AGENDA MANAGEMENT SHEET

Name of Committee	**Council**
Date of Committee	**9 May 2006**
Report Title	**Children and Young People's Plan**
Summary	This paper seeks approval to the first Children and Young People's Plan.
For further information please contact:	Geoff King Head of Service – Commissioning, Partnerships & Planning Tel: 01926 412117 geoffking@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]	No
Background papers	▪ Single Education Plan 2004/05 to 2009/10 ▪ Social Services Departmental Service Plan ▪ Teenage Pregnancy Strategy ▪ Local Authority Adoption Service Plan ▪ Every Child Matters: Change for Children, DfES, November 2004 ▪ A Vision and Strategic Direction for Children's Services in Warwickshire, July 2005

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☒	Cabinet, 6th April 2006
Local Member(s)	☐	…………………………………………………………..
Other Elected Members	☒	C&YP O&S Spokespersons for information re Cabinet report: Cllr Helen McCarthy Cllr Richard Grant Cllr Jill Dill-Russell

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Cabinet Member	☒	Cllr Izzi Seccombe (Cabinet report)
Other Cabinet Members consulted	☒	Cllr Peter Fowler (Cabinet report) Cllr John Burton (Cabinet report)
Chief Executive	☐	…………………………………………………..
Legal	☒	Victoria Gould / Richard Freeth – *"fine"*
Finance	☒	David Clarke, Strategic Director of Resources (Cabinet report)
Other Strategic Directors	☒	John Deegan, Strategic Director of Environment and Economy (Cabinet report) Graeme Betts, Strategic Director of Adult, Health and Community Services (Cabinet report)
District Councils	☐	…………………………………………………..
Health Authority	☐	…………………………………………………..
Police	☐	…………………………………………………..
Other Bodies/Individuals	☒	All stakeholders

FINAL DECISION **NO**

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	…………………………………………………..
To Council	☐	…………………………………………………..
To Cabinet	☐	…………………………………………………..
To an O & S Committee	☐	…………………………………………………..
To an Area Committee	☐	…………………………………………………..
Further Consultation	☒	Children and Young People Strategic Partnership Board, 12th May 2006

Warwickshire County Council

Council – 9 May 2006

Children and Young People's Plan

Report of the Strategic Director for Children, Young People and Families

> **Recommendation:**
>
> That Council approve the Plan for further development in consultation with partners, stakeholders, and children, young people and their families over the next 18 months.

1. Introduction

1.1 On 3rd March the Children and Young People's Strategic Partnership Board (CYPSPB) considered the progress report attached as **Appendix A**. In the light of their comments and more generally the products of the Children Act Project Team and CAPT workstreams, a draft Children and Young People's Plan (CYPP) was produced and this was approved by Cabinet on 6th April. A revised CYPP, addressing comments made at Cabinet and incorporating a modified Foreword, is now presented to Council (**Appendix B**). Subject to any amendments required by Council, it is recommended that the Plan be commended to the CYPSPB in whose name it will be published. It is intended that the final published document will be in the style and format demonstrated by the example which may be viewed on the Committee Administration System and on the Warwickshire Web.

1.2 The most important contextual aspect of this draft CYPP is that it is proposed not as a finished, fully consulted policy document but as the framework for an intensive 18 month programme of interaction and consultation with all our stake-holders and partners, especially representatives of schools, local communities and children and young people themselves.

1.3 The essence of the CYPP is that it is:

- strategically focused on outcomes rather than the minutiae of inputs or the proliferating detail of current targets or performance, all of which will be available on web pages
- evidence-based throughout

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- a document that majors on benefits management, i.e. greatly improving our requirement for monitoring and evaluation

- for WCC and all partner agencies to develop and not the exclusive property of the Children, Young People and Families Directorate or WCC, albeit WCC has the statutory responsibility

- inherently more corporate than historic Social Services and Education Department Service Plans, even than the 2004/05 Single Education Plan which, as part of a national pilot, moved in this direction, e.g. with its emphasis on improving the environment and sustainable development.

- a document very much influenced by the views of children and young people and needs and performance analyses, albeit with quite a strong immediate emphasis on a nationally driven agenda, pending a complementary and emergent Local Area Agreement with neighbourhood engagement.

2.   Recommendation

County Council is asked to approve the CYPP for onward transmission to the CYPSPB, and thereafter for publication in order to launch an 18 month programme of consultation and interaction before a revised version is submitted for approval ahead of the anticipated Joint Area Review (JAR) in 2008.

MARION DAVIS
Strategic Director for Children,
Young People and Families

22 Northgate Street
Warwick
28 April 2006

Warwickshire
County Council

Children and Young People's Strategic Partnership Board
3rd March 2006

CYPP update

1.   Introduction

1.1   As approved by the Children and Young People's Strategic Partnership Board on 16th November 2005, we have been developing our first CYPP as a universal, multi-agency and headline strategic document. Its development is concurrent with modernisation initiatives and structural change across a number of the various partner agencies in Warwickshire. At the same time national and local policy debates or initiatives are an important aspect of the background context as are emergent and evolving inspection frameworks and regimes. Our simple CYPP, when effective, should both lead and respond to change.

1.2   Therefore we are working to create a 20-30 page simple document but supported by an electronic infrastructure within which WCC will host publicly available and, when appropriate, password-protected web pages with links to more detailed plans, policies, results and inter-active areas. Our aspiration is to have a common reference point for partner agencies so that everyone can have access to our collective overall agenda. When this is achieved, it should enable rationalisation of plans and generally promote more efficient use of resources and more consistent reporting.

1.3   Since the last report to CYPSB we have worked with a consultant from the Office of Public Management (OPM) and on 14th December convened a conference for representatives of our partner agencies. One objective of this conference was the clarification and improvement of aspects of the CYPP. We have also been working with external consultants to inform our needs analysis whilst generally moving forward with all the CAPT workstreams.

1.4   WCC's current CPA rating technically exempts us from an obligation to produce a CYPP for three years. Nevertheless we are all signed up to the importance of having a CYPP at the earliest practical date. The exemption usefully affords a certain flexibility in respect of our approach to the project. This is helpful because there is general recognition, and the DfES has research to show, that CYPPs will evolve and improve over time. Helpfully Warwickshire is scheduled for Joint Area Review (JAR) in 2007/08.

1.5   **We propose, therefore, to bring a draft, 20-30 page CYPP to CYPSB and WCC's Cabinet and full Council after Easter at the April and May meetings. We will recommend approval of the CYPP as a consultative platform for an 18 month programme of development, recommending other agencies to have regard to it and assist its development.**

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2. The next 18 months

2.1 Current project management arrangements, through CAPT, will continue until the end of March, by which time work on the CYPP for the next meeting of CYPSB will be more or less complete. Thereafter, the work will be sponsored by the new Head of Service for Partnership, Commissioning and Planning in WCC's Directorate for Children, Young People and Families.

2.2 **We propose and seek comments from CYPSB that our 18 month CYPP project majors on the following inter-dependent actions:**

- **the engagement of schools (linking the CYPP to their own planning)**

- **the engagement of elected and appointed members of the various bodies likely to be responsible for the governance of and, more generally, influential to the development of the CYPP**

- **consultation and interaction with children, young people and their families**

- **making links with the development of neighbourhood planning and the Area Dimension**

- **strengthening links to the agenda for the economy and the environment**

- **the integration of performance measures**

- **assisting the development, as required, of bespoke versions of the CYPP for particular audiences, for example area or neighbourhood versions, phase versions, i.e. by age-bands**

- **learning how best to use the CYPP infrastructure as an element of our collective and individual commissioning strategies**

- **developing needs and risk analyses for the CYPP**

- **developing or refocusing a range of technologically supported other systems and processes to promote good communication and the rapid transfer of necessary information and resources.**

SD/AL/ADG/09.02.06

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Item 7   Appendix B

DELIVERING THE VISION FOR CHILDREN AND YOUNG PEOPLE'S SERVICES IN WARWICKSHIRE

CHILDREN AND YOUNG PEOPLE'S PLAN

April 2006-07

Working for Warwickshire's Children and Young People

Foreword

After extensive consultation we published our 'Vision and Strategic Direction for Children's Services in Warwickshire' in July 2005. In that document we set out our broad aspirations and key principles to support the reshaping of existing services into new ones.

We intend our Children and Young People's Plan (CYPP) to provide a framework of agreed outcomes against which we can improve services and opportunities for every child in Warwickshire. It presents a picture of all the work in which the various agencies are engaged, and sets out the outcomes children and young people themselves want to achieve. This Plan will also be the foundation for the outcomes that will be included in the Children and Young people's Block of the Warwickshire Local Area Agreement.

We know that colleagues in Warwickshire give a huge commitment to delivering high quality services - our children and young people are relatively healthy, safe and prosperous. They have every chance of achieving economic well-being through successes in schools, colleges, universities and work placements. Their positive contribution is everywhere to see.

However, we need to do much more. There are pockets of disadvantage in Warwickshire, as well as low attainment, poor behaviour and unhealthy lifestyle choices. We must be vigilant to keep our children and young people safe. We also have to respond to tragedies, accidents, ill health, family problems and learning difficulties. At times even some of those children and young people who do perform and behave well could achieve and contribute more or be happier in themselves.

This CYPP is the means through which we express our passion to improve the lives of children, young people and their families. We can only achieve our objectives through an ongoing commitment to long-term partnership working involving statutory, voluntary and private sector agencies. We believe this CYPP gives us a basis for moving this forward and realising our vision of making every child matter in Warwickshire.

Insert signature

Jim Graham
Chair, Children and Young People Strategic Partnership Board

April 2006

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1. Introduction

The Warwickshire Children and Young People's Plan (CYPP) is intended to be the single, strategic, overarching plan for all services affecting children and young people aged 0-19 in Warwickshire. It focuses on services available to children and young people throughout their pre-statutory, statutory and post-statutory schooldays. It also covers services for young people aged 20 and over leaving care, and young people up to the age of 25 with learning difficulties. The objective of the CYPP is to secure long-term benefits to the quality of life and expectations of children, young people and their families, such as better job prospects, an enhanced living environment, and prolonged health. It is hoped that in time multi-agency working, with the CYPP as its basis, will lead to greater efficiencies and higher quality services.

This printed version of the first edition of the CYPP presents the headlines of what each of the 'Every Child Matters' (ECM) outcomes[1] means to Warwickshire. It is intended for a professional and political audience. It is the next step towards realising the vision contained in 'A Vision and Strategic Direction for Children's Services in Warwickshire', launched in July 2005.

The CYPP has a developing evidence base. It is informed by the results of consultation with young people and key partners, our various needs analyses (principally that commissioned from Dartington Social Research Unit), and an audit of key plans. It also details the performance indicators we will use at this stage to benchmark ourselves and measure future progress. Further detail and more specific targets are published on our CYPP webpages[2].

This first CYPP occurs towards the end of our planning cycle and, wherever practicable, replaces existing plans. More importantly, it will act as a springboard for further necessary development and work across the Council and with partners in relation to the Local Area Agreement (LAA). Over the next twelve months we will be running a managed programme of work that will, through extensive further consultation, add content to the initial version of the plan, as well as producing special editions aimed at particular audiences such as children, parents, local communities and service providers. The feedback we receive on these first versions of the plan, together with the results of the further consultation and an improved needs analysis, will lead to a new, fully revised version of the CYPP, to be published in 2007/08. An outline schedule to achieve this is detailed in Appendix One.

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[1] Every Child Matters: Change for Children was published in November 2004. Further detail can be found at www.everychildmatters.gov.uk
[2] The CYPP will be supported by a flexible electronic infrastructure that will enhance the accessibility of the CYPP for all interested parties across the County. This will include links to relevant policy documents, needs analyses, project and action plans, performance results and analysis, a discussion forum, and more. Please go to www.warwickshire.gov.uk/cypp for further information.

2. Our Context

Figure 1: A map of Warwickshire and its districts

There are approximately 124,000 children and young people aged 0-18 years in Warwickshire,[3] who make up just under a quarter of the total population of the county. Each year about 5400 children are born[4]. The child population is estimated to stay about the same size over the next five years. The majority of children are of White British ethnic origin (92%), and the largest minority ethnic group is Indian. [5]

Most children experience good health but in the region of 7000 children aged 5-15 will have a mental disorder[6]. This is in line with the national average.[7] Teenage conceptions have decreased in Warwickshire since 1997 and remain lower than the national average.[8]

In 2005, there were 25,900 children on the child protection register in England, of which 315 lived in Warwickshire.[9] At any one time, approximately 470 children are 'looked after' by the local authority, and about 3,500 children are known to social services with just over half of them receiving a service.[10] In addition to this, 31,500 children have been identified as 'vulnerable' (e.g. disabled children, children of asylum seekers, children of no fixed abode, teenage parents).[11]

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[3] *An Analysis of the Needs of Children in Warwickshire: Second Draft*, Dartington-i Research, February 2006, *p3*

[4] *Ibid p3*

[5] *Ibid p3*

[6] *Ibid p3*

[7] *Mental Health of Children and Young People in Great Britain*, Office of National Statistics, 2004, *pxxi*

[8] *An Analysis of the Needs of Children in Warwickshire: Second Draft, p13*

[9] *Referrals, Assessments, and Children and Young People on Child Protection Registers, England – Year ending 31 March 2005*, DfES, January 2006

[10] *An Analysis of the Needs of Children in Warwickshire: Second Draft, p3*

[11] *Stocktake of Enhanced and Specialist Support Services for Children, Young People and Families in Warwickshire,* Children Act Project Team, April 2005, *p4*

Warwickshire is one of the safest places to live in the UK and figures show that recorded crime is decreasing.[12] However, half of the victims of violent crime are under the age of 26.[13] In Warwickshire, approximately 60 children die each year,[14] with just under half of these deaths occurring in the first 28 days of life.[15] Approximately 50 children are killed or seriously injured each year in road accidents.[16]

In 2005, 76,930 children and young people attended the 252 schools and nurseries supported by the Local Authority.[17] A further 6386 children attended independent schools or were educated otherwise than in school[18]. In the same year, 57.3% of 15 year olds achieved five or more A*-C GCSEs, and 92.4% achieved five or more A*-G GCSEs.[19] These figures are higher than the national averages for GCSE results and show significant improvements in Warwickshire since 1997, although boys' attainment lags behind girls' in some areas[20]. About 2500 children have a statement of special educational needs.[21]

There were 956 young people in the youth justice system in 2004, which was a reduction from 2001.[22] For the majority this was their first entry into the system. The number of offences committed by young people has also decreased since 2001.[23] Temporary and permanent exclusions from maintained schools have increased significantly over the last four years[24]. However, this is in line with national trends[25].

75.8% of school leavers continued in education in 2004, again above the national average.[26] However, approximately 400 young people did not go on to education, employment or training after completing their compulsory education.[27] 67% of the population of Warwickshire reached Level 2 in NVQ or equivalent by age 19 in 2004[28]. In 2005, all 3 year olds whose parents desired a funded pre-school place could use this provision. 10,500 free part-time early years places were taken up by 3 and 4 year olds.[29]. Only 9.4% of children in Warwickshire are eligible for free school meals, against the national average of 21%[30]. 614 children live in neighbourhoods identified in the 10% most economically deprived areas in the country.[31] Nuneaton and Bedworth district is the most deprived area in Warwickshire[32], as indicated by the results of the Dartington needs analysis (see "Our Needs and Priorities" in Section 3, Outcome 5).

Further statistics providing a contextual picture of life for children and young people in Warwickshire are available at www.warwickshire.gov.uk/cypp.

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[12] *Quality of Life in Warwickshire*, Warwickshire County Council, November 2005, *p61*
[13] *An Analysis of the Needs of Children in Warwickshire: Second Draft, p20*
[14] *Ibid p3.*
[15] *Ibid p3*
[16] *Ibid p3*
[17] *Ibid p24.*
[18] *Schools and Pupils in England: Statistical First Release,* DfES, January 2005 (Final)
[19] http://www.dfes.gov.uk/cgi-bin/performancetables/dfe1x2_05.pl?Mode=Z&No=937&Base=b&X=1&Type=
[20] *An Analysis of the Needs of Children in Warwickshire: Second Draft*, p24
[21] *Ibid p3*
[22] *Ibid p32*
[23] *Ibid p32*
[24] WCC Exclusions Database – completed by Schools, produced by SIMU, November 2005. http://www.warwickshire.gov.uk/Web/corporate/pages.nsf/Links/A13FB072CE50D7DC802570C800430386/$file/County+Exclusions.pdf
[25] *Permanent and Fixed Period Exclusions from School and Exclusions Appeals in England, 2003/2004,* DfES, June 2005
[26] *An Analysis of the Needs of Children in Warwickshire: Second Draft*, *p30*
[27] Ibid p29
[28] LSC, quoted as at 10.3.06 (please note a significant number are unknowns which would affect the true number)
[29] http://www.dfes.gov.uk/rsgateway/LEAS/937.pdf
[30] *An Analysis of the Needs of Children in Warwickshire: Second Draft*, *p29*
[31] *An Analysis of the Needs of Children in Warwickshire: First Draft*
[32] *Quality of Life in Warwickshire*, Warwickshire County Council, November 2005, *p50*

3.   Our Outcomes

In Warwickshire we have adopted the five 'Every Child Matters' outcomes for children, young people and their families:

> - **Be Healthy** – meaning that children and young people should be physically, mentally, emotionally and sexually healthy, adopting healthy lifestyles and choosing not to take illegal drugs.
> - **Stay Safe** – meaning that children and young people should be safe from maltreatment, safe from accidental injury and death, safe from bullying and discrimination, safe from crime and anti-social behaviour and have security, stability and are cared for.
> - **Enjoy and Achieve** – meaning that children and young people should be ready for, attend and enjoy school or college, achieve standards set both at primary and secondary school or in further education and achieve personal and social development.
> - **Make a Positive Contribution** – meaning that children and young people should engage in decision-making, engage in positive behaviour and develop positive self-confident behaviour.
> - **Achieve Economic Well Being** – meaning that children and young people should engage in further education, be ready for employment, live in decent homes with access to transport and to live in households free from low income. [33]

We have begun the task of determining the headline needs and priorities which should drive our approach. In this instance 'need' is defined by the DfES as "whatever is missing and has to be provided if the gap between the current situation and the desired outcome is to be reduced or closed"[34]. Our agenda draws upon the ongoing plans of various agencies, as well as the initial new evidence base of the needs analysis we commissioned from Dartington Social Research Unit during 2005. We have also had regard to:
- The key judgements drawn from the national 2006 Annual Performance Assessment (APA) framework
- Feedback from our 2005 APA and associated 'Priorities meeting' with representatives from central government.
- The ECM National Service Framework
- The Choosing Health White Paper
- Publicly available annual reports of statutory agencies
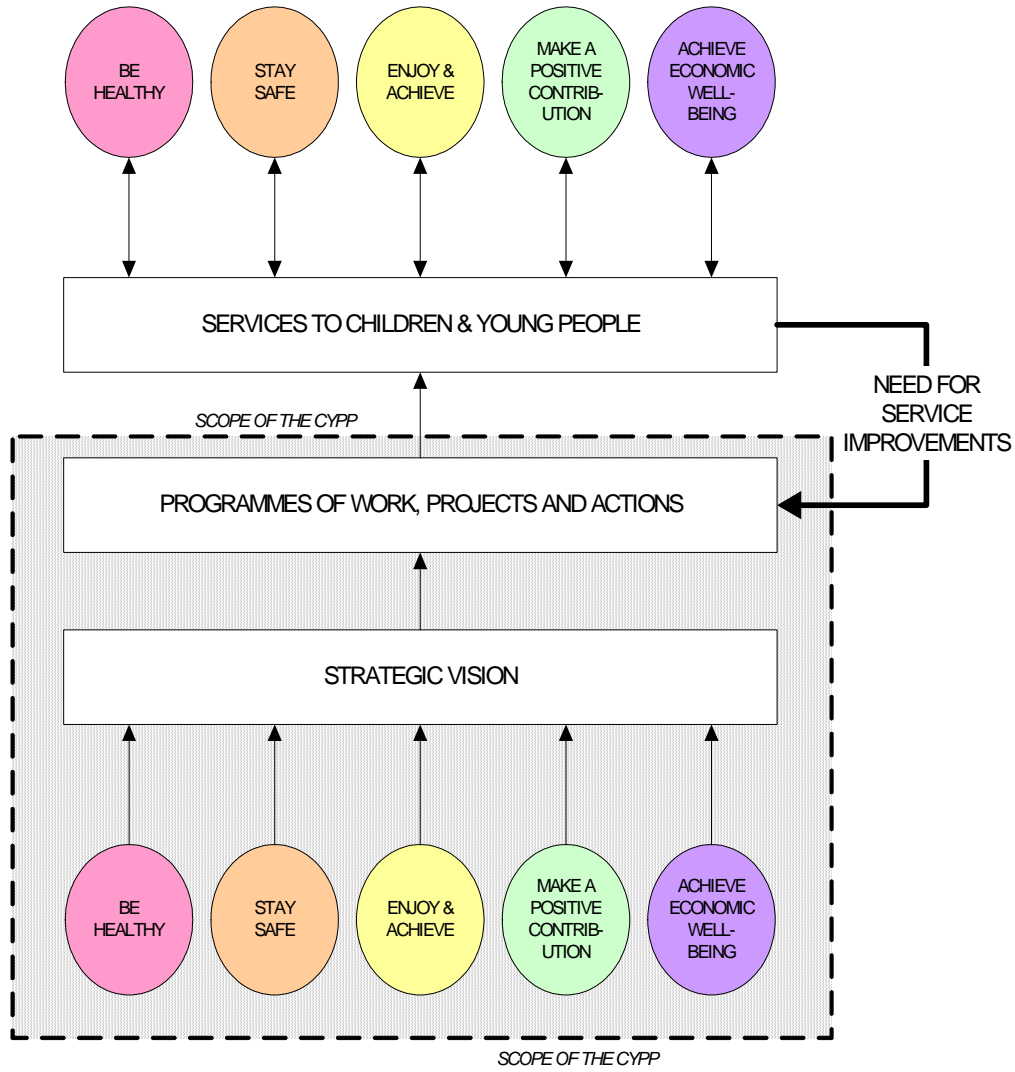- Single Education Planning (SEP) framework

At present we have identified the ECM National Service Framework performance indicators for measuring our progress. However, over the following year we will undertake a full review of relevant performance indicators, both internal and external, to incorporate local as well as national priorities and define more specific targets.

Figure 2 below describes the challenge of the ECM outcomes. These outcomes inform our strategic vision, as detailed in the rest of chapter 3. This is turn leads to programmes of work, projects and actions (see chapter 4) which act upon services to focus them on achieving the 5 ECM outcomes. The CYPP provides a structure for this change agenda.

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[33] Extract from '*A Vision and Strategic Direction for Children's Services in Warwickshire*', July 2005.
[34] *Children And Young People: Needs Assessment*, briefing paper, DfES, 2005

Figure 2: How the CYPP ensures that Warwickshire's services to Children, Young People and their Families are driven by, and contribute to, the 5 ECM Outcomes

Outcome 1	BE HEALTHY
What this means (for Children and Young People)	Children and young people should be physically, mentally, emotionally and sexually healthy, adopting healthy lifestyles and choosing not to take illegal drugs.
Young People's Views	Children and young people have told us: • Physical activity, like walking, running, football, swimming, boxing and horse riding, is important to stay healthy. • We need to eat healthy food and drink plenty of water. • Do not smoke or drink alcohol. • Family members, school, fitness and sports centres help you to be healthy. • Sports and activity groups should be free and accessible to all children, including children with disabilities. • There should be more local parks. • Things should be adapted for disabled children and young people so they can automatically join in like other non disabled children • Talking about problems is important but some children and young people are put off talking about problems at school. • There should be different ways to access counsellors. IT could be used to talk to others and find out information. • There should be support groups for different problems.
Our Needs and Priorities	**The results of our needs analysis found the following areas of concern:** • In the areas of mental ill-health and disability, in common with the situation nationally, there is a significant mismatch between the services provided and the level of need in the community • Young people are concerned about their own health, in particular their weight, appearance, fitness and drugs. **In addition to the outcomes of our needs analysis, we will continue to prioritise the following areas:** • Parents and carers receive support to keep their children healthy • Healthy life-styles are promoted for children and young people • Action is taken to promote children and young people's physical health • Action is taken to promote children and young people's mental health • Looked after children's (LAC) health needs are addressed • The health needs of children and young people with learning difficulties and/or disabilities are addressed **In particular we will focus service improvement on:** • Monitoring the take up and impact of the range of health initiatives • The impact of the Health of Looked After Children (HELAC) approach on the health outcomes of looked after children
How we'll measure our progress (effectiveness)	**National (ECM Outcomes Framework)** • Infant mortality rate • % obese under 11-year-olds • Death rate from suicide and undetermined injury • Improvement in access to Child and Adolescent Mental Health Services (CAMHS) • Under 18 conception rate • Diagnostic rate of new episodes of Sexually Transmitted

	Diseases among U16 and 16-19 year olds
	• Average alcohol consumption
	• % children who are regular smokers
	• % children consuming five portions of fruit and vegetables a day
	• Harm caused by illegal drugs, including use of class A drugs by under 25-year-olds.

Outcome 2	STAY SAFE
What this means (for Children and Young People)	Children and young people should be safe from maltreatment, accidental injury and death, bullying and discrimination, crime and anti-social behaviour. They should have security, stability and be cared for.
Young People's Views	Children and young people have told us: • Carrying a mobile telephone helps you to feel safe. • You need to tell your parents, carers or other people where you are. • You should not go out alone but stay in groups or with friends who you trust. • Never walk home alone. • Stay in lit up areas and try and stay somewhere where there are lots of other people. • Make sure your doors are locked. • Friends, family and police officers help you to stay safe. • Bullying needs to be tackled. • It should be someone's job to help families at an earlier stage before things get really difficult.
Our Needs and Priorities	**The results of our needs analysis found the following areas of concern:** • Bullying was consistently identified as a significant concern for children and young people • Although young people are often associated with being perpetrators of crime, the statistics show that a considerable number are also victims. • The size of the looked after population is growing and the number of child protection referrals is increasing. **In addition to the outcomes of our needs analysis, we will continue to prioritise the following areas:** • Children and young people and their carers are informed about key risks to their safety and how to deal with them • Children and young people are provided with a safe environment • The incidence of child abuse and neglect is minimised • Agencies collaborate to safeguard children according to the requirements of current government guidance • Services are effective in establishing the identity and whereabouts of all children and young people 0-16 • Action is taken to avoid children and young people having to be looked after • Looked after children live in safe environments and are protected from abuse and exploitation • Children and young people with special educational needs and/or disabilities live in safe environments and are protected from abuse and exploitation **In particular we will focus service improvement on:** • Level of completion and recording of core assessments • Accuracy of data on services provided to children in need with disabilities • Long term stability of looked after children • Impact of the commissioning strategy for vulnerable children on services available to and outcomes for children and families • Impact of the integrated disability service and transition planning at 14+ • Referral, assessment and child protection activity figures • Strategies to deal with racial incidents and bullying, including homophobic incidents

How we'll measure our progress (effectiveness)	**National (ECM Outcomes Framework)** • Re-registrations on Child Protection Register • Number of 0-15 year olds injured or killed in road traffic accidents • % 11-15 year olds who state they have been bullied in the last 12 months • Fear of crime and anti-social behaviour • % U16 looked after children for more than 2½ years living in same placement for more than 2 years or placed for adoption • % care places completed in the courts within 40 weeks.

Outcome 3	ENJOY AND ACHIEVE
What this means (for Children and Young People)	Children and young people should be ready for, attend and enjoy school or college, achieve standards set both at primary and secondary school or in further education, and achieve personal and social development.
Young People's Views	Children and young people have told us: • Socialising with friends is important. • Listening to and playing music is enjoyable. • Computer games are fun. • People should play more sports, like football. • It is good to take trips abroad. • Doing well and getting an award at school or university is an achievement. • It is good to be successful when taking part in sporting activities. • Getting a job is a big achievement. • People could achieve more if they had help with their school work, money management and family life. • It is important to have clubs at schools and in community setting so those put off by school settings still have access. • There should be activities for families so brother and sisters don't miss out on the fun. • Clubs should have different activities on offer, it's sometimes good to do things inside and then have a park to play outside on.
Our Needs and Priorities	A recent **Citizen's Panel Survey** found that Warwickshire residents consider the education of children and young people to be the most important issue of the day. **The results of our needs analysis found the following areas of concern:** • Children consistently state that they would like more affordable and accessible leisure activities and facilities, as well as more out of school provision (after school, at weekend and in the holidays). • This echoes concerns aired by children in foster care and children with disabilities who find it difficult to socialise and stay in touch with friends. • Temporary and permanent exclusions appear to have risen significantly over a six year period **In addition to the outcomes of our needs analysis, we will continue to prioritise the following areas:** • Parents and carers receive support in helping their children to enjoy and achieve • Early years provision promotes children's development and well-being and helps them meet early learning goals • Action is taken to ensure that standards achieved by pupils, the education provided, and leadership and management of educational establishments remains of good quality • Schools and all other educational establishments provide a dynamic, relevant, rich and forward thinking curriculum • Children and young people are enabled and encouraged to attend and enjoy school and to achieve highly • Educational provision is made for children who do not attend school • All children and young people can access a range of recreational activities, including play, sport and voluntary learning provision • Education provision is made for asylum seekers and refugees • Children and young people who are looked after are helped to enjoy and achieve

	• Children and young people with learning difficulties and/or disabilities are helped to enjoy and achieve • Gifted and talented children perform at the highest possible level in their domains of excellence • Continued partnership working with the Diocesan Education Authorities and representatives of the faith communities **In particular we will focus service improvement on:** • The progress made by pupils in Key Stage (KS) 4 • Improving educational outcomes in disadvantaged areas • The time taken to complete Special Educational Needs statements • Slow rate of progress at KS1 maths level 2 • Insecure improvement at KS2 girls writing and at KS2 level 5 boys writing • Slow rate of progress at secondary level • Reducing exclusions, both permanent and fixed term • Encouraging school attendance and reducing truancy • Schools causing concern including those in special measures. • The development of Community Learning Plans and partnerships which increasingly engage with schools, colleges and employers
How we'll measure our progress (effectiveness)	**National (ECM Outcomes Framework)** • Level of development reached at the end of the foundation stage, including narrowing the gap in the 20% most disadvantaged areas • Half days missed through absence • Permanent and fixed period exclusions • % 7-year-olds achieving Level 2+ at Key Stage 1 • %11-year-olds achieving Level 4+ in English and Mathematics, including floor target • Educational achievement of 11-year-old Looked After Children compared with peers • Take-up of sporting opportunities by 5-16 year olds • Take-up of cultural and sporting opportunities by over 16 years old • % 14-year-olds achieving Level 5+ in English, Mathematics, Science and ICT, including floor target • % 16-year-olds achieving the equivalent of 5 A*-C GCSE, including floor target • Educational achievement of 16-year-old Looked After Children compared with peers.

Outcome 4	MAKE A POSITIVE CONTRIBUTION
What this means (for Children and Young People)	Children and young people should engage in decision-making, engage in positive behaviour and develop positive self-confident behaviour.
Young People's Views	Children and young people have told us: • You should try and help people and treat them fairly. • Go to school and get involved with school activities, like student councils. • Try to get involved in voluntary work. • Family, friends, youth workers, school and Connexions help you to make a positive contribution. • There should be a local person, preferably a young person, to listen to what children have to say, to talk to the council for us and feedback what has been said. • A young people's union would be a good way to involve and engage children. • If you leave children out you might spend money on something that they don't want or need. • Consult children and young people at after school clubs or at weekends. • You need to listen to families and what they are saying. Sometimes people who work with us don't listen to what's wrong. • Disabled children and young people should be listened to directly and not be spoken to through their carers.
Our Needs and Priorities	**The results of our needs analysis found the following areas of concern:** • There was strong evidence that children and young people have the opportunity to participate in consultation exercises and that the voice of the child is being heard in many settings. However it was less clear how the views of children were subsequently incorporated into decision-making. **In addition to the outcomes of our needs analysis, we will continue to prioritise the following areas:** • Children and young people are supported in developing socially and emotionally • Children and young people, particularly those from vulnerable groups, are supported in managing changes and responding to challenges in their lives • Children and young people are encouraged to participate in decision making and in supporting the community • Children and young people are involved in the developing agenda for environmental sustainability • Action is taken to reduce anti-social behaviour by children and young people • Action is taken to prevent offending and to reduce re-offending by children and young people • Children and young people who are looked after are helped to make a positive contribution • Children and young people with special educational needs and/or disabilities are helped to make a positive contribution **In particular we will focus service improvement on:** • Accommodation options for care leavers • Take up of training, advice and support for registered childminder providers through local authority retained functions • Impact of children and young people's views on service delivery and development • Integrating locally based services that are coherent, delivered

	through a variety of partners in a safe and exciting environment, led and planned by young people, in accordance with the Strategic Review of Services for Young People and the publication of the response to the Green Paper: Next Steps.
How we'll measure our progress (effectiveness)	**National (ECM Outcomes Framework)** • % children in secondary schools participating in (a) election of school/college council members, (b) mock general elections • Voluntary and community engagement • Reduce level of offending • Crimes bought to justice • % 10-19 year olds admitting to (a) bullying another pupil in the last 12 months, (b) attacking, threatening or being rude due to skin colour, race or religion

Outcome 5	ACHIEVE ECONOMIC WELL-BEING
What this means (for Children and Young People)	Children and young people should engage in further education, be ready for employment, live in decent homes with access to transport and to live in households free from low income .
Young People's Views	Children and young people have told us: • Achieving a good education is important. • Going to college or university helps you to become an adult. • Getting a job is a priority. • Socialising and learning from your family and friends helps. • You need to learn how to manage money, pay bills and fill in forms. • Having a family and a secure relationship is important. • You should try to get involved in community activities, like youth forums. • Family, friends, school, further education and employment help you to become an adult.
Our Needs and Priorities	**The results of our needs analysis found the following areas of concern:** • On virtually all measures (including health, education and deprivation) the district of Nuneaton and Bedworth fares less well than the other districts and it would appear that there are also poorer economic prospects for young people in this area **In addition to the outcomes of our needs analysis, we will continue to prioritise the following areas:** • Action is taken by partners to support families in maximising their economic well-being • Young people 11–19 are helped to prepare for working life • Action is taken to ensure that 14-19 education and training is planned and delivered in a coordinated way, and to ensure that education and training (16-19) is of good quality • Community regeneration initiatives address the needs of children and young people • Action is taken to ensure that young people have decent housing • Children and young people who are looked after are helped to achieve economic well-being • Children and young people with special educational needs and/or disabilities are helped to achieve economic well-being **In particular we will focus service improvement on:** • Increasing the number of children and families using direct payments so they can determine what services they use • 14-19 education provision and progress with pathfinder priorities
How we'll measure our progress (effectiveness)	**National (ECM Outcomes Framework)** • % 16-18 year olds not in education, employment or training • % 19 year olds achieving Level 2+ in NVQ or equivalent (& L3) • % 18-30 year olds participating in higher education • % social housing and vulnerable households in the private sector in a decent condition • cleaner, safer and greener public spaces, and quality of the built environment in deprived areas • level of material deprivation and low income • % children living in relative low-income households (including % children living in workless households) • stock and take-up of childcare for families.

4. Our Programmes of Work, Projects and Actions

This chapter sets out the programmes of work, projects and actions which, challenged continuously by the five ECM outcomes, will drive the CYPP's agenda for strategic change and service improvement.

The table in Figure 3 demonstrates which of the ECM outcomes the programmes contribute towards, with some contributing towards all five whilst others have a particular focus on two, three or four. A blue tick ✓ highlights the *main* ECM outcome which the work contributes, if this applies. Those which do not have a blue tick are areas where it is felt all of the ECM outcomes apply equally. Service improvement is also included as an outcome as it a key element of the change for children agenda.

The numbers in brackets after the programme title represent the plan/s from which the priority was drawn (please refer to Appendix Two). The electronic CYPP will, for each area of work contain links to more detailed information, for example, programme, project and action plans, performance indicators, policy documents, benefits profiles, and risk and issue management plans. Please go to www.warwickshire.gov.uk/cypp

Figure 3: Programmes of work, projects and actions and the Every Child Matters outcomes they contribute towards

Programme of Work, Projects or Actions	Outcomes					
	Be Healthy	Stay Safe	Enjoy and Achieve	Make a Positive Contribution	Achieve Economic Well-being	Service Improve-ment
Implement the 'new relationship with schools' agenda and develop the role of the Local Authority as champion of parents and pupils	✓	✓	✓	✓	✓	✓
Improve the outcomes of vulnerable children (2) (3) (22) (15)	✓	✓	✓	✓	✓	✓
Improve the outcomes of children in need (22)	✓	✓	✓	✓	✓	✓
Improve the outcomes of Looked After Children (1) (22) (15)	✓	✓	✓	✓	✓	✓
Develop managed clinical networks for acute paediatric services (1)	✓	✓				✓
Deliver the Choosing Health agenda (1)	✓	✓	✓	✓	✓	✓
Integrate services for children and young people with disabilities (1) (30)	✓	✓	✓			✓
Promote healthy lifestyles (5) (13) (14) (17) (30)	✓	✓	✓	✓	✓	
Reduce teenage pregnancy (5) (15)	✓	✓	✓	✓	✓	
Improve outcomes for children and young people experiencing mental health difficulties (1) (5) (4) (30)	✓	✓	✓	✓	✓	
Prevent, treat and reduce substance misuse (including alcohol) (17) (22)	✓	✓	✓	✓	✓	
Improve outcomes for children and young people experiencing short or long-term illness or injury	✓	✓	✓	✓	✓	
Ensure supportive bereavement, loss and divorce services, including counselling, are available for children and young people (32) (19)	✓	✓	✓			
Ensure children are protected from emotional, physical and sexual abuse and neglect (22) (24) (5) (6) (15)	✓	✓	✓			
Develop and implement a policy and strategy for Corporate Parenting (30)	✓	✓	✓	✓	✓	

Programme of Work, Projects or Actions	Outcomes					
	Be Healthy	Stay Safe	Enjoy and Achieve	Make a Positive Contribution	Achieve Economic Well-being	Service Improvement
Ensure that referral and assessment processes are appropriate to need (22)	✓	✓	✓	✓	✓	✓
Ensure safe and effective care for the duration of childhood (22)	✓	✓	✓		✓	
Reduce the fear of crime and anti-social behaviour and support victims of crime (19) (24) (27) (28)	✓	✓	✓	✓		
Ensure children in Warwickshire feel safe from bullying (32)	✓	✓	✓	✓	✓	
Promote road safety and support travel to learn (10)	✓	✓				
Raise standards through school intervention and implementation of National Strategies (Early years and primary) (2)			✓	✓	✓	
Raise Standards through School Intervention and Implementation of National Strategies (Secondary and Special) (2) (5)			✓	✓	✓	
Improve current and future leadership, management and governance in schools (2)			✓	✓	✓	
Enrich and enhance the school curriculum (2) (14)			✓	✓	✓	
Encourage take up of sporting and cultural opportunities (2) (19)	✓	✓	✓			
Develop a sustainable and appropriate capital infrastructure for educational establishments, assets and accommodation (2)			✓			✓
Manage the supply and demand of school places and admissions policy (2)			✓			✓
Promote the use of ICT in schools (2)			✓	✓	✓	✓
Ensure effective health and safety in schools, colleges and work based learning providers (9)	✓	✓	✓			
Offer outdoor education experiences and increased take up of opportunities	✓	✓	✓	✓		
Promote sustainable development in educational establishments	✓		✓	✓		
Develop library, archive and other loan material for children and young people (32)			✓			✓
Encourage good behaviour by children and young people in educational establishments (2)		✓	✓	✓		
Ensure SureStart, Early Years and Childcare provision is widely available (2)	✓	✓	✓	✓	✓	
Develop Children's Centres of Excellence (2) (5) (16)	✓	✓	✓	✓	✓	
Support the development of extended schools (2) (5)	✓	✓	✓	✓	✓	
Develop the European and international dimension to children's services (2)	✓	✓	✓	✓	✓	
Promote good patterns of attendance in education (2) (15)		✓	✓	✓	✓	
Reduce exclusions from education and manage reintegration for those who have been excluded (15)	✓	✓	✓	✓	✓	✓
Deliver the County Youth Offer and promote uptake of opportunities (2) (5) (30)	✓	✓	✓	✓	✓	✓
Prevent and reduce anti-social behaviour		✓	✓	✓		

Draft as at 13.4.06

Programme of Work, Projects or Actions	Outcomes					
	Be Healthy	Stay Safe	Enjoy and Achieve	Make a Positive Contribution	Achieve Economic Well-being	Service Improve- ment
and offending by children and young people (3) (5) (6) (14) (15) (19) (24) (25) (26) (27) (28) (29)						
Engage children and young people in local decision-making, service design and delivery (14) (15) (19) (20) (22)	✓	✓	✓	✓	✓	✓
Promote volunteering opportunities (15)			✓	✓	✓	
Promote Family Learning opportunties (2)			✓	✓	✓	
Provide Student finance advice, guidance and assessment, and information on EMAs and Learners Support Funds (2) (15) (9)					✓	
Support the delivery of impartial careers advice and guidance (10) (5) (15)			✓	✓	✓	
Increase the positive destinations of young people, and ensure every young person up to age 19 is entitled to a learning opportunity (5) (15) (9)		✓	✓	✓	✓	
Support young people at risk, aged 16 - 25 years, to maintain a home. (31)		✓	✓	✓	✓	
Raise Standards in Further Education (9) (10)			✓	✓	✓	
Ensure young people leaving care participate socially and economically as citizens. (22)		✓	✓	✓	✓	
Develop and improve the CYPP (2) (30)	✓	✓	✓	✓	✓	✓
Implement organisational development strategies in and across all partner agencies (2) (22) (15) (30)	✓	✓	✓	✓	✓	✓
Develop excellent financial management planning in and across all partner agencies (2) (22) (20) (29)	✓	✓	✓	✓	✓	✓
Develop excellent HR management and planning in and across all partner agencies (2) (30)	✓	✓	✓	✓	✓	✓
Develop excellent knowledge and information management in and across all partner agencies (2)	✓	✓	✓	✓	✓	✓
Promote a culture of collaborative partnership working (2) (9) (10) (14)	✓	✓	✓	✓	✓	✓
Ensure a coherant approach to consultation, participation and communication (2) (30)	✓	✓	✓	✓	✓	✓
Develop support for parents and families (19) (32)	✓	✓	✓	✓	✓	✓
Promote increased involvement and engagement of the voluntary and community sector (19) (30) (15)	✓	✓	✓	✓	✓	✓
Promote equalities and tackle discrimination (2) (18)	✓	✓	✓	✓	✓	✓
Promote sustainable development in all partner organisations	✓	✓	✓	✓	✓	✓
Implement and evaluate the Common Assessment Framework (30)	✓	✓	✓			✓
Ensure the availability of competitive, high quality services to schools			✓			✓
Develop the work of the Safeguarding Board (21) (30)		✓				✓

5.   Appendices

APPENDIX ONE: Working together to deliver our priorities

The CYPP depends upon a co-ordinated approach to implementation, monitoring and review. Our aim is to strengthen the approach to planning and commissioning across the revitalised Children and Young People's Strategic Partnership.

(a) How this Plan was produced

Early 2005: Work began on our CYPP at a strategic level, as part of the Children Act Project workstream for integrated planning, commissioning, budgeting and performance. An initial analysis was undertaken of existing plans, with a specific focus on the health agenda. Consultative Headteacher strategic groups were formed.

Summer 2005: Discussions took place around the structure and content of the CYPP. Some individual consultation was carried out to start mapping high level plans to the five outcomes. Warwickshire also participated in a specific piece of research about the CYPP undertaken by Ofsted.

Autumn 2005: Government guidance on the CYPP was issued. A basic draft CYPP was drawn up. A multi-service Project Team was established to take forward the detailed work, and a Project Board set up to oversee and direct this. Dartington-i were commissioned to conduct a needs analysis of the county using existing needs assessment documents provided by relevant partner agencies in Warwickshire.

November 2005: Children and young people were consulted on what the five outcomes meant to them. In addition, colleagues from the Council and key partner agencies were invited to Dartington to assist with and learn from the needs analysis process. A report was taken to the Children and Young People's Strategic Partnership Board on progress with the CYPP.

December 2005: A multi-agency conference took place in order to consult more widely on the first draft. A wealth of information was gathered which informed the development of the current plan[35]. Officers attended a national networking meeting on CYPP developments, chaired by the DfES.

January 2006: The project team contacted officers responsible for each of the plans that were to be subsumed by or linked to the CYPP, according to the government CYPP guidance. They were asked to identify the headline priorities from their plans and indicate which of the five outcomes each priority contributed to. These priorities were collated into the 'programmes of work'.

January – February 2006: Ongoing work was carried out by the Project Team to produce the text for the plan, ensuring that it met the requirements of the government guidance. This was done in consultation with the Project Board, which in turn consulted with senior officers in stakeholder agencies. Work began on developing the electronic infrastructure and associated webpages.

March 2006: The final needs analysis report was published. The CYPP was presented to the management team of the CYPFD. Service managers agreed the priorities relating to their individual services.
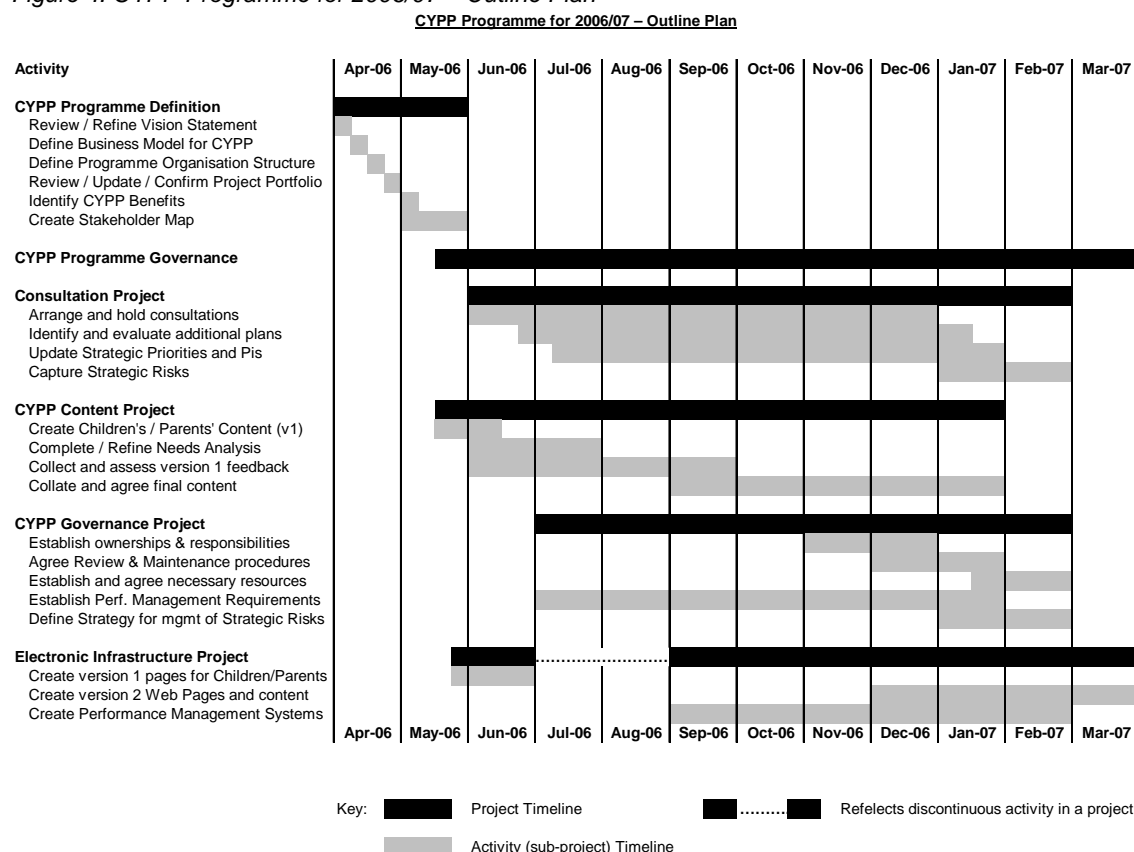
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[35] Feedback from the conference can be found at
http://www.warwickshire.gov.uk/corporate/CAPdisc.nsf/aac7d56ca8fd884b852563be00610639/25b9fa1 6e1edc870802570f9005065d8?OpenDocument

April – May 2006: *The final plan was presented to Cabinet on the 6th April, full Council on the 9th May and the Children & Young People's Strategic Partnership Board on the 12th May.*

(b) Programme and Project Management

The creation of this first CYPP has been managed as a project. Programme and project management will continue to be the favoured approach because the change agenda is complex and transcends the power limits of all our partner organisations. It is a mechanism for breaking down cultural and professional barriers that may impede progress. Figure 4 illustrates what we now think has to be done to take the CYPP programme forward.

Figure 4: CYPP Programme for 2006/07 – Outline Plan

CYPP Programme for 2006/07 – Outline Plan

Activity	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07

CYPP Programme Definition
Review / Refine Vision Statement
Define Business Model for CYPP
Define Programme Organisation Structure
Review / Update / Confirm Project Portfolio
Identify CYPP Benefits
Create Stakeholder Map

CYPP Programme Governance

Consultation Project
Arrange and hold consultations
Identify and evaluate additional plans
Update Strategic Priorities and Pis
Capture Strategic Risks

CYPP Content Project
Create Children's / Parents' Content (v1)
Complete / Refine Needs Analysis
Collect and assess version 1 feedback
Collate and agree final content

CYPP Governance Project
Establish ownerships & responsibilities
Agree Review & Maintenance procedures
Establish and agree necessary resources
Establish Perf. Management Requirements
Define Strategy for mgmt of Strategic Risks

Electronic Infrastructure Project
Create version 1 pages for Children/Parents
Create version 2 Web Pages and content
Create Performance Management Systems

Key: ▬▬ Project Timeline ▬··▬ Refelects discontinuous activity in a project
▒ Activity (sub-project) Timeline

(c) Governance, Partnership, Consultation and Needs Analyses

As well as the defined programme for taking the CYPP forward, we will also be focussing on the following areas:

- Governance – we will aim to co-ordinate the CYPP with the planning requirements of partners, to find the best fit with decision-making and budget cycles, and to reduce the number of plans where possible
- Multi-agency partnership – we will aim to establish a network of officers engaged in planning for children in Warwickshire
- Consultation – we will to establish a consistent pattern of consultation with children, young people and their families, and with service providers
- Needs analyses – we have used the Dartington methodology for our needs analysis and we will continue to explore how we can use their approach for service evaluation, commissioning and de-commissioning
- Plans – we will continue to look at plans and reports with our partners across all organisations, both to promote the CYPP but also to encourage plan rationalisation and simplicity
- Local Area Agreement (LAA) - we will, in conjunction with partners, develop the outcomes to be agreed with central government under the Children and Young People Block of the LAA.
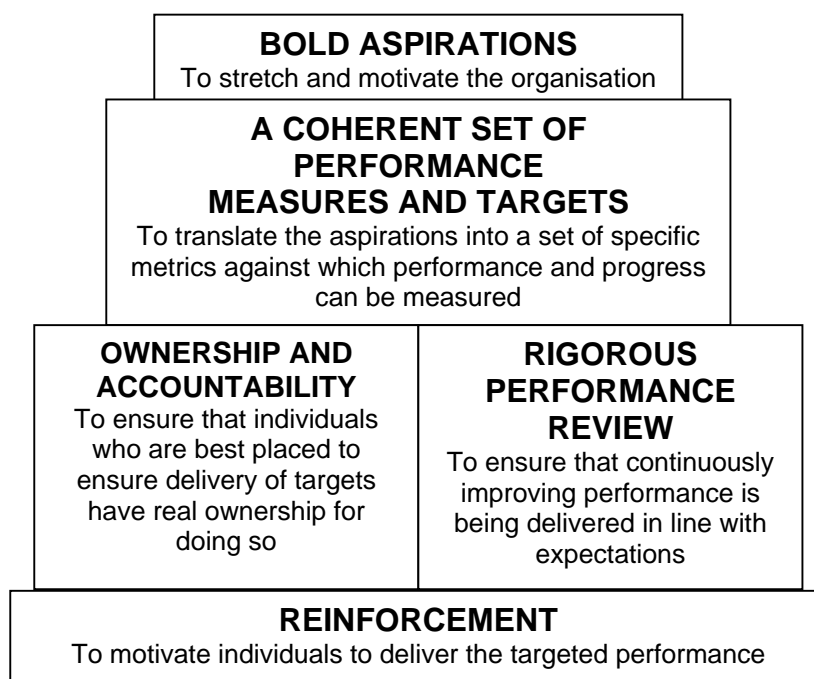
(d) Benefits Management

Warwickshire County Council's Children, Young People and Families Directorate (CYPFD) is developing a benefits management strategy to assist in the realisation of the CYPP's stated benefits. 'Benefits' here refers to the intended outcomes and impact of the CYPP. The objectives of following this approach are to:

- Ensure benefits are identified and defined clearly, and linked to strategic outcomes
- Ensure everyone is committed to the identified benefits and that all agencies are working towards the same ends
- Ensure that we commit resources to the active management of benefits realisation
- Keep benefits simple and achievable
- Use the benefits as the focus of our change agenda
- Ensure our successes are tracked and recorded, and that achievements are properly identified and recognised
- Use benefits as the mechanism to provide alignment and clear links between the programme, its vision and desired outcomes, and the strategic objectives of the organisation(s) involved.

(e) Planning and Performance Management

Each of the various partner organisations is subject to its own governance arrangements, except as moderated by partnership agreements. There will inevitably be a variety of models for planning and performance management in use. Our challenge is to amalgamate these to avoid unnecessary duplication of effort and keep a focus on the outcomes for children and young people. The model below sets out one commended model for the building blocks of effective performance management, which will be adapted and deployed across Warwickshire County Council.
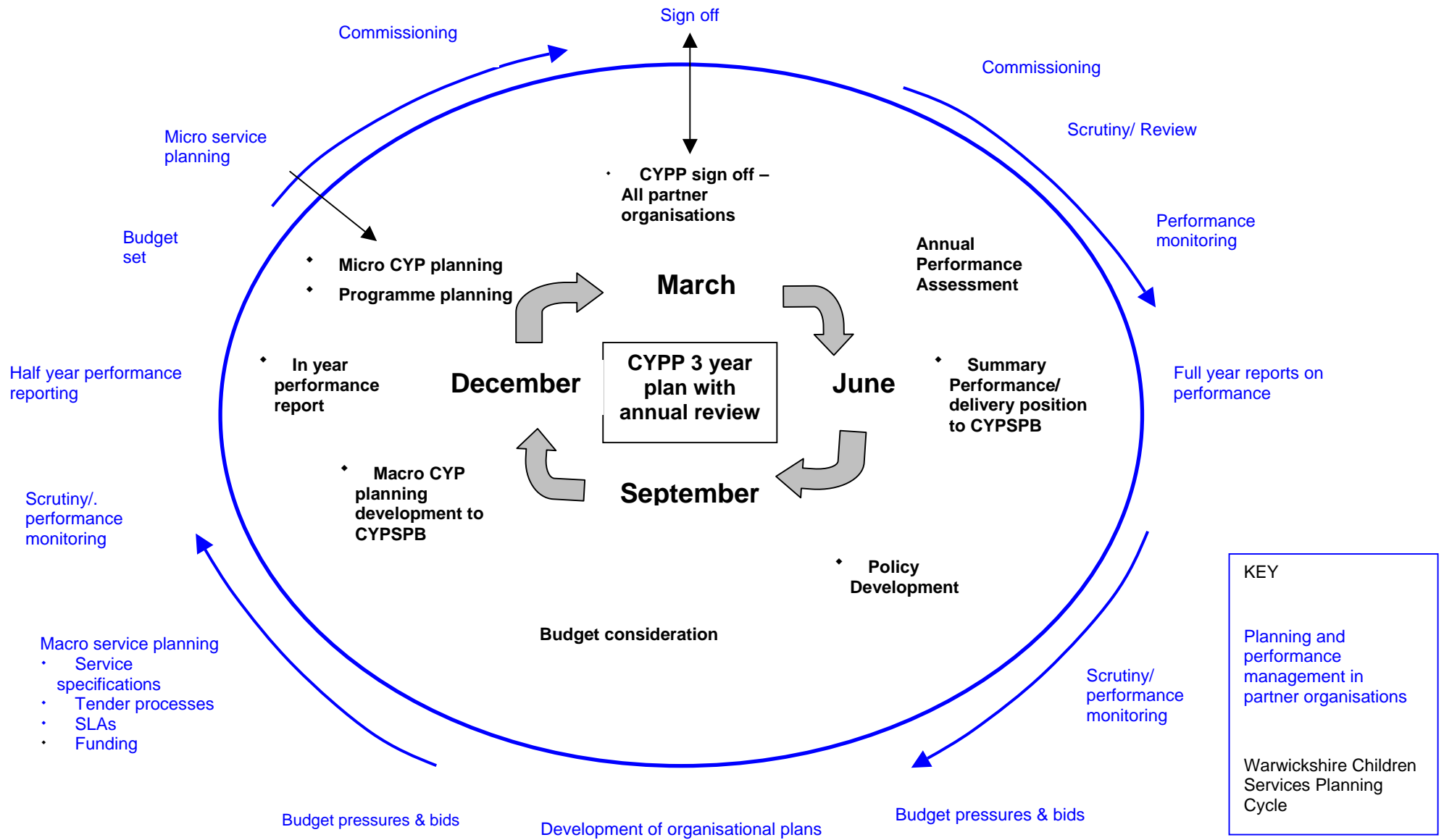
Figure 5: Performance Management model[36]

| BOLD ASPIRATIONS |
| To stretch and motivate the organisation |

A COHERENT SET OF PERFORMANCE MEASURES AND TARGETS
To translate the aspirations into a set of specific metrics against which performance and progress can be measured

OWNERSHIP AND ACCOUNTABILITY
To ensure that individuals who are best placed to ensure delivery of targets have real ownership for doing so

RIGOROUS PERFORMANCE REVIEW
To ensure that continuously improving performance is being delivered in line with expectations

REINFORCEMENT
To motivate individuals to deliver the targeted performance

All of the above obliges a consulted and agreed planning cycle with continued alignment to the Annual Performance Assessment, Local Area Agreement and Joint Area Review. An illustration of how this might work is in Figure 6 below:

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[36] Choosing the Right FABRIC, HM Treasury, Cabinet Office, National Audit Office, Audit Commission, Office for National Statistics, 2001, *www.hm-treasury.gov.uk*

Figure 6: Children and Young People corporate planning performance diagram

Sign off

Commissioning

Commissioning

Micro service planning

Scrutiny/ Review

- CYPP sign off – All partner organisations

Budget set

Performance monitoring

- **Micro CYP planning**
- **Programme planning**

Annual Performance Assessment

March

Half year performance reporting

- **In year performance report**

CYPP 3 year plan with annual review

December

June

- **Summary Performance/ delivery position to CYPSPB**

Full year reports on performance

- **Macro CYP planning development to CYPSPB**

September

Scrutiny/. performance monitoring

- **Policy Development**

Budget consideration

Macro service planning
- Service specifications
- Tender processes
- SLAs
- Funding

Scrutiny/ performance monitoring

KEY

Planning and performance management in partner organisations

Budget pressures & bids

Development of organisational plans

Budget pressures & bids

Warwickshire Children Services Planning Cycle

(f) Arrangements for Accountability

Throughout the CYPP process, we propose using Figure 7 as the model of accountability for the CYPP to meet its statutory objectives.

Figure 7: Accountability model for the CYPP

<table>
<tr><td rowspan="11">OWNERSHIP</td><td rowspan="11">Engagement and commitment of all stakeholders</td><td colspan="2" align="center">ACCOUNTABILITY</td></tr>
<tr><td>Signing off revisions to the CYPP and being accountable for ensuring its objectives are delivered.</td><td>Strategic Director, Children, Young People and Families, Warwickshire County Council (WCC)</td></tr>
<tr><td></td><td>Children & Young People's Strategic Partnership Board</td></tr>
<tr><td colspan="2" align="center">AUTHORITY</td></tr>
<tr><td>Directing and authorising work on the CYPP</td><td rowspan="2">Strategic Director, Children, Young People and Families, Warwickshire County Council (WCC)</td></tr>
<tr><td>Managing risks and benefits</td></tr>
<tr><td colspan="2" align="center">RESPONSIBILITY</td></tr>
<tr><td>Consulting with stakeholders</td><td rowspan="4">Multiple Project teams</td></tr>
<tr><td>Collating & monitoring information</td></tr>
<tr><td>Writing and updating CYPP</td></tr>
<tr><td>Reporting to project board</td></tr>
</table>

<table>
<tr><td>Responsibility for providing and commissioning services that will help us deliver on our priorities</td><td>All partners</td></tr>
<tr><td>Responsibility for all the CYPP programmes of work, projects and actions</td><td>Partner organisations</td></tr>
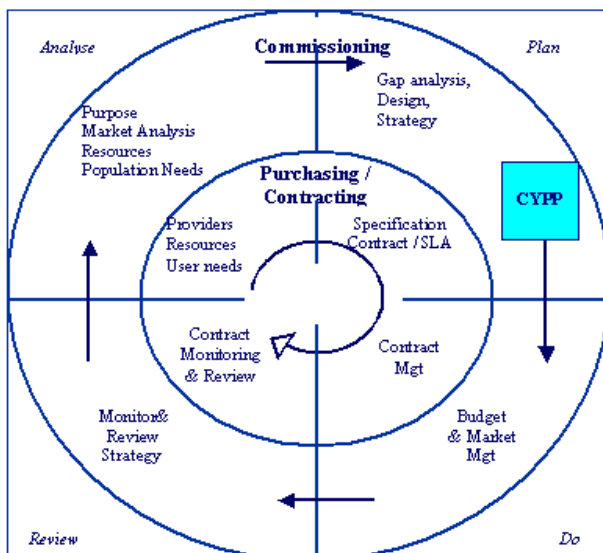</table>

(g) Integrated Framework for Commissioning

Effective joint planning and commissioning are at the heart of improving outcomes for children and young people. We will do this by:

- Collectively committing to this plan and vision;
- Providing integrated services where possible and appropriate through co-location and the pooling of resources;
- Joining up processes, e.g. the Common Assessment Framework.

In Warwickshire we have agreed an integrated framework for commissioning, as described in Figure 8 below:

Figure 8: Model of commissioning

(h) Risk Management

Warwickshire County Council's Children, Young People and Families Directorate (CYPFD) is developing a strategic risk register for 2006/07, which outlines potential barriers to achieving our aspirations and sits beneath a broader approach to risk management adopted by the Council. While this will currently just cover risks for the CYPFD, it is hoped in time that each programme of work it will have its own individual risk register which will be agreed with partners. This will be available online as part of the electronic infrastructure of the CYPP.

(i) Use of Resources

We have incorporated the notion of service improvement into our CYPP. This includes our priorities for improving systems and processes, and for ensuring better use of our financial and human resources. We have proposed programmes of work, projects and actions in chapter 4 that argue for inter-agency and cross-agency improvements in the areas of financial and human resource development planning, and information and knowledge management. This will be a means towards ensuring effective and efficient resource management.

(j) Local and neighbourhood working and the development of Local Area Agreements

Outcomes in relation to children and young people form one of the four mandatory blocks of the Local Area Agreement (LAA) and will also feature strongly in outcomes in relation to the remaining blocks (Healthier Communities and Older People, Stronger and Safer Communities, and Economic Development and Enterprise together with the proposed additional block in the Warwickshire LAA relating to Environment and Sustainability. This work will be completed by April 2007.

The LAA will aim to:

- Improve relations between central and local government
- Improve service delivery and address complex funding arrangements
- Improve partnership working
- Enable local authorities to provide better leadership.

The key partnership grouping for the Children and Young People Block of the LAA will be the Children and Young People Strategic Partnership Board.

**Further information on all of these areas is available at our website
www.warwickshire.gov.uk/cypp**

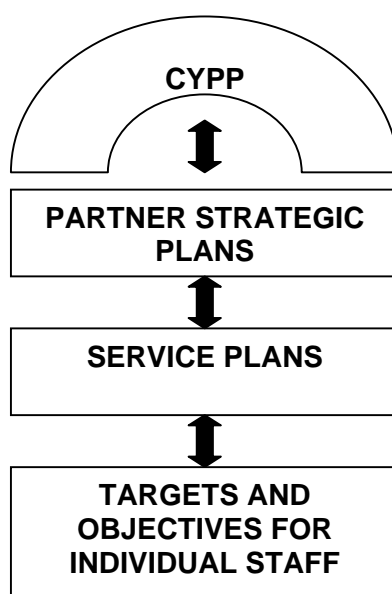# APPENDIX TWO: Plans linking to the CYPP

Our aim is to use the CYPP to rationalise planning. Section (a) in this appendix describes the relationship between the CYPP and other strategic and operational plans. Section (b) identifies the plans subsumed by the CYPP at this stage, and section (c) details which plans we have linked to the CYPP.

Over time the CYPP has the potential to subsume a considerable number of strategic plans. The DfES have issued guidance about this and all of the plans detailed in the guidance have been linked into this version of the CYPP. However, the December conference with key partners identified a number of other plans which will need to be linked to or subsumed by the CYPP. We will continue to look at ways of integrating and linking such plans as part of our ongoing project plan. Within the education domain, we are fortunate that Warwickshire's involvement in the pilot Single Education Plan has already led to the rationalisation of some plans statutorily required of most other authorities.

(a) "The Golden Thread"

Plans at all levels feed into each other from both directions. The CYPP is the overarching strategic plan for children and young people's services in Warwickshire, linking with existing plans down to individual staff level, as illustrated in figure 9 below.

Figure 9: Links between the CYPP and other plans

(b) Plans subsumed by the CYPP

The following plans will all be replaced by the CYPP: *The numbers in brackets are references for the evidence base of those programmes of work detailed in* chapter 4.
- Single Education Plan (2). This previously replaced the following plans
    - Behaviour Support Plan
    - Class Sizes Plan
    - Early Years Development and Childcare Plan (16)
    - Education Development Plan
    - School Organisation Plan
    - Asset management Plan

- Behaviour Improvement Plan
- Excellence Cluster Plan
- ICT Development Plan
- Primary Strategy Plan
- Underperforming Schools Plan
- Play strategies
- Children's Centre Implementation Plan
- Social Services Departmental Service Plan
- Teenage Pregnancy Strategy
- Local Authority Adoption Service Plan

(c) Plans linked to the CYPP

In addition, the following strategic plans are linked to the CYPP and key priorities taken from the plans included within the CYPP accordingly:

- Warwickshire PCT Local Delivery Plan 2006-07 (1)
- Warwickshire Youth Justice Plan 2006-07 (3)
- CAMHS Strategy (4)
- Warwickshire Strategic Partnership Plan 2005-08 (5)
- National Probation Service Warwickshire Area Plan 2005/06 (6)
- Warwick District 2020 Community Plan 2005-08 (7)
- Rugby Sustainable Community Plan 2006-21 (draft) (8)
- Coventry and Warwickshire Learning and Skills Council Annual Plan 2005-06 (9)
- Coventry and Warwickshire 14-19 Area Inspection Action Plan 2004-07 (10)
- North Warwickshire Community Plan (draft to 2020) (11)
- The Second Community Plan for Nuneaton and Bedworth 2004-07 (12)
- Healthy Schools Programme Plan (13)
- Services for Young People Strategic Plan 2006-08 (draft) (14)
- Connexions Business Plan 2006-07 (15)
- Warwickshire Drug and Alcohol Team – Young Persons Substance Misuse Plan (17)
- Warwickshire County Council Corporate Equality and Diversity Policy and Strategy/Action Plan (18)
- Warwickshire Children's Fund Strategic Plan 2005-08 (19)
- Warwickshire Council for Voluntary Youth Service Plan (20)
- Warwickshire Safeguarding Children Board Business Plan 2005/06 (21)
- Commissioning Strategy for Children in Need Implementation Plan 2006-07 (22)
- Stratford District Community Plan Delivery 2005-06 (23)
- Nuneaton and Bedworth Crime and Disorder and Drug Misuse Strategy 2005-08 (24)
- Making North Warwickshire a safer place; Crime and Disorder and drugs misuse reduction strategy 2005-08 (25)
- Rugby Borough Crime and Disorder Reduction Strategy 2005-08 (26)
- South Warwickshire Strategy to reduce crime, disorder and drugs misuse (27)
- Reducing crime and disorder; a Strategy for Warwickshire County Council (28)
- Policing and Best Value Performance Plan 2006-07, and the Strategy Plan 2005-06 to 2007-08 (29)
- The Vision and Strategic Direction for Children Services in Warwickshire July 2005 (30)
- Warwickshire Supporting People Five Year Strategy 2005/06-2009/10 (31)
- Feedback from the Children and Young People's Planning and Commissioning Workshop on 14/12/05 (32)
- Warwickshire County Council Corporate Business and Performance Plan 2006-9

APPENDIX THREE: Glossary of Abbreviations

ACPC	Area Child Protection Committee
APA	Annual Performance Assessment
CAMHS	Child and Adolescent Mental Health Services
CSCI	Commission for Social Care Inspection
CYPFD	Children, Young People and Families Directorate, Warwickshire County Council
CYPP	Children and Young People's Plan
CYPSPB	Children and Young People Strategic Partnership Board
DfES	Department for Education and Skills
ECM	Every Child Matters
EMAs	Education Maintenance Allowances
GCSE	General Certificate in Secondary Education
GP	General Practitioner
HELAC	Health of Looked After Children
HR	Human Resources
ICT	Information and Communication Technology
IT	Information Technology
KS	Key Stage
L2, L4 and L5	Level 2, 4 and 5 of key stages
LAA	Local Area Agreement
LAC	Looked after children
LEA	Local Education Authority
LDP	Local Delivery Plan
NSF	National Service Framework
NVQ	National Vocational Qualification
Ofsted	Office for Standards in Education
PCT	Primary Care Trust
SCB	Safeguarding Children Board
SEN	Special Educational Needs
SEP	Single Education Plan
SIMU	Strategic Information Management Unit (within Warwickshire County Council)
WCC	Warwickshire County Council

APPENDIX FOUR: Glossary of Terms

Annual Performance Assessment	Assessment by the Commission for Social Care Inspection (CSCI) and the Office for Standards in Education (Ofsted) of the overall contribution which the County Council's services make to the five "Every Child Matters" outcomes
Being healthy	One of the five ECM outcomes – see page 9.
Benefits management	The positive outcomes that a project or programme is being undertaken to deliver, and that justify the investment. The management of these outcomes is known as 'benefits management'.
Change agenda	Driven by Every Child Matters and the Children Act 2004, the change agenda is a set of reforms aimed at placing children and young people at the centre of everything done by those providing support to them.
Child and Adolescent Mental Health Services (CAMHS)	A range of services available within the county, which provide help and treatment to children and young people who are experiencing emotional or behavioural difficulties, or mental health problems, disorders and illnesses.
Child Protection Register	A record of all those children and young people resident in Warwickshire who are considered to be at continuing risk of significant harm and for whom there is a child protection plan. It also provides a record of children and young people who are on child protection registers outside the county and have been placed in the county by other local authorities or agencies.
Child	Generally, a person under the age of 18. Also includes any person aged 18, 19 or 20 whom a local authority has looked after at any time after attaining the age of 16, or who has a learning disability.
Children Act	Legislation passed by Parliament in 2004, based on the *Every Child Matters* white paper, placing statutory requirements on local authorities with regard to their services for children and young people.
Children and Young People's Plan (CYPP)	The single, strategic, overarching plan for all services affecting children and young people in Warwickshire.
Children and Young People's Strategic Partnership Board	The multi-agency body responsible for overseeing services to children, young people and their families in Warwickshire
Children's Centres	Community-based centres for the provision of integrated education, care, family support and health services to under-5's and their families.
Children in need	Children are deemed "in need" if they are unable to experience positive outcomes without interventionist services or support.
Children, Young People and Family Directorate (CYPFD)	A new Directorate within Warwickshire County Council, which brings together all child-centred services from across the Authority, including Education and Social Services.
Choosing Health agenda	Government white paper, published in 2004, which sets out an agenda of long-term improvements to the health of the people of England. There is an important focus on ensuring that children and young people adopt healthy lifestyles that will continue into adulthood.
Commissioning	The process by which decisions are made about how best to use funding to provide services.
Common Assessment Framework	A nationally standardised approach to conducting an assessment of the needs of a child or young person and deciding how those needs should be met
Community Learning Plans	Multi-agency document encouraging learning based on local circumstances
Core assessments	A core assessment is as an in-depth assessment which addresses the most important aspects of the needs of a child and the capacity of his or her caregivers to respond appropriately to these needs.
Corporate parenting	This term is used to describe the responsibility of local authorities to achieve good parenting for children in their care. It particularly relates to achieving the best possible educational outcomes for looked after children.
Direct payments	Direct payments are cash payments made directly to individuals who have been assessed as requiring a service, in lieu of the service itself. The intention is to give greater control and choice to the service user. They are most commonly used with disabled children, young people and their families.

Early years provision	Childcare arrangements for 0-4 year olds and opportunities for them to engage in social, health and pre-school education.
Economic well-being	One of the five ECM outcomes – see page 17.
Enjoying and Achieving	One of the five ECM outcomes – see page 13.
Every Child Matters (ECM)	This is the Government's agenda for ensuring that organisations involved with providing services to children work more closely together and share information, to protect children and young people from harm and help them achieve what they want in life.
Every Child Matters outcomes	Underpinning the ECM agenda is the aim that every child, whatever their background or their circumstances, has the support they need to: • Be healthy • Stay safe • Enjoy and achieve • Make a positive contribution • Achieve economic well-being
Extended schools	An extended school is one that provides a range of activities and services, often beyond the school day, to help meet the needs of its pupils, their families and the wider community.
Floor target	The minimum standards for performance.
Foundation stage	Early learning for 3-5 year olds.
Further Education	Post-statutory education primarily for 16-19 year olds
Gifted and talented children	Children and young people who are identified as possessing exceptional ability and skills for their age.
Governance	The process through which stakeholders make the decisions that direct their collective efforts.
Integrated Disability Service	A unified, multi-agency service for disabled children, young people and their families
Joint Area Review	The Joint Area Review (JAR) is an in-depth joint inspection by the Commission for Social Care Inspection (CSCI) and the Office for Standards in Education (Ofsted) to inspect all children's services that are provided by a range of public organisations and agencies. It builds on the APA as described above. Warwickshire's JAR will take place during 2008.
Key Stages (KS)	The four age groups within which the educational progress of children is monitored through National Assessment Tests. The age groups are: • KS1 – Ages 5 to 7 • KS2 – Ages 7 to 11 • KS3 – Ages 11 to 14 • KS4 – Ages 14 to 16.
Local Area Agreement	The LAA is a contract between central government and local government to deliver the priorities of local people. The Warwickshire LAA has to be in place by 1st April 2007, will operate over a three year period and will involve all partners agreeing to work together to find better solutions to local issues. A series of outcomes have to be agreed between partners and the government. The outcomes must fit into four mandatory blocks - the most relevant of which for the purposes of this Plan will be the Children and Young People's Block.
Looked after children (LAC)	Sometimes a child in need may be assessed as needing to become 'looked after' in order to provide them with better opportunities to stay safe, achieve and enjoy, etc. This is either as a voluntary agreement with the child's parents, or via a court order (in which case the local authority has parental responsibility). In most cases, it involves the child living away from home with foster carers or in a residential setting as appropriate.
Making a positive contribution	One of the five ECM outcomes – see page 15.
Mental disorder	Suffering from conduct disorder, depression, generalised anxiety disorders, phobias, transient tic disorders and other medically recognised mental illnesses.
National Service Framework	National Service Frameworks (NSFs) are long-term strategies set by the Government in order to improve specific areas of care. The children's NSF, published in 2004, sets standards for children's health and social care services, and their interface with education.

Needs analysis	An analysis of what children, young people, their parents and carers need in order to achieve the 5 ECM outcomes.
Pathfinder	Projects undertaken to introduce new initiatives that test ideas and help design policy.
Performance indicators	Measures designed to show how well an organisation is performing against its key objectives and targets. An important part of performance management – see below.
Performance management	The set of processes adopted by an organisation to ensure it attains its key objectives and targets.
Priorities meeting	An annual meeting between local authority senior managers and inspectors from the Commission for Social Care Inspection and Ofsted. The purpose is to provide an update on progress towards our priorities as set in the Annual Performance Assessment. This meeting forms part of the annual performance and inspection cycle.
Programme	A programme is made up of a specific set of projects (see below) identified by an organisation that together will deliver some defined objective, or set of objectives, for the organisation.
Project	A project is a temporary organisation that is needed to produce a unique and predefined outcome or result at a prespecified time using predetermined resources.
Service improvement	A change, or set of changes, designed to enhance the satisfaction of recipients with a service.
Single Education Plan	Prior to the CYPP, the Single Education Plan was the strategic plan for all aspects of the work undertaken by Warwickshire's Education Department. Now replaced by the CYPP.
Special Educational Needs	A child with special educational needs is one who will require something additional to or different from what is provided for other children of the same age in order to make progress.
Special measures	An organisation (e.g. a school) is put on "special measures" should it fail to meet expectations and standards following an inspection. The organisation is then subject to close monitoring and inspection, and loses some of its flexibilities.
Staying safe	One of the five ECM outcomes – see page 11.
SureStart	The Government's programme to deliver the best start in life for every child, bringing together early education, childcare, health and family support. It covers children from conception through to age 14, and up to age 16 for those with special educational needs and disabilities.
Transition planning	When the circumstances of an individual receiving services changes, they may need to receive a different set of services in their place. The transition between these services requires careful planning in order to make the move a positive one for the child or young person. In the most general sense, this happens for all children when they reach secondary school age. In a more specific situation, it may mean a young person with disabilities moves to independent living and requires home care rather than living in a residential school.
Vision and Strategic Direction for Children's Services in Warwickshire	The document that sets out the strategic direction for children's services in Warwickshire. It defines how services will be re-shaped and integrated in order to meet the requirements of the Children Act 2004.
Voluntary and community sector	The range of non-statutory organisations, including charities, which exist to provide services to communities or other groups of people with specific needs.
Vulnerable children	Vulnerable children are those who may be experiencing some element of disadvantage, e.g. through disability, discrimination, social or economic disadvantage, etc. They may require some additional support to prevent them from becoming children in need. Whether or not they become children in need depends on the impact their disadvantage has on their development and well-being.
Young people	Generally, people aged 18 or 19. Includes people with additional needs up to the age of 25.

APPENDIX FIVE: Further Information

Please visit our CYPP web site http://www.warwickshire.gov.uk/cypp where you can:
- Download a copy of this plan
- Have a look at other documents and plans which link to the CYPP
- Give your comments and feedback on the plan
- Follow our progress in delivering the programmes of work contained within this plan
- See how we are improving our plan

For information from the Government about plans for children and young people, please visit http://www.everychildmatters.gov.uk . There you can find useful details and links, whether you are a child, young person, parent or professional.

For further information, feedback or queries on Warwickshire's CYPP, please contact:

Geoff King
Head of Service – Commissioning, Planning and Partnerships
Children, Young People and Families Directorate
Warwickshire County Council
22 Northgate Street
Warwick
CV34 4SP

Telephone: 01926 412117

Email: geoffking@warwickshire.gov.uk