Multi-agency monitoring of homelessness (3,200 forms completed in 2005/6)
- Supported Lodgings Scheme

## OUTCOME: STAYING SAFE

**PRIORITY 5 : Children and young people are safe from bullying, crime and anti-social behaviour as both victims and perpetrators of crime.**

### OUR APPROACH

Our approach to this priority is based on the principle that prevention is better than cure. We believe that we are demonstrating that investment in preventative programmes is paying off in reducing the number of young people becoming involved in and remaining involved in crime and anti-social behaviour in and out of school. We have resisted the pressure to see young people solely as perpetrators of crime, instead reflecting the reality that young people are more likely to be victims of crime themselves. In addition to focussing on crime and anti-social behaviour, we have focused particularly on bullying and other forms of prejudicial behaviour, since this is one of the issues young people have told us is most important to them.

Our services have been shaped by children and young people. In a number of examples, services are delivered by young people.

### ACHIEVEMENTS

#### In terms of domestic violence:

- Baseline measures have been developed for domestic violence incidents and 482 incidents have been brought to justice.
- Strategy in place to remove domestic violence perpetrators from home.

#### In keeping children safe in and out of school:

- 36 Schools have achieved the Anti-Bullying Award
- First time entrants to the criminal justice system reduced by 6.7% in 05/06, supported by YIP and YISP programmes (compared to national increase of 8%).
- Re-offending reduced by 14.8% against a national target of 5%.

- Youth Inclusion and Support Panel- only 4 of 101 repeated offending(3.96%)
- Evidence of decrease in racially aggravated incidents.

### NEXT STEPS

- Develop effective measures of, and responses to children and young people affected by domestic violence.
- Increase percentage of young people victims taking part in restorative processes.
- Use Young People's survey to monitor young people's experience of bullying and safety.

### EXAMPLES OF GOOD PRACTICE

- "Regretting Crime" DVD (case study 5)
- PPO / deter activity. Improving access to services/reduction in reoffending rates
- Positive futures-activities with drugs education
- ASBO panels
- Wise Drive- safe youth driving scheme
- Easington Mobile Phone Safety Campaign
- Easington anti-bullying campaign, using radio medium to reach young person.
- Durham Police consultation with children and young people to improve quality and effectiveness of policing.

## OUTCOME: ENJOY AND ACHIEVE

**PRIORITY 6: Attainment and achievement levels for all children are improved, with gaps between groups reduced.**

### OUR APPROACH

Our record on School Improvement is impressive and we have been awarded Beacon Status for this IN 2007. It is founded on a strong partnership between schools and the Local Authority, since this is the best way to maximise achievement.

Our approach to school improvement is divided into 4 key functions: **monitoring, challenge, intervention** and **support**.

Building on analysis of monitoring data, the improvement relationship has, at its core, robust **challenge**. This ensures that the school's own self evaluation is carefully scrutinised and areas of strength and weakness identified.

**Intervention** in individual schools enables us to work with the school on the specific areas identified. All functions are underpinned by our **support** programmes derived from national and local strategies.

Identifying and supporting vulnerable individuals and groups is key to our success. We have worked hard to identify the needs of these groups and to monitor their progress.

We recognise that the achievement of personal potential is founded not just on attainment, but also on achievement. We encourage all young people to engage in a broad range of experiences to support their personal development.

### ACHIEVEMENTS

#### In terms of vulnerable groups' achievement:

- Impressive improvement in GCSE results for Looked After Children with 20.7% 5A\*-C compared to the national average of 10.8%
- 89.7% 1A-G Looked After Children compared to 60.2% nationally.
- Permanent exclusions down from 91-76 (16.5%)
- Gypsy and Roma Traveller education "reach" increased by 9%.
- GRT GCSE results improved by 16.7% although fell short of our own targets.
- Impact Alternative Education GCSE 5 A\*-G results improved by 11% and 1 A\*-G by 18%

#### In raising attainment across all key stages:

- Beacon Status for school improvement awarded March 2007
- Durham graded A in DfES stocktake.

- Durham in top 20 most improved authorities for 4th consecutive year.
- GCSE 2006 results increased by 5.4%- rate above national average for third year running.
- All subjects improved including English and Maths
- Above national average for 1A-G.
- GCSE points scores across the County increased by 25 points.
- 28/36 schools achieve best ever results, 9 schools exceeded 70% A\*-C grades, one achieved 100% 5A\*-C grade
- KS1 and 2 results at or above national average
- Above target performance at Key Stage 2 level 5.
- Above target performance at Key stage 3 in maths and science
- Attendance up for 7<sup>th</sup> year running.
- Schools themselves report high levels of satisfaction with this support through the Audit Commission schools survey.

### NEXT STEPS

- Narrowing the gap between boys and girls, building on improvements made in closing the gap between the most disadvantaged and the least disadvantaged.
- Despite higher than national improvement rate in achievement of level 1 threshold 14-16, further work is required for Durham to close the gap.
- Improve results in Key stage 3 English.
- Improve data analysis for tracking vulnerable groups.
- Develop broader measures of achievement.

### EXAMPLES OF GOOD PRACTICE

- **Education of Looked After Children (case study 6)**
- Beacon Status award for School improvement
- Durham 1000
- Work with Gypsy Roma Traveller communities
- Beyond Expectations Target Team
- Excellence cluster
- BIP/BEST projects
- Tracking pupils at risk of underachievement

## OUTCOME: ENJOY AND ACHIEVE

**PRIORITY 7 : Children and young people access safe play, learning, leisure and recreational facilities that provide opportunities for personal and social development and enjoyment.**

### OUR APPROACH

We recognise that having fun is a key part of growing up, of learning and of social development. We encourage young people to participate in a broad range of activities including culture and sport. Play is integral with learning, from birth and throughout childhood and adolescence. Play is therefore a theme throughout our early years services, in Children's Centres, extended schools and through our Youth Services.

District Councils are developing Play Strategies setting out what is available for all children in their localities from 0-21, from play schemes to leisure centre provision. All are based on consultation with children, young people and communities.

### ACHIEVEMENTS

- Cultural Hubs Durham pilot, linking young people into cultural "treasures" of the region.
- Numbers of schools offering extended use of facilities has increased to 69 and rising, exceeding our target, with many more offering some extended services including community use of facilities.
- High levels of recorded outcomes in Youth Service work: 138 young people achieved Duke of Edinburgh awards. 251 sectional certificates awarded and 190 certificates of prior learning.
- District- led play strategies under development, with engagement from children and young people.
- Increased take up of extra curricular sport through School Sports Network established.
- Sure Start swimming schemes.
- Increased play specialist in acute hospital as result of children and young peoples feedback.

- Youth Achievement Awards.- full awards achieved through youth work projects have risen from 39 in 04/05 to 76 in 05/06 to 155 in 06/07
- Arts strategy for looked after children developed.
- Variety of accreditation achieved through Youth Service which includes YAA, D of E, ASDAN, British Canoe Union, Open College Network and First Aid Qualifications
- Over 1900 young people took part across the County in summer programmes
- Grow our own" youth workers 87- young people have completed level 1 training
- COSIP partnership engaged 6,500 young people in constructive activities

### NEXT STEPS

- Develop county wide play strategy, linking work of District Councils.
- Improve transport to access facilities
- Develop cultural links through LCBs
- Build on the preparation for the aborted YOC for all young people, to increase access to constructive activities for all young people, including those who are vulnerable.

### EXAMPLES OF GOOD PRACTICE

- **CATS- activities provider to most vulnerable groups (Case study 7)**
- Cultural Hubs- linking schools to high profile cultural activity providers such as BALTIC, Beamish etc
- Greenfield extended school arts activities
- Sedgefield Borough Council Leisure Services- children and young peoples sport section
- Sure Start play areas
- Windlestone School designed by and for young people

## **OUTCOME : MAKE A POSITIVE CONTRIBUTION**

**PRIORITY 8 : Children and young people and their parents are engaged in shaping and improving their communities and their own life choices and have their views on decisions that affect them represented and responded to in a meaningful way.**

### **OUR APPROACH**

Our approach is set out in Participation Strategies for children and young people and for parents. This is at the heart of our vision in County Durham. We are proud of our work to engage children and young people and have evidence to show how their views help shape our priorities and services. We involve children and young people at every level of our work, whether it be strategic developments, service developments or in services provided to them as individuals.

Children and young people participate in various ways and through various forums, including school councils, focus groups, scrutiny groups and many others.

We have recognised the need to engage vulnerable groups and use flexible methods of doing so. We have committed to monitoring the impact of young people's involvement through Investing in Children membership.

### **ACHIEVEMENTS**

#### **In involving young people :**

- APA 2006 rated work in this area as "Excellent".
- Derwentside Youth Forum awarded Beacon Status for youth participation.
- Number of organisations gaining Investing in Children membership status now stands at 183, up 10%.
- 5 elected members of the County Council gained liC membership, with more pursuing.
- Agreement of a Commissioning Framework with processes that require the involvement of young people and parents in commissioning of services.
- Young people involved in recruitment and assessment of DCS and routinely with other posts
- Adoption of Children and Young People's Participation Strategy and toolkit county-wide.
- Adoption of Parent's Participation Strategy county-wide.

#### **To increase opportunities in learning environments and communities:**

- The number of young people volunteering through Youth Services increased by 57%.
- 4483 young people involved in elections for school councils, youth forums and the national youth parliament.
- Police Youth Strategy informed by work with young people
- Police training programme developed with young people
- Police Respect Priorities : 3/10 identified by young people
- Children Fund participation Officers building capacity in each locality.
- Youth Opportunity Fund awarded £400,000+ to youth led projects, allocated by trained young people. Over 1000 youth beneficiaries.

#### **To increase involvement of vulnerable groups:**

- Engagement in Multi Agency Looked After Partnership via reference group
- Children's Network engaging 600 disabled children and their families

### **NEXT STEPS**

- Building on existing good work in involving parents to implement Parent Participation Strategy
- Further increase organisations achieving Investing in Children memberships as a measure of impact of Participation Strategy

### **EXAMPLES OF GOOD PRACTICE**

- **Investing in Children membership scheme (case study 8)**
- Derwentside Youth Forum Beacon status
- Parent Partnership
- Disabled children's parent forum
- Police consultation and engagement projects
- Sure Start Children's Centres management groups' parental involvement
- Durham Participation Network, headed by Durham Children and Young People's Council.
- LAA research of perceptions of Anti Social Behaviour involved 2 young people groups, as did Criminal Justice Board- BME confidence survey
- Alcohol peer mentors in Easington schools (suggested by young people)

## **OUTCOME: MAKE A POSITIVE CONTRIBUTION**

**PRIORITY 9: A positive image of children and young people is promoted, whereby they feel respected in their communities and by service providers.**

We take every opportunity to draw attention to the positive activities and achievements of all young people in County Durham. We are developing a Positive Publicity Strategy for young people to ensure that an alternative to the "youth as demon" image is presented in the media and regularly submit positive articles about children and young people for publication in the media. We have challenged attempts to promote negative stereotypes of young people through automatic ASBO publicity. Our stand on protecting the anonymity of young people in the interest of their welfare sent out a clear signal about the partnership's intention to represent the best interests of children and young people.

We use every opportunity to recognise young people's achievement, through a range of formal awards events.

Young people have told us they do not always feel respected. We have surveyed young people to gauge the extent of this view, to help us tackle it more effectively. We have focused particularly on prejudice-driven behaviour and on tackling bullying.

## **ACHIEVEMENTS**

- ASBO Public Policy: no blanket publicity for young people: each case subject to risk assessment with partners
- Baseline level of "respect" perceived by children and young people established through the Young People's Survey.
- Friendship survey completed in primary schools
- Assistant Children's Commissioners working with Professor Al Aynsely Green.
- Increasing number of schools and Aycliffe Secure Services achieving Anti-Bullying status.
- Neighbourhood wardens-youth work training.

- Police Training informed by young people
- Regular positive press articles (5 national news stories and 12 local press releases)

## **NEXT STEPS**

- Development of coordinated media strategy
- Improve indicators, including young people's survey.

## **EXAMPLES OF GOOD PRACTICE**

- **SASY Awards/LAC Awards (case study 9)**
- Derwentside Beacon status SPICE project and Citizen Award
- School Attendance Awards
- Youth Achievement Awards
- High Sheriff of Durham Awards
- Pride in Easington Awards
- Assistant Children's Commissioners
- SMARTZONE peer mentors on criminal issues
- DISC 'Out there' Drugs Peer Education Project.

## **OUTCOME : ACHIEVE ECONOMIC WELL BEING**

**PRIORITY 10 : Reduce the number of children and young people living with or suffering the effects of poverty.**

### **OUR APPROACH**

There are significant areas of deprivation in County Durham. Our economic strategy sets out to stimulate the economy of the County so that worklessness is reduced, levels of skill, education and aspiration are raised and that in turn families are raised out of poverty.

Our approach is to support families in returning to work and to raising their aspirations and prospects through education and training.

In support of this, Sure Start Children's Centres have focussed on increasing the supply of high quality, affordable child care to enable parents to engage with work or training for work. We have already opened 30 Children's Centres and will have 42 by 2010 across all 30% most disadvantaged super output areas to provide access to services which impact on the effects of poverty, including information, advice and guidance to help parents engage with work.

Poverty of aspiration greatly limits opportunities. Work is focussed on raising educational and career ambitions through schools in partnership with employers and universities, whilst specific support programmes are targeted on the most vulnerable groups.

### **ACHIEVEMENTS**

- Effective support to vulnerable groups. Through Supporting People for Care Leavers, young people with mental health needs, young people who offend, those who misuse substances and who have suffered domestic violence. Support available for 16-18 year olds.
- Outreach and floating support through Supporting People has increased access to services for vulnerable groups.

- Domestic violence refuges linked into local children's services, early years and Children's Centres to offer positive lifestyle options.
- Effective targeting of welfare rights through multi-agency partnerships in District Councils, Connexions, Supporting People.

### **NEXT STEPS**

- Further develop partnership arrangements to support by linking the Economic Partnerships to Local Children's Boards
- Strengthen links between economic strategy and CYPP
- Supporting families in accessing funding for childcare

### **EXAMPLES OF GOOD PRACTICE**

- **Welfare Rights (case study 10)**
- Supporting People activity
- Supported Lodgings scheme
- Domestic Violence refuges
- Children's Centres' support for parents returning to work and improving employability through training, turning to work and improving employability.

## OUTCOME : ECONOMIC WELL BEING

**PRIORITY 11 : Increase levels of participation in suitable learning opportunities such as apprenticeships progressing to employment and improving employability are improved and the gaps in participation levels in groups at risk of being disadvantaged is reduced**

### OUR APPROACH

The broader aim of reducing poverty and improving the standard of living for all in County Durham will only be delivered if we succeed in raising the level of education, training and skills of the population. The 14-19 strategy is the basis of our work on this priority and sets out how we will prepare young people for economic independence in adulthood. This has been developed by an extensive partnership consisting of County and District Councils, the Learning and Skills Council, education and training providers and employers. Delivered through a network of Local Delivery Groups (called?), our strategy is based on:

- Data management, policy and planning of appropriate provision
- Preventative work pre- 16
- Supported transitions especially for most vulnerable learners
- Re-engagement work post 16
- Specialist support
- Involvement of young people, their parents/carers, communities
- Clarity of roles and activities within a

We are confident that this strategy is now beginning to impact on outcomes. Our achievements this year show signs of an improving trend, although we are in no way complacent about this.

We recognise there is a great deal yet to do and continue to identify this as one of our key priorities.

### ACHIEVEMENTS

#### In reducing the level of NEETs:

- On-target reduction in 16-18 year olds who are NEET

- 10% increase in participation in education, employment and training (EET)
- Moderate increase in level 2 qualifications at 19
- Best success rates for completion of apprenticeships in North East.
- DFES 14-19 progress check rated Green/Amber (October 2007), demonstrating progress since APA 2006.
- Post 16 Transport Policy agreed from September 2007 to improve student choice.
- Small 6<sup>th</sup> forms causing concern improved

#### In meeting the needs of vulnerable groups:

- Substantial improvement in performance of care leavers (up 23%), young mothers and sustained performance for young people with learning difficulties due to impact of targeted approaches
- Increased participation in learning for year 11 leavers, 16-18s and the gap between participation in learning in Easington and the rest of the County has narrowed.
- Reduction in those not known.
- Teenagers to work scheme for LAC

### NEXT STEPS

- Further embed 14-19 strategy.
- Reduce further NEET 16-18 year olds
- Further increase participation rates 16+
- Further develop support for the most vulnerable.
- Broaden curriculum choice through school collaboration in 6<sup>th</sup> forms

### EXAMPLES OF GOOD PRACTICE

- **Durham 1000 (case study)**
- Choices Programme at New College Durham.
- Building capacity to manage challenging behaviour in colleges.
- Woodham Community College Young Apprentice Scheme in Health and Social Care
- Sedgfield LSP- Prosperous Community group linking schools and vocation training providers.

## OUTCOME: CROSS CUTTING THEMES

### PRIORITY: Transport

#### OUR APPROACH

Young people have told us how inadequate transport impacts on their lives by being unaffordable, inflexible or unavailable:

- Reducing choice in education, training and employment
- Reducing opportunities for extra-curricular activities in schools
- Reducing leisure opportunities.

Plans through the Youth Opportunity Card pilot to develop a regional subsidised travel scheme have faltered with the scrapping of the pilot. However, we continue to aspire to this model via creation of a Youth Travel Card scheme. This will address many of the concerns expressed by young people.

County Durham's Local Transport Plan 2 sets specific objectives relevant to young people including:

- *Improve young people's access to a range of opportunities*
- *Improve access to services through a sustainable, integrated transport system*
- *Increase access to rural areas and to major links in the County*
- *Improve highway safety for all users*

We have been able to make progress through plans for the school and college travel scheme. Negotiations are underway with local operators to develop a range of products, some of which will also benefit young people in leisure time. This will become effective from September 2007.

#### ACHIEVEMENTS

- Local Transport Plan 2 Area Programmes, with funding of community transport in all districts

- New Post 16 Transport Policy for home/school/college transport agreed for September 2007 implementation to improve student choice.
- Subsidised travel scheme
- Transport unit established
- Development of safer routes to school
- Number of schools with Travel Plans in place exceeds target of 95 at 146.

#### NEXT STEPS

- Implement Education Act and consider Care Matters requirements for Looked After Children.
- Establish effective links to transport providers
- Creation of a Youth Travel card scheme
- Improved co-ordination of existing resources through transport unit
- Evaluate Durham Yellow Buses pilot.

#### EXAMPLES OF GOOD PRACTICE

- **Reducing Road Traffic Accidents involving children (case study)**
- Local Transport Plan 2 Area Programmes unit involvement of community groups.
- Rural transport scheme.

## OUTCOME : CROSS CUTTING THEMES

### **PRIORITY: Data Collection, sharing and analysis**

#### OUR APPROACH

There are already numerous examples of excellence in the use of data across the partnership. Data has been used effectively to support school improvement by facilitating targeting from whole authority level down to individual school, department or pupil level. The effectiveness of this has recently been recognised through award of Beacon Status for school improvement.

Sustained improvements in the performance of social care services over several years have been supported by the provision of timely, accurate data linked to performance of teams and individuals. Functions of equal value exist in some Local Strategic Partnerships and in the PCT.

Our planning and commissioning has been informed by rigorous data gathering, monitoring and analysis, drawn from a wide variety of sources. Progress has been made during the first year of this plan in co-ordinating these sources of data. We have conducted our first annual survey of children and young people (analysis pending) and have integrated the views of children, young people and parents through our processes.

As our partnership has strengthened, the need for the next step in integrating these diverse sources of information has become apparent. We are preparing to establish Joint Commissioning arrangements with partners under Children's Trust arrangements. These must be supported by a multi-agency data unit building on existing expertise in the Local Authority, the P.C.T and LSP's. This data will serve a range of functions:

- Needs, identification and analysis
- Performance monitoring
- LCB and CEB planning and commissioning.

This will provide relevant and timely data and ensure that all separate agency data functions are co-ordinated to a common purpose and approach.

#### ACHIEVEMENTS

- Coordinated monitoring of the Children and Young People's Plan and Local Area Agreement through establishment of a multi-agency performance monitoring "team".
- Development of children and young people's data set to support needs analysis and commissioning.
- Development of data base capable of holding data from super output area to countywide level to support local and county-wide commissioning
- Excellent data and analysis to support school and social care improvement.
- NSF LSP areas' data sharing, used as model by GONE.
- National Children's Services Mapping pilot completed and further work commenced
- Annual survey established.

#### NEXT STEPS

- Assimilation of data from CAF into needs analysis.
- Data sharing protocol to be developed
- Realisation of the data unit.
- Planning and commissioning supported by accurate timely data

#### EXAMPLES OF GOOD PRACTICE

- Collaboration of partners in the supply of data for monitoring the Children and Young People's Plan and the Local Area Agreement
- Sedgfield Borough LSP Data management group
- Schools/LA data sharing and analysis
- Social care services performance management system

## SERVICE MANAGEMENT

### Partnership

Partnership in County Durham has strengthened further over the last year, building on existing firm foundations.

Children's Trust arrangements are well advanced with the establishment of the Children's Executive Board and 5 Local Children's Planning Groups (LCBs). The first LCB will function from April 2007 and all will be in place by Autumn 2007. LCBs are established as sub groups of the Local Strategic Partnerships, demonstrating good joint working between District and County.

All partners with a duty to cooperate under the Children Act 2004 have signalled their commitment to the Trust by signing a memorandum of understanding. However, some key partners are not under this duty. It is our position that the involvement of schools and GPs is equally important and we have worked hard to promote their engagement. The Family Support Strategy has schools as key partners in the development and delivery of integrated services. There are already several examples of schools being centrally involved in these initiatives, and we will promote this model across the County as implementation of the strategy progresses.

We have been part of the DoH Practice Based Commissioning pilot. From this, we have been able to determine how arrangements can work best in County Durham. Five GP Practice Based Commissioning groups have been created in the new PCT, coterminus with LCB areas.

Voluntary and Community sector engagement is a challenge we have worked hard to meet. With support from the partnership and following extensive consultation, a Children's Community of Interest has been created to help VCS organisations engage with the agenda. This

has been held up as a model of good practice regionally.

In addition to membership on the Children's Executive Board and the Local Children's Boards, representatives of the Community of Interest have worked to develop the Joint Commissioning Framework, Processes and Strategy.

### Next steps:

- Ensure appropriate support is in place to ensure LCBs are effective
- Implement arrangements for schools and GPs to be appropriately engaged with Local Children's Boards.
- Establish VCS Community of Interests in each LCB area.

### Performance Management

The first year of the CYPP has given us the opportunity to design and develop arrangements for the management of partnership performance.

In addition to recognised good practice within single agencies, strengthened arrangements are now in place to manage partnership performance.

Outcome Leads are in place, led by senior staff in the PCT, Connexions, the Youth Engagement Service, Achievement Services and Safeguarding Services. This group coordinates activity across the Children and Young People's Plan and ensures that progress is monitored and evaluated. In this, they are supported by a multi-agency Performance Management Group able to draw on data from each agency. This has significantly enhanced our capacity to monitor the plan.

A first Children and Young People's survey has been conducted, to provide a baseline for some of the more subjective measures, such as emotional well being and perceptions of safety.

Agency plans have been coordinated with the Children and Young People's plan to ensure that common outcomes are served.

For example, the alignment of the PCT Local Delivery Plan priorities has ensured that GP Practice Based Commissioners are working to the same agenda as partners with a duty to cooperate. The Police Youth Strategy aligns their priorities with the 5 outcomes and ensures that Police activity supports the CYPP. The Local Area Agreement Children and Young People's block priorities are taken from the CYPP, ensuring that action remains focused where it is required.

The creation of the Local Children's Boards requires that effective performance management arrangements are in place from the outset.

Within the CYPS, the challenge has been to integrate the approaches of former social care and education services into a single planning and performance system. This has been designed and a simple planning system, linked to Corporate and CYPP priorities has already been introduced.

### **Next Steps**

- Develop common performance management systems for LCBs that are capable of inter-LCB comparison whilst encouraging local planning and flexibility.
- Further develop an integrated data function to support joint planning, monitoring and commissioning at LCB and CEB levels
- Develop single performance management systems within CYPS.

### **Management Structures**

Organisations delivering services to children and young people have been subject to significant change over the last year.

The five PCTs have merged into a single body and the Durham County Council Children and Young People's Service (CYPS) senior management team has been restructured under a single Corporate Director, bringing together former education and social care services. Both of these changes have produced stronger arrangements. In the PCT, the Children's Lead resides with the executive Director of

Public Health and commissioning posts have been created for children's services for the first time in anticipation of joint commissioning arrangements. Five Practice Based Commissioning groups have been established and these are co-terminus with the Local Children's Board areas.

In CYPS, services have been created to increase coherence and integration of the former social care and education services. For example, the Youth Engagement Service has been brought under single management with Youth Services, Connexions and Extended Services. Each member of the senior team will link into a Local Children's Board.

### **Next Steps:**

- Explore opportunities for development of joint working, for example in commissioning

### **Integrated working and Joint Commissioning**

Locality joint commissioning is underway in a number of areas through the early implementation of integrated forms of service delivery in line with the Family Support Strategy. Building on learning from ECM Pathfinder projects, integrated service forums are in place in a number of areas (Wolsingham/Tow Law, Derwentside, Newton Aycliffe and West Cornforth) and are emerging in several others. Through these, schools and all agencies work to identify need and agree how to commission the most appropriate services from within their existing, considerable resources. This model will be rolled out across the County during 2007 and will be in place County-wide by April 2008.

These integrated services are also early adopters of the CAF.

Communities of Learning work to commission the most effective services in the community for children with special educational need as an alternative to special school provision.

Specialist/county-wide commissioning is progressing. Pooled budgets are already in existence for CAMHS grant expenditure,

but agreement has been reached through the Children's Trust for commissioning of the total CAMHS budget of over £23 million.

A formal partnership arrangement is also being developed for Disabled Children with the agreement of the Trust, to enable effective and timely commissioning of services, particularly for those with complex needs.

Good progress has been made in agreement of the framework, processes and priorities for joint commissioning, in preparation for the first joint commissioning strategy for County Durham planned for 2007. LCBs will commission universal and targeted services for the locality, with specialist services commissioned on a county-wide basis. Locality work will be coordinated with county-wide commissioning through the Joint Commissioning Unit.

Discussions are underway with the Local Authority and the PCT on how best to support joint commissioning arrangements.

#### **Next steps:**

- Develop joint commissioning arrangements with the PCT and other partners.
- Implement joint commissioning through LCBs and CEB
- Provide support for LCBs to ensure commissioning is effective.
- Improve commissioning arrangements for disabled children and for CAMHS.

#### **Use of resources**

Financial alignment of budgets into the single Children and Young People's Service budget of £61.3 million has been achieved this year. Gershon efficiencies have been delivered in the creation of CYPS management structure. Sound financial management has brought the budget in on target, despite severe pressures in some areas of service delivery.

Resources have been redirected to support our strategic priorities. For example:

- Extended provision for excluded pupils in KS4 (£282K)

- Increased funding for SEN bands D and E (£890K)
- Support for education of LAC (£164K)
- Higher education support for LAC £60K)
- KS4 improvement through BETT (450K)
- KS3 support (950K)
- KS1 and 3 support (£290K)
- DfES nutritional standards for school meals (£300K)
- Targetted support for socially deprived schools (£1.2M)
- Supervision of exclusions (£90K)
- Direct payments (170K)
- Transport of LAC (£90K)
- Minimum Fostering Allowances (210K)

We believe that services for children in County Durham represent good value for money. Evidence provided to the Audit Commission as part of a recent VFM inspection demonstrated that when compared to authorities with similar levels of deprivation and need (unlike most in the IPF group), Durham's performance to cost ratio is very high. This is evidence of the effectiveness of Invest to Save strategies over several years.

#### **Next steps:**

- Align budgets to Local Children's Board delivery in preparation for LCB commissioning.
- Shadow pooled budgets for all children's services.
- Consider use of DSG to support developments.
- Review social deprivation funding to schools to ensure effective targeting.

#### **Communication and Engagement**

Much has happened in the first year of the CYPP. We recognise how important it is to ensure that partners, staff, young people and parents are engaged and informed about developments.

Broad consultations have been held on:

- the Children and Young People's Plan and its review
- the formation of the Children's Trust and governance arrangements
- the role and function of the Local Children's Boards

- Voluntary and Community Sector engagement
- Family Support Strategy

Numerous methods have been employed to ensure that staff of all partners know what is going on, including:

- Every Child Matters Network – middle and senior managers working to plan and implement change
- Every Child Matters newsletter – bi-monthly update on developments
- Every Child Matters website – information on all areas of work

Within the Local Authority:

- Director's Roadshows – programmes run 3 times per year
- Breakfast/Lunch/Tea with Senior management teams
- Regular strategic planning sessions with senior and middle managers
- Back to the Floor exercises – increasing visibility and learning of senior managers

#### **Next steps:**

- Establish ECM Networks in each of the LCB areas.
- Improve web based communication.

#### **Workforce**

Building on the Corporate People Strategy, the Children's Workforce strategy is under development, to ensure that services are fit for purpose within the context of integrated services. Through this, the workforce has been mapped across the partnership and 3 main priority areas identified:

- A strategy to implement the Common Core of Skills and Knowledge, which it is expected that all the workforce will have undertaken and/or competency assessed
- The role of the Lead Professional and linking to that,
- Implementation of the Common Assessment Framework (CAF) so that we can ensure that children and young people receive the right service at the right time from the right person.

#### **Change Management**

The next year will see the implementation of integrated services across the County in all areas. The implications of this for the workforce are profound. A managed approach is being taken to this through the development of an implementation project plan which sets out how staff groups will be engaged and consulted, trained and developed to participate in the new service arrangements. Some of this is already described in the Communication section above. We recognise the importance of engaging the whole workforce in developments.

There have been some notable successes in high risk areas of service. Safeguarding services have reduced staff turnover to 3% and have low vacancy rates.

Safe recruitment practices are in place across CYPS and partner agencies through LSCB processes

There is active management of ill health absence and a Stress Management toolkit is in use.

Training programmes are shared across services as part of the plan to develop an integrated workforce in the future. Career Pathways for all staff are in place in safeguarding services and these are to be extended across the workforce.

#### **Next steps :**

- Implement the Workforce Development Strategy to support the implementation of integrated services.

