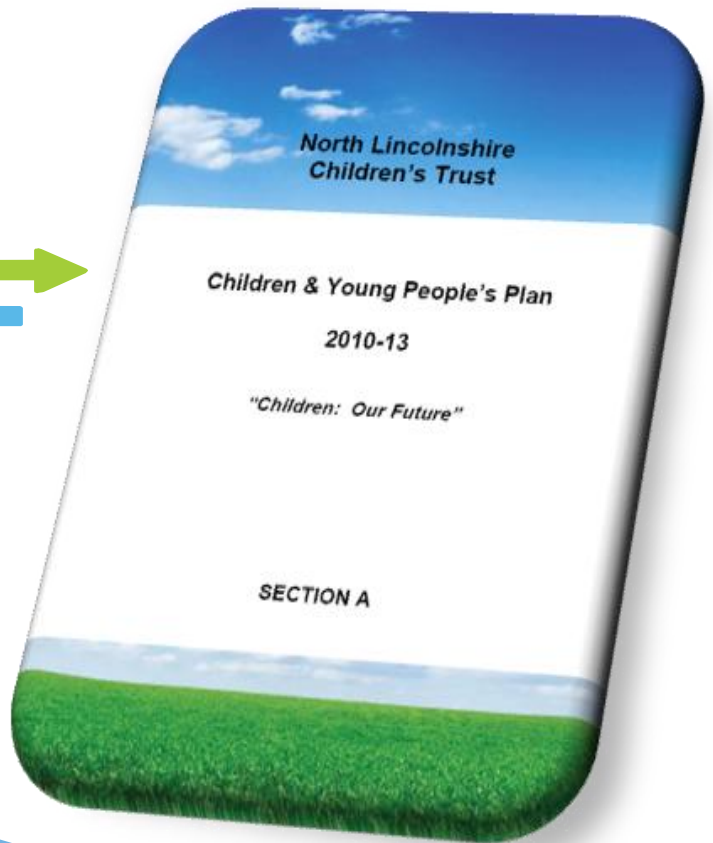
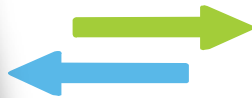


# Transitional Action Plan 2009/2010



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# Welcome

This is a transition plan which bridges the gap between the 2006-09 Children and Young People's Plan for North Lincolnshire and its' successor, the 2010-13 plan. It is transitional in its nature in preparing for the transfer of ownership of the plan to the Children's Trust in line with requirements of the Apprenticeships, Skills, Children and Learning Bill. It is transitional also since it prepares for changes of our Trust partnership arrangements to support the wider net of the duty to cooperate. This transition plan gives us a holding position while the legislative details of the Bill are finalised. It provides the opportunity to carry out a third year review with a one-year action plan until the new plan is launched in April 2010.

It is a plan that belongs to the children, young people and their families in North Lincolnshire and covers all the services provided for them by the council, health services, voluntary and community groups and other local partners who are part of our Children's Trust arrangements.

Since we first published in 2006 we have achieved much. We have further developed partnership working, which contributes to our ambitions and shared vision for children and young people in North Lincolnshire. Our first year review highlighted significant progress in taking forward our priorities, and our second review confirmed that our improvements continued within a context of strong partnership working in the Children's Trust.

This transitional plan gives us an opportunity to evaluate our planning processes to ensure we get it right for children and young people and their families. The action plan confirms our priorities for 2009-10 and introduces the key themes that will feature in the 2010-13 plan.

Local children and young people and key partner organisations have been involved in this transition plan. We have made sure that children and young people who are most vulnerable, including our children in care, have had the chance to say whether our work has made a difference to them.

Children are our future. We hope you enjoy reading this transition plan. We count on your support to deliver the ambitious work plan, which will help ensure that we can deal with challenges in 2010-13.

# Introduction

## The Plan and subsequent reviews

We published our North Lincolnshire Children and Young People's Plan 2006-2009 (CYPP) in September 2006, after a lengthy period of development and consultation with children, young people, families, professionals, elected members, volunteers and community representatives. The CYPP and the first and second year reviews explained how services for children and young people were organised and delivered in North Lincolnshire. They identified our main priorities, grouped under the five Every Child Matters outcomes and our priorities for the Children's Trust.



These priorities have shaped both individual agency thinking and planning and provided a platform for improved partnership working and integrated service delivery. They complement legislation and government guidance in relation to keeping children safe. They supported our response to our Joint Area Review (JAR) 2007/08, which confirmed that all services were good with many outstanding features.

We have undertaken a continuous review of our strategic priorities and action plans, involving all stakeholders. This confirmed that our Children's Trust priorities remained relevant:

- Strengthening partnership working
- Investing in integrated services to improve outcomes
- Developing support services to prevent family breakdown
- Improving performance management processes
- Developing opportunities for children and young people to be involved in decision-making.

In this transition plan, we focus on our existing fifteen strategic priorities. We also look at emerging themes, which will have influence on the rewrite of the CYPP for 2010/13, and thus we seek to achieve continuity between the old and the new plans. This will help in the transfer of plan ownership from the Council to the Children's Trust as the Apprenticeships, Skills, Children and Learning Act becomes statute. The transition plan also prepares the way for the revised partnership arrangements required by the new legislation and provides clear pointers on a rationalised partnership structure which can make full benefit of the widened duty to cooperate.

## New Legislation

The introduction of the Every Child Matters agenda in 2005 defined the outcomes focussed approach in our planning documents and the 2007 Children's Plan signposted the future agenda, which refined current practice:

- More support for parents and families
- Supporting children to reach their potential
- Helping children enjoy their childhood as well as grow up prepared for adult life.
- Shaping services around children, young people and families, not professional boundaries
- Focusing on prevention and early intervention

In 2009 we have been preparing our services in readiness for the introduction of The Apprenticeships Skills Children and Learning Bill and we are confident that we are well-prepared for: -

- Reforms of post-16 education and training which gives the council responsibility for securing education for all 16- to 19-year-olds
- Putting the Children's Trust Board on a statutory footing extending the duty to cooperate to promote children's well-being to a wider group of partners
- Clarifying the relationship between the Trust and LSCB, introducing new statutory targets for safeguarding and promoting the welfare of children
- Placing children's centres on a statutory basis with duties to establish and maintain sufficient numbers to meet local needs
- Establishing the Behaviour and Attendance Improvement Partnerships to report to the Children's Trust

Additionally, we have been working to match the aspirations of the 21<sup>st</sup> Century Schools White Paper, and, in response, we will be:

- Supporting preparation for engagement in education until the age of 18
- Developing skills & qualifications that improve economic well-being via an engaging curriculum

- Facilitating personalised learning around the needs of individual children
- Ensuring additional needs (including SEN) are met as early as possible
- Encouraging high levels of parental engagement and satisfaction with schools
- Supporting schools to offer extended services to children and families and the wider community
- Planning for schools' collaborative working to support the new 14-19 Diplomas
- Facilitating an accountability framework for all schools, underpinning the new School Report Card
- Ensuring a skilled & motivated school workforce that is well led and effectively deployed

### **New Safeguarding Priorities**

Responding to the high level recommendations of the Laming report, the safeguarding capacity of all partners will be a key focus of the 2010-13 Children and Young People's Plan. The Children's Trust Board is already drawing on support and challenge from the Local Safeguarding Children Board to ensure that the Plan properly reflects our strengths and weaknesses and identifies clearly what more needs to be done by each partner to improve safeguarding outcomes.

Defining the interrelated relationship between the Trust and LSCB, our revised governance and accountability arrangements will ensure that the LSCB has an independent voice in judging and challenging the quality of safeguarding arrangements. The LSCB will be consulted by the partners on issues, which affect how children are safeguarded and will be a formal consultee during the development of the 2010-13 Plan.

We will further define links between the Trust and LSCB so that there is proper challenge to every member of the Trust, on their success in ensuring that children and young people are kept safe. The LSCB is already preparing for the publication of an annual report on the effectiveness of safeguarding arrangements and the contribution and activities of each Trust partner for keeping children safe.

The Trust is ready to contribute to local safeguarding in the following areas

- Supporting the LSCB in the ring-fencing and developing of adequate funding for child protection interventions across the range of agencies
- Prioritising and adding value to early intervention & preventative work to keep vulnerable children safe
- Supporting the improvement of training and career opportunities for social work professionals
- Defining multi-agency responses to children's risks in face of adults who pose a risk to children
- Delivering multi-agency support to the provision of suitable accommodation for vulnerable young people living away from home.
- Developing audit scrutiny and QA
- Utilising positive activities to keep children safe in the community
- Strengthening our activities to ensure adults are safe to work with children.

### **Views of our Children and Young People**

The 2007/08 Adolescent Lifestyle Survey confirmed that our young people were less concerned about bullying but they feel that they are labelled as trouble causers even though more adults than young people receive Anti-social Behaviour Orders (ASBO's). They welcomed positive activities such as Street Talk and Street Sports, and want more say in how they are organised. Young people who are volunteering are finding that it helps them to feel good about themselves and empathise more with other young people.

Recent consultations confirmed children and young peoples support for the priorities in the plan. Children and young people like to be fit and healthy and value the activities that the council and its partners provide. During 2009-10 we will continue our "proofing" our policies and plans with children and young people to ensure that we link political and practical priorities to the reality of what children want for current and future aspirations.

# Review of 2008/09

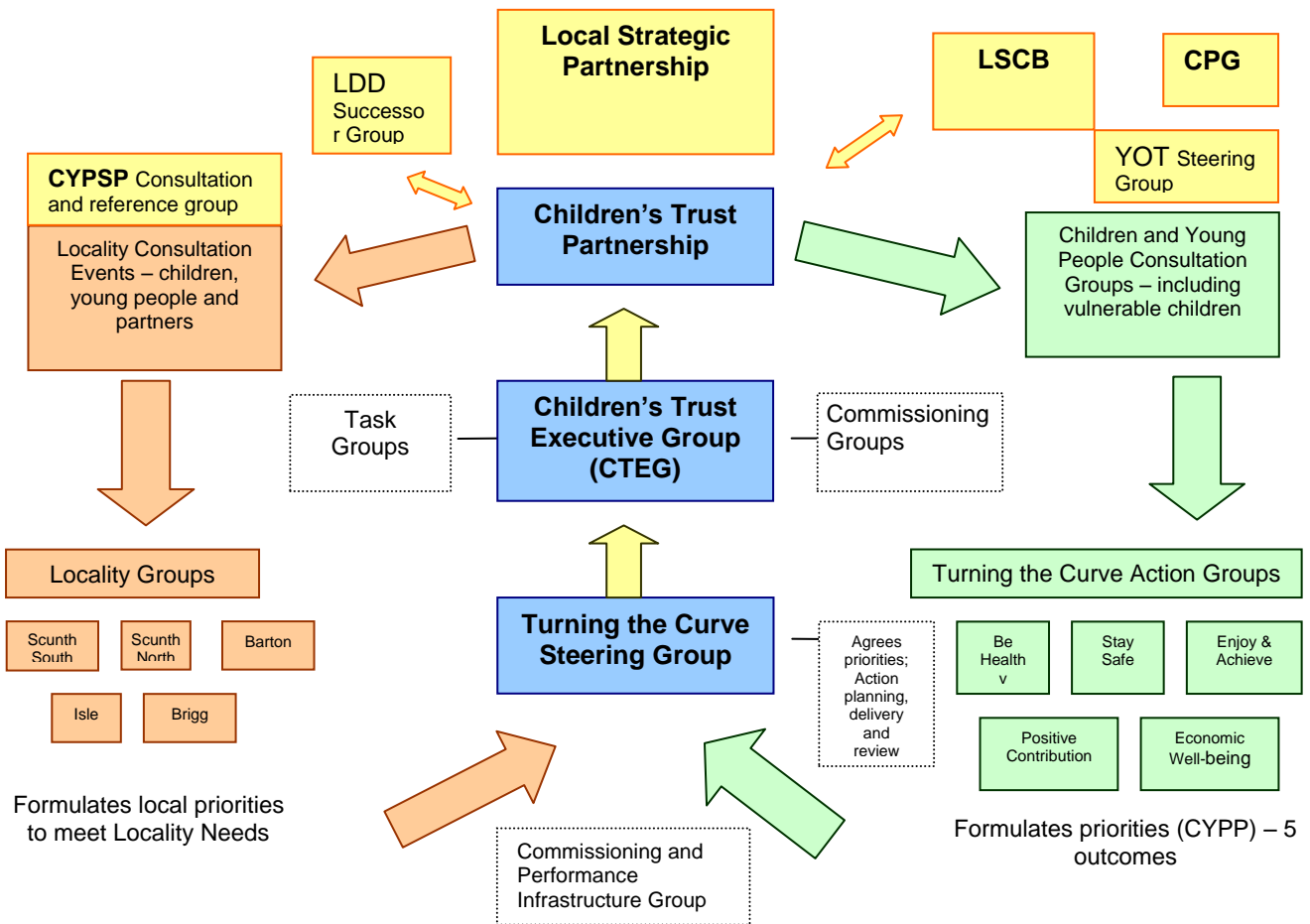
## Section 1: North Lincolnshire's Children's Trust Partnership: Review

### 1 - Our Vision and Ambitions

We have worked towards ensuring every child in North Lincolnshire is healthy, safe, achieves their best, contributes positively and achieves economic well being by working together to close the gap on disadvantage, raise aspirations and celebrate achievement. To realise our vision, the Trust partners have worked together on 15 priorities for action, alongside a commitment to integrated working, delivered with children at the centre.

### 2 – Our Partnership Arrangements

#### 2008-09 Framework for Strategic Planning; Priority Setting; Service Redesign and Review



We have revised our Children's Trust arrangements to reflect the integrated services agenda and the developing arrangements for more responsive services in localities. We gave a key role to the Turning the Curve Groups in delivering the CYPP outcomes and shaping policy and development. We concluded in early 2009 that these Groups had completed their task in securing partner commitments to the ECM agenda. We have considered new arrangements which would drive a more ambitious approach to improving children's outcomes, outlined originally in the government's Children's Plan. We have delivered new partnership arrangements that better focus our work supported by strong leadership and better linkages to the strategic vision of the Trust.

### 3 – Service Delivery

In North Lincolnshire we have promoted better outcomes for all children and young people by working together in the Children’s Trust to:

- Increase the resilience of children and communities
- Promote diversity
- Ensure safeguarding children is everyone’s business
- Support children and families at the earliest point of need
- Prevent the need for children and families to become dependent on specialist help
- Ensure early intervention is accessed consistently across services

We have organised our services on levels of need with:

- Clear integrated processes to ensure fair and consistent access to services
- Services that are integrated at the point of delivery for children and families

### 4 – Trust Partnership Progress Report

In support of our vision, Trust partners have worked together on the commitment to integrated working, delivered with children at the centre and have put in place a series of actions which pull together partnership work around a set of key actions detailed in the table below. In this progress report we focus on how much we have achieved in delivering our desired outcomes:

Action	What outcomes have we achieved?	What have we still got to do?
<b>Priority: Integrated Governance and accountability</b>		
New partnership & governance arrangements	<p>The evolution of our Trust has continued successfully, achieving key outcomes as follows; The Turning the Curve groups have completed their work in substantiating partner contributions to the five ECM outcomes</p> <p>We have established 5 locality partnerships and are already working effectively to deliver better outcomes at the community level.</p> <p>The Trust has been supported by the Commissioning and Performance Team in CYPS to achieve the outcome of a new integrated performance and planning processes, with an Integrated Quarterly Performance Review.</p> <p>The Council-based Trust governance Group has driven forward changes to our Trust arrangements linking to a workshop in January 2009, which made key recommendations for future Trust development.</p> <p>The Trust has anticipated the implications of the ASCLB in broadening the membership of relevant groups to accommodate the widening of duties to cooperate.</p>	<p>-Finalise revisions to partnership arrangements to meet the final content of the ASCLB.</p> <p>-Carry forward the work of Turning the Curve Groups through rationalisation of the network of multi-agency partnerships and Virtual Functions Teams.</p> <p>-Deliver recommendations of the Trust Review group including new strategic relationships between the groups in the Trust hierarchy with new formats for meetings and new reports.</p> <p>-Complete Trust recruitment plans in line with widened duties to cooperate</p> <p>-6<sup>th</sup> Forms and FE colleges will be represented in revised Trust arrangements</p> <p>-Reengage wider partnership arrangements and involve key partners in new stakeholder group.</p>
Inter-relationship With LSCB	<p>The Children’s Trust already links with the LSCB with the outcome that all partners meet their responsibilities in safeguarding vulnerable children.</p> <p>A safeguarding culture embeds ownership of priorities in the Trust facilitated by close liaison between the Stay Safe group and the relevant LSCB working groups.</p> <p>Relevant reports are exchanged between the Children’s Trust Board and LSCB with the outcome of common understanding, awareness and shared responsibility.</p>	<p>-The Trust and the LCSB will define the nature of accountability between the two Boards.</p> <p>-This will be defined in response to new Working Together guidance expected from DCSF in December 2009.</p> <p>-Establish new reporting arrangements between Trust and LSCB.</p> <p>-Clarify safeguarding role of the Children’s Trust</p>

<b>Priority: Integrated Strategy, Planning and Performance</b>		
SMART performance management	<p>The creation of a single CYPS has simplified the performance management task in the council. New arrangements support data capture and performance analysis around the national indicator set.</p> <p>New performance reporting regimes have rationalised the tasks linking the Council, PCT, and the Local Strategic Partnership performance management regimes</p> <p>The Trust has supported the planning for the transfer of 16-19 funding while setting more ambitious parameters for the 11-19 Partnership</p>	<ul style="list-style-type: none"> <li>-Trust Quarterly Performance reviews to be refined to bring together single reporting reviews across Trust Partners.</li> <li>-New performance management links will consolidate PCT and CYPS reporting through WHIP and Trust and forward to the LSP.</li> </ul>
Commissioning Capacity	<p>Effective lead commissioning arrangements are in place with the outcome of better integration of key vol-com providers, including Homestart, Action for Children and Crosby employment Bureau. New joint commissioning opportunities are under review with NHS North Lincolnshire.</p> <p>Successful initial commissioning planning to support Locality service provision as part of Aiming High for Disabled Children programme. Our Commissioning Champion focuses on opportunities in commissioning linking with the national Commissioning Support Programme with the outcome of improving integration and VFM.</p>	<ul style="list-style-type: none"> <li>-New Trust commissioning plan will define proposals for updating current commissioned arrangements, renewing legal agreements as necessary.</li> <li>-The Trust will define areas where commissioning arrangements will support integration and co-location of services.</li> </ul>
Pooling and alignment of funding	<p>Pooled arrangements/aligned budgets already support partnership work in the Youth Offending Service, and the LSCB.</p>	<ul style="list-style-type: none"> <li>-Explore future pooling/alignment in Child Poverty policy, TAMHS delivery, Healthy Schools resourcing and integrated Speech &amp; Language service development</li> <li>-Scoping exercises to support potential pooled funding in the Integrated Disability Service CAMHS and substance misuse, which demonstrate future VFM benefits will be completed</li> </ul>
<b>Priority: Integrated processes</b>		
CAF/CWAN implementation	<p>While we have continue to deliver training across the range of Trust partners, the level of delivery of CAF assessments has not increased at the expected rate.</p> <p>Partners have not embraced their responsibilities to CAF, resulting in the majority of referrals to specialist services being unsupported by a CAF. This undermines the Trust's cross-agency commitment to CAF as a logical and equitable determinant of access to services.</p>	<ul style="list-style-type: none"> <li>-New partnership agreements are required to support CAF and its role in determining access to services at the targeted and specialist levels</li> </ul>
<b>Priority: Integrated front line services</b>		
Team around the child	<p>Children's Centres and Extended Services have worked with schools to establish cluster arrangements, which provide the foundations for TAC arrangements.</p> <p>The targeted work of family workers in Children's Centres has had the outcome of moving the focus to the hardest to reach groups. There is evidence that our centres have had success in improving inclusivity at all centres. The completion of the CC network improves our reach to vulnerable families across the whole of North Lincolnshire.</p> <p>The contribution of services within IYSS to TAC has been scoped and new arrangements have been proposed within the ongoing service review.</p>	<ul style="list-style-type: none"> <li>-The Trust will agree a single model for service delivery bringing transparency and equitability.</li> <li>-During 2010 we will clarify the role of TAC within locality arrangements and develop an appropriate management model</li> <li>We will also map the effectiveness and coverage of TAC arrangements and substantiate partner support.</li> </ul>

Co-located safeguarding team	Responding to Laming recommendations, work with partners in developing the CST has commenced. Along with CYPS, the Police have confirmed contributions to co-located arrangements and the contributions of remaining partners are under consideration.	-The establishment of a co-located safeguarding team is a key priority for 2009-10 and we will have to identify Health contributions.
Integrated Disability Service	Staff have been recruited to key posts in IDS with the outcome of delivering synergies with LDD strategy development and Aiming High implementation. Partner support has to be confirmed for the medium/long term.	-IDS implementation plan will specify staffing commitments and brokerage development as part of development of the service. -IDS partnership plan will confirm partner staff and financial contributions
Connexions	The Trust has overseen the integration of Connexions services into CYPS and the broader Trust portfolio.	
<b>Priority: Children and Young People's Participation</b>		
Consultation processes	Proofing of policies and strategies continues but opportunities for children and young people to be involved in shaping policy have diminished – mainly because the frequency of meetings of Voice and Influence Group has declined. Involvement in the UK Youth Parliament has continued, with North Lincolnshire represented at the UKYP sitting in the House of Commons. The Trust review workshop recommended that a board with children and young people representatives be established as a support and challenge linking to the Children's Board.	-Re-establish the calendar of VIG meetings -Establish the C&YP board and specify role as a reference/proofing group with membership rights at the main Board.
Consulting with vulnerable groups	Our consultation and participation work with children in care sets the gold standard for all services. This work has influenced the successful establishment of the "Thumbs Up" Group, which provides appropriate participation opportunities for disabled children and young people.	-The Trust will receive a progress report on work to improve the influence and self esteem of children in care -Thumbs Up Group will proof and approve service developments linked to Aiming High
<b>Priority: Workforce Reform</b>		
Strategy update	The Workforce strategy group has successfully engaged relevant Trust partners with the outcome of -Updating of the One Workforce Strategy -Defining the common core skills -Setting minimum induction standards The group has led local responses to the CWDC self-assessment questionnaire and defined our baseline on the development of a reformed and integrated workforce.	-In 2010 the Workforce Virtual Function Team will define: 1. Revisions of the multi-agency training plan to support integrated/locality working 2. Responses to sector specific programmes Youth Workforce, Early years professional status, social work practitioners etc
<b>5 - Integrated Workforce Development</b>		
<p>We have updated the 'One Team' Children's Workforce Strategy for North Lincolnshire, and achieved general agreement to the 10-year vision, common induction, training and working principles. We are addressing separate delivery models across partners with inconsistent practice and thresholds and we are developing new systems to share best practice.</p> <p>In 2009-10, we will develop a set of core competencies relevant to all agencies and a clear training plan for all agencies, which supports collective safeguarding responsibilities. We plan to integrate the functions of support staff in schools and seek a relevant qualification hierarchy for learning mentors and teaching assistants.</p> <p>Initial work undertaken by the Children's Trust Workforce Development Group identified key issues to be</p>		

addressed through developing an integrated approach to workforce planning. The aim is to develop a shared core of knowledge, skills and attitudes across all partner agencies. To underpin multi-agency responsibilities for safeguarding, and deliver a coordinated and integrated workforce plan, requires that all practitioners have shared knowledge based on the Common Core, and confidence and capability to deliver the ECM outcomes.

Existing programmes of training and development offered within CYPS have been mapped to frameworks based around the Common Induction Standards, and the Common Core Skills. Additional opportunities within a combined training plan will further develop confidence and effectiveness within the children's workforce. An integrated induction is being developed which will link to the common induction vision and principles developed by the CWDC and be tailored appropriately to their role and setting.

Personal and professional development of the children's workforce will link to the emerging Integrated Qualifications Framework 2010 to allow staff to build a personal portfolio of qualifications and experience, which embraces progression, professional development and mobility across the children's workforce. To take this agenda forward, the Trust will map existing skills and experience; provide pathways to allow staff to attain qualifications at Level 3 or above, to meet the standards and outcomes identified in the IQF.

The initial step in the process is to profile the Common Core across all workforce groups such that delivery of the Every Child Matters agenda is based on practitioners identifying those skills, knowledge and competencies that are part of their role, and their confidence in being able to apply them.

## **6 – Joint Strategic Needs Analysis**

During Spring 2009, we carried out an extensive needs analysis, which combined assessment of new policy developments alongside local data and information to form a clear view of the relative strengths of work to support our children and young people. The JSNA identified headlines summarised below, which allowed us to evaluate the progress of the CYPP and, in turn, inform our future priorities for action. From the findings of the JSNA we concluded the need to:

- Improve strategies to reduce obesity and promote breastfeeding
- Reduce infant mortality, addressing high rates of smoking in pregnancy
- Apply consistent decision making on temporary exclusions and achieve equitable access to services for children with SEN
- Focus Health Visitor support to vulnerable young children
- Establish linkages to Adults Services around mental health, DV and substance misuse
- Apply new E-safety approaches to respond to increasing risk including E/Cyber bullying
- Build the resilience of children and young people to keep themselves safe
- Integrate parenting programmes across the continuum of age and need
- Make available early interventions for C&YP to keep themselves safe
- Focus on child poverty in target families and localities, improving the take up of welfare benefits and tax credits
- Address low childcare take up by low income families
- Narrow the gap in opportunities for vulnerable groups to access training and jobs
- Address supported housing needs of children and adolescents with profound disabilities
- Develop and promote volunteering opportunities and other positive activities

These headlines have confirmed and focused the work of the Trust's Turning the Curve Groups and, in most respects, confirmed that we were concentrating our efforts in the right areas. The conclusions of the Joint Strategic Needs Analysis will contribute to the redefinition of the priority set for the 2010-13 Children and Young People's Plan.

## Section 2: Be Healthy

### 1 – Summary

We have been working to achieve reductions in obesity and improvements in healthy weight by promoting physical activity and healthy lifestyles. So we have encouraged children and young people to take more exercise and have supported a variety of initiatives which are part of “Active Choices – Active Futures” strategy. We have worked to improve baseline information on levels of obesity and have encouraged a wider range of BMI measurement opportunities and co-operated with the Healthy Weight Partnership on establishing new care pathways. In turn, we have started work to prepare for the Enhanced Healthy Schools programme with pilot schools. Promotion of breastfeeding continues alongside action to increase initiation and continuation rates.

We have supported a range of initiatives to reduce the negative impacts of substance misuse and have focussed our work on alcohol misuse within the framework of the Alcohol Harm Reduction strategy. Similarly, our work to address substance misuse is framed within the Substance Misuse Action Plan. Smoking cessation remains a priority for the Trust and we have encouraged anti-smoking programme development in Children Centres.

We have been anxious to promote emotional and mental well being in the context of a reconfiguration of CAMHS services, informed by a recent council Scrutiny report that identified significant opportunities for improvement. Trust partners are committed to improving CAMHS services, including integration of important initiatives such as the Child and Family project and the forthcoming TAMHS rollout to ensure that the grading of our comprehensive CAMHS services improves significantly.

Despite the hard work of the Teenage Pregnancy Partnership, the local rate of teenage conceptions has increased. The relatively high rate of teen conceptions has been a major concern for the Local Strategic Partnership and incorporated in the LAA target set. Similarly, teenage pregnancy is “red flagged” in the 2009 Comprehensive Area Assessment. We have started intensive work with the TP National Support Agency to ensure that relevant best practice informs future service development in North Lincolnshire. The Wellbeing & Health improvement Partnership is co-ordinating partnership work taking full advantage of support from the Agency. A sexual health needs assessment is in the scoping stage for implementation in 2010.



### 2 – Progress Report

Action	Where are we now?	Next steps
<b>Priority: Reduce Obesity and promote healthy lifestyles</b>		
Active Choices – Active Futures	Leisure Services promote activities for children & young people through the implementation of Active Choices, Active Futures Strategy. The Fit for Football and Physicality programmes have been successful in engaging primary school children while Street Sport programme provides ongoing delivery of informal sessions to young people	The Trust will continue to promote ACAF initiatives as a key element of a healthy lifestyle. The Trust will seek evidence of better access to ACAF interventions for disabled C&YP thus meeting the Disability Equity Duty

BMI measurement and Healthy Outcomes	All Reception and Year 6 are weighed & measured by School Nurses. Healthy eating advice provided at Children's Centres by HV's and by school nurses at school drop in sessions Parenting Groups include advice on managing obesity Children's Centres cook & eat sessions Community Nutrition & Dietetics Service provide training on food & health issues across agencies Choices Clinics undertake BMI measurements and offer advice & support on healthy eating	The Trust will look for evidence that the improvement in BMI measurement will contribute meaningfully to policy development and targeting of the most vulnerable groups. The Trust will request a report from the Social Marketing Consortium on the most effective approaches to promote healthy eating addressing the Oxford University research on long term trends in child obesity. The Trust will look for evidence of the effectiveness of the Food & Health Coordinator in Children's Centres in linking healthy eating promotion. The Trust will continue to work in partnership with Early years settings, schools and agencies to promote Healthy Schools Awards.
Breastfeeding promotion	Social Marketing project to research low breastfeeding levels completed Breastfeeding Strategy reviewed, published and implemented Breastfeeding support network in place Breastfeeding Coordinator post funded	The Trust will approve and then oversee the implementation of the social marketing plan as the key element of the Breastfeeding Strategy
<b>Priority: Reduce the use and effects of alcohol, drugs and smoking</b>		
Support Alcohol Harm Reduction Strategy	More Health Visitors & School Nurses trained in smoking cessation Drop in sessions in schools established to support cessation Routine assessment of Children in Care at high standard Measure rates of under 18's attending A&E for alcohol related issues	Link Think Family, Children's Centres activity and other parenting initiatives with AHR Clarify and improve transitions between children's and adults alcohol services Improve Gain clarity on dual diagnosis priorities in Mental health provider services Promote Children and Young peoples awareness as part of Extended services activities and Horizons programme.
Support Substance Misuse Action Plan	Substance Misuse Group re-established Integrated approach to substance misuse and other risks through re-configuration of services in IYSS Links with the CAMHS agenda under-developed	The Trust will consider a report from SMG detailing responses to the 36 % reduction in Pooled Treatment Budget for North Lincolnshire. Development of substance misuse links within the whole service CAMHS review
Increase smoking cessation capacity	Adult focussed work underestimates the early prevention task with C&YP Smoke free homes project not implemented Anti smoking promotions in Children Centres Revised service specification adheres to NSCP guidelines	Trust will request an action plan from the WHIP detailing a stand alone approach to smoking by C&YP, considering the negative impact on health and a broader range of outcomes

<b>Priority: Improve emotional and mental well-being</b>		
Re-configure CAMHS services	Detailed service specification for CAMHS provision developed including single point of entry Screening tool in place for Children in Care & Care Leavers	The CAMHS commissioning group will provide a report on -Reconfiguration of services -Development of tier 1 capacity in a range of partners -Transitions to adult mh services -Defined service pathways for ADHD, behaviour issues, children with LDD and ASD -Robust 24/7 emergency support Meeting Age-Accommodation guidelines for Tier 4
Enhance development of comprehensive CAMHS		
Single point of entry and 24/7 service access for vulnerable groups		
<b>Priority: Reduce rates of teenage conceptions</b>		
Roll out of choices clinics	Choices Clinics rolled out across N Lincs Increased take up and continued use of long acting reversible contraception following a successful marketing campaign COAST rolled out across N Lincs supported by new service specification Chlamydia screening programme meets the minimum standards of C&SH service delivery linking to GP's and Pharmacies SRE sessions for all young people. Uptake of these are monitored & followed up	Trust will request a report from the WHIP detailing root and branch revisions of programmes incorporating: Responses to NSA Action Plan New approaches to SRE delivery in all schools Choices availability for high risk groups and localities Scope redesign of Sexual Health services New commissioning model will support reconfiguration of Choices, LARC promotion, Chlamydia screening reflecting C&SH requirements of under 20's
Promotion of Long Acting Reversible Contraception		
COAST programme supports Chlamydia testing		
SRE delivery in schools		
<b>Priority: Supporting better health outcomes for vulnerable groups</b>		
Substance misuse support for children in care	Improving trends in substance misuse evident in self-reporting by children in care.	Substance Misuse Group to evaluate services to CiC as part of the review linked to reductions in Pooled Resource Budget
CAMHS services for children in care	Reduced waiting times for children in care supported Significant improvements in number of children benefiting from mental health assessments	CAMHS commissioning group will report on future delivery of services to CiC and children with LDD in the whole service review.
CAMHS services for children with disabilities and learning difficulties		
TP services for children in care	Role of dedicated nurse contributes to relative decrease in teen conceptions in the target group. Dedicated Choices facilities in place	Trust will review development of services for CiC in light of the NSA Action Plan.
Aiming High for Disabled Children strategy	Successful development of the Core Offer supported the draw down of full £1.13m. Grant funding	Aiming High Strategy Group to report -the commissioning of key services including locality activities, short breaks and befriender services. -Partner contributions to a sustainable future for AHDC with a formal funding/staffing plan -Synergies with the development of the Integrated Service for Disabled Children

## Section 3: Stay Safe

### 1 – Summary

The development of stay safe action planning takes place within the context of the Local Safeguarding Children Board, which oversees links with our safeguarding and child protection priorities.

In 2009, the review of the local Anti-Bullying Strategy confirmed the development of awareness training for a range of practitioners in different settings and a significant improvement in participation. There were appropriate links to the LDD action plan, the Youth Crime Action Plan and the Healthy Schools programme with an appropriate focus on the specialist needs of children in care and children with disabilities. There was recognition of the important links in addressing poor mental health and emotional well-being and the implications for the Positive Contribution outcome. Promotion of the anti-bullying hotline has continued and Cyber-mentors have addressed the risks in cyber bullying through mobile phones and computers. New anti-bullying guidance has informed policies in children's residential homes, extended services and a range of youth activities.

Initiatives to track and reduce the impact of domestic violence on outcomes for children have been slowed since the departure of the council's domestic violence coordinator. We await the new appointment to assist the development of new databases and data analysis of relevant cases referred to the MARAC. The DV strategy has been reviewed and amendments reflect the importance attached to addressing the harmful effect of DV for children and young people. The stay safe action groups have made a commitment to and sought grant funding to develop MissDorothy.com across North Lincolnshire and this will develop in conjunction with the PHSE agenda to ensure children feel safe.

Evidence gathering and reporting structures for accidents in the home have improved but there are no significant trends to report at this time. The positive work undertaken by the action group has led to the development of Hazard House, a multi agency approach using an actual property to raise awareness of potential hazards for staff, parents and children. This is an approach that attracted external funding. The priority to reduce road traffic accidents is shared with the Road Safety Partnership and there has been significant progress in reducing the level of road deaths and serious injuries involving children. However, there are adverse trends in key localities in Scunthorpe North and South, which are under review.

### 2 – Progress Report

Action	Where are we now?	Next steps
<b>Priority: Reduce the incidence and fear of bullying</b>		
Playground pals and buddies programme	The implementation of Pals and Buddies programmes has reached all of our schools.	AB Strategy Group to report on impact of range of AB initiatives. Report will include
Training programme on bullying awareness	Awareness of the negative impact of bullying has been raised by the publication on the AB strategy.	- Impact analysis for children with LDD who are disproportionately victimised.
Data analysis	Multi-agency training has supported awareness and the development of AB capacity in a range of agencies. Impact of cyber bullying has been evaluated with parallel remedial planning through cyber mentors. AB drop-ins delivered in a variety of venues New data recording processes implemented by primary & secondary schools.	-Implications of new guidance, specifying the responsibilities of Trust and its partners in updating the strategy. A feasibility analysis on proposed AB Counselling service to be presented to Trust. Strategy group will also report on statistical trends enabled by new recording process.
<b>Priority: Reduce the harm caused by domestic violence</b>		
DV data and referral analysis	Linking with LSCB we have started data analysis work on incidents of DV to establish the proportion of children who are abused by perpetrators. This analysis includes all relevant MARAC referrals.	The Trust will receive the LSCB report on DV statistics to include estimates on the related risks of abuse of children. This will provide a local perspective on national research,

Children's elements of DV Strategy	Informed by the Home Office Report on tackling DV, revision of the local DV strategy is in development specifying: - Responsibility in event of disclosures - Training for relevant staff - Information sharing responsibilities	which claims that 50% of children brought up in an environment of DV, may also be victims of abuse. The Trust will consider the update of the DV Strategy, and specify the partner responsibilities.
<b>Priority: Reduce accidents in the home and on the road</b>		
Data trends	A well established data base supports the tracking of child road accident casualties. General data trends are good but this is in a context of very high rates of injuries attributable directly to RTAs. Thus the number of 16-19 year olds subject to slight injuries in road accidents (as passenger or driver) is high relative to statistical neighbours. Use of rear seat belts for children on short school runs is patchy	LSCB report to the Trust to confirm: - Number of schools supporting the Young Drivers project and the number of young people supported - Year on year increase in the no. Of children receiving information packs about the risks to passengers in cars. - Improved take up of pedestrian skills & safe cycling training for primary aged C&YP - Roll-out of Barebones project for Scooter/moped riders.
In car safety training		
Road safety training in year 6 & 7 and year 11		
Safety at home	Availability of information about accidents in the home is patchy and the work to assemble relevant baseline data is at an early stage.	The Trust will receive a report confirming the impact of accident/fire prevention initiatives in Children's Centres
<b>Priority group: children in care and care leavers</b>		
Internet security including foster carer training	Safe net software supports all computers used by children in care and reduces risks of accessing inappropriate websites and downloads. Children in Care have benefited from targeted training to reduce the risks of cyber-bullying and on-line grooming.	Audit in 2010 will confirm the coverage and effectiveness of Safe net. All new children in the care will receive e-safety training during the balance of 2009-10 overseen by the LSCB Task Group
Safer recruitment of staff	The LCSB continues to audit safe recruitment across all agencies involved in providing services and support to children and young people. In the aftermath of Laming, the LCSB and the Trust must clarify their inter-related responsibilities for all safeguarding priorities, including safe recruitment.	By end 2009, the LCSB and the Trust will agree protocols to define the respective board's single and shared responsibilities for effective safeguarding. We have an agreed policy, the LCSB will audit against this in the latter part of 2009/10.
Empowering Children's Voice.	The targeted work of the CYPs Complaints, Representations and Advocacy Team meets our statutory duties to consider and respond to the concerns of our children in care. We encourage them to express opinions by supporting key groups such as Garage Patch Kidz, Bizz Group and the Children in Care Council. The particular needs of individual complainants are the focus of the work of the dedicated Advocacy officer.	Laming identified the importance of providing more opportunities for vulnerable children to express opinions and concerns as part of the suite of measures, which reduce risk for vulnerable children. The Trust will request a report from LSCB summarising opportunities for C&YP to express opinions and concerns. The Trust, in turn, will consider how partners contribute to this process.

## Section 4: Enjoy and Achieve

### 1 – Summary

We have used techniques and tools in the National Challenge programme to improve leadership and drive up standards in our secondary schools. Provisional results in summer 2009 show an 11% improvement in GCSE A\*-C. Attainment of CIC is a priority for our training with designated teachers, social workers and carers and this has resulted in some tangible improvements in attainment. GCSE results for CiC are slowly improving: 71% sat 1 or more GCSE (56% 2008), 71% obtained at least 1 GCSE at A-G (50% 2008) and 43% obtained at least 5 GCSE A-G (31% 2008). KS2 results for CIC are stable: 50% of pupils obtaining at least L4 in reading & maths.

Diversification of 14-19 curriculum continues with all secondary schools using BTEC's and vocational qualifications. This has contributed to the sustained performance in reducing the number of NEET's, including those from vulnerable groups. Work has started in preparing for the Machinery of Government changes including the establishment of a sub-regional grouping to enable cross-border working with partners in North East Lincolnshire. The early stages of a commissioning plan have been agreed and relevant permissions have been gained from regional Government Office.

At the end of the summer term 2009, there were no schools in special categories, but there were concerns about the capacity of local schools to meet the requirements of the new Ofsted inspection regime. As a result, School Improvement Partners are addressing safeguarding, equality and community cohesion priorities in partnership with key professional leads.

The 'Thumbs Up!' group is a new participation / consultation group specifically for disabled children / young people in the 5-18 age range. It provides a showcase of the work of disabled children and young people and an opportunity to recognise individual and group achievement through certificates and prizes. All group members are working towards certificates in ECM outcomes.

The Diversity Service has concentrated its support in the secondary schools with the highest numbers of C&YP from BME backgrounds, providing training for teaching and support staff, to increase school capacity, using a range of resources which support improving access to the curriculum.

### 2 – Progress Report

Action	Where are we now?	Next steps
<b>Priority: Improve education attainment</b>		
Develop 14-19 strategy and support Machinery of Government changes	11-19 partnership established. MOG arrangements in place and staff developing new roles. Curriculum transformation supported in all schools, particularly BSF schools. Developed Local Area Statement of Need to inform commissioning framework. Transport Partnership group collaborating to remove transport barriers to access to wider Diploma programme. Worked up effective cross border links with North East Lincs and Lincolnshire Councils through the work of the SRG.	Strengthen the leadership and management of 11-19 within the LA. Develop stronger working partnerships between schools and partners to deliver 11-19 curriculum change through more focused delivery plans and actions relating to the 11-19 partnership. Enable and facilitate further diversification of 14-19 Curriculum. New work with partners to introduce Young Apprenticeship programmes and programmes for Young Parents. Commissioning Plan introduced to support wider curriculum choice. Introduction and preparation for RPA and Foundation learning tier. Improve IAG and incorporate a Raising Aspiration programme funded by Yorkshire Forward for the Scunthorpe South locality.
Improve attainment of 16 year olds in English and maths	95% of learners with 5A*-G passes at end of Year 11: with a positive impact on progression rates to EET.	Action plan delivery co-ordinated by School Improvement partners. Departmental challenge and support where necessary. Networks established between schools and partners to share expertise in English and Maths

No schools in failing categories	There are no schools in failing categories. School Improvement Partners are working with all schools to ensure readiness for the new Ofsted inspection framework. National strategy teams and LA officers interpret data and target vulnerable schools exercising LA powers of intervention where necessary.	Action planning will support 2 Schools with notice to improve. Both schools are receiving intensive support and are being closely monitored. Action planning and monitoring takes place for identified schools of concern with appropriate LA intervention where necessary
<b>Priority: Raise aspirations and celebrate achievement</b>		
New opportunities to celebrate young peoples achievements	China programme has given new confidence and aspirations to a group of secondary school children, who have benefited from wider cultural awareness 4414 free attendances at leisure centres provided to CIC over the three year period	We will again support the annual event to celebrate the achievements of young people not in mainstream settings including those with SEN and/or a physical disability.
<b>Priority: All young people have an equal chance to enjoy and achieve</b>		
Increase numbers qualified in the childcare sector	Graduate Leader Programme introduced to supporting practitioners' development. In 2008-09 - 25 practitioners achieved level 5 and 5 practitioners achieved at level 6.	Achieve significant improvement in numbers of practitioners in private settings in level 5 and 6 study Increase the number of staff achieving EYP status within Early Years Settings. Continue to develop the number of staff within Children's Centres gaining NPQICL, EYP and level six qualifications.
Address under performance of BME scholars and students	The Diversity Service has provided training for teaching and support staff, to increase school capacity, and focus on better access the curriculum. KS3 scores are higher in Mathematics and Science than they are for English for most BME groups some of who achieve better than white British pupils. 53% of pupils of Pakistani origin and 29% of Bangladeshi heritage pupils achieved L6 English in 2009	The rate of improvement of the BME groups is better than that for white British pupils. There is still work to do to bring all groups in line with each other, but the increasing capacity of schools to deal effectively with the diverse language needs of all children will be further developed into 2010.
Address achievement gaps for disadvantaged groups across North Lincs and in localities	Addressing the gaps in attainment from Foundation Stage to KS4 by challenge and use of information. Focusing on variability in identification and support of C&YP with SEN across schools and localities. Horizons programme- enabled by the Disadvantaged Subsidy - has commenced in 2 clusters. Programme improves extended services provision for CiC and children taking free school meals plus targeted support from learning mentors	SIP challenge using inclusion data for each school including FSM and deprivation information. Restructure of support and challenge for schools regarding C&YP with SEN. Develop locality information and data between Children's Centres, EYFS settings and schools to narrow the attainment gap between the 20% most underachieving and the rest of the cohort. Full roll out of Horizons in 2010 Horizons action plan will support work to address imbalance of S.A. and S.A.+ application and achievement across whole authority.
Manage exclusions and school absence	No permanent exclusions. Fixed term exclusions stable but ongoing monitoring required.	Action plan in 2009-10 addresses trends in exclusions by cluster contributing to long term aim of a reducing rate of FTE. N Lincs behaviour strategy is revised and rolled out with ownership by all partners and training in place.

<b>Priority group: Improving attainment of children in care</b>		
Improve attainment at relevant KS's for CIC and care leavers	Attainment at KS1/KS3 & 4 improving effectively, coordinated by the dedicated teacher for CiC. Day 1 provision is in place to support all CiC subject to exclusion from school supported by dedicated administrative support.	KS2 attainment for CiC not progressing as fast and current arrangements under review leading to revised delivery model in 2009-10 academic year. Training of Designated teachers takes place across N Lincs schools.
Improve attendance of CIC in school and college		
Enhance the role of the virtual head teacher supporting better outcomes	CIC data collection tool now in place enabling the Virtual School to track progress and direct intervention through PEPs	The virtual head will create the virtual school for CIC with focussed support from a SIP
<b>Priority group: Improving attainment of disabled children and those with learning difficulties</b>		
School Improvement Partners focus on achievements of children with SEN statements	The integrated service for disabled children works to enhance provision and support enhancing / improving equal opportunity to enjoy and achieve. Targeted schools training ensures equal opportunities within the curriculum in line with Disability Equality Scheme Value added is measured for relevant C&YP and outcomes are analysed in the SIP conversation. Personal and alternative provision for C&YP with additional needs is available through a range of providers offering a diverse range of learning / support packages. The attainment gap for pupils with SEN is narrowing	-Schools to set separate targets for pupils with LDD as part of the SIP conversation. -The redefined role for SEN Advisory Panel– in setting clear, transparent principles of access will ensure young people have opportunities to meet their identified needs. -Current alternative / personalised learning packages are for KS 4 but will be extended to younger C&YP in 2009-10. - We will action plan to maintain improved attainment for SEN and address the lack of consistent interventions at School Action

## Section 5: Make a Positive Contribution

### 1 – Summary

Volunteering opportunities for children and young people have increased significantly through effective partnership working with Voluntary Action North Lincolnshire to deliver a variety of V projects which focus on positive activities, supporting vulnerable groups and communities. This development continues and the next priority will be an improvement in the level of accredited outcomes from preventative projects, where performance is in the lowest quartile.

The Young Carers project has struggled over the last 3 years following the withdrawal of PCT funding. Significant development of the project has been enabled by new funding from CYPS and Action for Children, which will allow us to be far more ambitious about the level of support we can provide for young carers. The focus of future activities will be on schools who potentially can provide the most meaningful support, for children whose complicated lifestyles makes strong educational attainment an elusive goal.

Participation of children and young people in care is the gold standard in North Lincolnshire. Our key objective is to raise the stakes for a wider group so they have the same opportunities to influence service development as CIC.

The Youth Offending Service is recovering confidence following a poor HMIC inspection, which highlighted weaknesses in the management of risk. A successful LSCB remedial programme has addressed these weaknesses. YOS has reversed unfavourable trends in the volume of first time entrants into the Youth Justice System. It has successfully managed political and media pressure to increase the punitive use of ASBO's as a local means of social control. It is currently developing initiatives to reduce increasing re-offending rates and is working with youth justice partners to reduce the unhealthy high level of custodial remands and sentences.

Offending rates of children in care have stabilised, demonstrating our local success in improving diversionary activities and delivering restorative justice packages, which have proven to be effective alternatives to the youth justice system for low-level offences.

### 2 – Progress Report

Action	Where are we now?	Next steps
<b>Priority: Raise Self esteem and build confidence</b>		
Volunteering projects	<p>Opportunities for young people to volunteer have increased through the V-involve activities delivered in partnership with VANL.</p> <p>A wider variety of opportunities is available including esteem building initiatives for those normally reluctant to get involved.</p> <p>Volunteering has generated a number of positive press articles.</p>	<p>The range of volunteering and positive activities for young people will be reviewed to generate more accredited outcomes.</p> <p>The Trust will request a report on this review which includes an action plan to improve the bottom quartile performance on accredited outcomes and relevant qualifications</p>
Improve support to Young Carers	<p>Young Carers programme is delivered in partnership between CYPS and Action for Children.</p> <p>Current focus is on maintaining the network of YCs and supporting events and respite</p>	<p>Supported by new funding commitments the YC programme will be re-launched with more ambitious objectives.</p> <p>The Commissioning and Funding group will report to the Trust on the impact of the re-launched programme, including</p> <ul style="list-style-type: none"> <li>-Increased numbers of YC in network</li> <li>-Numbers of schools supporting the early identification processes</li> <li>-Development of support programme</li> <li>-Development of information sharing processes with adult service providers</li> </ul>

<b>Priority: Children and Young people are involved in decisions that affect them</b>		
Linking schools councils and other participation fora	School Council rollout complete.	Identify new routes to retain the enthusiasm of SC members and link with other local and regional groups.
Children's involvement in key planning processes	We said that we would ensure children and young people's views have a strong presence in strategic planning for services in North Lincolnshire and the Great Youth Debate was a successful way of gaining young people views on services in North Lincolnshire.	The implementation of the Participation Strategy in North Lincolnshire has led to us moving from a culture of ad hoc consultation to true participation. We are developing our thinking towards participation being part of our every day work.
<b>Priority: Reduce offending and acts of anti-social behaviour</b>		
Develop robust alternatives to ASBO's	Partners have held the line in face of media pressure to maximise ASBO usage. Volumes of ASBO's have remained constant for three years	YOS Steering Group to review ASBO usage and confirm status as a line of last resort
Targeted diversionary and preventative projects To reduce risks of offending	We have extended the Positive Activities for Young People (YOS) activity to include 50 sessions per week in summer holidays. We have targeted the development of self-esteem, confidence and attitudes to learning of underachieving and vulnerable children through the Study Support Centres. Young people who have been excluded from schools are identified through school strategy meetings and can link to YOS diversionary services  The Fire and Rescue Service offers a pilot Fire Cadet Scheme leading to a B-TEC award over 2 years.	YOS Steering group to evaluate the effectiveness of diversionary activities in light of continued success in reducing volumes of First Time entrants at YOS
Improve Trends in Offending and Custodial Sentencing	We have developed community sentences and in particular, expanded Intensive Supervision and Surveillance Programme (ISSP) activity to keep repeat offenders out of custody.	The effective use of ISSP combined with the support of the Resettlement and Aftercare programme has been successful but the YOS Steering Group will now investigate continuing high rates of custodial sentencing
Improving risk assessments in the Youth Offending service	Action planning led by LSCB has dealt with shortcomings identified in the 2007-08 YOS inspection carried out by HMIC.	Complete final elements of Inspection action plan.
<b>Priority Group: Improve the positive contribution of Children in care and Care leavers</b>		
Further development of the Children in Care council	We have revised the Corporate Parenting Strategy and pledges and revised the membership of the Children in Care Strategy Group. CYPS have employed two care leavers as Young People's Participation Officers to help develop services.	Report on the increases in use and impact of e-mentoring project

Offending rates in CiC	The ratio of children in care receiving a final warning, conviction or reprimand compared with the general population reduced from 3.6 at 30 September 2006 to 2.4 at the end of March 2009	YOS to implement action plan to ensure that the recent reforms of community disposals addresses the relatively high rate of CiC subject to remands in custody and custodial sentences
<b>Priority Group: Improve the positive contribution of disabled children &amp; those with learning difficulties</b>		
Improve disabled children's access to play and leisure	In 2008 the Joint Area review confirmed that 'The commitment to involving young people with learning difficulties and/or disabilities in influencing policy and practice as well as their own individual provision, is strong'	We have increased access to play and leisure for disabled children and we will implement a new commissioning plan for locality-based activities linking to the AHDC programme.
Implement key elements of Disability Equality Scheme	We consulted and produced a detailed action plan in line with the Disability Equity Duty for disabled children,	

## Section 6: Economic Well-being

### 1 – Summary

The development of our 11-19-education strategy continues with appropriate links to the new arrangements for 16-19 funding. Already there are 9 diplomas through the national Gateway and our electronic prospectus is in place. Participation at age 17 is already up to 76.8%.

There is sustained progress in managing the number of NEET's while an employer network has been established for each employment sector. The September guarantee in place and achieving a 94% success rate. Apprenticeship participation exceeded the 07-08 planned numbers by 11% but there has been a drop in apprenticeship participation in 2008-09 due to the economic downturn. Reduction in not knowns is at the lowest ever level as a result of work to achieve better data integrity. The percentage of young people with LDD who are NEET fell by two percentage points between 2007 and 2008.

Our young people housing strategy is being reviewed following a period of sustained success. The Build Your Future housing project for young parents was supported by grant funding of £310k, match funded by £300k from NLC Regional Housing Board pot. An additional scheme to provide 6 x 2 bed homes with support and training/communal facilities is underway. The Youth Build project continues to develop supported by total investment of £2.4m and availability of short term accommodation for vulnerable young people has improved by 50%.

Our Parent and Family support services, delivered as part of core Children's Centre delivery and Extended services provision, continue to assist and enable parents to return to education, employment and training. We encourage close liaison with adult training providers, Connexions, Benefits welfare rights, Job Centre Plus and voluntary training agencies to increase the opportunities for families' economic well being. CAF processes are used to identify additional support for more vulnerable families to raise self-esteem, improve literacy & numeracy and employability skills.

### 2 – Progress Report

Action	Where are we now?	Next steps
<b>Priority: Enable young people to continue their education &amp; training and get jobs</b>		
Develop the 11-19 strategy	11-19 Education Plan in place defining new ambitions All Secondaries now offering BTEC courses Electronic prospectus in place improves learners awareness of options Participation at 17 moved up to 77% North Lindsey College skills centre now supports 800 learners on a wider range of accredited courses Employer network established in each sector Common transport fund in place	Achieve 6.0% improvement in level 2 achievement by age 19 Improve on 9 diplomas already through the national Gateway Ensure GCSE, Diploma and apprenticeship pathways are working effectively Provide bespoke support packages to enable young parents to continue their education and training.
Increase the number of apprenticeships	Apprenticeship participation has been improving well but there was a 10.3% drop in apprenticeship participation in 2008-09 due to reduced confidence in the local economy	We will meet the 2013 learner entitlement and improve achievement and progression rates in FE, WBL and E2E provision. We will improve the number of funded apprenticeships for North Lincs by 8%
Develop a "Gold Standard" for IAG	The IAG group was established with interim membership. The IAG Toolkit was completed and circulated for consultation	We will report on the piloting of the IAG in 3 secondary schools
Reduce the number of NEET's	North Lincolnshire NEET Partnership produced a new strategy & action plan Good NEET's data trend maintained the November 08 actual and 3-month average targets were met	Link NEET Strategy Group for North and North East Lincolnshire with cross-border arrangements for 16-19 funding Deliver the NEET Stepping Stones project being developed.

	Reduction in not knowns to the lowest ever level in January 2009 at 3.9% September Guarantee met in 2007 2008 and 2009 LPSA Reward funds achieved and re-invested	Action plan to maintain September guarantee in 2010 Continue to develop data integrity to manage down not knowns
<b>Priority: Sufficient suitable accommodation for our young people</b>		
Youth Build	Projects commenced funded by total investment of £2.4m inc £1.2m Grant from the Homes and Communities Agency	Complete Youth Build final phases: South View Avenue Brigg ,Cherry Grove – Ashby and Baysgarth View Barton by May 2010 Roll out Independence programme piloted at Fredrick Gough school to other schools/colleges
Young peoples accommodation strategy development	Successful Work with young people in schools on preparation for independence, including housing, through PSHE Housing Advice team. Allocations policy was amended to ensure younger people from age 16 could join the housing register. YP Housing Strategy currently being reviewed to respond to new requirements of Supporting People programme	Implement new allocations policy to provide clarity on allocations to young people from 16 years. New lettings scheme due to be introduced in October 2010. Roll out Build Your Future Young Parents Supported housing project – following successful Co-location Fund bid. Complete legal agreement with North Lincolnshire Homes for further temporary accommodation units by March 2010.
Better temporary accommodation & Short term accommodation	Supported accommodation through Stonham and Carr Gomm now available to homeless young people. Better able to access private rented sector accommodation through the Council's bond scheme. Two units for family use completed with Guinness Northern Counties Housing. 21 young engaged in the accommodation pilot 8 successfully moved into assured tenancy	Supporting people review of young peoples services started due for completion in March 2010 including new procurement processes
Effective tenancy support	Evaluation of the impact of tenancy support Review of pilot project underway with North Lincolnshire Homes	
<b>Priority: Young people get a good start in life</b>		
Engaging Job Centre Plus	Work underway to improve engagement of Job Centre Plus with Children's Centres with teenage/lone parents. Phase 1 Children's Centres have "warm phones" links to JCP	JCP Outreach Services will be reinstated; by end 2009 linking to dedicated Outreach Adviser
Support young parents into EET	Young parent groups established in 3 children's centres LSC programme for teenage parents and parents supports 14 learners	Plan for continuation of teenage parents programme in 16-19 funding transfer
<b>Priority Group: Better education opportunities for children in care</b>		
Higher education for care leavers	Limited progress to date; currently only one care leaver in HE.	Report progress to Corporate Parenting group
<b>Priority Group: Better education opportunities for children with disability and Learning difficulties</b>		
Improve NEET performance of young people with disability/LDD and provide more work related learning opportunities	Draft Strategy for LDD and Complex care completed with action plans to Increase the number and percentage of 16-19 year old young people with LDD in EET and The percentage of young people with LDD who are NEET fell - In November 2008 the percentage of 16-19 year olds who were NEET was 13.8% compared to 15.7% in the previous year (Nov 2007.	Achieve 50% target for positive destinations for E2E despite negative impact of recession

# Action Plan 2009-10

## Development of Our Children's Trust: Next Stages

Effective co-operation between partners has continued with a common understanding of collective responsibilities for improving outcomes for children and young people, especially vulnerable groups. National policy has set new challenges for the Trust and new legislation will give it new statutory responsibilities in 2010

We have started to refine our vision in preparation for the new plan in 2010-13 and this will reflect our ambitions that we want North Lincolnshire to be a place where children and young people are safe and well cared for; where they get the best start in life; where they are encouraged to contribute and their achievements are celebrated; where they are welcomed and supported within the community they live; and where they are ready to enter the adult world.

We are developing integrated practice and delivery, in readiness for the new plan based on these foundations:

- Communities and agencies take responsibility in keeping children and young people safe
- Children & young people are healthy and are given the best start in life
- Children & young people have learning opportunities to achieve their potential
- Children & young people have wider opportunities to improve their skills and so achieve better economic well-being
- Children and young people can help shape services having better access to positive activities

We have already refined our integrated organisational model for services; where delivery is organised around the child; where services are organised on levels of need: "Universal" "Targeted" and "Specialist"; where services are integrated at the point of delivery and where access is equitably determined by assessment of need. We expect this model to carry forward to the 2010-13 plan.

We respect children and young people as citizens and we believe that every child and young person should have the opportunity to discover their strengths, value their background and culture and have the opportunity to contribute positively to their community. We want all children and young people to have an equal chance in life, regardless of their home or personal circumstances. We will provide support, encouragement and help to improve outcomes for groups subject to disadvantage, to achieve better outcomes for black and minority ethnic groups, better outcomes for children with learning disabilities, and better outcomes where gender is a limiting factor. We will ensure that appropriate attention is paid to ethnic, cultural, linguistic and religious needs of the child and families; that these needs are appropriately recorded and that they are taken into account when designing and delivering services.

We are working towards

- Better outcomes for black and minority ethnic groups
- Better outcomes for Children with Learning Disabilities
- Better outcomes where Gender is a factor
- Better outcomes for other vulnerable groups

We expect the development of locality delivery of services will support better access for all groups and ensure that services are specified to meet the needs of local communities. The development of 21<sup>st</sup> Century schools at the heart of communities will support inclusion and encourage respect tolerance and the valuing of difference.

All partners will have to manage the resource implications of key policy drivers including locality working, enhanced inspection regimes, integration of the workforce and new mechanisms for early identification. We will undertake a whole Trust review to identify potential efficiencies generated by integrated working. It will support the shift resources from complex to early intervention priorities and enhance access to services. The Trust will encourage movement of resources supported by pooling arrangements enabled by the Apprenticeships, Skills, Children and Learning Bill, which will become statute in 2010.



## Revising Governance & Accountability Arrangements

The Trust continues to develop organically in response to changing local service delivery priorities. However, the Apprenticeships, Skills, Children and Learning Bill (once it becomes law) will require significant changes to Trust arrangements and relationships with other key strategic groups. Putting the Trust Board on a statutory footing, the Bill will extend the existing duty to cooperate to promote children's well being to include all maintained schools, early years settings, Children's Centres, academies, SFCs, FE colleges and Jobcentre Plus. It will also place a duty to prepare, publish and monitor a strategic Children and Young People's Plan for the local area.

During 2009 we will commence the work of the Transforming Services Board which will take the lead in our integration planning, overseeing the reconfiguration of services and supporting the pooling and alignment of resources to make possible a transformational commissioning programme. TSB will have a key role in rationalising services and achieving inter-agency co-operation which will support cost effective service delivery in a period of reduced funding of public services.

The Trust will oversee the implementation of the transfer of funding of 16-19 learning from the Learning and Skills Council and in this there are implicit expectations for the 11-19 Partnership to drive forward the key changes linked to Machinery of Government changes codified in ASCLB. As a result the new governance and accountability structure specifies the links between the Trust Board and the 11-19 Partnership. The structure envisages effective transitional arrangements between the new 0-11 and the existing 11-19 arrangements supporting the development of extended services beside the evolution of 21<sup>st</sup> century schools.

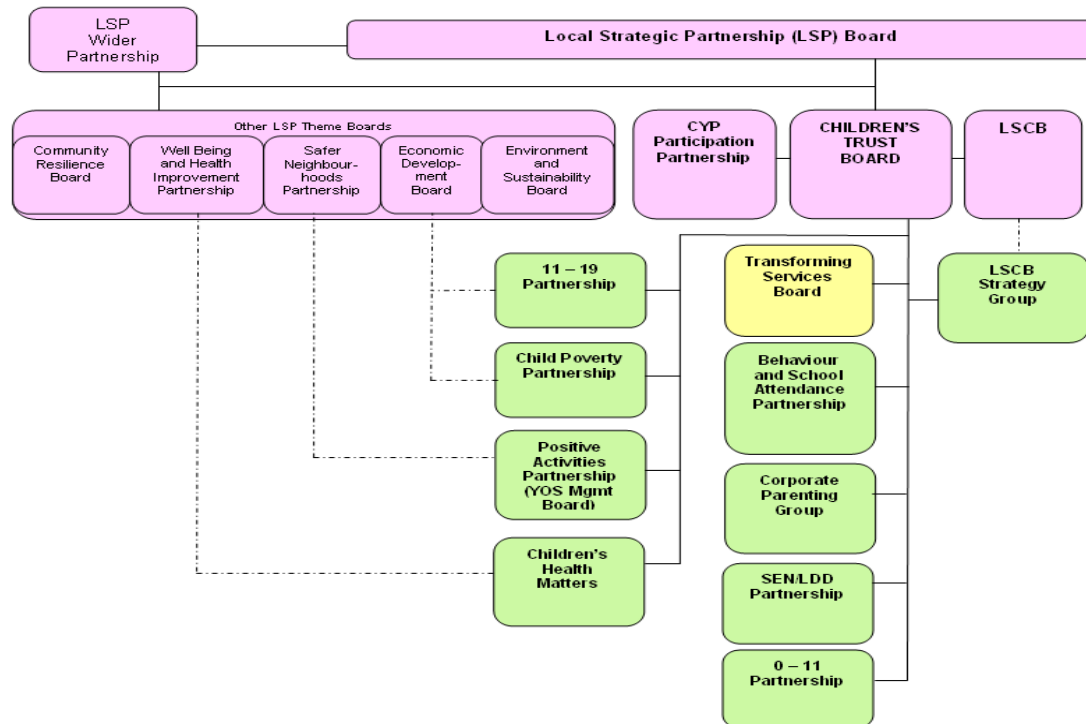
The Trust will oversee the establishment of the Behaviour and Attendance Partnership. Through this the Trust will oversee the effectiveness of work to improve behaviour and tackle persistent absence. It will support a consistent approach to pupils at risk of exclusion, persistent truants and those pupils that are excluded. The Trust Board will monitor the partnership which will demonstrate its effectiveness in the reduction of persistent low-level disruption in the classroom, reduction in persistent absentees and a reduction in differential rate of special educational needs (SEN) exclusion.

The establishment of a Child Poverty Partnership will deliver our ambitions to tackle child poverty and improve outcomes for disadvantaged children and their families. Partners will work together to tackle child poverty and conduct a local needs assessment and produce a joint local child poverty strategy. The Trust Board will oversee strategy implementation and the effectiveness of relationships with a wider range of partners including regeneration professionals, economic development specialists and employer organisations.

We will create a new Children's Health Matters partnership to provide the necessary children's focus for the Wellbeing & Health Improvement Partnership. This new partnership will help us pull together policy around the NI Target set PSA14 dealing with teenage conceptions, substance misuse, CAMHS and NEET's with a holistic mindset. Additionally the partnership will shape social marketing approaches to breastfeeding, healthy weight and healthy/active lifestyles where sustained progress depends on fundamental behaviour change among individuals, families and communities.

The YOS Management Board will continue to deliver our youth justice statutory responsibilities and ensure that YOS preventative activities are properly aligned with the broader agenda of the IYSS. The Management Board will link to the Positive Activities Partnership and pull together preventative and diversionary capacity across the range of partners, linking particularly to voluntary-community organisations ability to define local needs and respond with relevant and sustainable interventions.

The LSCB Executive Group will become the Safeguarding Strategy Group and take on board the responsibility of delivering the safeguarding agenda.



With the completion of the tasks of the Turning the Curve groups, the Trust has considered a new delivery model to ensure that a range of relevant professionals manages multi-agency aspects of service development. The delivery model envisages 7 Virtual Function Teams (VFT) as follows:

The Performance Management VFT will be responsible for performance management of NI's, LAA and safeguarding indicators, monitoring the outcomes of inspections and developing a quality assurance framework.

The Commissioning and Resources VFT will be responsible for monitoring the delivery of commissioned services and contracting arrangements, alongside identification and co-ordination of financial and staff resources.

The Stakeholder Engagement and Communication VFT will be responsible for co-ordination and development of stakeholder consultation and engagement, promoting awareness of the Trust.

The Community Needs and Planning VFT will be responsible for development of ongoing baseline information to inform service planning and prioritisation, in particular supporting the development of locality data sets.

The Workforce Development VFT will be responsible for development of the integrated workforce: co-ordination and delivery, integrated training and development, integrated HR policies and Laming compliance.

The Governance and Accountability VFT will be responsible for defining new Trust partnership arrangements, including the recruitment and induction of new members and managing forward plan items for all Trust groups.

The Diversity and Equality VFT will support systematic information collection on the impact of service on diverse populations, including the needs of children with a disability and BME groups.

### Re-configuring Services/ Commissioning Priorities

The new governance and accountability arrangements rationalise our partnership arrangements and support SMARTer decision-making based upon better information analysis and workforce arrangements. Alongside this, the creation of the Virtual Function Teams supports multi-agency integrated working at the operational level which will define better service organisation and/or redesign.

These new governance and accountability arrangements, in turn, underpin correct decision making in service design and commissioning decisions made by the Trust. We envisage key decisions around commissioned services for 2009-10 as follows:

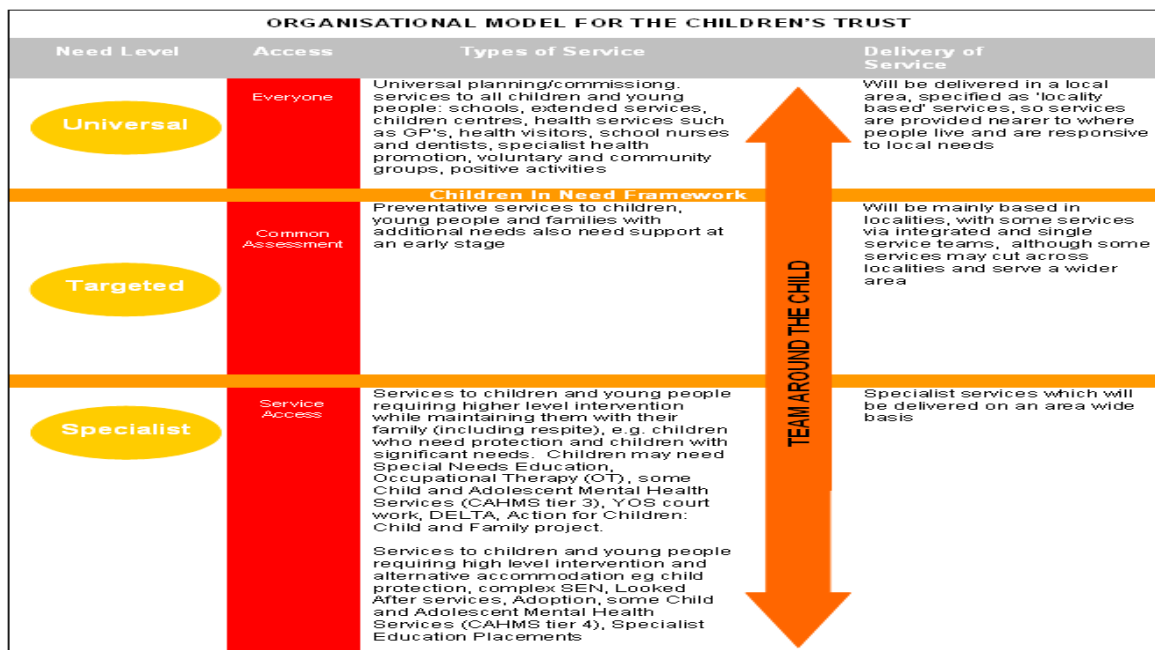
<b>Decisions About Existing Commissioned Arrangements</b>			
Function	Current Service Provision	Future delivery	Strategic Decision of the Children's Trust Board
Youth Offending Service	Partner contributions support statutory requirements defined within a pooled arrangement led by the LA.	Consider separation of court-based activities. Integrate CAMHS and substance misuse services in whole service contexts. Increase bail support capacity increased. Enhanced safeguarding arrangements.	New Partnership Agreement to clarify service development and partners responsibilities
Integrated Disability Service	Evolving multi-agency practitioner team. Integrated unified assessments. Ill-defined lead professional status.	Trust commissioned service with: Wider range of services brokered by IDS Integrated leadership arrangements Locality delivery of short breaks (AHDC) Develop the 'personalisation' agenda around the aspirations of disabled C&YP Defined transitions with Adult Services	Quantify partner contributions to support manager and additional posts
Local Safeguarding Children Board	Partners contributions support statutory requirements	Meeting higher expectations of LSCB determined by Laming report including funding pressures around SCRs. Managing risks and liabilities across all partners. Development of QA and audit capacity	Agree commissioning arrangements for additional activity
Commissioned services with key voluntary sector partner	Services for families affected by disability including Welfare Rights advice service.	Review of service to improve support for disabled CYPP including integration with work under AHDC agenda.	Commission review of services provided by Action for Children
	Services for children affected by abuse have evolved beyond original service focus and waiting lists are variable.	Define service thresholds, revise practitioner competencies and identify links to CAMHS Tier 2 and 3 services.	
	Low cost programme supporting young carers.	Enhanced programme supported by new contributions from AFC with clear links to schools and better targeting and tracking.	
CAMHS	Review value for money aspects of all services that fall within the specialist CAMHS umbrella and align to seek best value.  Outcomes for the service users	Review of service achieves: Multi agency capacity at tier 1 e.g. TAMHS Reconfigured services at tier 2/3 Clarity of pathways & links to tier 4 Children and Families project integrated Clear transitions to services for Adults 24/7 Access to assessments and appropriate places of safety.	Approve new delivery arrangements for CAMHS
Services to reduce teen conceptions	Insufficiently integrated service Opportunities for better link to sexual health promotion	New commissioning arrangements supporting better service integration Choices network development LARC promotion SRE programme enhancement in schools	Approve and implement recommendations of NSA Action Plan
<b>New joint commissioning arrangements to support our integration priorities</b>			
Function	Current Service Provision	Future delivery	Strategic Decision of the Children's Trust Board
Workforce Development	Separate delivery across partners models with inconsistent practice and thresholds No systems for sharing best practice	Implement Trust Intervention Model Develop knowledge bank Clarity on core competencies relevant to all agencies Clear training plan for all agencies supporting safeguarding priorities	Pooling of training budgets and co-location of workforce development staff
Complex placements/ Continuing Care	Current complex care arrangements are individual commissioned in terms of newly identified need; historic commissioned placements require review and local delivery.	New integrated commissioning service Explore benefits of joint arrangements with NHS North Lincs and North East Lincolnshire Council.	Joint commissioning arrangements with NHSNL and NELC
Co-located safeguarding team	Implications identified in Laming report	Co-located team comprising social work services, health and police child protection practitioners	Agree implementation plan
TAMHS	Uncoordinated access to CAMHS in schools	TAMHS delivery in clusters Targeted support for CiC Link school nurses, TA's, nurture groups, learning mentors Educational Psychologists support, SEAD	Joint commissioning plan

These commissioning decisions will support our core themes, which have carried through since the original plan was launched in 2006:

- **Integrated governance and accountability.** We continue to develop reporting and accountability routes for our Children's Trust arrangements, with clear governance through the Children's Trust Board and onwards to the Local Strategic Partnership. New partnership arrangements are in development to respond to the requirements of the Apprenticeship, Skills, Children and Learning Bill.
- **Integrated strategy, commissioning and performance.** New Commissioning Plans are in development to support services for safeguarding, children in care, care leavers and children with disability and learning difficulties. These will define single commissioning and joint commissioning arrangements for the coming year.
- **Integrated processes.** Our integrated processes include our Common Assessment Framework (CAF), Children with Additional Needs Framework (CWAN), Children in Need (CIN), Information Sharing and Child Protection (CP) processes. These processes exist to provide clarity about access to services, ensure children and families get the help they need at the earliest point and reduce the need for repeating information for children and families. For the Trust, these processes strengthen our collective understanding and consistent application of thresholds for equitable access to services.
- **Integrated frontline delivery.** We are working towards a truly Integrated Disability Service, and we seek solutions to some difficulties over funding. We are reconfiguring multi-agency substance misuse services and reviewing the way in which CAMHS services are delivered. Our multi-agency Teenage Pregnancy partnership arrangements are under review following adverse trends in teen conceptions. Meanwhile, integrated approaches to delivering Children's Centres and Extended Provision support our locality based priorities, focussed around school clusters.
- **Participation of children, young people and families.** We are working towards ensuring children and young people in North Lincolnshire are able to influence all decisions on services, which affect them. We are streamlining our approaches to ensure that there is no duplication in our consultation processes and clear feedback on the results of consultations so that young people are convinced that their opinions have been taken into account.
- **Workforce Development.** The Trust continues to develop a common set of principles and practices to direct the work of all people working with children, young people and their families in North Lincolnshire. We have updated our Workforce Strategy to meet local priorities and reflect the guidance from CWDC on creating a world-class children's workforce.

### **Delivery Model**

Our principles for service delivery are that they are delivered with children at the centre; that they are organised on levels of need; that they are locally based and locally managed at the universal and targeted level; that they support children and families at the earliest point and that they are integrated, consistent and accessible. With these principles in mind and to support progress against our core themes, we have a single organisational model for our Children's Trust.

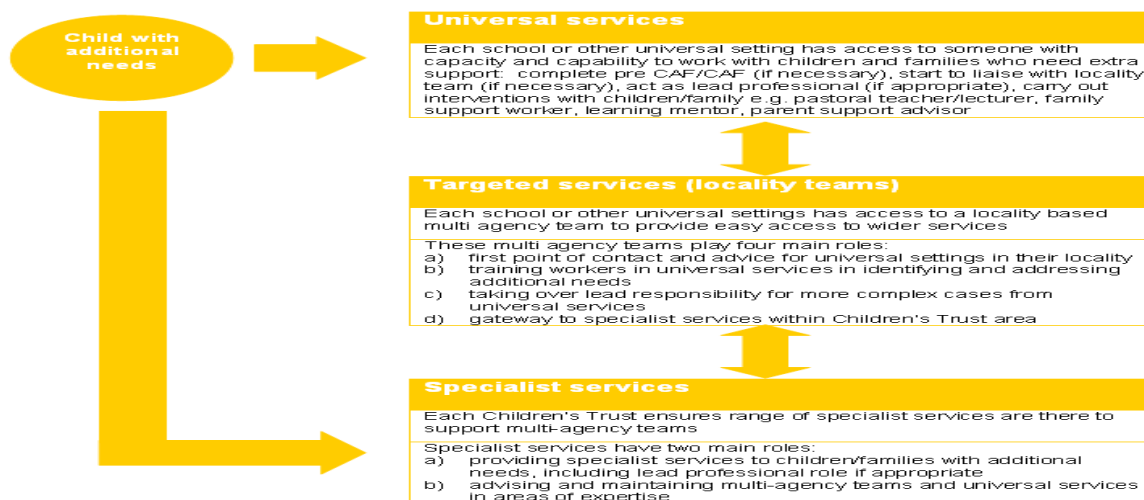


Based on Policies and Practice in Preventative Child Care, Hardiker et al

In our model:

- Universal services are co-ordinated in localities to meet the needs of their communities and are built around need;
- Targeted services are organised around the child or young person (and their family), via locality teams
- Specialist services at area wide level are accessible and universal services so that the whole system works seamlessly to meet needs

There are 'pathways' through the different levels to ensure that children and young people can access services at the level they require and progress as their situation changes. The pathway provides the route through the universal, targeted and specialist levels



The assessment process is based on the Common Assessment Framework, which ensure that needs are met at the earliest point. Use of the Common Assessment Framework will ensure consistent thresholds and support our early identification and intervention priorities. As part of their statutory responsibilities, Trust partners are engaged in the CAF, as part of a whole systems approach to safeguarding children and supporting families.

All agencies who form membership of the CT are required to pledge their commitment to the CAF. The commitment, performance and outcomes will be monitored by the Board. As part of this commitment all agencies should ensure they have a nominated senior manager who can form part of a team to support accountable managers and staff.

**WORKPLANS FOR PARTNERSHIP GROUPS FROM 2009/10 MOVING INTO THE 2010/2013 CYPP**

<b>Be Healthy Action Plan 2009/10</b>			
<b>Priority 1: To reduce obesity and promote physical activity and healthy eating</b>			
<b>Action</b>	<b>Milestones</b>	<b>Targets</b>	<b>Responsibility</b>
Support Active Choices, Active Futures Strategy	Evaluation of Playing for Success' Study Support Centre's success in delivering health promotion messages linked in 72 schools Cross-agency contributions linking to schools on achievement of the five hour offer Improvements in children's self assessment of their healthy lifestyles reported in next "Tell Us"	NI 57 Children and young people's participation in high-quality PE and sport	ACAF Steering Group and Well-being and Health Improvement Partnership  LEAD: Children's Commissioner NHSNL
Improve information on obesity and healthy weight and target areas of most need	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Improvement in BMI measurement from baseline of 84%</li> <li>Action Plan for healthy weight black spots</li> <li>Impact of Parenting with You sessions</li> <li>Increase in BMI measurement at Choices clinics</li> <li>Effectiveness of Children's Centres, Practical Family Support Service (PFSS) &amp; Home Start in raising awareness of the importance of physical activity and healthy eating</li> <li>Roll-out of Enhanced Healthy Schools programme</li> </ul>	NI 55 Obesity among primary school age children in Reception Year DCSF DSO NI 56 Obesity among primary school age children in Year 6 DCSF DSO	Healthy Weight Strategy Group linking to Well-being and Health Improvement Partnership (Links with Children's Health Matters Strategic Partnership Group)  LEAD: Children's Commissioner NHSNL
Continue to increase breastfeeding initiation rates and increase the duration of women breastfeeding their infants	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Status of breastfeeding strategy implementation plan</li> <li>Results of parents consultations</li> <li>Number of Baby Friendly locations</li> <li>% Improvement in initiation and continuation rates</li> <li>Implementation of breastfeeding support programme</li> <li>Non stigmatising support for parents who do not breastfeed</li> </ul>	NI 53 Prevalence of breastfeeding at 6 – 8 weeks from birth	Maternity Matters partnership and Well-being and Health Improvement Partnership (Links with Children's Health Matters Strategic Partnership Group)  LEAD: Children's Commissioner NHSNL
<b>Priority 2: To reduce the use and effects of alcohol and drugs and smoking</b>			
Support the Alcohol Harm Reduction Strategy	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Reduction in the no of U18 alcohol related attendances at A&amp;E</li> <li>Transition planning between children and adults services</li> <li>Measurable impact of alcohol treatment services</li> </ul>	NI 115 Substance misuse by young people	Safer Neighbourhoods Partnership and Well-being and Health Improvement Partnership
Action plan to deliver substance misuse strategy	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Implementation of Substance Misuse Action Plan</li> <li>Activity of Substance misuse strategy group</li> <li>Action Plan responding to reductions in the Young Peoples Pooled treatment budget</li> </ul>	NI 115 Substance misuse by young people	LEAD: Head of Integrated Youth Support Services
Develop smoking cessation programme	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Number of secondary schools supported by programme</li> <li>Number of practitioners trained to</li> </ul>	NI 115 Substance misuse by young people	Children's Health Matters Strategic Partnership group linking to Well-being and Health

	<p>deliver programme</p> <ul style="list-style-type: none"> <li>Number of Choices clinics supported by programme</li> </ul>		<p>Improvement Partnership LEAD: Children's Commissioner NHSNL</p>
<b>Priority 3: To promote emotional and mental well-being</b>			
Multi-agency CAMHS training plan	<p>Report to the Trust confirms;</p> <ul style="list-style-type: none"> <li>Role of CAMHS coordinator</li> <li>Implementation of training plan</li> </ul>	NI 51 Effectiveness of child and adolescent mental health (CAMHS) services	<p>CAMHS Commissioning Group and Well-being and Health Improvement Partnership  LEAD: Children's Commissioner NHSNL</p>
Single point of entry pathway, improved 24/7 emergency access and 16-18 year old access to services.	<p>Report to the Trust confirms;</p> <ul style="list-style-type: none"> <li>Action plan for service reconfiguration</li> <li>Status of new commissioning arrangements with RDASH</li> <li>Strategic links with other providers e.g. Action for Children</li> <li>Service improvement for vulnerable groups – CiC/LDD</li> </ul>	NI 51 Effectiveness of child and adolescent mental health (CAMHS) services	
<b>Priority 4: Teenage Pregnancy/ Sexual Health</b>			
<p>Expansion of Choices Clinics network</p> <p>Market LARC, using a social norms approach.</p>	<p>Report to the Trust confirms;</p> <ul style="list-style-type: none"> <li>Increase number of Choices Clinics in TP hot spots</li> <li>Number of L2 STI Screening and Treatment Services in Choices</li> <li>Implementation of the LARC Marketing campaign</li> </ul>	NI 112 Under 18 conception rate	<p>Teenage Pregnancy Partnership and new Health Matters Group  LEAD: Director of Public Health</p>
Increase Chlamydia screening rates	<p>Report to the Trust confirms;</p> <ul style="list-style-type: none"> <li>Number of COAST workers trained</li> <li>% Increase of screening tests</li> </ul>	NI 113 Prevalence of Chlamydia in under 20 year olds	
<b>CYPP Priority Group – Children in care and care leavers</b>			
Targeted work with CiC to reduce the effects of alcohol, drugs and smoking	<p>Implementation plan update for CiC Substance Misuse Action Plan approved by Corporate Parenting Group</p> <p>Information workshops in 2010</p>	NI 115 Substance misuse by young people PSA 14	<p>CiC Strategy Steering Group linking to Children's Health Matters Strategic Partnership and WHIP  LEAD: Children's Commissioner NHSNL</p>
Continue CAMHS screening pilot and implement the longer term programme accordingly	<p>Confirm all CiC's and care leavers have access to the screening programme.</p>	NI 58 Emotional and behavioural health of children in care DCSF DSO	
<b>CYPP Priority Group: Disabled children and those with learning difficulties</b>			
Reduce waiting times for health services, including CAMHS, for children with learning difficulties and/or disabilities	<p>Report to the Trust confirms;</p> <ul style="list-style-type: none"> <li>Reduce waiting times</li> <li>Position statement of CAMHS services for children with LDD</li> </ul>	<p>DOH directions on waiting times</p> <p>NI 51 Effectiveness of child and adolescent mental health (CAMHS) services</p>	<p>CAMHS Commissioning Group and Well-being and Health Improvement Partnership  LEAD: Children's Commissioner NHSNL</p>
Deliver an autism strategy	<p>Awaiting strategy implementation</p>	NI 54 Services for disabled children	
Deliver the core offer of Aiming High for Disabled Children.	<p>Report to the Trust confirms;</p> <ul style="list-style-type: none"> <li>AHDC Implementation Plan</li> <li>AHDC Commissioning Plan</li> <li>AHDC funding drawdown</li> </ul>	NI 54 Services for disabled children	LEAD: Assistant Director CYPS (Specialist)

# Stay Safe Action Plan 2009/10

## Priority 1: Reduce the incidence and fear of bullying

Action	Milestones	Targets	Responsibility
Playground pals/buddy schemes in primaries, peer mentoring in secondary schools Improve data analysis with regard to the impact of the anti-bullying strategy (JAR recommendation).	Report to the Trust and LSCB confirms; <ul style="list-style-type: none"> <li>Increased % of primaries enrolled in Buddy schemes</li> <li>All Secondaries engaged in peer mentoring</li> <li>Successful implementation of the anti-bullying strategy</li> </ul>	NI 69 Children who have experienced bullying	Anti-Bullying Strategy Group linking to LSCB
Training programme builds awareness of bullying	<ul style="list-style-type: none"> <li>Increased number of practitioners trained</li> <li>Roll out of local school programmes</li> <li>Improved performance in NI 69 expressed in Tell Us 4 survey</li> </ul>		LEAD: Head of Integrated Youth Support Services

## Priority 2: Reduce the harm caused by domestic violence

DV data recording is improved to evaluate the impact of the Domestic Violence strategy	LSCB and Trust receives report on; <ul style="list-style-type: none"> <li>Strategy development to reflect priorities of C&amp;YP</li> <li>Data analysis to judge impact of programmes</li> <li>Relative vulnerabilities of CiC</li> <li>Trend data on cases referred to MARAC</li> <li>Communication plan</li> </ul>	NI 32 Repeat incidents of domestic violence	LSC Public Engagement Work Group (TBC)
Undertake data analysis of cases referred to the MARAC involving children and young people		NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time	
Build awareness of DV as it impacts on C&YP			

## Priority 3: Keep children and young people safe from accidents in the home and on the road

Improve data collection	Robust data collection procedures in place by March 2009 Analysis of Home Safety Initiatives supported by Children's Centres.	NI 48 Children killed or seriously injured in road traffic accidents	Road Safety Partnership linking to Public Engagement Work Group LEAD: Head of Safeguarding and Practice
Promote in car safety issues	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Status of training programme</li> </ul>		
Years 6 and 11 road safety campaigns	<ul style="list-style-type: none"> <li>Effectiveness of targeted work with relevant C&amp;YP</li> </ul>		

## CYPP Priority Group – Children in Care and Care Leavers

Internet security for children in care	Report to the Trust and LSCB confirms; <ul style="list-style-type: none"> <li>Impact of Safenet programme</li> <li>Effectiveness of training programme supporting recruitment processes</li> <li>Effectiveness of CiC Council in articulating the voice of vulnerable children, increasing safeguarding capacity</li> <li>% of CiC contributing to Council</li> </ul>	Targets to be agreed in action plan	CiC Strategy Group
CiC support safe recruitment of staff			LEAD: Assistant Director CYPS (Specialist)

## CYPP Priority Group – Disabled Children and those with Learning Difficulties

Development of the Integrated Disability Service	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Partner contributions to IDS</li> <li>Effectiveness of Brokerage</li> <li>Maintain top quartile performance in 2010 user survey</li> </ul>	NI 54 Services for disabled children	LDD Strategy Group
Next stages of Aiming High for Disabled Children	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Draw down of grant funding</li> <li>Partner contributions</li> <li>Commissioning plan</li> <li>Increase in short breaks</li> <li>Effectiveness of communications</li> </ul>		LEAD: Senior Advisory Officer (SEN and ISDC)
CYPP with LDD are protected from accidents and bullying	Develop baseline information and report to LDD Strategy group.	NI 54 Services for disabled children	

# Enjoy and Achieve Action Plan 2009/10

## Priority 1: To help children and young people improve their attainment through education

Action	Milestones	Targets	Responsibility
Improve the 11–19 strategy leadership and delivery, including joint planning and collaboration and action pre and post 16 changes	Report to the Trust confirms; <ul style="list-style-type: none"> <li>• Capacity for 16-19 transfer</li> <li>• 11-19 strategy incorporates delivery plans owned by all partners and addressing the key areas of 11-19 change</li> </ul>	Revised 11-19 strategy and delivery plan is in place Leadership of 11-19 is restructured and fit for purpose to include LSC transferred staff.	11-19 Partnership and LA leads.  LEAD: Commissioning Director, 16-19
Improve attainment of 16 year olds in English and mathematics	Report to the Trust confirms; <ul style="list-style-type: none"> <li>• Appropriate staffing of English and Maths departments</li> <li>• Leadership and teaching are at least satisfactory in all English and Maths departments</li> <li>• LA interventions are being effective and powers are used effectively.</li> </ul>	NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	11-19 Partnership  LEAD: Assistant Director CYPS (Learning and Improvement)
Improve schools in failing categories	Report to the Trust confirms; <ul style="list-style-type: none"> <li>• Ongoing intervention for schools through LA delivery plans.</li> <li>• Preparedness for new inspection criteria including limiting grades</li> <li>• Ofsted inspection results</li> </ul>	NI 89 Number of schools in special measures	Learning and Improvement Team 0-11 and 11-19 Partnerships LEAD: Assistant Director CYPS (Learning and Improvement)

## Priority 2: To raise aspirations and celebrate achievements

2009/10 'year of events' promotes and celebrates arts and culture	Establish a new calendar for 2009/10 and report to Trust when implemented	NI 110 Young people's participation in positive activities	Stakeholder Engagement and Communication VFT LEAD: Head of Integrated Youth Support Service
Increase volunteering opportunities for C&YP  Implement the Yorkshire Forward Aspirations project in the South Scunthorpe locality	Report to the Trust confirms; <ul style="list-style-type: none"> <li>• New volunteering opportunities</li> <li>• Links to V Involved</li> <li>• Action Plan to increase accredited outcomes</li> </ul> Project is planned and bids approved. Partnership schools have agreed plans	Attainment figures in 2010 and beyond  Bespoke monitoring processes show improved self-esteem and positive views about the future.	0-11 and 11-19 partnerships  South Scunthorpe Locality Group  LEAD: Head of Integrated Youth Support Service

## Priority 3: To make sure all young people have an equal chance to enjoy and achieve

Address underachievement at FSP for disadvantaged children.	Report to the Trust confirms; <ul style="list-style-type: none"> <li>• % of practitioners completing Early Years Foundation Degree.</li> <li>• Targeted intervention has taken place for schools at risk</li> <li>• LA strategies have been revised to provide effective intervention using data and raising expectation.</li> <li>• Promote Early Outcomes Duty across partner agencies and support Transitions across all early years provision and Children's Centres, particularly for vulnerable children.</li> </ul>	NI 72 Achievement of 78 points across the EYFS NI 92 Narrowing the gap for the lowest achieving 20% in EYFS profile	0 to 11 Partnership  LEAD: Head of Community Services Younger Children
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Address underperformance at Key Stage 3 for black and minority ethnic students	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Effectiveness of SIP challenge to individual schools</li> <li>Levels of support from Diversity Service</li> <li>Achievement of targets for children with LDD</li> </ul>	NI 107 Key Stage 2 attainment for Black and minority ethnic groups NI 108 Key Stage 4 attainment for Black and minority ethnic groups	0-11 Partnership 11-19 Partnership  LEAD: Head of Integrated Youth Support Service
Improve data collection to track progress and achievement of C&YP with learning difficulties and/or disabilities	Implementation of National Inclusion Strategy.		
<b>CYPP Priority Group - Children in care and care leavers</b>			
Enhance the role of the Virtual Head teacher and improve the educational achievement of looked after children	Report to the Trust and the CiC Strategy Group confirms; <ul style="list-style-type: none"> <li>Use of data analysis to target interventions for groups and individuals</li> <li>Effectiveness of SIP challenge on progress of Children in Care</li> <li>Effectiveness of Children in Care co-ordinators in schools</li> <li>Support positive engagement of CiC in schools – reducing exclusions</li> <li>Improved attainment at GCSE and KS2 and KS4 in CiC and Care leavers</li> </ul>	NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) NI 99 Children in care reaching level 4 in English at Key Stage 2 NI 100 Children in care reaching level 4 in Maths at Key Stage 2 NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	CiC Strategy Group and Virtual Head teacher  LEAD: Assistant Director CYPS (Learning and Improvement)
<b>CYPP Priority Group: Disabled children and those with learning difficulties</b>			
Better monitoring of learning and disability issues in schools including a sharper focus for SIP's  Reorganisation of SEN support and challenge for schools from LA.	Report to the Trust and the LDD Strategy Group confirms; <ul style="list-style-type: none"> <li>Use of data analysis to target interventions for groups and individuals</li> <li>Effectiveness of SIP challenge on progress of children with LDD</li> <li>Improved attainment at GCSE and KS2 and KS4</li> <li>Reduced level of exclusions of children with LDD/SEN</li> </ul>	NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold  NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths	School Improvement Partners  LEAD: Assistant Director CYPS (Learning and Improvement)

# Make a Positive Contribution Action Plan 2009/10

Priority 1: Raise self-esteem and build confidence so that young people respect themselves and others			
Action	Milestones	Targets	Responsibility
Support better publicity for young people in North Lincs Use V-funding to set up a volunteering project in North Lincolnshire	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Improving trends in local press articles</li> <li>Improving participation in volunteering by young people</li> <li>SEAL Implementation plan</li> <li>SEAL impact on positive behaviour in the classroom</li> <li>SEAL impact on better motivation, empathy and social skills</li> <li>SEAD implementation plan</li> <li>Review of action research with EYFS settings.</li> <li>PSED scores as part of the EYFSP data shows an increase for the 20% most underachieving.</li> </ul>	NI 110 Young people's participation in positive activities	Voice and Influence Group/Stakeholder Engagement Group LEAD: Head of Integrated Youth Support Service
Implement the next phases of Social Emotional Aspects of Learning (SEAL) programme in our schools  Implement the next phases of Social Emotional Aspects Development [SEAD] across all our Early Years settings.			Primary Strategy Group LEAD: Assistant Director CYPS (Learning and Improvement)
Young carers project development	Launch of new programme, building capacity and networking, supported by new commissioning plan		Commissioning and Resources VFT LEAD: Head of Commissioning and Performance CYPS
Priority 2: To ensure children an young people are involved in decisions that affect them			
Complete the network of schools councils, linking to X-Press forum Develop involvement in UK Youth Parliament for North Lincolnshire Ensure children and young people are fully involved in the development of the CYPP	Progress report to the Trust confirms; <ul style="list-style-type: none"> <li>Network volumes</li> <li>Linkage protocols</li> <li>Representation at the UK Youth Parliament October 09</li> <li>Consultation calendar</li> <li>Publication of young people's summary plan</li> </ul>	NI 110 Young people's participation in positive activities	Voice and Influence Group  LEAD: Head of Integrated Youth Support Service
Priority 3: Reduce incidents of children and young people offending and acts of anti-social behaviour			
Reduce the number of C&YP subject to ASBO's Diversionary activities and preventative projects to reduce offending and anti-social behaviour Adequate risk assessments at Youth Offending Service	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Reduced number of ASBO's</li> <li>Increased number of ABC's</li> <li>Improved access to diversionary projects</li> <li>Completion of the YOS safeguarding action plan</li> </ul>	NI 111 First time entrants to the Youth Justice System aged 10 – 17	YOS Management Board  LEAD: Head of Integrated Youth Support Service
CYPP Priority Group – Children in care and care leavers			
Develop the Children in Care Council and improve volunteering activities for CiC/ care leavers.  Develop joint participation performance management meetings	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Collaborative arrangements with neighbouring LA's</li> <li>Number of CiC in volunteering projects</li> <li>Number of accredited outcomes</li> <li>Increased CiC who are involved in participation activities</li> <li>Number of support groups</li> </ul>	NI 110 Young people's participation in positive activities	CiC Positive Contribution Action Group  LEAD: Head of Safeguarding and Practice
CYPP Priority Group – Disabled children and those with learning difficulties			
Improved access to play and leisure facilities	Report to the Trust confirms; <ul style="list-style-type: none"> <li>Increased access to council play and leisure facilities</li> <li>Impact on the Disability Equity Duty</li> <li>Links to locality activities supported by AHDC</li> </ul>	NI 54 Services for disabled children	LDD Strategy Group  LEAD: Senior Advisory Officer (SEN and ISDC)

# Achieve Economic Well-Being Action Plan 2009/10

<b>Priority 1: To enable young people to continue their education, training and get jobs in North Lincolnshire</b>			
<b>Action</b>	<b>Milestones</b>	<b>Targets</b>	<b>Responsibility</b>
Further development of the 11 – 19 strategy	Report to the Trust confirms; <ul style="list-style-type: none"> <li>• Development of the Strategy to include implications of 16 – 19 funding transfer</li> <li>• Increase volume and choice in apprenticeships</li> <li>• Choice and variety in WBL and E2E provision</li> <li>• Readiness for diploma delivery</li> <li>• Positive trends in managing NEET volumes in face of recession</li> <li>• Control of NEET ‘not knows’</li> <li>• Development of IAG across all schools linking with CX</li> </ul>	NI 117 16 to 18 year olds who are not in education, training or employment (NEET) NI 90 Take up of 14-19 learning diplomas NI 91 Participation of 17 year-olds in education or training and	11-19 Partnership NEET Partnership  LEAD: Assistant Director CYPS (Learning and Improvement)
Increase the number of Apprenticeships to meet the 2013 learner entitlement and to improve achievement in FE, WBL and E2E provision.			
Reduce NEET percentage, improve provision for vulnerable groups, increase job opportunities			
Achieve a “Gold Standard” for IAG			
<b>Priority 2: Ensure sufficient affordable, accessible and appropriate accommodation for young people</b>			
Youth Build projects delivered supporting skill development	Report to the Trust confirms; <ul style="list-style-type: none"> <li>• Number of accommodation units</li> <li>• Number of young families with suitable accommodation</li> <li>• Protocols for joint working with North Lincolnshire Homes</li> <li>• Impact of tenancy support programme</li> <li>• Continuity of provision underpinned by Supporting People funding</li> <li>• Delivery of PSHE programme across all Secondaries</li> </ul>	NI 147 Care leavers in suitable accommodation NI 148 Care leavers in Education, Employment and Training. NI 156 Number of households living in Temporary Accommodation	Young People’s Housing Strategy Project Group  LEAD: Head of Commissioning and Performance CYPS School Improvement Partners  LEAD: Assistant Director CYPS (Learning and Improvement)
Provide better and more temporary accommodation			
Work with young people in schools on preparation for independence, including housing, through PSHE			
<b>Priority 3: To support young people to get a good start in life</b>			
Linking teenage/lone parents to Job Centre plus through Children’s Centres	Report to the Trust confirms; <ul style="list-style-type: none"> <li>• Job Centre Plus engagement in Children Centres</li> <li>• Level of support to lone parents</li> <li>• Young parents access to EET</li> </ul>	NI 117 16 to 18 year olds who are not in education, training or employment (NEET)	0-11 Partnership NEET Partnership  LEAD: Assistant Director CYPS (Localities and Partnership)
Support young parents into EET			
<b>CYPP Priority Group – Children in care and care leavers</b>			
More Children in Care access education opportunities	Report to the Trust and Corporate Parenting Group confirms; <ul style="list-style-type: none"> <li>• Progress of e-mentoring scheme</li> <li>• Impact of virtual support centre</li> <li>• Care leavers access to higher education</li> <li>• Improved uptake of welfare rights by care levers</li> <li>• Revisions to Strategy</li> </ul>	NI 148 Care leavers in employment, education or training NI106 Young people from low income backgrounds progressing to higher education	CIC Strategy Group 11-19 Partnership  LEAD: Assistant Director CYPS (Localities and Partnership)
Care leavers have access to welfare rights services			
Development of 11-19 strategy through support for children in care up to the age on 25			
<b>CYPP Priority Group – Disabled children and those with learning difficulties</b>			
More opportunities for young people with learning difficulties and/or disabilities to access work-related learning & apprenticeships	Report to the Trust confirms; <ul style="list-style-type: none"> <li>• Volumes of work-related learning and apprenticeships</li> <li>• Percentage of NEET’s with LDD</li> <li>• Percentage access to work based learning and apprenticeships</li> <li>• Impact of transitions policy</li> </ul>	NI 117 16 to 18 year olds who are not in Education, Employment or Training	LDD Strategy Group NEET Partnership Group Transitions Group  LEAD: Senior Advisory Officer (SEN and ISDC)
Reduce NEET’s with Learning Difficulties and Disabilities			
Implement the Transitions policy with additional training for staff			

# CHILDREN'S TRUST WORKPLAN TO APRIL 2010

Children's Trust Board members are asked to consider and approve key actions drawn from the Transition Plan as follows. Board approval sets a work plan for the relevant agencies and their officers, which will deliver full readiness for the upcoming Children & Young People's Plan 2010-13

Children's Trust Partnership Arrangements			
		Responsibility	By when?
Integrated Governance and accountability	Establish the network of multi-agency partnerships & Virtual Functions Teams. Complete Trust recruitment plan to meet widened duties to cooperate Re-establish wider partnership arrangements and new stakeholder group. Establish new reporting arrangements between Trust and LSCB clarifying safeguarding responsibilities of the Trust	Governance & Accountability VFT	January Board
Integrated Strategy, Planning/ Performance	Trust Quarterly Performance Review established, QPR links WHIP, Trust & the LSP  Finalise 2010-13 Children and Young People's Plan	Performance Management VFT All Partners	March Board  March Board
Integrated processes	Partnership agreements define use of pre CAF and CAF in determining access to services at the targeted and specialist levels	Integrated Services Sub-group of TSB	January Board
Integrated front line services	Agreement by partners that services will be integrated/co-located where required at each of the levels of need; Universal, Targeted and Specialist. <ul style="list-style-type: none"> <li>For 2010 co-located safeguarding team (PCT, LA, Police)</li> <li>Completed IDS</li> <li>Co-located teams in localities (0-5, 5-11, 11-19)</li> <li>Virtual Function Teams to become co-located teams</li> </ul>	Transforming Services Board	March Board
C&YP Participation	Scope the CYP board and specify role as a reference/proofing group with membership rights at the main Board.	Governance & Accountability VFT	March Board
Workforce Reform	Developing and delivering a Multi-Agency Training Plan for the Trust Promoting the Workforce Strategy through a multi agency conference	Workforce VFT	March Board

Actions to Improve Healthy Outcomes			
		Responsibility	By when?

Reduce the use and effects of alcohol, drugs and smoking	Recommend responses to the 36 % reduction in Pooled Treatment Budget for C&YP	Positive Activities Partnership	March Board
Improve emotional and mental well-being	Implement CAMHS review recommendations	CAMHS Commissioning Group	January Board
Reduce rates of teenage conceptions	Implement recommendations of NSA Action Plan	Director of Public Health	March Board

### Actions to Improve Stay Safe Outcomes

		Responsibility	By when?
Safeguarding	LCSB and Trust will agree protocols shared responsibilities for safeguarding. Implement Early Identifier programme and audit compliance in all settings	Safeguarding Executive Group	January Board

### Actions to Improve Enjoy and Achieve Outcomes

		Responsibility	By when?
All young people have an equal chance to enjoy and achieve	Horizons Action Plan to support work to address imbalance of S.A. and S.A.+ Complete Implementation of National Inclusion Strategy.	11-19 Partnership	March Board
Improving attainment of vulnerable groups	Create the virtual school for CIC with focussed support from dedicated SIP Adopt separate targets for pupils with LDD (part of the SIP conversation)	11-19 Partnership LDD Strategy Group	March Board

### Actions to Improve Positive Contribution Outcomes

		Responsibility	By when?
Raise Self esteem and build confidence	Deliver Young Carers project and confirm improved outcomes	Commissioning and Resources VFT	March Board
Reduce offending and acts of anti-social behaviour	Deliver final elements of YOS Inspection action plan Action Plan to reduce high rates of custodial remand and sentences	YOS Management Board	January Board
Improve positive contribution of vulnerable groups	AHDC Progress report confirms increase access to play & leisure for disabled children	LDD Strategy Group	March Board

**Actions to Improve Economic Well-Being Outcomes**

		Responsibility	By when?
Machinery of Government Changes	Readiness for 16-19 transfer 11-19 strategy revisions for higher participation age and 2013 readiness Plan for continuation of teenage parents programme in 16-19 funding transfer	11-19 Partnership	January Board
Sufficient suitable accommodation for our young people	Recommend new funding allocations following revisions to Supporting People funding	Housing Investment Board	March Board