

A G E N D A

Children's Services Scrutiny Committee

Date: **Monday, 25th June, 2007**

Time: **10.00 a.m.**

Place: **The Council Chamber,
Brockington, 35 Hafod Road,
Hereford**

Notes: Please note the **time, date** and **venue** of
the meeting.

For any further information please contact:

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**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Children's Services Scrutiny Committee

To: Members of the Committee

	Pages
1. APOLOGIES FOR ABSENCE To receive apologies for absence.	
2. NAMED SUBSTITUTES To receive details any details of Members nominated to attend the meeting in place of a Member of the Committee.	
3. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on the Agenda.	
4. MINUTES To approve and sign the Minutes of the meeting held on 19th march 2007.	1 - 6
5. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
6. CHILDREN AND YOUNG PEOPLE'S PLAN ANNUAL REVIEW 2006/07 AND ANNUAL PERFORMANCE ASSESSMENT To consider the annual review of the Children and Young People's Plan (CYPP) 2006/07 and the self-assessment of Council's Children' services for the Annual Performance Assessment (APA) 2007.	7 - 10
Herefordshire Children and Young People's Plan Review of the First Year - 2006/07	
Members of the Committee received the attached document as part of the agenda for the meeting.	
7. CHILDREN AND YOUNG PEOPLE'S DIRECTORATE PLAN 2007-2010 To inform the Committee of the Directorate Plan for 2007-10 and on the arrangements regarding subsequent review and update of the three year Children and Young People's Directorate Plan.	11 - 80
8. CAPITAL BUDGET OUTTURN REPORT 2006/07 To report the capital budget for 2006/07 for the Children & Young People's Directorate.	81 - 84

9. REVENUE BUDGET OUTTURN REPORT 2006/07	85 - 88
To report the final outturn on the revenue budget for 2006/07 for the Children & Young People's Directorate	
10. PERFORMANCE REPORTING ON CHILDREN & YOUNG PEOPLE'S SERVICES 2006/07 OUTTURN	89 - 104
To inform Scrutiny Committee of the performance levels against key indicators as at March 31 st 2006.	
11. JOINT SCRUTINY REVIEW:TRANSITION FROM LEAVING CARE TO ADULT LIFE	105 - 110
To consider participating in a joint scrutiny review into the Transition from Leaving Care to Adult Life and consider its membership to the Review Group.	
12. REVIEW AND CONSIDERATION OF COMITTEE REPRESENTATIVE ARRANGEMENTS	111 - 114
To note the statutory co-opted membership on the Committee and consider whether to co-opt a wider representation.	
13. COMMITTEE WORK PROGRAMME	115 - 120
To consider the Committee work programme.	

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Adult Social Care and Strategic Housing, Childrens' Services, Community Services, Environment, and Health. A Strategic Monitoring Committee scrutinises corporate matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

Formal meetings of the Committees are held in public and information on your rights to attend meetings and access to information are set out overleaf

PUBLIC INFORMATION

Public Involvement at Scrutiny Committee Meetings

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There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

Please note that the Committees can only scrutinise items which fall within their specific remit (see below). If a matter is raised which falls within the remit of another Scrutiny Committee then it will be noted and passed on to the relevant Chairman for their consideration.

2. Questions from Members of the Public for Consideration at Scrutiny Committee Meetings and Participation at Meetings

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(Please note that the Scrutiny Committees are not able to discuss questions relating to personal or confidential issues.)

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Adult Social Care and Strategic Housing

Statutory functions for adult social services including:

Learning Disabilities

Strategic Housing

Supporting People

Public Health

Children's Services

Provision of services relating to the well-being of children including education, health and social care.

Community Services Scrutiny Committee

Libraries

Cultural Services including heritage and tourism

Leisure Services

Parks and Countryside

Community Safety

Economic Development

Youth Services

Health

Planning, provision and operation of health services affecting the area

Health Improvement

Services provided by the NHS

Environment

Environmental Issues

Highways and Transportation

Strategic Monitoring Committee

Corporate Strategy and Finance

Resources

Corporate and Customer Services

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- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Children's Services Scrutiny Committee held at: The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday, 19th March, 2007 at 10.00 a.m.

Present:	Councillor	B.F. Ashton (Chairman)
	Councillor	J.P. Thomas (Vice Chairman)
	Councillors	P Jones CBE, G Lucas, JE Pemberton, SJ Robertson and DC Taylor
	Church Members	Mr. A. Geach (Church of England)
	Parent Governor Members	(none)
	Teacher Representatives	C. Lewandowski (Secondary School teachers)
	Headteacher Representatives	Mrs. D. Strutt (Secondary Schools)
	Community Representatives	Ms D Scott (The Alliance)

In attendance: Councillors: JA Hyde, TM James and D.W. Rule MBE (Cabinet Member - (Children and Young People).

37. APOLOGIES FOR ABSENCE

Apologies were received from Cllr SPA Daniels; Cllr NJJ Davies; Mrs K Fitch; Mr JD Griffin; Cllr JP Thomas; Cllr WJ Walling.

38. NAMED SUBSTITUTES

Councillor Brig. P Jones CBE substituted for Councillor NJJ Davies.

39. DECLARATIONS OF INTEREST

There were no declarations of interest.

40. MINUTES

RESOLVED: That the minutes of the meeting held on 15th December 2006 be approved as a correct record and signed by the Chairman.

41. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY

There were no suggestions from members of the public.

42. URGENT ITEM - CAPITAL FUNDING FOR RIVERSIDE PRIMARY SCHOOL AND SUTTON COUNTY PRIMARY SCHOOL

The Chairman permitted discussion on this item on the grounds that: notice had been received of a forthcoming Cabinet Members key decision; further information was needed prior to any potential call-in, and any delay could cause further costs to be incurred to the contracts.

To consider the capital funding for the Riverside Primary School and Sutton County Primary School projects.

The Chairman reported that he had received notice that the Cabinet Members for Children and Young People; Corporate Strategy and Finance, and Resources proposed to make a key decision, not included in the Forward Plan, on the capital funding for Riverside and Sutton Primary Schools. Copies of a letter dated 14th March to the Chairman with attached report concerning the proposed decision were circulated to Members at the meeting.

The Chairman considered there were two primary issues to consider namely: how the funding gap of £2.3m had arisen and why the issue had not been brought to the Scrutiny Committee's attention earlier. He invited the Cabinet Member (Children and Young People) and Director of Children's Services to comment.

The Head of Commissioning and Improvement briefly outlined the history to both the projects indicating in turn how the financial position had changed over time and how the specifications for both schemes had been reduced or realigned in an effort to manage the cost position. He did however, highlight that in addition to inflation, at Riverside the purchase of mobile classrooms and the clearance of contaminated land had contributed to additional costs. Likewise at Sutton additional costs had been incurred due to the more complex site works necessary as part of the land purchase agreement, and increased thermal insulation requirements for the scheme.

The Committee were still concerned about the position and requested that an urgent informal meeting be arranged with officers to hear further clarification of the reasons for the funding gap.

RESOLVED: That the report be noted and the Committee urgently meet informally to seek further clarification of the reasons for the funding gap.

43. CURRENT SCHOOL ISSUES

The Committee was advised of recent developments on some key issues for schools.

The Committee considered a report on the themes of 'Healthy Schools'; School Performance' and School Meals'.

The Head of Integrated Services and Inclusion reported that 54% of Herefordshire schools were already fully accredited for National Healthy School Status (NHSS) a position which had been achieved well ahead of schedule. A further 34% of schools were anticipated to have achieved the status by the target date of June 2007.

The Committee congratulated the schools on achieving the National Healthy Schools Status.

The Head of Commissioning and Improvement reported that overall, school

performance based on examinations results and inspections, continued to improve. Details of both primary and secondary school performance were set out in the agenda report. However, he warned that while 'aspirational' performance targets had been set locally the government were advocating the setting of more 'challenging' targets.

The Committee suggested that recognition of the achievement be communicated to pupils.

The Head of Commissioning and Improvement further reported that responding to government initiatives to improve the quality of school meals and offer county-wide hot meal provision by September 2008, a number of steps had been taken locally to meet the target and these were detailed in the agenda report.

The Committee noted that at some schools a number of practical problems still existed and these were mainly concerned with the transportation and quality of meal provision.

RESOLVED: That the report be noted.

44. PROGRESS ON IMPROVEMENT CHILDREN AND YOUNG PEOPLE'S SERVICES

To consider progress on improvement in outcomes and performance in the Children and Young People's Directorate.

The Director of Children's Services reported that the new approach to the action plan, resulting from the JAR inspection, had been endorsed by Government Office West Midlands (GOWM), and the updated plan had been attached to the report at appendix 1. The GOWM Improvement Board for Herefordshire had endorsed the achievements for 2006. These had been attached at appendix 2 and had informed the second report to the Minister along with the positive but separate outcomes for 2005-06. The third and currently final report to the Minister would be produced after the March Improvement Board. It remained the ambition to ensure sufficient progress against the agreed success criteria to satisfy GOWM and DfES so that routine performance assessment and improvement activity could be re-established.

She highlighted that on the key indicator 'Education qualifications of children looked after' Herefordshire was top nationally and second under 'Stability of placements of children looked after'. On several other targets Herefordshire was in the top group.

On scrutinising the report the Committee appreciated the open and effective way in which actions against the JAR outcomes had been managed. The Committee noted that an Interim Performance & Improvement Manager had been appointed.

The Cabinet Member (Children and Young People) praised the efforts made in tackling the performance issues without detracting from the important every day work of the Directorate.

RESOLVED: That progress to February 2007 as set out in the report be noted.

45. 14 - 19 STRATEGY

The Committee received an update on the revised 14 – 19 Strategy and were briefed on progress of the initiative in Herefordshire.

The Director of Children's Services reminded the Committee of the national objectives in the 14-19 Strategy and commented that this was a fast moving area of work.

The Secondary School Improvement Manager reported upon the implementation of the Strategy in Herefordshire and highlighted the progress to date, details of which were set out in the agenda report. He reported that, in common with the majority of other authorities, expressions of interest for the five Diploma lines had been submitted. The decision by the DfES on the pilot authorities was now anticipated during late March 2007. He commented that whether Herefordshire was included as a pilot or not should not greatly affect this authority as it was already committed to working with 6th Forms and Colleges to develop vocational courses at different qualification levels in the County. High schools were approaching the question of provision by working in partnership with each other while attempting to keep the travelling time of students to a minimum. Pending further guidance from the DfES the Directorate would continue to work with schools to ensure the best possible provision.

RESOLVED: That the report be noted.

46. BEHAVIOUR AND DISCIPLINE MANAGEMENT IN HEREFORDSHIRE SCHOOLS REVIEW

The Committee considered the findings of the scrutiny review into Behaviour and Discipline Management in Herefordshire Schools.

The Chairman of the Review Group, Councillor B.F. Ashton, presented the findings of the review, a copy of which had been included in the agenda, and commented that while the scope of the review had been limited by the governance arrangements for schools, the Group hoped the findings would assist the Cabinet Member (Children and Young People) in this area of work.

The Manager of Social Inclusion, who acted as Lead Officer for the review, took the Committee through the report and highlighted: that the impetus for the review had primarily come about from the national focus, however a degree of local concern had also been registered; the scope of the review, and the range of evidence gathered through the questionnaire to selected school staff and face to face focus groups.

The Committee welcomed the report and the findings. During debate concern was expressed over the general degree of low level disruption in schools, particularly indicated in the questionnaire by female secondary teachers, and questions were raised regarding how the Council undertook its duty of care to its employees in the education sector.

The Committee noted recommendation 7.5 relating to the further provision of Learning Support Units and appreciated the high level of resources needed to provide this type of facility.

The Cabinet Member (Children and Young People) also welcomed the report and expressed a degree of optimism for the future through the development of both the Sure Start and Family Centre programmes.

RESOLVED:

THAT;

- a) **Subject to the inclusion of a recommendation drawing the Cabinet Member's (Children and Young People) attention to the**

Council's duty of care to its employees, the findings of the Behaviour and Discipline Management in Herefordshire Schools Review Group be approved for submission to the Cabinet Member (Children and Young People);

- b) The Executive's response to the review including an action plan be reported to the first available meeting of the Committee after the Executive has approved its response; and**
- c) A further report on progress in respect of the Review then be made after six months with consideration then being given to the need for any further reports to be made.**

47. JOINT SCRUTINY REVIEW: TRANSITION FROM LEAVING CARE TO ADULT LIFE

The Committee considered progress of the Joint Scrutiny Review on the Transition from Leaving Care to Adult Life.

The Chair of the Review Group, Councillor Mrs J.E. Pemberton, reported that at the first meeting of the review group the terms of reference and desired outcomes had been considered. The Group considered that the issues involved were complex and worthy of detailed consideration and a number of further key themes were identified and these were set out in the agenda report. It was decided that it was not possible to complete this piece of work to a satisfactory standard in sufficient time to report to both Adult Social Care and Strategic Housing Scrutiny Committee and this Committee as originally anticipated. The Review Group therefore recommended that the work be taken forward to the 2007/08 work programmes of both the Adult Social Care and Strategic Housing Scrutiny Committee and the Children's Services Scrutiny Committee.

The Director of Children's Services agreed that this was a prudent course of action and highlighted that information and outcomes arising from a recent workshop on Corporate Parenting could be utilised by the Review Group when it was re-established following the elections.

**RESOLVED:
THAT:**

- (a) the report be noted and the Joint Scrutiny Review on the Transition from Leaving Care to Adult Life be taken forward in the 2007/08 work programme for Adult Social Care and Strategic Housing and Children's Services Scrutiny Committees;**
- (b) this Review remains a Joint Review between the two Scrutiny Committees under the wider leadership of Adult Social Care and Strategic Housing Scrutiny Committee; and**
- (c) following the establishment of Adult Social Care and Strategic Housing Scrutiny Committee and Children's Services Scrutiny Committee for 2007/08, a new Review Group be established comprising membership from both Scrutiny Committees.**

48. SUMMARY OF ACTION IN RESPONSE TO SCRUTINY COMMITTEE RECOMMENDATIONS

The Committee were invited to note progress against recommendations made by the Committee.

The Democratic Services Officer reported that in preparing for the current round of meetings some scrutiny Chairmen had requested a round up of all the recommendations made in addition to those made as part of scrutiny reviews. A list which attempted to give effect to this, together with an indication of resultant actions or outcomes, had been included in the agenda.

The Committee agreed that it would be useful if such information appeared as part of the appendix to the Committee work programme.

RESOLVED: That the report be noted and future reports appear as part of the appendix to the Committee work programme.

49. CHILDREN'S SERVICES SCRUTINY COMMITTEE WORK PROGRAMME.

The Committee considered its work programme.

RESOLVED: That subject to the inclusion of the Review of Transition from Leaving Care to Adult Life identified at Minutes No. 47 into the programme for June and noting the expected Executive's response to the Behaviour and Discipline in Herefordshire Schools Review identified at minute No. 46 , the work programme be approved and reported to Strategic Monitoring Committee.

50. URGENT ITEM - SUE FIENNES, DIRECTOR OF CHILDREN'S SERVICES

The Chairman and Committee paid tribute to Sue Fiennes, Director of Children's Services.

The Chairman reported that Sue Fiennes would be retiring at the end of the month after 5 years, formerly as Director of Social Care and latterly as Director Children's Services for Herefordshire. He commented that Ms Fiennes had been a driving force behind many of the positive achievements in Herefordshire schools. The Committee wished her a long and happy retirement.

51. URGENT ITEM - COUNCILLOR D. W. RULE M.B.E

The Chairman and Committee paid tribute to Councillor D.W. Rule MBE, Cabinet Member (Children and Young People).

The Chairman reported that Councillor D.W. Rule would not be seeking re-election in the May elections. The Chairman thanked Councillor Rule for his extremely hard work as Cabinet Member (Children and Young People) and formerly Cabinet Member (Education). The Committee wished him a long and happy retirement.

The meeting ended at 11.25 a.m.

CHAIRMAN

CHILDREN AND YOUNG PEOPLE'S PLAN ANNUAL REVIEW 2006/07 AND ANNUAL PERFORMANCE ASSESSMENT

Report By: Philippa Granthier, Business Manager – Partnership Office

Wards Affected

County-wide

Purpose

1. To consider the annual review of the Children and Young People's Plan (CYPP) 2006/07 and the self-assessment of Council's Children' services for the Annual Performance Assessment (APA) 2007.

Financial Implications

2. None

Background

3. The annual review of the CYPP is a statutory requirement. The revised APA and inspection arrangements from 2007 required submission of the CYPP Review document, which includes the Delivery (Action) Plan for 2007/08, and the Council's self-assessment of its contribution to maintaining and improving the five Every Child Matters outcomes for children and young people. The self-assessment is informed by the review of progress against the CYPP and an analysis of performance data. Additionally the minutes of the Herefordshire Safeguarding Children Board (HSCB) for the past twelve months were also submitted. The deadline of these documents to Ofsted was the 14 June 2007.
4. The Herefordshire Children and Young People's Plan Review of the First Year 2006/07 and Priorities for 2007/08 document has been sent to Committee Memembers with the agenda. Copies are available on request or by visiting the Council's web site for the Committee. The APA 2007 Self-evaluation is attached at Appendix 1.
5. The review of progress in delivering the Plan was undertaken through the Children and Young People's Partnership. The review included consultation with the Shadow Children and Young People's Partnership Board.
6. The self-assessment grades were discussed with partners, with the Directorate Management Team taking a final decision as the grading is an assessment of the Council's Children's services.
7. A report to Cabinet, with the review of the CYPP and self-assessment grades, was submitted for consideration on the 7 June 2007 and approved. As agreed by Cabinet, some further amendments were made to the documents, under the direction of the Director of Children's Services.

RECOMMENDATION

THAT the Committee endorse the Children and Young People's Plan review 2006/07 and self-assessment of Council's Children's services.

BACKGROUND PAPERS

- Children and Young People's Plan Review 2006/07
- Annual Performance Assessment (APA) Self-assessment grading

ANNUAL PERFORMANCE ASSESSMENT 2007: SELF-EVALUATION GRADES

Please provide the following grades using the LSIF four point scale and descriptors as a guide.

Name of Local Authority	Herefordshire Council
Name of APA Link Officer	Philippa Granthier
Contact details for APA Link Officer	Telephone: 01432 260226 Email: pgranthier@herefordshire.gov.uk
Date Form Completed	

Areas for judgement	Being healthy	Staying safe	Enjoying and achieving	Making a positive contribution	Achieving economic well-being
The contribution of the council's services in maintaining and improving this outcome for children and young people.	3	3	2	2	2

The council's children's services	Grade
The contribution of the council's children's services in maintaining and improving outcomes for children and young people.	2

Capacity to improve	Grade
The council's capacity to improve its services for children and young people	2

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HEREFORDSHIRE CHILDREN AND YOUNG PEOPLE'S PLAN

REVIEW OF THE FIRST YEAR – 2006/07

AND PRIORITIES FOR 2007/08

CONTENTS PAGE

Introduction	3
Executive Summary	7
Review of the first year 06/07	24
Outcome Priorities for 07/08	69
Service Management	128
Progress Leads	132
Appendix 1	133

Introduction

This is the first annual review setting out progress against delivery of the three year Children and Young People's Plan (CYPP) 2006/08. The review does not replace the original Children and Young People's Plan 2006/08 but does provide an opportunity to evaluate progress and the delivery of improved outcomes for children and young people.

The review is an important process in ensuring that stakeholders and service users are informed of the progress made and achievements of Herefordshire Children and Young People's Partnership. It has provided them with an opportunity to comment on what has gone well and what needs improving and has assisted in identifying priorities for 2007/08.

This review builds upon the half yearly progress report to the Children and Young People's Partnership Board (CYPPB) in November 2006. It meets the new national requirement placed upon us to formally review the progress of Herefordshire Children and Young People's Partnership Board in delivering the CYPP during the last year. Highlighting key achievements and areas for improvement the review is a key component of the Annual Performance Assessment (APA) process.

The review document has been structured under each of the five Every Child Matters outcomes supplemented by a section covering Service Management. The review document is further broken down to demonstrate clearly progress during 2006/07 against the actions and targets set out in the 06/07 Delivery Plan and the priorities and actions to be taken during 2007/08.

Building on the strong tradition and commitment to partnership working which exists in Herefordshire, a key focus during 2005/06 was to establish effective partnership mechanisms for bringing the relevant agencies together to develop a shared vision, aims and objectives to improve outcomes for children and young people across the County.

Herefordshire Children and Young People's Partnership was established in May 2005 and has continued to learn and develop throughout 2006/07.

The Children and Young People's Plan 2006/08 www.cs.herefordshire.gov.uk/DOCS/cypp.pdf was launched in April 2006. The overriding objective of the Plan is to improve outcomes and opportunities for children and young people in Herefordshire. Emphasis has been placed on those who are vulnerable particularly those with Learning Difficulties/Disabilities and Looked After Children. The detailed actions to achieve those objectives are set out in the Forward Delivery Plan 06/07

The objectives contained within the Children and Young People's Plan is influenced by local needs analysis, government initiatives and targets, the Local Area Agreement and, importantly, the views of Herefordshire's children and young people. The plan was also influenced by the outcome of the Joint Area Review (JAR) of Children and Young People's Services in Herefordshire which was undertaken during the autumn of 2005. That review identified a number of areas for improvement.

In order to ensure that we have the right staff with the right skills across Children's Services in Herefordshire a partnership-wide Workforce Development Strategy is being developed to drive delivery of integrated front-line service delivery. This will facilitate a genuine multi-disciplinary approach to the efficient delivery of all services to children and young people.

Developing our Governance Arrangements

Herefordshire Children and Young People's Partnership consists of key Children's Services Commissioners and service providers across the County. Those agencies, including the Voluntary Sector, are working together to deliver the five Every Child Matters outcomes for children and young people. It was established in May 05 to take a strategic overview of national developments and local needs and provide strategic direction to the development and delivery of services to meet those needs.

Membership of the Children and Young People's Partnership Board reflects the strong commitment of all partners (a list of partners can be found at appendix 1). Further work will be undertaken during 2007/08 to develop the Governance Arrangements and ensure that appropriate and effective Children's Trust Arrangements are in place for 2008 within the overall framework of the Public Services Trust (PST) being developed in Herefordshire. The Public Services Trust will bring together the services of Herefordshire Council and Herefordshire Primary Care Trust under a single management structure designed to improve outcomes through the coordinated provision of services, improved efficiency and economy.

Developments during 2006/07

The Children and Young People's Partnership Board operates at a strategic level ensuring that appropriate strategies are developed and receive progress reports on their implementation.

Children and young people are now members of the Children and Young People's Partnership Board, represented by the Chair and Vice Chair of the Shadow Children and Young People's Partnership Board which is made up of young people.

In order to drive delivery of the actions set out in the Forward Delivery Plan a Partnership Board Executive Group has been established. This consists of five members of the Children and Young People's Partnership Board each taking a lead role for ensuring delivery of the five ECM outcomes. A number of working groups support those outcome leads. The Executive Group is also supported by the Partnership's Business Manager, who took up post in April 2007, and has input from an Interim Improvement and Performance Manager.

Plans for 2007/08

Children's Trust Arrangements will be put in place. This will be within the overall context of the Public Services Trust being developed in Herefordshire, which will bring together, under a single management, the work of Herefordshire Council and Herefordshire Primary Care Trust. Joint commissioning arrangements will also be developed within the wider PST model.

The Children and Young People's Partnership Board will be supported in undertaking its role by the new Business Manager and a Joint Commissioning Officer, yet to be appointed. Support will be supplemented by input from the Council's Children and Young People's Directorate Performance Management and Improvement Team.

The CYPPB has agreed that a new Children and Young People's Plan will be developed for April 2008.

It is intended to extend the Governance Arrangements for service users by inviting representatives of parents and service users to join the Board.

Financial Resources

The additional investment made during 2006/07 particularly targeted at improving safeguarding will continue in 2007/08 in order to further increase capacity and improvements in performance.

The existing pooled budgets and joint commissioning around CAMHS, substance misuse and the Children's Fund will be further developed in line with the LAA. The development of joint commissioning will be a key element of Children's Trust developments.

Cross Cutting Issues/LAA/CAF/Workforce Development

In addition to the need to put in place Children's Trust Arrangements, the CYPPB will work in collaboration with appropriate groups to ensure that the targets set out in the LAA are delivered. Robust performance management arrangements are in place to track and judge progress. The annual LAA report to GOWM has placed overall progress as Green.




The Child Concern Model referred to in the CYPP has been developed and integrated into a Common Assessment Framework (CAF) process in line with national requirements. This multi-agency assessment process will improve efficient use of resources, avoid children and young people, their parents and carers having to repeat the same information to numerous professionals and provide a single holistic assessment of their needs led by a lead professional. The CAF process is currently being trialled in two pilots. The first covers South Wye and Hereford City, the second focuses on children with disabilities. A review of the pilot exercise will be undertaken during the summer. The CAF process will be rolled out across the County later in the year.

Effective delivery of the integrated ECM agenda requires common and complementary skill sets, the use of common terminology, processes and procedures. A multi-agency Workforce Development Strategy has been developed and implementation will commence during 2007/08.

PROGRESS AND REPORTING ARRANGEMENTS

Overall performance reporting and progress monitoring of the actions and progress required by this delivery plan will be the responsibility of the Children and Young People's Partnership Board. Each OUTCOME GROUP will be responsible for delivery of the plan and the provision of regular progress/performance monitoring reports to the CYPPB.

The columns in the plan will be updated as follows to designate progress made.

	Completed
	On track
	Not on track
	No progress

EXECUTIVE SUMMARY

BE HEALTHY

PRIORITY AREA

Improving physical and mental health

Key judgement

- Action is taken to promote children and young people’s physical health.
- Action is taken to promote children and young people’s mental health.

How will we know we are making progress?

BE HEALTHY	
• Increase in % of 2 year olds who are up-to-date with MMR immunisation from 2004/2005 baseline	
• Increase in the % of babies who are breast fed in the county from 2004/2005 baseline	
• Increase in the % of babies born to South Wye mothers who are breast fed from 2004/2005 baseline	
• Improvements in % of 5 year olds free from dental decay from 2001/2002 baseline	
• Reducing year on year rise in obesity among children under 11 by 2010	
• Reducing teenage conceptions by 50% from 1998 by 2010	
• Reduce hospital admission rates for accidents among children from 2002 baseline	
• Improvements in access to CAMHS	

In general, work in the “Be Healthy” outcome area has continued to build on its “good” rating in the JAR. The health of children and young people continues to be good and there continues to be effective promotion of healthy lifestyles. The work of health professionals continues to be delivered in the context of an understanding of the varied needs of different children and young people and the imperative to target services appropriately at the most vulnerable.

Much progress was achieved against the plan in 2006/2007. However, in many instances it is too soon to demonstrate an impact on outcomes because the effort this year has been on establishing reliable baseline data. For example, the Healthy Lifestyles Survey carried out in High Schools

and the weighing and measuring of all year 6 and Reception year children have both been completed with excellent response rates and these will provide a robust baseline dataset against which to measure impact in future years.

Progress has been made against all the priority areas set out in the CYP Plan and its delivery plan, including:

- actions to tackle childhood obesity;
- actions to improve dental health;
- increasing availability of sexual health services;
- encouraging breast feeding among teenage mothers;
- encouraging breast feeding among women living in South Wye, the most socially deprived area;
- ensuring priority access to CAMHS for the most vulnerable groups;
- development of respite care;
- improvements in occupational therapy;
- increasing the number of schools achieving Healthy Schools status;
- consulting with staff, special interest groups, parents, carers, and children and young people with disabilities;
- developing joint care pathways for priority groups of children with special needs, such as epilepsy, ASD, and Down's syndrome;
- employment of additional family support workers for children with learning difficulties and disabilities;
- increase in numbers of assessments undertaken by learning disability team, by 150% over 6 months.

In 2007/2008 the "Be Healthy" sub-group will continue to ensure the existing delivery plan is progressed. Areas of particular priority are:

- developing an action plan to reduce hospital admissions for accidents;
- producing an agreed final draft of a strategy for children and young people with disability;
- introduction of chlamydia screening programme and satellite sexual health clinics;
- agreeing a care pathway for overweight and obese children and young people;
- strengthening the Drug Action Team (DAT);
- developing a fuller set of shared protocols for integrated care between primary and secondary health sectors.

STAY SAFE

PRIORITY AREA – Developing the Child Concern Model (JAR Action Plan)

Key judgements:

- The incidence of child abuse and neglect is minimised.
- Agencies collaborate to safeguard children.

How will we know we are making progress?

STAY SAFE	
• Full implementation of the Common Assessment Framework (CAF)	
• Positive evaluations of the Common Assessment Framework	
• Reduce the number of C&YP killed or injured in road traffic collisions	
• Improved Health and Safety provisions in PRUs	
• A higher proportion of social workers per child population	
• The number of children on the CPR in line with statistical neighbours	
• A lower number of CPR re-registrations	
• A higher number of first time registrations as a proportion of all registrations	
• A rise in de-registrations from the CPR	
• Reduce the number of young people (under 25 years old) who are victims of crime in Herefordshire by 6% by 2007/08	
• Reduce young people (under 18 years) as victims of violence against the person by 10% in Herefordshire by 2007/08	

Following the Joint Area Review (JAR) in 2005 and the recommendations made in relation to the Stay Safe outcome, the Children and Young People's Directorate has worked together with its partner agencies so that all children and young people in Herefordshire are provided with services to ensure that they are safe. The JAR Action Plan has now been completed and signed off, and Government Office West Midlands (GOWM) have indicated that they are satisfied with progress in relation to this service area.

The priority areas identified for 2006/07 included:

- further work to be carried out in relation to the Child Concern Model (CCM), focusing on thresholds for referral;
- staff from all agencies to be offered support and training so that they are able to use the CCM safely and appropriately;
- further work to be carried out to ensure that all agencies are committed to safeguard children;
- procedures to be in place to ensure all children are safe from abuse and neglect;
- support to families with children with disabilities to be strengthened.

As a result of the work previously carried out to realign thresholds for social work involvement within the Child Concern Model the number of referrals to the Referral and Assessment Team (RAT) has risen sharply, significantly exceeding the targets set. This has resulted in increased numbers of assessments being carried out. Whilst this increased workload has been safely managed and prioritised, the increase in numbers has resulted in some pressure on timescales for completion.

A revised Social Worker Recruitment and Retention Strategy is now beginning to result in increased numbers of Social Workers in Herefordshire. In line with the recommendation arising from the JAR, Herefordshire is on track to bring the numbers of Social Workers into line with the national average by March 2009, supported by additional investment from the Council.

The development of the Common Assessment Framework (CAF) will build on the strengths of the existing Child Concern Model to improve the ability to intervene at an earlier stage with families and target support and preventative services to reduce the need for social work involvement. The pilot based on the South Wye area and Children with Disabilities across the county was launched in January and is due to be completed in July 2007.

Herefordshire Safeguarding Children Board (HSCB) was formally established in April 2006. Steps have been taken throughout the year to further strengthen the membership and infrastructure of the Board and Sub Groups, supported by the appointment of a Business Manager and Training Officer.

All children on the Child Protection Register continue to have an allocated Social Worker and 100% of Reviews are conducted within timescale.

All schools in Herefordshire have a designated teacher for child protection and are either up to date with the appropriate Foundation/Refresher training or have this arranged. In addition, Governors attend training courses and single agency training is regularly delivered to specific schools on request. All schools make good use of advice, guidance and support available centrally.

In relation to Looked After Children, outcomes remain positive overall with performance against key performance indicators comparing favourably with comparator group and national averages. A Fostering Inspection was carried out in January 2007 which recognised the continuing strength of the Fostering Service provided by Herefordshire and rated the service as either 'good' or 'excellent' in relation to each of the five outcomes.

The following actions are identified as being priority during 2007/08:

- HSCB will ensure that the priority actions identified in the Business Plan for 2007/08 are progressed on schedule using a 'traffic light' system to monitor progress;
- HSCB will appoint a Training Officer to oversee and evaluate the annual training programme for 2007/08. This will include both single and multi agency training and will ensure that all specific service needs are addressed;
- the new HSCB Safeguarding Procedures will be launched in September 2007 and will then be audited on a regular basis to ensure that they are robust and being fully implemented. The Procedures will be closely monitored by HSCB and amended as required;
- following the evaluation of the CAF Pilot in July 2007, CAF will be rolled out across the county and targets set as appropriate;
- following agreement by CYPPB, the Support for Families Strategy will be launched in September 2007 and will inform commissioning activity for 2008/09;
- HSCB will review the existing multi agency arrangements for dealing with domestic violence and take action to further improve services if this is considered to be necessary;
- HSCB will develop a dataset of appropriate safeguarding performance indicators. This will enable HSCB to oversee the role and performance of all agencies in relation to safeguarding so that the agency can be appropriately challenged if it is considered that they are not responding appropriately in relation to the safeguarding of children and young people within Herefordshire.

ENJOY AND ACHIEVE

PRIORITY AREA

Improving standards in education, tackling underachievement and Improving opportunities for recreation

Key judgements;

- Early years provisions promote children's development.
- Action is taken to ensure that 5-16 years education is of good quality.
- Action is taken to ensure that 14-19 education and training is planned and delivered in a coordinated way and is of a good quality.
- All children and young people can access a range of recreational activities including play and voluntary learning provision.

How will we know we are making progress?

ENJOY AND ACHIEVE	
• Improve the number of new out of school hours child care places (LAA)	
• Increase % of 3 yr olds who have access to good quality free early years education places in the voluntary, private and maintained sectors.	
• Value added between Key Stages 1-2 improved	
• Improved results for Science at KS2	
• Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 maths	
• Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 English	
• Improved results for 1 or more GCSEs A-G (LPSA2)	
• Improved results for children achieving 5 or more GCSEs at grades A-C or equivalent (LAA)	
• Improved results on school inspections of <ul style="list-style-type: none"> - Leadership and management - Pupil attitudes - Behaviour and exclusions 	

• Fewer fixed term and permanent exclusions	
• Schools meeting National Healthy Schools Standards in accordance with DfES targets	
• Fewer half days missed due to absence in primary and secondary schools maintained by the authority (LPSA 12 c&d)	
• Fewer days and half days lost from education by Looked After Children (LPSA 2G Target 12)	
• Improved results for 1 or more GCSEs for Looked After Children (LPSA 2G Target 13)	
• Fewer children and young people with a statement of SEN	
• More statements of SEN completed within deadlines	
• Fewer SEN tribunals	
• More reviewed and discontinued statements of SEN	
• Integrated processes for LDD	
• Increase the % of the total youth population aged 13-19 in contact with the youth service	

Good progress has been made during 2006/07 in all priority areas as identified in the CYP plan and its delivery plan. Those areas where good progress has been made include:

- % pupils with 5 A* - C including English and Maths at GCSE;
- % pupils with 5+ A* - G at GCSE or equivalent;
- the improved educational attainment of Looked After Children;
- the improved attainment of low achievers at KS4;
- reduced rates of absenteeism amongst Looked After Children;
- developing the 14-19 Strategy and Action Plan.

In terms of raising attainment at Key Stage 2 from the 2005 performance:

- the % of pupils achieving Level 4+ in English and Maths at Key Stage 2 in 2006 is good;
- the total improvement of pupils achieving Level 4+ in English and Maths at Key Stage 2 from 2004 to 2006 is in need of significant improvement;
- the difference in DfES Local Authority average from our statistical neighbours in English and maths in 2006 needs improvement.

Overall there has been good progress in addressing the priorities for secondary schools in 2006/07. There is an upward trend for attainment at KS4. The value added measures for KS2 – KS4 have also improved. There is evidence of significant impact from targeted support by the School Improvement Service (SIS) and the Secondary Strategy team, particularly with respect to the core subjects; the development of assessment for learning (AfL); the development of interactive whiteboard expertise and school training.

Eleven out of fourteen high schools have specialist college status. SIS continues to promote and deploy resources to strengthen school partnerships and learning networks. The 14 – 19 strategy and action plan have been revised and refined to improve the progress that partnership delivery has on the vocational curriculum.

Secondary School Improvement Partners (SIPs) have, in the main, been recruited from outside the authority in order to increase the capacity of the team to support schools. There is evidence from Ofsted inspections, SIP reports and link inspectors that the quality of data and performance analysis in schools are improving steadily.

The school improvement partner programme for special schools will be implemented from January 2008.

Overall, standards are good in terms of addressing the % of pupils achieving Level 4+ in maths and English in 2006 in Primary Schools, but there is a need to make significantly greater gains in the overall % improvement in these subjects and improvement compared to our statistical neighbours.

Areas of particular priority in 2007/08 are:

- continue support and challenge to Early Years settings particularly in the Private and Voluntary Sector, to deliver high quality Foundation Stage
- raise attainment at KS2;
- improve attainment in KS3 English;
- continue to raise the attainment of low achievers at KS4;
- develop the 14 – 19 vocational curriculum further;
- develop the Area Wide Prospectus and access to impartial advice and guidance on the learning entitlement and career pathways;
- develop personalised learning through the alignment of the secondary strategy and 14 – 19 strategy;
- improve behaviour and attendance strategies in identified schools;
- improve LA data collation and analysis (Particularly with respect to attendance, post 16 progression & NEETs);
- professional development of school workforce to support expansion of wider learning opportunities in secondary education;
- implement the SIPs programme for all primary schools from September 2007;
- improve attainment at Level 4 and Level 5 in Maths and English through the use of the ISP programme and focus on challenge for More Able pupils, focus on learning styles and teaching strategies, curriculum innovation and personalised learning, and sharing and building on good practice through a Good Practice directory;
- continue to improve the outcomes of Ofsted inspections through school reviews and focus on helping schools with self-evaluation, monitoring and evaluation, moderation of work, tracking and data analysis;
- continue to support schools in the use of the new primary framework, with a particular focus on the recommendations of the Rose Review and the use and analysis of pupil level tracking systems;
- improve ICT provision and access.

MAKE A POSITIVE CONTRIBUTION

PRIORITY AREA

Reducing anti social behaviour

Key judgements;

- Action is taken to reduce anti social behaviour by children and young people.
- Action is taken to prevent offending and reduce re-offending by children and young people.

How will we know we are making progress?

MAKE A POSITIVE CONTRIBUTION	
• Shadow Partnership Board fully operational and effective	
• Improved voluntary and community engagement of children and young people	
• Increased participation of all children and young people in school and youth councils	
• Reduced number of racist incidents in schools	
• Reduced first time entrants to the Youth Justice System (LAA)	
• Reduced levels of re-offending (LAA)	
• Increase the participation of young problem drug users under 18yrs in treatment programmes	
• Reduce the percentage of fixed term and permanent exclusions	
• Decrease in all forms of bullying behaviour	

During 06/07 the following actions have been achieved;

- increase in the parent provision coordinated by the Youth Offending Service (YOS). An additional 2 parenting groups have been run across the county which represents a 50% increase;
- continued development of the Prevent & Deter Scheme. - Work has progressed to begin the process of integrating P&D work within the wider prevention framework and to consider the integration of anti-social behaviour decisions into one overall youth crime prevention process;
- a draft family support strategy produced;
- establishment of a Shadow Children's and Young People's Board;

- training of all YOS staff in the delivery of an individual & group work programme;
- the expansion of the Children's Fund (CF) panel to work with young people up to the age of 18 who are at risk of offending;
- additional funding for positive activities via the CF Panel.

The 'Teenage Lifestyle Survey (2006)' revealed that 12% of young people surveyed took part in local youth council/forum activities or services on a local committee. Further survey work will take place in 2007 in order to establish a baseline for the numbers of young people who feel they have been given opportunities to influence decisions. The survey also showed that 35% undertake voluntary activities at least once a month (57% annually), and 18% help others at least once a month.

The Prevent and Deter scheme has been further developed and links have been made to the anti-social behaviour process and cross references to school excludees and non-attenders. Support for at risk young people is provided through the CF Panel. It has recently been agreed that the referral route for Positive Activities for Young People (PAYP – is the small programme targeting those most at risk of becoming NEET not the wider Positive activities and Youth Offer programme) will be through the Prevent and Deter scheme. The self-assessment for GOWM (March 2007) placed the scheme as amber / green.

The re-offending rate in 2006 was 50% compared to 53.5% in 2005. This is starting to move in the right direction however must be taken against changes in police processing which is increasing the number of crimes being reported.

The number of first time entrants to the youth justice system has increased by 15.7%. This is thought, in part, to be the result of the Offences Brought to Justice agenda, and in particular the sanction detection target which the Police have been set. Further analysis is required to identify the reasons for the increase.

The following have been identified as next steps in 2007/08;

- further analysis as to the reasons for the increase in numbers of first time entrants to the youth justice system and development of an action plan to tackle the issues identified;
- the continued development of the Prevent and Deter scheme and establishing linkages to CAF implementation;
- the development of a wider strategy for vulnerable young people and the Targeted Youth Support (TYS) Plan;
- the establishment of baselines for the number of families receiving parenting support activities;
- the development and promotion of community engagement and volunteering opportunities for young people through implementation of the Youth Offer;
- ensuring engagement opportunities exist for disabled young people through the development of the Disabled Children Strategy;
- implementation of the HFA review recommendations;
- finalising and implementation of the Support for Families Strategy;
- implementation of the "Ngage" project with the objective of increasing the numbers of young offenders (16+) engaging in training or employment;
- ensuring engagement opportunities exist for Looked After Children through the CYPP Delivery Plan.

ACHIEVE ECONOMIC WELL-BEING

PRIORITY AREA

- **Improving learning outcomes for 14-19 year olds**
- **Improving access and housing**

Key judgements:

- a coordinated 14-19 Strategy is being implemented, which is based on an agreed set of performance indicators and improvement targets, and achieving improved outcomes in terms of:-
 - access to their curriculum entitlement for young people;
 - the achievement of all groups of learners when compared with benchmark data;
 - the quality of teaching and learning;
 - the level of resourcing for 14-19 learning;
 - guidance and support to enable more young people to access and remain in appropriate learning.
- Action is taken to ensure that young people have decent housing.
- Community regeneration initiatives address the needs of children and young people.

How will we know we are making progress?

ACHIEVING ECONOMIC WELL-BEING	
• Increased up take of child care for all families	
• Implementation of the 14-19 Action Plan and successful evaluation	
• Improved performance in GCSE (or equivalent) performance tables	
• Increased NVQ level 2 achievement at 19.	
• Distance travelled in post-16 level 2 provision.	
• Value Added in post-16 level 3 provision.	
• Increased 16-18 participation rates in learning.	
• Fewer 16-18 year olds in jobs without training.	
• Fewer 16-18 year olds who are NEET.	
• Increased % of teenage mothers, young offenders and care leavers in EET.	
• Fewer drop-outs from post-16 learning.	
• Rate of expansion of curriculum offer.	
• External inspection grades for teaching and learning.	
• Reduce the number of care leavers without appropriate accommodation	
• Reduce the number of families in temporary accommodation	
• Decrease the number of homeless young people	
• Increase the number of Herefordshire residents aged 19yrs achieving a skills for life qualification	

Progress has been made in all priority areas during the year, although it has been achieved more quickly in some areas than others.

The priorities for the year were: -

- to improve housing provision for both single young people and families;
- to increase the % of all 16-18 year olds in education, employment and training;
- to increase the number of Looked After Children (LAC) who are in education, employment and training;
- to ensure that information, advice and guidance (IAG) provision for 14-19 year olds meets national quality standards;
- to ensure better coordinated transition planning for all children with learning difficulties and disabilities and focus on post-16 strategy.

Good progress has been achieved against all housing milestones.

The November 2006 NEET target of 4.9% was exceeded with an achievement of 4.4%. Within this overall achievement there was good news for a range of vulnerable groups:-

- the proportion of teenage mothers in education, employment and training in December, 2006 was 31% compared to 25% the previous December;
- the proportion of young people with learning difficulties and disabilities who were NEET was down from 14.8% to 13.3% over the same period;
- the proportion of 19-year-old care leavers in education, employment and training went up from 56% to 61%.

Progress against IAG milestones has been good. Consultation with schools, colleges and training providers was carried out and showed a high level of satisfaction with current provision and arrangements. Local quality standards for schools have been updated and are being piloted. They focus particularly on outcomes and on customer feedback. They will be cross-referenced with the national quality standards, when the final version of those is available. A further education version will be available for piloting by December. A Transition Plan has been agreed between the Council and Connexions for an initial 2-year period of commissioning from April, 2008.

The 14-19 Strategy is being revised, a regular 14-19 Update is being produced and distributed widely and a 14-19 Manual has been produced and distributed to all providers with the aim of promoting a consistent approach to programme delivery. A small working group of the 14-19 Strategy Group has been set up to progress the decision at the Group's last meeting to establish a Herefordshire 14-19 Consortium. On top of this the sub groups of the Strategy Group are being updated and refocused to ensure they are appropriate and fulfilling their remit. These groups are focused on IAG, Vulnerable Young People, LLDD and Curriculum development.

With regard to the target to reduce the number of 16-18 year olds in jobs without training, progress is held back by Herefordshire's relatively low wage, low skill economy and by the inherent tension between targets to increase participation in learning and to reduce the proportion who are NEET. This is evidenced by the fact that over the period in which the NEET target was achieved and surpassed, the proportion of young people in jobs without training went up from 15.7% to 17.4%. Long-term progress requires strong collaborative effort at a strategic level. With this in mind, we plan to promote the idea of a public sector compact through the membership of the Children and Young People's Partnership Board and to develop a joint strategy with the Economic Development arm of the Council and LSC.

The Delivery Plan for 2007-08 has been updated in the light of this review of progress. Key points are:-

- the ambition to achieve the final bit of progress against bed and breakfast targets;
- the need to recalculate NEET baselines and targets in the light of national changes and to make sure that opportunity provision and support arrangements are responsive to these;
- the need for strategic support and development if jobs with training ambitions are to be met;
- accelerating progress on the 14-19 front now that resources issues have been resolved;
- Transition Pathways work moving into its delivery phase.

VULNERABLE CHILDREN AND YOUNG PEOPLE (LDD & LAC)

PRIORITY AREA

Improving outcomes for children with Learning Difficulties/Disabilities

Improving outcomes for Looked After Children

Key judgements;

- Children and young people with LDD are helped to enjoy and achieve.
- Children and Young People with LDD are helped to make a positive contribution.
- Children and young people who are Looked After are helped to enjoy and achieve.
- Children and young people who are Looked After are helped to make a positive contribution.

How will we know we are making progress?

LDD	
• Integrated process and assessment for LDD.	
• Fewer children and young people with a statement of SEN.	
• More statements of SEN completed within deadlines.	
• Fewer SEN tribunals.	
• More reviewed and discontinued statements of SEN.	
• Improved opportunities for children with LDD in EET.	
• Improved transition arrangements for children and young people with LDD.	

LAC	
<ul style="list-style-type: none"> Increased % of LAC offered a health check in the year (LAA). 	
<ul style="list-style-type: none"> Fewer days and half days lost from education by Looked After Children (LPSA 2G Target 12). 	
<ul style="list-style-type: none"> Improved results for 1 or more GCSEs for LAC (LPSA 2G Target 13). 	
<ul style="list-style-type: none"> Increased % of LAC in EET. 	
<ul style="list-style-type: none"> Reduced number of care leavers without appropriate accommodation. 	

OUR PLANS FOR INTEGRATING SERVICES IN HEREFORDSHIRE

PRIORITY AREA

Integrating services and multi agency working

- **Our Plan for Integrating Services, Processes and Strategies.**

How we are going to get there

• Consultation with young people to support their participation in strategic planning.	
• Restructuring of Children's Services Directorate.	
• Stakeholder events to take place to ensure involvement by all relevant groups	
• A multi-agency working party will be formed to develop plans for integrating services, processes, strategies and co-location, for ratification by the Partnership Board.	
• An Action Plan for further implementation of the Child Concern Model is now in place.	
• A multi-agency working party is developing the common assessment framework, care planning and lead professional role: the work must be concluded by June 2006.	
• Information sharing agreements will be developed in line with government guidance.	
• Developing the Children's Workforce Strategy and Common Core of skills and knowledge.	

REVIEW OF THE FIRST YEAR – 2006/07

ECM /NSF Outcome Area: BE HEALTHY

Outcome / key requirements	CYP Plan Yr	Priority actions	Progress	Success measures	Lead																		
1. Maximise uptake of childhood immunisation	1 2 3	<ul style="list-style-type: none"> Annual community pharmacy leaflet campaigns. Follow up localised low rates with local GPs. 	<ul style="list-style-type: none"> Community pharmacy campaign planned for Summer Term 2007. GPs aware of uptake locally. 	Percentage of 2 year olds who are up to date with MMR immunisation from 2004/2005 baseline. <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>04/2005 (baseline)</td> <td></td> <td>78.5%</td> </tr> <tr> <td>05/2006</td> <td></td> <td>81.5%</td> </tr> <tr> <td>06/07</td> <td>83%</td> <td>83.1%</td> </tr> <tr> <td>07/08</td> <td>85%</td> <td>TBA</td> </tr> <tr> <td>08/09</td> <td>TBA</td> <td>TBA</td> </tr> </tbody> </table>		Target	Outturn	04/2005 (baseline)		78.5%	05/2006		81.5%	06/07	83%	83.1%	07/08	85%	TBA	08/09	TBA	TBA	FH
						Target	Outturn																
		04/2005 (baseline)			78.5%																		
		05/2006			81.5%																		
		06/07	83%		83.1%																		
		07/08	85%		TBA																		
		08/09	TBA		TBA																		
		<ul style="list-style-type: none"> Offer informed choice to all parents through health visiting support. 	<ul style="list-style-type: none"> Health visiting support in place. Introduction of new childhood vaccination programme in September 2006 a risk but gives opportunity for full discussions 																				
		2. Increase in percentage of babies who are breast fed at 6 weeks in the county. CP	1 2 3		<ul style="list-style-type: none"> Introduce new breastfeeding policy. Encourage breastfeeding through all anti-natal and postnatal contacts. Deliver enhanced training for health staff. 	<ul style="list-style-type: none"> Consultation on draft policy now completed. One outstanding area resolve on storage of breast milk where HHT policy is being reviewed in light of NICE guidance. Enhanced (Unicef) training programme planned and some completed. 	Increase in percentage of babies who are breast fed at 6 weeks compared with 2004/05 baselines. (LAA 11a/HCS20) <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05 (baseline)</td> <td></td> <td>37.9%</td> </tr> <tr> <td>2005/06</td> <td></td> <td>41.1%</td> </tr> <tr> <td>2006/07</td> <td></td> <td>40%</td> </tr> <tr> <td>2007/08</td> <td>43%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>44%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2004/05 (baseline)		37.9%	2005/06		41.1%	2006/07		40%	2007/08	43%		
	Target			Outturn																			
2004/05 (baseline)				37.9%																			
2005/06				41.1%																			
2006/07				40%																			
2007/08	43%																						
2008/09	44%																						

3. Increase in percentage of babies born to South Wye mothers who are breast-fed.	1 2 3	<ul style="list-style-type: none"> Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye. 	<ul style="list-style-type: none"> Project established. Project lead in post and 4 peer support workers and a pool of health professionals now trained to train women to become peer supporters working through Children's Centres. Breastfeeding actively promoted. Breastfeeding increasing in South Wye. 	Increase in percentage of babies who are breast fed at 6 weeks compared with 2004/05 baselines. (LAA 11/HCS 216)			JQ
					Target	Outturn	
				2004/05 (baseline)		33.1%	
				2005/06		41.2%	
				2006/07	33%	34%	
				2007/08	40%		
				2008/09	TBA		
4. % of babies born to teenage mothers who are breastfeeding at 6 weeks	1 2 3	<ul style="list-style-type: none"> Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye. 	<ul style="list-style-type: none"> Project Established. Project lead and 4 peer support workers in post. 	Increase in percentage of babies who are breast fed at 6 weeks compared with 2004/05 baselines. (LAA 12/HCS 21a)			JQ
					Target	Outturn	
				2004/05 (baseline)		22.1%	
				2005/06		12.9%	
				2006/07	25%	13%	
				2007/08	30%		
				2008/09	TBA		

5. Improvement in % of 5 year olds free from dental decay	1 2 3	<ul style="list-style-type: none"> Ensure access to dental care for Looked After Children is protected and prioritised. 	<ul style="list-style-type: none"> Access for LAC at dental access centres has been protected and is continued. 	Priority access secured SHA asked to commission feasibility study from Welsh Water. Percentage of 5 year olds free from dental decay from 2001/2002 baseline.	FH															
		<ul style="list-style-type: none"> Begin option appraisal to fluoridate the water supply. 	<ul style="list-style-type: none"> Fluoridation feasibility study now commissioned by SHA from Welsh Water. 	<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2001/02 (Baseline)</td> <td></td> <td>58%</td> </tr> <tr> <td>2006/07</td> <td>60%</td> <td>TBA</td> </tr> <tr> <td>2007/08</td> <td>62%</td> <td>TBA</td> </tr> <tr> <td>2008/09</td> <td>TBA</td> <td>TBA</td> </tr> </tbody> </table>			Target	Outturn	2001/02 (Baseline)		58%	2006/07	60%	TBA	2007/08	62%	TBA	2008/09	TBA	TBA
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		2001/02 (Baseline)		58%																
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2008/09	TBA	TBA																		
6. Reducing year on year rise in obesity among children under 11 by 2010 (no baseline figures until September 2006)	1 2 3	<ul style="list-style-type: none"> Introduce height and weight measurement of children in Reception and Year 6. 	<ul style="list-style-type: none"> All children in Year Reception and Year 6 were weighed and measured Summer 2006, achieving the second highest uptake in the West Midlands. 	Measurement of all children in consenting schools undertaken June/July 2006. Year on year rise has only been demonstrated at a national level. The priority here is for local data. Reducing obesity levels among children aged 5 and 11 years. (HCS 22d link)	SW															
		<ul style="list-style-type: none"> Identifying target schools for intervention once prevalence is established. 	<ul style="list-style-type: none"> Analysis of data currently underway. Health Improvement Manager with special responsibility for tackling obesity 	<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2006/07 (baseline)</td> <td></td> <td>12%</td> </tr> <tr> <td>2007/08</td> <td>TBA</td> <td></td> </tr> <tr> <td>2008/09</td> <td>TBA</td> <td></td> </tr> </tbody> </table>			Target	Outturn	2006/07 (baseline)		12%	2007/08	TBA		2008/09	TBA				
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		2007/08	TBA																	
		2008/09	TBA																	

			appointed Dec 06. Discussions with Heads scheduled for Summer Term 07.																							
7. Reducing teenage conceptions by 50% from 1998 (baseline) by 2010.(LAA)	1 2 3	<ul style="list-style-type: none"> Target “hot spots” which have particularly high rates. Extend 4Us clinics. 	<ul style="list-style-type: none"> Interim government office target of 10% reduction was achieved with 2004/2005 figures. Hot spots being targeted using teenage pregnancy grant. Teenage Pregnancy Co-ordinator post was vacant for a short time but recruitment now complete. 	<p>Rolling average for 3 years 2002/2004 is 34.7</p> <p>Reducing teenage conceptions by 50% from 1998 baseline by 2010. 1998 baseline is 37.2 (per 1,000 women aged 15-17)</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>1998 (baseline)</td> <td></td> <td>37.2</td> </tr> <tr> <td>2005/06</td> <td></td> <td>+1.4%</td> </tr> <tr> <td>2006/07</td> <td>-15%</td> <td>-15.7%</td> </tr> <tr> <td>2007/08</td> <td>-19% (30.1)</td> <td></td> </tr> <tr> <td>2008/09</td> <td>-24% (28.2)</td> <td></td> </tr> <tr> <td>2009/10</td> <td>-40% (22.3)</td> <td></td> </tr> </tbody> </table>		Target	Outturn	1998 (baseline)		37.2	2005/06		+1.4%	2006/07	-15%	-15.7%	2007/08	-19% (30.1)		2008/09	-24% (28.2)		2009/10	-40% (22.3)		?
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<ul style="list-style-type: none"> Implement teenage pregnancy strategy. 	<ul style="list-style-type: none"> Teenage pregnancy strategy being implemented and monitored via a new multi-agency group, Sexual Wellbeing and Health Network, which reports to CYPP. 	<p>2006/2007 - Improving but not in line with target – better than nationally – (Published Feb 07)</p>																								

8. Reduce hospital admission rates for accidents among children.	1 2 3	<ul style="list-style-type: none"> Identify reliable database. Scope level of accidental injury. 	<ul style="list-style-type: none"> Work in progress. Work in progress, to be completed when additional public health capacity is recruited. (Agreement now secured). Recruitment expected July 07. 	<p>Data for accident-based admissions has now been confirmed. 2002 baseline was 349. Targets are based on achieving a 10% reduction in this figure by 08-9.</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2002 (baseline)</td> <td></td> <td>349</td> </tr> <tr> <td>2005</td> <td></td> <td>377</td> </tr> <tr> <td>2006</td> <td></td> <td>355</td> </tr> <tr> <td>2006/07</td> <td>334</td> <td></td> </tr> <tr> <td>2007/08</td> <td>324</td> <td></td> </tr> <tr> <td>2008/09</td> <td>314</td> <td></td> </tr> </tbody> </table> <p>5 year average (2002-2006) 342 per annum</p>		Target	Outturn	2002 (baseline)		349	2005		377	2006		355	2006/07	334		2007/08	324		2008/09	314		FH
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<ul style="list-style-type: none"> Identify action plan. 	<ul style="list-style-type: none"> Action Plan to be drawn up once the data analysis has been done. 																									
9. Ensure effective implementation of the multi-agency healthcare planning procedures for Looked After Children	1	<ul style="list-style-type: none"> All Looked After Children receive the best possible health care and all have a plan subject to consent. 	<ul style="list-style-type: none"> 100% of young people under the age of 5yrs are up to date with health assessments. 	<p>Percentage of LAC with a plan in place.</p> <p>Health of Looked After Children APA 1037SC/PAF CF/C19</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td></td> <td>90.7%</td> </tr> <tr> <td>2006/07</td> <td>93%</td> <td>90.2%</td> </tr> <tr> <td>2007/08</td> <td>93%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>96%</td> <td></td> </tr> <tr> <td>2009/10</td> <td>100%</td> <td></td> </tr> </tbody> </table> <p>2006/07 – 100% of 0-5 yrs achieved.</p>		Target	Outturn	2005/06		90.7%	2006/07	93%	90.2%	2007/08	93%		2008/09	96%		2009/10	100%		SMcL			
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		<ul style="list-style-type: none"> LAC have access to all services and support required to deliver the best possible outcomes for them. 	<ul style="list-style-type: none"> This target is being collated it is anticipated that we will be marginally short of the 93% target. 	<p>Procedures in place. Review chairs to monitor actions to be completed. Hold NHCS event 27/6/06 & Draft implementation plan - National Healthy Care Standard is adopted by the CYP's Partnership</p>	AC																
		<ul style="list-style-type: none"> The NCS event was held and well attended. The National Standard has been accepted by the CYP Partnership. 																			
10. Improve access to Occupational Therapy Services.	1	<ul style="list-style-type: none"> Prompt access to OT services is in place for all relevant children and young people completed. 	<ul style="list-style-type: none"> We continue to meet the locally set 13-week referral to assessment target and this is monitored weekly. 	Percentage of referrals meeting the local standard of 13 weeks referral to assessment.	MP																
			<ul style="list-style-type: none"> An additional team leader is in post. 	<p>Increase in number of OTs</p> <p>Info TBA</p>																	
11. Ensure appropriate social care support for the families of children with learning difficulties and disabilities.	1 2	<ul style="list-style-type: none"> Effective family support and casework in place for all children with disabilities &/or learning disability and their families / carers. 	<ul style="list-style-type: none"> Permanent social worker post taken up November 2006. Further 0.5 whole time equivalent (wte) post has been filled. A Short Breaks strategy is being developed. Number of assessments 	<p>New service available.</p> <p>Monitor increase in number of breaks provided.</p>	MP/AH																
						<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>March 2006 (Baseline)</td> <td></td> <td>63</td> </tr> <tr> <td>2006/07</td> <td>70</td> <td>TBA</td> </tr> <tr> <td>2007/08</td> <td>77</td> <td></td> </tr> <tr> <td>2008/09</td> <td>85</td> <td></td> </tr> </tbody> </table>		Target	Outturn	March 2006 (Baseline)		63	2006/07	70	TBA	2007/08	77		2008/09	85	
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				2006/07		70	TBA														
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			<p>undertaken by team has increased by 150% over last 6 months.</p> <ul style="list-style-type: none"> • Input and support to families increased through employment of two additional family support workers. • A pilot single referral process has been put in place across the Kite Centre and Child Development Centre (CDC) at Ross Road. • Review of current Short Breaks provision undertaken and specification for new service drawn up. • Contracts with local providers have been reviewed to ensure best use of existing contracts. • Funding to the team has been increased. 	<p>Audit all cases every 6 to 12 months to monitor take up</p> <p>Local care pathways in place and linking to CAF processes. No of CAF and AF assessment completed – TBA following pilot (Summer 07)</p>	
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<p>12. Improve communication with parents and young people with learning difficulties and disabilities in terms of both the assessment of need and planning of provision.</p>	<p>1</p>	<ul style="list-style-type: none"> • Clear information in place for children, young people and families / carers through all available systems. • Consultation system in place for children, young people and families with clear standards and requirements in place. 	<ul style="list-style-type: none"> • Workshop took place 10 parents participated. Led by Philippa Russell, from National Council of Disabled Children. Outcome now being incorporated in next version of Disability Strategy. • Information sharing across agencies with an interest in communication, consultation and user involvement. • Questionnaire developed and sent to 100 parent/carers across county. Analysis of the questionnaires will form the basis of developing strategies for user involvement and consultation. • Participation in open evenings at special schools to seek parent/carer views and those of young people. Drop-in sessions also available at school. 	<p>Questionnaire response rate of 78% achieved, findings being incorporated into the strategy.</p> <p>Two Learning Disability Nurses offer the service going into Special Schools on a regular basis.</p>	<p>MP/AH</p>
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			<ul style="list-style-type: none"> • Draft information pack containing local information for parents/carers is in preparation. • Care pathways have been developed for a number of specific groups of children. • Currently consultation about the future provision of specialist services out to members of the public and staff and special interest groups. 	<p>First draft complete now being revised to link with Herefordshire Connects.</p> <p>Completed epilepsy, Downs, younger children with communication disorders. Older children underway. Children with hearing impairment.</p> <p>New build consultation successfully completed.</p>	
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13. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)	1	<ul style="list-style-type: none"> Agree a multi-agency CAMHS strategy to include commissioning of Tier 4 services locally, given regional capacity problems. Enhanced access to Tier 4 services. A range of acute service provision in place locally. 	<ul style="list-style-type: none"> Multi-agency strategy has been completed and is being submitted to CYPPB for approval. Tier 4 commissioning is dealt with at regional level and a meeting with the SCA based at GOWM has been requested to further discuss whether or not this should continue to form part of our on-going monitoring. Spot purchasing of tier 4 services is to be reviewed as part of the joint commissioning work programme. 	CAMHS Strategy agreed and in place. Progress towards a comprehensive children & adolescent mental health service (APA 1043SC/ PAF A70)	MP		
						Targets	Outturn
				2005/06		N/A	12
				2006/07		15	15
				2007/08		16	
				2008/09		16	
Further progress dependant upon development of regional strategy – Progress TBA			Meeting took place in Feb 07, acknowledged as a regional problem to be taken forward at intermediate tier level. Underway led by commissioning team, based at PCT.				

<p>14. Increase the number of schools achieving the Healthy Schools Standard from the 2005 base.</p>	<p>1 2</p>	<ul style="list-style-type: none"> Having set up a strategic steering group for Healthy schools, to look at the structure of this group after the first year at the next meeting in September, to ensure accurate representation of the partners we work with. This will be a new group for the coming year. There will be biennial meetings of this group. The group will monitor impact against their own KPIs and the work of HHSP. This will be done through discussion between key members of the group and plan for the year ahead. These will be reviewed at the next meeting. Monthly meetings commencing August 2006 with Director of Public Health in addition to the strategic meetings to consolidate the input of the PCT. This is taking the form of planning for a new appointment at the PCT who will support the work in schools around food and the obesity agenda. 	<ul style="list-style-type: none"> Strategic steering group meeting has revised its membership and meets regularly. An operational group has been established and its terms of reference and membership have been reviewed and agreed. New PCT appointment made, to begin December 2006, and will continue to work closely with Healthy Schools. 	<p>A multi-agency Board has been established to oversee progress and is meeting regularly.</p> <p>Increase in number of schools, which have achieved the HSS.</p> <table border="1" data-bbox="1464 391 2018 611"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06 (baseline)</td> <td></td> <td>51</td> </tr> <tr> <td>2006/07</td> <td>50</td> <td>51</td> </tr> <tr> <td>2007/08</td> <td>81</td> <td></td> </tr> <tr> <td>2008/09</td> <td>101</td> <td></td> </tr> </tbody> </table> <p>(National targets have been set and will be monitored both locally and regionally)</p>		Target	Outturn	2005/06 (baseline)		51	2006/07	50	51	2007/08	81		2008/09	101		<p>TB</p>
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2005/06 (baseline)		51																		
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		<ul style="list-style-type: none"> Establishing a PSHE coordinators group in line with the findings of the NCB. This will ensure the quality provision of PSHE, as well as ensuring the use of updates and resources. 	<ul style="list-style-type: none"> PSHE Co-ordinators' Group will be established once Healthy Schools moves to new office premises early 2007. Meanwhile, a password protected area has been established on the website for PSHE co-ordinators to speak electronically to each other. This went live 22.11.06. New premises move complete. 		
15. Improve measures of Healthy lifestyles for teenagers		<p>Focus on;</p> <ul style="list-style-type: none"> smoking rates; obesity; substance use / abuse (alcohol and drugs). 	<ul style="list-style-type: none"> Autumn lifestyle survey has been completed. Analysis is now complete and currently being disseminated amongst partners. 	<p>Decrease in smoking rates and substance use.</p> <p>2006/07 Progress – Results of Teenage Lifestyles Survey (TLS) received and baseline, Indicator confirmation and target TBA</p>	FH

<p>16. Reduce rate of sexually transmitted infections</p>		<ul style="list-style-type: none"> Monitor current rates and ensure all partners including Healthy Schools, primary care practitioners, community pharmacists and school nursing work together to reduce rates. 	<ul style="list-style-type: none"> Current DH rates being monitored but discussion underway about local rates, which are meaningful in the context of a planned increase in clinic time, which will aim to increase STI detection in the short-term. 	<p>Reduction in numbers of STIs among under 20 year olds. We would expect this figure to have increased in the short-term as we expand and improve services for young people. We would see this as an interim success as we identify and treat previously undiagnosed infection. The targets are therefore relatively modest.</p> <p>HCS 23/ LAA 44</p> <table border="1" data-bbox="1464 592 2016 762"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>278</td> <td>TBA</td> </tr> <tr> <td>2007/08</td> <td>271</td> <td></td> </tr> <tr> <td>2008/09</td> <td>264</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2006/07	278	TBA	2007/08	271		2008/09	264		<p>MC</p>			
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<p>17. Reduce the number of 0-15 year olds killed or seriously injured in road traffic collisions in Herefordshire. (CSDSP)</p>	<p>1 2 3</p>	<ul style="list-style-type: none"> Fewer young people involved in road accidents. 	<ul style="list-style-type: none"> Currently working on whether or not this is the best indicator. Want to develop another on hospital admissions, and possibly a focus on achieving a reduction in numbers admitted for cycling, road traffic accidents. 	<p>Target is to reduce the number of children killed or seriously injured in road traffic accidents by 50% by 2010 from 1994-8 baselines.</p> <table border="1" data-bbox="1464 1018 2016 1235"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>1994/98 (AV baseline)</td> <td></td> <td>19</td> </tr> <tr> <td>2006/07</td> <td>17</td> <td>13</td> </tr> <tr> <td>2007/08</td> <td>15</td> <td></td> </tr> <tr> <td>2008/09</td> <td>14</td> <td></td> </tr> </tbody> </table>		Target	Outturn	1994/98 (AV baseline)		19	2006/07	17	13	2007/08	15		2008/09	14		<p>FH</p>
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			<ul style="list-style-type: none">• Extensive programme of work underway on road safety including Safety Camera Partnership (PCT and LA are signatories), where evaluation shows significant effect.		
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ECM /NSF Outcome Area: Staying Safe

Outcome / key requirements	CYP Plan Yr	Priority Actions	Progress	Success measures	Lead		
1. Ensure that appropriate criteria are set for the involvement of the local authority's professionally qualified social care staff in child protection cases.	1	<ul style="list-style-type: none"> • Effective targeting of social work assessment and intervention on the most vulnerable children. • New criteria drawn up. Revised criteria; shared and agreed across agencies. • Survey all agencies in June. 		Improvement on PIs for timely assessment. All staff using new procedures and revised thresholds. (See JAR IAP for PIs)	SMcL/LM/SMe		
				Referrals of children in need per 10,000 population aged under 18 (HC 89a/KIGS CH 141)			
						Target	Outturn
				2004/05 (Baseline)			159
				2005/06			175
				2006/07		220	266
2007/08	280						
2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice	1	<ul style="list-style-type: none"> • Clear supervisory, decision making and case flow arrangements are embedded within the duty team and understood by partners. 	<ul style="list-style-type: none"> • Further work underway to formally establish HSCB structure – to be completed by March 2007. • Revised outcome/target included in 07/08 plan. 	PI Numbers of referrals of CIN leading to Initial Assessments on target % referrals of children in need leading to initial assessments (APA 2017SC/CH143)	LM		
						Target	Outturn
				2004/05 (baseline)			35.3%
				2005/06			54%
				2006/07		60%	66%

		<ul style="list-style-type: none"> LSCB effectively overseeing all safeguarding arrangements including response to new <i>Working Together</i> 2006. 	<ul style="list-style-type: none"> Performance targets re Initial and Core Assessments not likely to be met and need to be revised. Revised outcome/target included in 07/08 plan. 	<p>PI Number of Core Assessments on target (see JAR IAP for detail of PIs) Supervision log audited every 6 months. Managers to check staff awareness in supervision and training sessions. Review appropriateness of referrals in audits.</p> <p>Workshops running March 06 onwards. LSCB established and reviewing use of new criteria; training post and development post recruitment. Guidance reviewed and reissued</p>	SMcL																		
<p>3. Ensure that there is an effective workforce strategy to address the recruitment and retention problems within the local authority's social care service.</p>	1	<ul style="list-style-type: none"> Effective workforce strategy is in place to ensure that recruitment, retention and development of professional social workers is in place. Integrate social work workforce strategy to wider HR strategies for children's services. 	<ul style="list-style-type: none"> NB Amber due to SW target not being met. Not possible to meet target within current budget. Revised outcome/target included in 07/08 plan. 	<p>Improved retention rates – to be monitored. Reduced vacancy rates - to be monitored quarterly.</p> <p>Number of wte qualified social workers (children) per 10,000 C&YP (Directly employed staff only)</p> <table border="1" data-bbox="1473 1002 2009 1110"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>March 2006</td> <td></td> <td>11.6</td> </tr> <tr> <td>March 2007</td> <td>15.3</td> <td></td> </tr> </tbody> </table> <p>Qualified social workers (children) turnover rate (Directly employed staff only)</p> <table border="1" data-bbox="1473 1278 2009 1386"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>March 2006</td> <td></td> <td>8.7</td> </tr> <tr> <td>March 2007</td> <td>8.0</td> <td></td> </tr> </tbody> </table>		Target	Outturn	March 2006		11.6	March 2007	15.3			Target	Outturn	March 2006		8.7	March 2007	8.0		DJ
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March 2006		93.2																																							
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March 2006		32.5																																							
March 2007	45	51.6																																							
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				<p>% of initial assessments within 7 working days of referral (HC 89b/ DIS 1704)</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>75%</td> <td>70.1%</td> </tr> <tr> <td>2006/07</td> <td>75%</td> <td>58.7%</td> </tr> <tr> <td>2007/08</td> <td>68%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>72%</td> <td></td> </tr> <tr> <td>2009/10</td> <td>75%</td> <td></td> </tr> </tbody> </table> <p>Timing of Core Assessments (PAF CF/C64/ APA 2022SC)</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>75%</td> <td>76%</td> </tr> <tr> <td>2006/07</td> <td>80%</td> <td>61%</td> </tr> <tr> <td>2007/08</td> <td>66%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>68%</td> <td></td> </tr> <tr> <td>2009/10</td> <td>70%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2005/06	75%	70.1%	2006/07	75%	58.7%	2007/08	68%		2008/09	72%		2009/10	75%			Target	Outturn	2005/06	75%	76%	2006/07	80%	61%	2007/08	66%		2008/09	68%		2009/10	70%		
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<p>4. Ensure that a written record is made of all contacts with the social care duty team.</p>	<p>1</p>	<ul style="list-style-type: none"> All contacts with / referrals to duty social work team recorded and responded to promptly and appropriately to meet National Assessment Framework timescales. 		<p>PI Numbers of referrals of CIN are on target (see JAR IAP for detail of PIs)</p> <p>All duty cases are allocated. Weekly case tracking and monthly audit.</p> <p>% referrals of children in need leading to initial assessments (APA 2017SC/CH143)</p> <table border="1" data-bbox="1464 595 2018 839"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td></td> <td>54%</td> </tr> <tr> <td>2006/07</td> <td>60%</td> <td>66%</td> </tr> <tr> <td>2007/08</td> <td>65%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>70%</td> <td></td> </tr> <tr> <td>2009/10</td> <td>75%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2005/06		54%	2006/07	60%	66%	2007/08	65%		2008/09	70%		2009/10	75%		<p>SMcL</p>
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<p>5. Ensure there is a single referral, assessment and service-planning framework for children in need, which is consistently and effectively applied in practice.</p>	<p>1</p>	<ul style="list-style-type: none"> Updated Child Need Framework in place to cover the whole continuum of needs and services. Effective common process system for managing the identification and provision of services to children with additional needs to meet requirements of national Common Assessment. 	<ul style="list-style-type: none"> Revised outcome/target included in '07/08 plan. 	<p>CCM is updated and incorporated within CAF (Every Child Matters in Herefordshire) whole system approach</p> <p>New CAF building on CCM, is produced and disseminated.</p> <p>Number of CAFs completed as a measure – TBA following pilot Jan – Mar 07 06/07 target 30: achieved 29</p>	<p>SMcL</p>																		

6. Ensure that the training guidance and support needs of all staff contributing to the implementation of the Child Concern Model are addressed, both in terms of the time required to undertake the tasks involved and the necessary skill	1	<ul style="list-style-type: none"> • Training and development strategy put in place for staff and managers across agencies. 	<ul style="list-style-type: none"> • Revised outcome/target included in '07/08 plan. 	<p>Programme and curriculum set up. Facilitators in place.</p> <p>Number of staff trained and using CAF 06/07 Baseline target 160 : Outturn 202</p> <p>Number of CAFs completed 06/07 29 Baseline target 30</p> <p>Targets TBA. Baseline to be set in '07 following pilot.</p>	SMcL/ SMe												
7. More families receive additional support - % increase in provision of family support 8. Provision of intensive family support	1 2 3	<ul style="list-style-type: none"> • Inter-agency Family and Parenting Support Strategy in place by October 2006 to inform commissioning intentions for 2007/8. • Action plan to be developed during August to deliver the Strategy following consultation. 	<ul style="list-style-type: none"> • Strategy not yet in place – event planned for May 2006 to form basis of strategy to be brought to CYPPB for agreement March 2007. • Revised outcome/target 	<p>Expenditure on Family Support Services per capita aged under 18. APA 6009SC/KIGS EX77</p> <table border="1" data-bbox="1471 730 2018 863"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td></td> <td>24</td> </tr> <tr> <td>2005/06</td> <td></td> <td>27</td> </tr> <tr> <td>2006/07</td> <td>28</td> <td>35</td> </tr> </tbody> </table>		Target	Outturn	2004/05		24	2005/06		27	2006/07	28	35	YC
	Target	Outturn															
2004/05		24															
2005/06		27															
2006/07	28	35															

		<ul style="list-style-type: none"> • Strategy to be presented by Director of Children’s Services to Children and Young People’s Partnership Board with a view to formal endorsement September 2006. • Lead officers to develop implementation plan by end September 2006. • New “what works” Government guidance on Family Support due September 2006. Action plan to be checked against this. • Commissioning family support services and parenting programmes to meet identified gaps i.e. poor geographic distribution around the county, services to cover parenting children 0-17, specific service to cover children with a disability or other additional need, services appropriate to families where English is not their first language. Process to commence October 2006. 	<p>included in '07/08 plan.</p>		
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		<ul style="list-style-type: none">• Uprating of Service Directory to provide a better service to professionals and the public by December 2006.• Engagement of children, young people and parents or carers in the development of new services.• Improved outcome for children. Parents better able to cope with parenting responsibilities.			
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ECM Outcome Area: Enjoy and Achieve

Outcome / key requirements	CYP Plan Yr	Priority Actions	Progress	Success measures	Lead
1. Absenteeism in primary schools: Reduction in the number of half day sessions missed due to authorised and unauthorised absence as a % of total no. of sessions in primary schools	1 2	<ul style="list-style-type: none"> Cool Cats (attendance positive reinforcement) pilot in 3 schools, St James, Trinity, Lea commencing September 2006 for 1 academic year. 		Monthly meetings with other colleagues / services monitoring attendance data to assess effectiveness of actions. EWS to undertake a comprehensive review of all policies and procedures aimed at increasing data collection and assessment. To be reviewed every term.	GS/SMc L/PC
		<ul style="list-style-type: none"> Requirement for each school to inform EWS of ten worst attendees. Lists to be updated fortnightly and absentees followed up by EWS. To commence September 2006. 			
		<ul style="list-style-type: none"> School attendance figures to be plotted against individual school targets monthly. Figures to be monitored monthly. 	<ul style="list-style-type: none"> Schools that missed DfES target for '05/06 are being targeted. 	Unauthorised absence: Herefordshire: 0.3% England: 0.5%	
		<ul style="list-style-type: none"> Principal EWO to discuss authorised absences with head teachers and provide extra EWS support, if agreed, commencing September 2006. 	<ul style="list-style-type: none"> Service Level Agreements being negotiated with schools. 		

		<ul style="list-style-type: none"> Use of Penalty Notice Warnings (minimum 10 Unauthorised absences U/A's) / Penalty Notices (minimum 20 U/A's) for pupils with unauthorised absences not achieving attendance targets set by government. EWS to plot issuing of Penalty Notice Warnings against Penalty Notices related to individual schools, Key stages, year groups etc. 	<ul style="list-style-type: none"> 05/06 43 issued. 06/07 2 issued (40 warning letters issued – anticipate 25% will result in issue of Penalty Notice. 	DfES RAG Dashboard Report 06/07 Primary attendance rating; GOOD HCS 33/LAA 5/BVPI 46																
				<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05 (baseline)</td> <td></td> <td>5.2%</td> </tr> <tr> <td>2005/06</td> <td></td> <td>5.05%</td> </tr> <tr> <td>2006/07*</td> <td>4.90%</td> <td>5.67%</td> </tr> <tr> <td>2007/08</td> <td>4%</td> <td>TBA</td> </tr> </tbody> </table>			Target	Outturn	2004/05 (baseline)		5.2%	2005/06		5.05%	2006/07*	4.90%	5.67%	2007/08	4%	TBA
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				<p>*DfES has advised that 1.5% of absence rate maybe attributable to the one off infectious illness in autumn term.</p>																
		<ul style="list-style-type: none"> Use of Parenting Contracts (voluntary agreement), Parenting Orders (via magistrates court), Parenting Classes EWS to operate Parenting Classes from September 2006. 	<ul style="list-style-type: none"> Parenting classes scheduled to start in January 07 																	
		<ul style="list-style-type: none"> EWS to provide extra support to ten schools with lowest whole attendance in county and monitored on a half-termly basis. 	<ul style="list-style-type: none"> Targeted work at 6 high and 35 primary schools. 																	
		<ul style="list-style-type: none"> Truancy Sweeps to be conducted on half-termly basis. 																		

		<ul style="list-style-type: none"> Advertising campaign on city buses aimed at parents/carers for 8 weeks from September 2006. Use of questionnaires to assess effectiveness. Poster campaign in all schools from early in next school year. 	<ul style="list-style-type: none"> Campaign completed. Analysis to follow. 		
		<ul style="list-style-type: none"> Members of EWS to raise profile of service in schools via assemblies, leaflets etc. To form part of SLA with each school. To be reviewed termly. 			
		<ul style="list-style-type: none"> 'Book bag' scheme advertising EWS in all library outlets and 'book mark' scheme advertising EWS in Excellence Cluster schools from September. To be reviewed at end of each term. 	<ul style="list-style-type: none"> In all libraries 		
		<ul style="list-style-type: none"> Half-termly meetings between Principal EWO and primary school heads in Excellence cluster to review attendance targets and behaviour plan. 	<ul style="list-style-type: none"> Delayed 		
		<ul style="list-style-type: none"> Use LPSA2 funding to recruit an additional EWO from September 2006. Review effectiveness on annual basis. 			

2. Absenteeism in secondary schools: Reduction in number of half day sessions missed due to authorised and unauthorised absence as a % of total number of sessions in secondary schools	1 2	Action as above.			Target	Outturn	GS/SMc L/PC
				2004/05		7.8%	
				2005/06 (baseline)		7.61%	
				2006/07 *	7.00%	7.9%	
				2007/08	6.00%		
BVPI 45/LAA 6/HCS 34				<p>*DfES has advised that 1.5% of absence rate maybe attributable to the one off infectious illness in autumn term.</p> <p>'06/07 Outturn: ('05/06 academic year) Authorised absence: Herefordshire: 7.9% Statistical Neighbours MEAN: 7.69% National: 5.3%</p> <p>Unauthorised absence: Herefordshire: 1.4% England: 1.3%</p> <p>DfES RAG Dashboard Report '06/07 Secondary attendance rating: GOOD</p>			

<p>3. Absenteeism of Looked After Children to be reduced.</p> <p>(a) Number of children looked after by Herefordshire continuously for at least 12 months and were of school age, who missed a total of at least 25 days of schooling for any reason during the previous year (expressed as a percentage).</p> <p>(b) The number of half-day sessions missed due to authorised and unauthorised absence expressed as a percentage of total number of sessions in primary schools by children looked after by Herefordshire continuously for at least 12 months during the previous year</p>	1 2	<p>From September:</p> <ul style="list-style-type: none"> All LAC to be monitored half termly. Schools to provide absence data. LAC with problematic attendance to be monitored weekly/ bi-weekly in the first instance. 	<ul style="list-style-type: none"> LAC in secondary schools monitored by EWS and data supplied on a bi-weekly basis. See above, children of concern in primary and residential schools monitored as above by attendance monitoring officer. 	<p>(a) APA 3074SC/HCS 35a/LAA7 PAF CF/C24</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05 (baseline)</td> <td></td> <td>12.6%</td> </tr> <tr> <td>2005/06</td> <td>11.6%</td> <td>9.2%</td> </tr> <tr> <td>2006/07</td> <td>9%</td> <td>10.5%</td> </tr> <tr> <td>2007/08</td> <td>9%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>8.5%</td> <td></td> </tr> <tr> <td>2009/10</td> <td>8%</td> <td></td> </tr> </tbody> </table>				Target	Outturn	2004/05 (baseline)		12.6%	2005/06	11.6%	9.2%	2006/07	9%	10.5%	2007/08	9%		2008/09	8.5%		2009/10	8%		GS/SMc L/PC/AB
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		2009/10	8%																									
		<ul style="list-style-type: none"> EWO to be in daily attendance at schools for LAC with long-term attendance problems when indicated. 		<p>(b) LAA 8/HSC 35b</p>																								
		<ul style="list-style-type: none"> To establish closer links with EWS by September 2006. 	<ul style="list-style-type: none"> Meeting monthly 	<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05* (baseline)</td> <td></td> <td>4.68%</td> </tr> <tr> <td>2005/06</td> <td></td> <td>4.02%</td> </tr> <tr> <td>2006/07</td> <td>4.65%</td> <td>3.49%</td> </tr> <tr> <td>2007/08</td> <td>4.45%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>4.25%</td> <td></td> </tr> <tr> <td>3 year average</td> <td>4.5%</td> <td></td> </tr> </tbody> </table>				Target	Outturn	2004/05* (baseline)		4.68%	2005/06		4.02%	2006/07	4.65%	3.49%	2007/08	4.45%		2008/09	4.25%		3 year average	4.5%		
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<ul style="list-style-type: none"> Create a mechanism to collate absence data from schools that arrives in a number of different formats by December 2006. 	<ul style="list-style-type: none"> Mechanism established and working well. 																											
<ul style="list-style-type: none"> See actions above for primary and secondary absenteeism generally. 																												

(c) The number of half-day sessions missed due to authorised and unauthorised absence expressed as a percentage of total number of sessions in secondary schools by children looked after by Herefordshire continuously for at least 12 months during the previous year				(c) LAA 9/HCS 35c			
					Target	Outturn	
				2004/05*		7.66%	
				2005/06		8.51%	
				2006/07	7.4%	5.0%	
				2007/08	7.2%		
				2008/09	7.0%		
				3 year average	7.0%		
* Academic year '03/04							
4. Percentage of pupils with 5 A*-C including Maths and English	1 2	Use secondary strategy staff and expertise to:		Initial analysis by late Sept using QCA data.			GS
		<ul style="list-style-type: none"> Analyse and interpret individual school and pupil attainment data. 		Detailed analysis by late Oct			
		<ul style="list-style-type: none"> Identify schools below national floor targets at KS3 English, Maths, Science. 		<ul style="list-style-type: none"> No schools in this category. 			
		<ul style="list-style-type: none"> Identify schools with low KS2 – KS3 Contextual Value Added (CVA) and conversion rates. 		Target setting data provided to schools and SIS team by autumn half term break.			
		<ul style="list-style-type: none"> Data is provided by QCA, NCER late August – October. 		Targets set by schools for the following years examination groups. Nov 06 for May 08 examination cohort.			
		<ul style="list-style-type: none"> Target consultant teaching & learning and leadership support in identified schools. 		BVPI 38/HCS 31/LAA 15			
				Target	Outturn		
				2004/05 (baseline)		45.4%	
				2005/06	47.5%	45.5%	
				2006/07	51.6%	48.2%	
				2007/08	54%		

				<p>06/07 Outturn: (05/06 academic year) Stat Neighbours MEAN: 46.6% National: 45.8%</p> <p>DfES RAG Dashboard Report 06/07 % 5 A* - C equivalent inc Eng & Maths: GOOD Total % improvement 5+ A* - C inc Eng & Maths (2005 – 2006): GOOD</p>			
<p>5. Percentage of all pupils in LA schools achieving 5 or more 5A* - G grades at GCSE, or equivalent accredited vocational or alternative curriculum qualification</p>	<p>1 2</p>	<p>Use Secondary Strategy Staff and expertise to:</p> <ul style="list-style-type: none"> analyse and interpret individual school and pupil related performance data for all secondary schools; identify schools below the national floor targets at KS3 Maths, Science & English; identify schools with low contextual value added (CVA) between KS2 – KS3, KS3 – KS4 & KS2 – KS4; identify schools with low conversion rates from KS2 – KS3 – KS4; identify schools with low or declining performance in 5A*-G grades. Target consultant teaching, learning & leadership support at the identified schools or departments. 		<p>Academic Targets are set by schools and school inspectors / improvement partners each autumn term for the following academic year. I.e. Targets for 2008/2009 will be set during the autumn term of 2007. This is in line with DfES practice. Targets beyond 2007 have not been verified by schools and as such will be subject to alteration</p> <p>Target setting data provided to schools and SIS team by autumn half term break for review.</p>	<p>GS</p>		
						Target	Outturn
				2005/06			93.1%
				2006/07		95%	93.8%
2007/08	95.5%						
				<p>'06/07 Outturn: ('05/06 academic year) National 90.5%</p>			

9. Raise attainment at KS2 performance in '05.	1 2	<ul style="list-style-type: none"> Young people achieve better results. Further action to be advised. 	<ul style="list-style-type: none"> Value added between Key Stage 1-2 improved. Increase in L4 plus. 	Herefordshire VA measure:				GS	
				Eng	Maths	Science			
				2004/05	81%	75.9%	88%		
				2005/06	81%	75%	87.9%		
				2006/07 target	81%	82%	No Govt target		
				2007/08 target	83%	82%			
				DfES RAG Dashboard Report '06/07 Sum of the % of pupils achieving L4+ in Eng & Maths in 2006 GOOD					
				Total % improvement L4+ Eng & Maths (2004 – 2006): NEEDS SIGNIFICANT IMPROVEMENT					
				Diff DfES LA average from Statistical Neighbour average Eng & Maths 2006: NEEDS IMPROVEMENT					
	2006/07 outturn	English	Maths						
	Herefordshire	80.6%	75.5%						
	Stat neighbours	80.0%	76.2%						
	National	79.0%	76.0%						

10. Raising the attainment of low-achievers in KS4.	1 2	<ul style="list-style-type: none"> Young people achieve better results. Schools are supported to maximise potential for achievement. 		Improved results for 1 or more GCSEs A-G (LPSA2)	GS		
						Target	Outturn
				2006/07		90%	98.3%
				2007/08		90%	
				APA 3072SC/ PAF CF/A2 - % of young people leaving care aged 16 or over with at least 1 GCSE at grade A*-G or a GNVQ			
						Target	Outturn
				2005/06			91.7%
				2006/07		90%	76.5%
				2007/08		90%	
				APA 3071SC/ DIS 1406 - % of LAC who were pupils in Yr 11 who were eligible for GCSE (or equiv) examinations who sat at least one GCSE equivalent exam			
						Target	Outturn
				2005/06			82.4%
				2006/07		85%	84.6%
				2007/08		85%	
				2008/09		86%	
2009/10	87%						

				APA 3073SC/ DIS 1403 - % of young people leaving care aged 16 or over with 5 or more GCSEs at grade A*-C or a GNVQ <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td></td> <td>8.3%</td> </tr> <tr> <td>2006/07</td> <td>10%</td> <td>5.9%</td> </tr> <tr> <td>2007/08</td> <td>10%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>10%</td> <td></td> </tr> <tr> <td>2009/10</td> <td>10%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2005/06		8.3%	2006/07	10%	5.9%	2007/08	10%		2008/09	10%		2009/10	10%		
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11. % of 3 year olds who have access to a good quality free early years education place	1 2	<ul style="list-style-type: none"> Maximise uptake of 3 years olds. 	<ul style="list-style-type: none"> Target being met. 	Uptake of 3 year olds (DfES target) HCS 66/ LAA 13 <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06 (baseline)</td> <td></td> <td>85%</td> </tr> <tr> <td>2006/07</td> <td>85%</td> <td>85%</td> </tr> <tr> <td>2007/08</td> <td>85%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2005/06 (baseline)		85%	2006/07	85%	85%	2007/08	85%		GS						
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ECM Outcome Area: Positive Contribution

Outcome / key requirements	CYP Plan Yr	Priority Actions	Progress	Success measures	Lead			
1. Reduce the number of first time entrants to the Youth Justice System in Herefordshire (CS&DS)	1	<ul style="list-style-type: none"> From 1st April '06, expansion of Children's Fund (CF) panel via Youth Offending Service (YOS) Prevention Grant to ensure full geographical coverage within Herefordshire and expansion of age range to include young people aged 8-17 years old. 		Reduce by 5% by 2008. Reduce first time entrants into the youth justice system by 2% between '05/06 and '06/07	KBa			
	2			<table border="1"> <tr> <td></td> <td>Target</td> <td>Outturn</td> </tr> </table>			Target	Outturn
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	3			<table border="1"> <tr> <td>05/06 (Baseline)</td> <td></td> <td>342</td> </tr> </table>		05/06 (Baseline)		342
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	<table border="1"> <tr> <td>2006/07</td> <td>335</td> <td>396</td> </tr> </table>	2006/07	335	396				
2006/07	335	396						
<ul style="list-style-type: none"> Increase in prevention work with parents within YOS via recruitment of 2nd YOS parenting worker and development/implementation of revised YOS parenting strategy. 	<ul style="list-style-type: none"> 2nd Parenting Worker in place. Revised YOS parenting guidance in place for March 2007. 							
<ul style="list-style-type: none"> Develop and implement Restorative Justice strategy within YOS and recruit Restorative Justice worker from April 2007. 	<ul style="list-style-type: none"> On track – interim RJ worker in post, recruitment commenced for permanent worker. RJ workshops to develop action plan held December 2006 							

		<ul style="list-style-type: none"> Continue to develop the Prevent and Deter (P&D) strand of the Prolific and Other Priority Offender (PPO) Strategy and ensure P&D panel is effective. 	<ul style="list-style-type: none"> On track – through P&D Steering Group. RAG assessment of P&D submitted to GOWM in March 07 as amber/green. 														
		<ul style="list-style-type: none"> Ensure linkages exist between work within the PPO strategy (P&D), Anti Social Behaviour Strategy (ASB), CF panels and developments within Children’s Services prevention approaches. 	<ul style="list-style-type: none"> On track – through P&D Steering and Operational Group. Explore link between P&D and CAF (May ‘07) with a view to integrating systems Jan ‘08. 														
2. Reduce the number of young people who re-offend	1	<ul style="list-style-type: none"> Analyse ASSET data for October to December 2005 cohort to identify 2006/7 priority offending risk factors by April 2007. 	<ul style="list-style-type: none"> To be replaced (see below). 	Achieve a 5% reduction in re-offending rate for 2006 compared with 2002. (These are not calendar year but ‘re-offenders’ in a 3-month period tracked for two years). LAA 36 <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2002/04 (baseline)</td> <td></td> <td>47%</td> </tr> <tr> <td>2003/05</td> <td>53.5%</td> <td></td> </tr> <tr> <td>2006/07</td> <td>45%</td> <td>50%*</td> </tr> </tbody> </table>		Target	Outturn	2002/04 (baseline)		47%	2003/05	53.5%		2006/07	45%	50%*	KBa
			Target		Outturn												
2002/04 (baseline)		47%															
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2006/07	45%	50%*															
<ul style="list-style-type: none"> Develop strategies to address the 2005/6 risk factors identified by June 2006. 	<ul style="list-style-type: none"> To be replaced (see below). 	*Outturn 2006/07 (2004 cohort) – 50% (Revised)															

		<ul style="list-style-type: none"> Implementation of new risk policy including risk led planning framework by March 2007. 	<ul style="list-style-type: none"> On track. Improvements are beginning to be delivered. This is against changes to police recording that is increasing crime reporting. 	(Provisional) YOS and Police School Liaison Officers develop preventative programmes in schools to address crime, disorder, anti-social behaviour and drug misuse and its consequences. Number of programmes delivered.	
<ul style="list-style-type: none"> Review the effectiveness of the implementation of the risk led approach and identify strategies for ensuring this is fully integrated across all YOS practice by September 2006. 	<ul style="list-style-type: none"> Review completed - Action Plan in place. 				
<ul style="list-style-type: none"> Complete a detailed study of recidivism rates to identify whether the YOS and its partners are effectively contributing to the reduction of youth crime by March 2007. 	<ul style="list-style-type: none"> To be deleted – feasibility study result – not cost effective. 				
<ul style="list-style-type: none"> Extend the Risk Led Approach into YOS Preventative Services by September 2006. 	<ul style="list-style-type: none"> Work ongoing slippage in timescale. 				

		<ul style="list-style-type: none"> • Co-ordinate and develop group work and individual programmes for work with low /medium/high risk young people by March 2007. 	<ul style="list-style-type: none"> • On track – regular group work sessions have been held within Herefordshire YOT since December 2006. 20 medium risk young people have completed programmes. High-risk young people seen individually. New focus on medium risk offenders being developed with police for '07/08. 		
		<ul style="list-style-type: none"> • Increase the number of Pathways staff trained to use the group work and individual programmes. All YOS staff to be trained in Pathways by March 2007. 	<ul style="list-style-type: none"> • On track. 9 out of 12 staff have completed training. Remaining staff to complete a service wide mop up training session. Local implementation plan being developed. 		

3. Develop family support and systems of early identification of children for all ages at risk of crime, disorder, anti-social behaviour and drug use	1 2 3	<ul style="list-style-type: none"> Intensive family support available. Family Support Strategy to include support for parents of children and young people in the identified vulnerable groups. 	<ul style="list-style-type: none"> On track 	Number of Parenting programmes run TBA Numbers of families identified TBA Targets to be advised.	SMcL/A H/JD															
4. % of young people who feel Herefordshire Council does enough to give opportunity to influence decisions	1 2 3	<ul style="list-style-type: none"> Young people are empowered to contribute to decision-making and are aware of how they can do this. 	<ul style="list-style-type: none"> On track using Youth Survey to be undertaken May-July 2007. 	<table border="1"> <tr> <td colspan="3">HCS 69/ LAA 18</td> </tr> <tr> <td></td> <td>Target</td> <td>Outturn</td> </tr> <tr> <td>2003 (baseline)</td> <td></td> <td>13.8%</td> </tr> <tr> <td>2005</td> <td></td> <td>19.2%</td> </tr> <tr> <td>2007</td> <td>30%</td> <td></td> </tr> </table>	HCS 69/ LAA 18				Target	Outturn	2003 (baseline)		13.8%	2005		19.2%	2007	30%		AH/JR
HCS 69/ LAA 18																				
	Target	Outturn																		
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5. Proportion of 13 - 18 year olds who feel they can influence decisions affecting local services.	1 2 3	<ul style="list-style-type: none"> Young people are empowered to contribute to decision-making and are aware of how they can do this. 	<ul style="list-style-type: none"> On track using Youth Survey to be undertaken May-July 2007. 	Baseline to be established through 2007 Youth survey	AH/JR															
6. % of CYP volunteering	1 2 3	<ul style="list-style-type: none"> More young people contributing positively to community needs. 	<ul style="list-style-type: none"> On track using Youth Survey. 	Baseline to be established through 2007 Youth Survey and Teenage Lifestyles Survey. (May-July 2007).	AH/JR															

ECM Outcome Area: Achieving Economic Well-being

Outcome / key requirements	CYP Plan Yr	Priority action	Progress	Success measures	Lead																		
1. Improve housing provision for both single young people and families (JAR)	1	<ul style="list-style-type: none"> To acquire 6 additional properties (single accommodation units) to extend housing options for care leavers by May 2007 complete with 10 hours per week support from the Supported Housing for young people project (SHYPP). 	<ul style="list-style-type: none"> All units in use with floating support 	Provide 6 additional units of accommodation for care leavers by May 2007 Improved further preventive information and advice service. Reduced numbers of homeless.	RG																		
		<ul style="list-style-type: none"> Recruit an Aftercare Coordinator and Accommodation Project Workers by November, 2006. 	<ul style="list-style-type: none"> Both workers recruited and recruitment of supportive lodgings workers underway 	Number of families housed in B&B	JD																		
		<ul style="list-style-type: none"> Recruit and train 5 additional supportive lodgings providers by April, 2007. 		<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06(Baseline)</td> <td></td> <td>40</td> </tr> <tr> <td>2006/07</td> <td>0</td> <td>7</td> </tr> </tbody> </table> Number of families with children housed in B&B for more than 6 weeks <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06 (baseline)</td> <td></td> <td>28</td> </tr> <tr> <td>2006/07</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Target	Outturn	2005/06(Baseline)		40	2006/07	0	7		Target	Outturn	2005/06 (baseline)		28	2006/07	0	0	
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2. Increase % of all 16-18 year olds in education, employment or training.	1 2 3	<ul style="list-style-type: none"> Maximise the take up by Y11 leavers and by those who are already NEET of existing opportunities in 6th forms, FE, training, E2E and pre-E2E, including canvassing, clearing house systems and job club activities. In preparation for 2010 target, produced revised baseline figures using new counting arrangements. Mar 07 Work with partners e.g. HCT to develop and deliver additional provision for some NEET young people. Provide targeted support for those young people facing barriers to becoming EET-ready e.g. help with housing, personal development programmes, joint Connexions – Youth Service pilots. Encourage schools to use NEET DVD and supporting material produced by Connexions and Rural Media. Collate Y11 destination information by institution and County and distribute. 	<ul style="list-style-type: none"> Nov NEET target exceeded. 4.4% achieved. Additional opportunities provided through: Fire and Rescue. Redspace Youth Counselling Trust Youth Express Distributed in January 	<ul style="list-style-type: none"> Increase % of key vulnerable groups in EET:- Nov '10 teenage mothers 60% Dec '08 young people 16+ supervised by YOS 93% Outturns <ul style="list-style-type: none"> LDD 0506 85.2%; 0607 88.6% Teenage parents 0506 25%; 0607 31% Annual increase in % of positive Y11 destinations. (2005 baseline 94.4%). Outturns 05/06 85%; 0607 88% 	RL/ST/S F RL
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	<ul style="list-style-type: none"> Analyse 16+ achievement data alongside a breakdown of current provision to enhance 14-19 planning. Acquire and study a breakdown of 16+ achievement data for 2006. By end Nov '06. Agree basis and arrangement for analysing current provision on a similar basis to the achievement data. By end Dec '06. Complete analysis, agree areas for action and incorporate in 14-19 Strategy and planning. By end March '07. Agree and implement performance framework for 14-19 provision, including recruitment, retention and progression rates by provider and County. Include detailed consideration of a performance framework in the review of the 14-19 Strategy. Consideration to include data to be included, timing and arrangements for collection and responsibility for analysis. End March '07. Agreed performance framework implemented. Year 2. 	<p>14-19 Strategy in the process of being updated, including arrangements for 14-19 planning, performance framework and student feedback.</p>	<ul style="list-style-type: none"> Range and level of 14-19 provision meets the needs of all young people, including those from vulnerable groups. Annual reduction in 16-18 year olds in jobs without training (Nov '05 baseline 18.7%) Dec '06 – 17.4% Annual increase in % 16-18 year olds in learning (Nov '05 baseline 70.6%). <p>HCS 40/ LAA 2 - % of 16-18 year olds NOT in Education, Employment or Training</p> <table border="1" data-bbox="1462 1042 2018 1225"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>4.9%</td> <td>4.3%</td> </tr> <tr> <td>2007/08</td> <td>5.3%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>5.0%</td> <td></td> </tr> <tr> <td>2009/10</td> <td>4.8%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2006/07	4.9%	4.3%	2007/08	5.3%		2008/09	5.0%		2009/10	4.8%		
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		<ul style="list-style-type: none"> • Establish baseline for student satisfaction with their programme and IAG support and for external inspection grades. • Agree content and method of surveying student satisfaction with their programme and IAG support. By end March '07. • Agree arrangements for completion and analysis of survey. By end March '07. • Agree basis for analysing inspection grades, the timescale and lead responsibility for analysis. By end March '07. • Implement survey/arrangements for analysis, identify areas for improvement and agree action/targets for subsequent years. By end Summer Term '07. 		<ul style="list-style-type: none"> • Year on year improvement in satisfaction rates and in inspection grades for providers. 	
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		<ul style="list-style-type: none"> Produce County Plan for personal development and volunteering activities, setting out mix and quantity of provision required. Agree a framework for the development and delivery of activities. Coverage to include consideration of personal qualities and interpersonal skills developed, experiences and accessibility. By end March '07. Map existing provision against framework. Year 2. Agree priorities for development and lead responsibilities. Year 2. 		<ul style="list-style-type: none"> Opportunities available to all young people, including those who need help to develop their employability skills. 																						
3. Increase number of LAC who are in EET	1 2	<ul style="list-style-type: none"> Actions as in 3 above with particular focus on LAC. Recruit an Aftercare Co-ordinator. 	<ul style="list-style-type: none"> Recruitment Complete 	<p>PAF CF/A4: Employment, education and training for care leavers [joint working] (BVPI 161) Increased ratio of LAC in EET.</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05 (baseline)</td> <td></td> <td>12 (0.92)</td> </tr> <tr> <td>2005/06</td> <td>16 (0.96)</td> <td>16 (0.96)</td> </tr> <tr> <td>2006/07</td> <td>12 (0.98)</td> <td>14 (1.25)</td> </tr> <tr> <td>2007/08</td> <td>(0.99)</td> <td></td> </tr> <tr> <td>2008/09</td> <td>(1.00)</td> <td></td> </tr> <tr> <td>2009/10</td> <td>(1.00)</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2004/05 (baseline)		12 (0.92)	2005/06	16 (0.96)	16 (0.96)	2006/07	12 (0.98)	14 (1.25)	2007/08	(0.99)		2008/09	(1.00)		2009/10	(1.00)		JD
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<p>4. Ensure that information, advice and guidance (IAG) provision for 14-19 year olds meets national quality standards.</p>	<p>1 2</p>	<ul style="list-style-type: none"> • Consult with schools, colleges, training providers and others on current provision. • Agree and implement a Transition Plan between Connexions and Children's Services. • Develop common set of standards for the Specialist Diploma Gateway and Careers Quality Mark. • Assess local standards against national standards • Agree plan to enable all learning providers to achieve standards. • Agree software and resources available to produce Area Prospectus. Appoint staff and gather data. 		<p>Transition Plan in place</p> <p>Plan produced and consulted on.</p> <p>Prospectus fully meets a national specification and on course for publication in May, 2007.</p>	<p>RL</p>
<p>5. Ensure better coordinated transition planning for all children with learning difficulties and disabilities and focus on Post 16 strategy</p>	<p>1 2</p>	<ul style="list-style-type: none"> • Transitions steering group with adults' service to be set up to develop strategy. • Appoint new transitions workers; Implement new processes 		<p>Needs analysis / commissioning plan in place and joint transitions strategy with adult services</p> <p>Joint protocol in place between adults and children's services. Appointment of new transitions workers & Implement new processes</p>	<p>MP/AH</p>

Outcome Priorities for 2007/08

OUTCOME AREA: BE HEALTHY

1. Background Summary

The CYP Plan sets out in the “Be Healthy” section the comments of the JAR on strengths and improvements needed; and sections on “where we want to be”; “how we are going to get there”; and “how we will know we are making progress”. From all of these a delivery plan was constructed and this has formed the basis for priority development work in 2006/2007, although other programmes of work have been maintained. At the same time, a specific JAR improvement plan has been delivered in close co-operation with the West Midlands Government Office Improvement Board.

2. Priority Areas 2006/2007

Progress has been made against all the priority areas set out in the CYP Plan and its delivery plan. Inevitably this has been made at a faster rate in some areas than in others. Those areas where faster progress has been made include:

- actions to tackle childhood obesity;
- actions to improve dental health;
- increasing availability of sexual health services;
- encouraging breast feeding among teenage mothers;
- encouraging breast feeding among women living in South Wye, the most socially deprived area;
- ensuring priority access to CAMHS for the most vulnerable groups;
- development of respite care;
- improvements in occupational therapy;
- increasing the number of schools achieving Healthy Schools status;
- consulting with staff, special interest groups, parents, carers, and children and young people with disabilities;
- developing joint care pathways for priority groups of children with special needs, such as epilepsy, ASD, and Down’s syndrome;
- employment of additional family support workers for children with learning difficulties and disabilities;
- increase in numbers of assessments undertaken by the learning disability team, by 150% over 6 months.

However, slower progress has been made in some of the areas which were identified within the Children and Young People’s Plan. These include:

- creating an integrated acute and community paediatric service. Given changes in the broader policy and political context, this is now unlikely to be achieved by merging the two parts of the service which currently sit in two different organisations (Acute Trust and PCT). Instead, work on agreeing joint care pathways is in hand and still developing;
- improving the capacity of the Drugs Action Team. Continued staff vacancy has impeded this, and the Zig Zag Service continues to attract a red rating in its regional review. This will be actively addressed in 2007/2008 through the Community Safety Partnership;

- developing services for children and young people with conduct disorders. This has been delayed pending the recruitment of medical staff but two newly appointed staff will take this forward;
- reducing hospital admissions from accidents. This has been delayed due to capacity issues in the Public Health department caused by the continued failure to recruit a Director of Public Health. This priority will be reviewed by the 'Be Healthy' sub-group.

3. Impact and Evaluation

In general, work in the "Be Healthy" outcome area has continued to build on its "good" rating in the JAR. The health of children and young people continues to be good and there continues to be effective promotion of healthy lifestyles. The work of health professionals continues to be delivered in the context of an understanding of the varied needs of different children and young people and the imperative to target services appropriately at the most vulnerable.

Much progress was achieved against the plan in 2006/2007. However, in many instances it is too soon to demonstrate an impact on outcomes because the effort this year has been on establishing reliable baseline data. For example, the Healthy Lifestyles Survey carried out in High Schools and the weighing and measuring of all year 6 and Reception year children have both been completed with excellent response rates and these will provide a robust baseline dataset against which to measure impact in future years.

Other pieces of successfully completed work, which will not yet have delivered an impact on outcomes, include:

- the significant increase in the numbers of schools achieving Healthy Schools status;
- increases in the availability of school nurse drop-ins;
- increases in generic tier 1 CAMHS training;
- improvements in occupational therapy services;
- production of a CAMHS strategy agreed through the multi-agency CAMHS partnership;
- production of the first draft of a disability strategy.

In other areas, impact of the implementation of the Children and Young People's Plan can be more clearly seen. For example:

- the uptake of respite care for children and young people with learning disabilities has increased;
- waiting times for CAMHS have dropped significantly;
- breast feeding rates among women in the most deprived parts of the county have increased;
- uptake of MMR immunisation at 2 years has increased;
- occupational therapy services have increased.

Most child-specific targets were met in the most recent annual health check, and there was compliance with Core Standards C2 and C23. Children's health services are working towards implementation of the National Service Framework(NSF) by 2014. There is ongoing targeting of services to the most vulnerable children and young people, either by special interventions such as the Travellers Health Project or a drop-in health visitor clinic for South Portuguese families or by redesigning services such as school nursing using 'choosing health' investment to provide enhanced services in areas of special need. Good progress has been made in terms of the health of Looked After Children. For example, at September 2006, all those

aged 5 or under had received their annual health check, and 82% overall had had their annual health assessment. Those who had not received the check had refused to have one.

Engagement with children and young people and their families continues to be a priority. In 2006/2007, a full public consultation was carried out regarding a new build for a centre for children with special needs, which received broad public and professional support. A business case will now be developed to take this forward. Additionally, the National Council for Disabled Children was involved with a questionnaire survey on current experiences and desired service improvements, which achieved a 78% response rate. The responses were broadly in line with the thinking in the short break strategy and this is being fed into the children with disabilities strategy. The 'Voices' group of Looked After Children has been consulted about their health checks, asking for a choice of venue and for health checks to be done out of school hours. These requests have been met.

Increasingly, NHS staff are working with children's centres to reach the most vulnerable and most deprived children and young people in the county. Examples include the work of a stop smoking midwife; a community food worker; health visitors; midwives; and breast feeding peer support workers. Partnership work with the third sector has also been developed to reach harder-to-reach and vulnerable children and young people. The Youth Counselling Trust, for example, continues to work closely with CAMHS and sexual health services and an innovative project to develop the health benefits of woodland has engaged young people referred by the probation service as well as those working with a youth project in an area of rural isolation.

Multi-agency CAMHS has shown particular success in 2006/2007 in reducing waiting times to an average of 7 weeks between referral from any referrer to first consultation. Generic multi agency training at tier 1 e.g. health visitors, school nurses, social workers, GPs has been delivered and tier 2 training is now in development for generic postholders developing a special interest and services in this field.

The LAA target for the number of schools qualifying for Healthy School Status has been exceeded.

4. Next Steps 2007/2008

In 2007/2008 the "Be Healthy" sub-group will continue to ensure the existing delivery plan is progressed. It will also prepare for a new Children and Young People's Plan in April 2008. It will produce a tighter "Be Healthy" section with outcomes and performance indicators more clearly identified and matched to actions and priorities.

Areas of particular priority in 2007/2008 are:

- developing an action plan to reduce hospital admissions for accidents;
- producing an agreed final draft of a strategy for children and young people with disability;
- introduction of a chlamydia screening programme and satellite sexual health clinics;
- agreeing a care pathway for overweight and obese children and young people;
- strengthening the Drug Action Team (DAT);
- developing a fuller set of shared protocols for integrated care between primary and secondary health sectors.

CHILDREN AND YOUNG PEOPLE'S PLAN DELIVERY PLAN 07/08

ECM /NSF Outcome Area: BE HEALTHY

Outcome / key requirements	CY P Plan Yr	Priority actions	Lead	Progress	Success measures		
1. Maximise uptake of childhood immunisation	1 2 3	<ul style="list-style-type: none"> Annual community pharmacy leaflet campaigns. 	FH	<ul style="list-style-type: none"> Community pharmacy campaign planned for Summer Term 2007. 	Percentage of 2 year olds who are up to date with MMR immunisation from 2004/2005 baseline.		
		<ul style="list-style-type: none"> Offer informed choice to all parents through health visiting support. 		<ul style="list-style-type: none"> Health visiting support in place. Introduction of new childhood vaccination programme in September 2006 a risk but gives opportunity for full discussions. 		Target	Outturn
					2004/2005 (baseline)		78.5%
					2005/2006		81.5%
					2006/07	83%	83.1%
					2007/08	85%	
					2008/09	TBA	
2. Increase in percentage of babies who are breast fed at 6 weeks in the county. CP	1 2 3	<ul style="list-style-type: none"> Introduce new breastfeeding policy. Encourage breast feeding through all ante-natal and post-natal contacts. 	HB/SH	<ul style="list-style-type: none"> Consultation on draft policy now completed. One outstanding area to resolve on storage of breast milk, where HHT policy is being reviewed in the light of NICE guidance. On-going. Enhanced (Unicef) training programme now underway. <p>See prior reference 06/07</p>	Increase in percentage of babies who are breast fed at 6 weeks compared with a 2004/2005 baseline.		
					(LAA 11a/HCS20)		
						Target	Outturn
					2004/05 (baseline)		37.9%
					2005/06		41.1%
					2006/07		40%
2007/08	43%						
2008/09	44%						

3. Increase in percentage of babies born to South Wye mothers who are breast-fed.	1 2 3	<ul style="list-style-type: none"> Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye. 	JQ	<ul style="list-style-type: none"> Project established. Project lead and 4 peer support workers in post. 	Increase in percentage of babies who are breast fed at 6 weeks, compared with a 2004/2005 baseline. (LAA 11/HCS 216)		
						Target	Outturn
					2004/05 (baseline)		33.1%
					2005/06		41.2%
					2006/07	33%	34%
					2007/08	40%	
					2008/09	TBA	
4. % of babies born to teenage mothers who are breastfeeding at 6 weeks	1 2 3	<ul style="list-style-type: none"> Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye. 	JQ	<ul style="list-style-type: none"> Project established. Project lead and 4 peer support workers in post. 	Increase in percentage of babies who are breast fed at 6 weeks, compared with a 2004/2005 baseline:		
						Target	Outturn
					2004/05 (baseline)		22.1%
					2005/06		12.9%
					2006/07	25%	13%
					2007/08	30%	
					2008/09	TBA	

5. Improvement in % of 5 year olds free from dental decay	1 2 3	<ul style="list-style-type: none"> Begin option appraisal to fluoridate the water supply. 	FH	<ul style="list-style-type: none"> Feasibility study has now been commissioned by the SHA from Welsh Water, having secured approval from PCT Board and LA Health Scrutiny Committee support. Dental survey planned for 2007/2008. 	Increase in percentage of 5 year olds free from dental decay.			
						Target	Outturn	
					2001/02 (baseline)		58%	
					2006/07	60%	TBA	
					2007/08	62%		
					2008/09	TBA		
6. Reducing year on year rise in obesity among children under 11 by 2010 (no baseline figures until September 2006)	1 2 3	<ul style="list-style-type: none"> Introduce height and weight measurement of children in Reception and Year 6. 	SW	<ul style="list-style-type: none"> All children in Year reception and Year 6 were weighed and measured Summer 2006, achieving the second highest uptake in the West Midlands. 	Reducing obesity levels among children aged 5 and 11 years.			
						Target	Outturn	
					2006/07 (baseline)		12%	
			<ul style="list-style-type: none"> Identifying target schools for intervention once prevalence is established. 		<ul style="list-style-type: none"> Analysis of data currently underway. Health Improvement Manager with special responsibility for tackling obesity appointed December 2006. Discussions with Heads scheduled for Summer Term 2007. 	2007/08	TBA	
						2008/09	TBA	
						(HCS 22d link)		

7. Reducing teenage conceptions by 50% from 1998 (baseline) by 2010.(LAA)	1 2 3	<ul style="list-style-type: none"> Target “hot spots” which have particularly high rates. Extend 4Us clinics. 	Teena ge pregn ancy Lead	<ul style="list-style-type: none"> Interim government office target of 10% reduction was achieved with 2004/2005 figures. Rolling average for 3 years 2002/2004 is 34.7 Hot spots being targeted using teenaged pregnancy grant. Teenage Pregnancy Co-ordinator post was vacant for a short time but recruitment now complete. 	Reduction in teenage conceptions by 50% from 1998 baseline by 2010. 1998 baseline is 37.2 (per 1,000 women aged 15-17) <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>1998 (baseline)</td> <td></td> <td>37.2</td> </tr> <tr> <td>2005/06</td> <td></td> <td>1.4%</td> </tr> <tr> <td>2006/07</td> <td>-15%</td> <td>-15.7%</td> </tr> <tr> <td>2007/08</td> <td>-19% (30.1)</td> <td></td> </tr> <tr> <td>2008/09</td> <td>-24% (28.2)</td> <td></td> </tr> <tr> <td>2009/10</td> <td>-40% (22.3)</td> <td></td> </tr> </tbody> </table>		Target	Outturn	1998 (baseline)		37.2	2005/06		1.4%	2006/07	-15%	-15.7%	2007/08	-19% (30.1)		2008/09	-24% (28.2)		2009/10	-40% (22.3)	
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<ul style="list-style-type: none"> Implement teenage pregnancy strategy 	<ul style="list-style-type: none"> Teenage pregnancy strategy being implemented and monitored via a new multi-agency group, Sexual Wellbeing and Health Network, which reports to CYPP. 	<p>2006/07 - Improving but not in line with target – better nationally – (Published Feb 07)</p>																								

8. Reduce hospital admission rates for accidents among children.	1 2 3	<ul style="list-style-type: none"> Identify reliable database Scope level of accidental injury 	FH	<ul style="list-style-type: none"> Work in progress. Work in progress, to be completed when additional public health capacity is recruited. (Agreement now secured). Recruitment expected July 2007. 	Reduction in accident based admissions. 2002 baseline was 349. Targets are based on achieving a 10% reduction in this figure by '08-9.																					
		<ul style="list-style-type: none"> Identify action plan 		<ul style="list-style-type: none"> Action Plan to be drawn up once the data analysis has been done. 	<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2002 (baseline)</td> <td></td> <td>349</td> </tr> <tr> <td>2005</td> <td></td> <td>377</td> </tr> <tr> <td>2006</td> <td></td> <td>355</td> </tr> <tr> <td>2006/07</td> <td>334</td> <td>TBA</td> </tr> <tr> <td>2007/08</td> <td>324</td> <td></td> </tr> <tr> <td>2008/09</td> <td>314</td> <td></td> </tr> <tr> <td colspan="3">5 year average (2002-2006) 342 per annum</td> </tr> </tbody> </table>		Target	Outturn	2002 (baseline)		349	2005		377	2006		355	2006/07	334	TBA	2007/08	324		2008/09	314	
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5 year average (2002-2006) 342 per annum																										
9. Ensure effective implementation of the multi-agency healthcare planning procedures for Looked After Children	1	<ul style="list-style-type: none"> LAC have access to all services and support required to deliver the best possible outcomes for them. 	AC	<ul style="list-style-type: none"> This target is being collated it is anticipated that we will be marginally short of the 93% target. 	Percentage of LAC with a Plan in place.																					
					<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td></td> <td>90.7%</td> </tr> <tr> <td>2006/07</td> <td>93%</td> <td>90.2%</td> </tr> <tr> <td>2007/08</td> <td>93%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>96%</td> <td></td> </tr> <tr> <td>2009/10</td> <td>100%</td> <td></td> </tr> <tr> <td colspan="3">2006/2007 – 100% of 0-5 years achieved.</td> </tr> </tbody> </table>		Target	Outturn	2005/06		90.7%	2006/07	93%	90.2%	2007/08	93%		2008/09	96%		2009/10	100%		2006/2007 – 100% of 0-5 years achieved.		
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		<ul style="list-style-type: none"> Development locally on Healthy Care Standard. 		<ul style="list-style-type: none"> National Healthy Care Standard now adopted by Partnership Board and being implemented. 	First draft of healthy care audit now out to consultation. Audit to be conducted 2007/2008.		
10. Ensure appropriate social care support for the families of children with learning difficulties and disabilities.	1 2	<ul style="list-style-type: none"> Effective family support and casework in place for all children with disabilities &/or learning disability and their families/carers 	MP	<ul style="list-style-type: none"> Permanent social worker post taken up November 2006. Further 0.5 whole time equivalent (wte) post has been filled. Number of assessments undertaken by team has increased by 150% over last 6 months. Input and support to families increased through employment of two additional family support workers. A pilot single referral process has been put in place across the Kite Centre and CDC at Ross Road. Review of current Short Breaks provision undertaken and specification for new service drawn up. Funding to the team has been increased. 	Increase in no of breaks provided.		
						Target	Outturn
					March 06 (baseline)		63
					2006/07	70	TBA
					2007/08	77	
					2008/09	85	
<p>Local care pathways in place and linking to CAF processes.</p> <p>Number of CAF and AF assessment completed – TBA following pilot (Summer '07)</p>							

<p>11. Improve communication with parents and young people with learning difficulties and disabilities in terms of both the assessment of need and planning of provision.</p>	<p>1</p>	<ul style="list-style-type: none"> • Clear information in place for children, young people and families/carers through all available systems. • Consultation system in place for children, young people and families with clear standards and requirements in place. 	<p>MP</p>	<ul style="list-style-type: none"> • Workshop took place. 10 parents came and fully participated. Led by Philippa Russell, from National Council of Disabled Children. Outcome now being incorporated in next version of Disability Strategy. • Information sharing across agencies with an interest in communication, consultation and user involvement. • Questionnaire developed and sent to 100 parent/carers across county. Analysis of the questionnaires will form the basis of developing strategies for user involvement and consultation. • Participation in open evenings at special schools to seek parent/carer views and those of young people. Drop-in sessions also available at school. • Draft information pack containing local information for parents/carers is in preparation. • Care pathways have been developed for a number of specific groups of children. 	<p>Questionnaire response rate of 78% achieved, findings being incorporated into the strategy.</p> <p>Two learning disability nurses offer the service, going into special schools on a regular basis.</p> <p>First draft complete, now being revised to link with Herefordshire Connects.</p> <p>Completed core pathways for epilepsy, Downs, younger children with communication disorders; older children underway. Children with hearing impairment.</p>
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				<ul style="list-style-type: none"> Currently consultation about the future provision of specialist services out to members of the public and staff and special interest groups. 	New build consultation successfully completed.		
12. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)	1	<ul style="list-style-type: none"> Agree a multi-agency CAMHS strategy to include commissioning of tier 4 services locally, given regional capacity problems. Enhance access to tier 4 services. A range of acute service provision is put into place locally. 	MP	<ul style="list-style-type: none"> Multi-agency strategy has been completed and is being submitted to CYPPB for approval. Tier 4 commissioning is dealt with at regional level and a meeting with the SCA based at GOWM has been requested to further discuss whether or not this should continue to form part of our on-going monitoring. Spot purchasing of tier 4 services is to be reviewed as part of the joint commissioning work programme. 	<p>Completed and agreed by CAMHS Strategy Group.</p> <p>Meeting took place in February 2007, acknowledged as a regional problem to be taken forward at intermediate tier level.</p> <p>Underway, led by commissioning team, based at PCT.</p> <p>Progress towards a comprehensive children & adolescent mental health service (APA 1043SC/ PAF A70)</p>		
						Target	Outturn
					2005/06	N/A	12
					2006/07	15	15
					2007/08	16	
					2008/09	16	
<p>Further progress dependant upon development of regional strategy – Progress TBA</p>							

13. Increase the number of schools achieving the Healthy Schools Standard from the 2005 base.	1	<ul style="list-style-type: none"> Having set up a Strategic Steering Group for Healthy Schools, to review the structure of this to ensure accurate representation of partners. The group will monitor impact against their own KPIs and the work of HHSP. This will be done through discussion between key members of the group and plan for the year ahead. Establishing a PSHE coordinators group in line with the findings of the NCB. This will ensure the quality provision of PSHE, as well as ensuring the use of updates and resources. 	TB	<ul style="list-style-type: none"> Strategic steering group meeting has revised its membership and meets regularly. An operational group has been established and its terms of reference and membership have been reviewed and agreed. PSHE Co-ordinators' Group will be established once Healthy Schools moves to new office premises early 2007. Meanwhile, a password protected area has been established on the website for PSHE co-ordinators to speak electronically to each other. This went live 22.11.06. New premises move complete. 	Increase in numbers of schools, which have achieved the HSS. <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06 (Baseline)</td> <td></td> <td>51</td> </tr> <tr> <td>2006/07</td> <td>50</td> <td>51</td> </tr> <tr> <td>2007/08</td> <td>81</td> <td></td> </tr> <tr> <td>2008/09</td> <td>101</td> <td></td> </tr> </tbody> </table> <p>(National targets have been set and will be monitored both locally and regionally)</p>		Target	Outturn	2005/06 (Baseline)		51	2006/07	50	51	2007/08	81		2008/09	101	
						Target	Outturn													
2005/06 (Baseline)		51																		
2006/07	50	51																		
2007/08	81																			
2008/09	101																			
2																				
14. Improve measures of healthy lifestyles for teenagers		Focus on; <ul style="list-style-type: none"> Smoking rates Substance use / abuse (alcohol and drugs) 	FH	<ul style="list-style-type: none"> Autumn lifestyle survey has been completed. Analysis is now complete and currently being disseminated amongst partners. 	Decrease in smoking rates and substance use. 2006/07 Progress – Results of TLS received and baseline, Indicator confirmation and target TBA (HCS 22a +22f)															

<p>15. Reduce rate of sexually transmitted infections</p>		<ul style="list-style-type: none"> Monitor current rates and ensure all partners including Healthy Schools, primary care practitioners, community pharmacists and school nurses work together to reduce rates. 	<p>MC</p>	<ul style="list-style-type: none"> Current Department of Health (DH) rates being monitored but discussion underway about local rates, which are meaningful in the context of a planned increase in clinic time, which will aim to increase STI detection in the short-term. 	<p>Reduction in numbers of STIs among under 20 year olds. We would expect this figure to have increased in the short-term as we expand and improve services for young people. We would see this as an interim success as we identify and treat previously undiagnosed infection. The targets are therefore relatively modest.</p> <p>HCS 23/ LAA 44</p> <table border="1" data-bbox="1610 595 2161 746"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>278</td> <td>TBA</td> </tr> <tr> <td>2007/08</td> <td>271</td> <td></td> </tr> <tr> <td>2008/09</td> <td>264</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2006/07	278	TBA	2007/08	271		2008/09	264				
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<p>16. Reduce the number of 0-15 year olds killed or seriously injured in road traffic collisions in Herefordshire. (CSDSP)</p>	<p>1 2 3</p>	<ul style="list-style-type: none"> Fewer young people involved in road accidents. 	<p>FH</p>	<ul style="list-style-type: none"> Extensive programme of work underway on road safety including Safety Camera Partnership (PCT and LA are signatories), where evaluation shows significant effect. 	<table border="1" data-bbox="1610 815 2161 1046"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>1994/98 (AV baseline)</td> <td></td> <td>19</td> </tr> <tr> <td>2006/07</td> <td>17</td> <td>13</td> </tr> <tr> <td>2007/08</td> <td>15</td> <td></td> </tr> <tr> <td>2008/09</td> <td>14</td> <td></td> </tr> </tbody> </table> <p>Reduction in the number of children killed or seriously injured in road traffic accidents by 50% by 2010 from 1994-8 baseline.</p>		Target	Outturn	1994/98 (AV baseline)		19	2006/07	17	13	2007/08	15		2008/09	14	
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OUTCOME AREA: STAY SAFE

1. Background Summary

Following the Joint Area Review (JAR) in 2005 and the recommendations made in relation to the Stay Safe outcome, the Children and Young People's Directorate has worked with partner agencies so that all children and young people in Herefordshire are provided with services to ensure that they are safe.

The JAR Action Plan has now been completed and signed off by Government Office West Midlands (GOWM). Although Herefordshire remains in a period of formal engagement, GOWM has indicated that the progress made in relation to safeguarding is now satisfactory and there will be no further specific scrutiny of this area.

2. Priority Areas 2006/2007

- Further work to be carried out in relation to Child Concern Model (CCM), focusing on thresholds for referral;
- staff from all agencies to be offered support and training so that they are able to use CCM safely and appropriately;
- further work to be carried out to ensure that all agencies are committed to safeguard children;
- procedures to be in place to ensure all children are safe from abuse and neglect;
- support to families with children with disabilities to be strengthened.

3. Impact and Evaluation

- CCM threshold criteria reviewed, resulting in significant increase in numbers of referrals received and assessments being carried out. The overall target for the numbers of CAFs to be completed during the pilot is 40. A staged target of 30 was identified for 31 March 2007, with the actual number of CAFs completed being 29;
- the target of 160 set for the number of staff to be trained as part of the CAF pilot training has already been significantly exceeded with 202 staff trained by 31 March 2007;
- as part of the overall Children and Young People's Workforce Strategy, the implementation of the Social Worker Recruitment and Retention Strategy resulted in the target of 50 Social Workers in post by March 2007 being achieved earlier in the month. By the end of the month this had slipped back slightly due to fluctuations related to agency staff, but had risen again to 49.4 by the end of April 2007. On the basis of recent appointments is expected to rise further throughout the year in line with targets set;
- the appointment of a Team Manager to oversee the operation of the Planning, Audit and Review Unit is already ensuring that a more robust framework is in place to routinely audit service provision and outcomes for children;
- all children on the Child Protection Register continue to have an allocated Social Worker and all Reviews are carried out within statutory timescales;
- all Looked After Children have an allocated Social Worker and performance for this group of children and young people continues to be sound overall.

As a result of the work previously carried out to realign thresholds for social work involvement within the Child Concern Model the number of referrals to the Referral and Assessment Team (RAT) has risen sharply, significantly exceeding the targets set. This has resulted in increased numbers of assessments being carried out. Whilst this increased workload has been safely managed and prioritised, it has resulted in some pressure on timescales for completion.

In the short to medium term the increase in referrals is being addressed by a revised Social Worker Recruitment and Retention Strategy, which is now beginning to result in increased numbers of Social Workers in Herefordshire. In line with the recommendation arising from the JAR, Herefordshire is on track to bring the numbers of Social Workers into line with the national average by March 2009 supported by additional investment from the Council.

In the longer term, the development of the Common Assessment Framework (CAF) will build on the strengths of the existing Child Concern Model to improve our ability to intervene at an earlier stage with families and target support and preventative services to reduce the need for social work involvement. The pilot based on the South Wye area and Children with Disabilities across the county was launched in January and is due to be completed in July 2007. The pilot will be formally evaluated by an independent external consultant and this will inform a roll out of CAF in Autumn 2007. Alongside this the Support for Families Strategy will review existing early intervention and preventative mechanisms and will inform commissioning of services in this area for 2008/09 onwards.

Herefordshire Safeguarding Children Board (HSCB) was formally established in April 2006. Steps have been taken throughout the year to further strengthen the membership and infrastructure of the Board and Sub Groups, supported by the appointment of a Business Manager and Training Officer.

Overall performance in this area remains positive. All children on the Child Protection Register continue to have an allocated Social Worker and 100% of Reviews are conducted within timescale.

All schools in Herefordshire have a designated teacher for child protection and are either up to date with the appropriate Foundation/Refresher training or have training arranged. In addition, Governors attend training courses and single agency training is regularly delivered to specific schools on request. All schools make good use of advice, guidance and support available centrally.

In relation to Looked After Children, outcomes remain positive overall, with performance against key performance indicators comparing favourably with comparator group and national averages. A Fostering Inspection was carried out in January 2007 which recognised the continuing strength of the Fostering Service provided by Herefordshire and rated the service as either 'good' or 'excellent' in relation to each of the five outcomes.

4. Next Steps 2007/2008

- HSCB will ensure that the priority actions identified in the Business Plan for 2007/08 are progressed on schedule using a 'traffic light' system to monitor progress;
- HSCB will appoint a Training Officer to oversee and evaluate the annual training programme for 2007/08. This will include both single and multi agency training and will ensure that all specific service needs are addressed;
- the new HSCB Safeguarding Procedures will be launched in September 2007 and will then be audited on a regular basis to ensure that they are robust and being fully implemented. The Procedures will be closely monitored by HSCB and amended as required;
- following the evaluation of the CAF Pilot in July 2007, CAF will be rolled out across the county and targets set as appropriate;
- Following agreement by CYPPB, the Support for Families Strategy will be launched in September 2007 and will inform commissioning activity for 2008/09
- HSCB will review the existing multi agency arrangements for dealing with domestic violence and take action to further improve services if this is considered to be necessary;
- HSCB will develop a dataset of appropriate safeguarding performance indicators. This will enable HSCB to oversee the role and performance of all agencies in relation to safeguarding so that the agency can be appropriately challenged if it is considered that they are not responding appropriately in relation to the safeguarding of children and young people within Herefordshire.

CHILDREN AND YOUNG PEOPLE'S PLAN DELIVERY PLAN 07/08

ECM /NSF Outcome Area: Staying Safe

Outcome / key requirements	CYP Plan Yr	Priority Actions	Lead	Progress	Success measures											
1. Ensure that there is a comprehensive and effective workforce strategy in place to support the delivery of the Children and Young People's Plan.	1	<ul style="list-style-type: none"> Develop a comprehensive Children's Workforce Strategy by May 2008 	SMc	<ul style="list-style-type: none"> Outline strategy agreed by CYPPB November 2006 	Strategy agreed by CYPPB											
				<ul style="list-style-type: none"> 												
		<ul style="list-style-type: none"> Revise Social Worker Recruitment and Retention Strategy and integrate with overall Children's Workforce Strategy by April 2007 	SMc	<ul style="list-style-type: none"> Staff focus group held to inform review of strategy 	Social Worker establishment increased to 50 (milestone to target of 53 by March 2008)											
					<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Target</th> <th style="text-align: center;">Outturn</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">2006/07</td> <td style="text-align: center;">50</td> <td style="text-align: center;">48.9</td> </tr> <tr> <td style="text-align: left;">2007/08</td> <td style="text-align: center;">53</td> <td></td> </tr> <tr> <td style="text-align: left;">2008/09</td> <td style="text-align: center;">57</td> <td></td> </tr> </tbody> </table> <p>Timescales for Initial and Core Assessment completion increased by/to (target to be developed)</p> <p>Numbers of referrals of children per 10,000 population (HC 89a/ KIGS CH141)</p>		Target	Outturn	2006/07	50	48.9	2007/08	53		2008/09	57
	Target	Outturn														
2006/07	50	48.9														
2007/08	53															
2008/09	57															

						Target	Outturn
					2005/06	200	175
					2006/07	220	266
					% of initial assessments within 7 working days of referral (HC 89b/ DIS 1704)		
						Target	Outturn
					2005/06	75%	70.1%
					2006/07	75%	58.7%
					2007/08	68%	
					2008/09	72%	
					2009/10	75%	
					Timing of Core Assessments (PAF CF/C64/ APA 2022SC)		
						Targets	Outturns
					2005/06	75%	76%
					2006/07	80%	61%
					2007/08	66%	
					2008/09	68%	
					2009/10	70%	

<p>2. Ensure there is a single referral, assessment and service-planning framework for children in need, which is consistently and effectively applied in practice.</p>	<p>1</p>	<ul style="list-style-type: none"> Establish an effective multi agency process for managing the identification and provision of services to children with additional needs in line with the requirements of the national Common Assessment. 	<p>SMc</p>	<ul style="list-style-type: none"> Pilot proceeding in line with timetable. 29 CAFs completed at end of March 2007; target set of 30. 	<p>CAF (Every Child Matters in Herefordshire) pilots completed and evaluated on schedule (July 2007)</p> <p>CAF rolled out across county (October 2007)</p> <p>Target for end of pilot (July 2007) = 40 (further target to be developed following CAF pilot)</p> <p>Progress and targets etc. TBA</p>												
<p>3. More families needing help receive additional support at an earlier stage</p>	<p>1 2 3</p>	<ul style="list-style-type: none"> Develop comprehensive and multi agency Support for Families Strategy by May 2007. 	<p>AH</p>	<p>Strategy agreed by CYPPB on schedule.</p>	<p>Strategy informs commissioning activity for 2008/09</p> <p>Expenditure on Family Support Services per capita aged under 18. APA 6009SC/KIGS EX77</p> <table border="1" data-bbox="1610 893 2161 1062"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td></td> <td>24</td> </tr> <tr> <td>2005/06</td> <td></td> <td>27</td> </tr> <tr> <td>2006/07</td> <td>28</td> <td>35</td> </tr> </tbody> </table>		Target	Outturn	2004/05		24	2005/06		27	2006/07	28	35
	Target	Outturn															
2004/05		24															
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<p>4. Establish effective Local Safeguarding Children Board</p>	<p>1</p>	<ul style="list-style-type: none"> Formally establish Herefordshire Safeguarding Children Board (HSCB) 	<p>SMc</p>		<p>Membership and Terms of Reference agreed</p>												

	<ul style="list-style-type: none"> Appoint permanent HSCB Business Manager. 		<ul style="list-style-type: none"> Secondment commenced January 2007. Post to be advertised September 2007. 	HSCB Business Manager in post
	<ul style="list-style-type: none"> Agree HSCB Business Plan for 2007/08 by April 2007. 		<ul style="list-style-type: none"> Priorities agreed at HSCB Development Day (December 2006). 	Business plan agreed and approved by CYPPB
	<ul style="list-style-type: none"> Appoint HSCB Training Officer. 	SW	<ul style="list-style-type: none"> Interviews set for April 2007. Appointment now made. 	HSCB Training officer appointed
	<ul style="list-style-type: none"> Formally establish Working sub groups. 			Membership and Terms of reference agreed. Workplans agreed and incorporated into HSCB Business Plan (April 2007)
	<ul style="list-style-type: none"> Appoint Local Authority Designated Officer for management of Allegations of Abuse made against a person who works with Children. 	SMc		Job Description agreed and appointment made (Sept 2007)
	<ul style="list-style-type: none"> Raising awareness across the county of the work of HSCB for professionals, parents, children and young people. 	SW		Leaflets designed, printed and distributed (Dec 2007)
	<ul style="list-style-type: none"> Child Death Review arrangements in place. 	NF		Membership and Terms of Reference agreed. Workplan agreed and clear arrangements for Child Death in place. (May 2007)

	<ul style="list-style-type: none"> Inform the general public about the legislation surrounding children/young people travelling in motor vehicles. 	KB		Liaise with the relevant authority to ensure that information regarding seat belt laws/booster seats is widely available (July 2007).
	<ul style="list-style-type: none"> Reduce the incidence of bullying experienced by children and young people including cases of racial harassment. 	DL		Multi-agency services to audit and take steps to reduce.
	<ul style="list-style-type: none"> Multi agency Staff training to be planned for Child Protection and Safeguarding and service specific training to be offered. Regular audit to take place of training offered and received. 	Train ing Officer	<ul style="list-style-type: none"> Audit of Safeguarding/Child Protection training to be undertaken across agencies. September 2007. Amendments to and development of training programme as required. October 2007. 	Appropriate training offered to staff and audits completed.
	<ul style="list-style-type: none"> Policies and Procedures 	RT		To commission policies and procedures designed to ensure a uniform approach to safeguarding and consistency in practice across Herefordshire July 2007.
	<ul style="list-style-type: none"> Ensure frontline staff are supported in monitoring progress of Safeguarding 	All	<ul style="list-style-type: none"> Re- establish Safeguarding "Roadshows" to give support to multi-agency staff, in line with the Communications Sub group Workplan for HSCB. To commence September 2007. 	Regular Team meetings, supervision and annual appraisals to take place and feedback to be given to managers and Heads of Service, resulting in action taking place as required.

OUTCOME AREA: ENJOY AND ACHIEVE

1. Background Summary

The CYP Plan for 2006-08 set out, in the “Enjoy and Achieve” section, the comments of JAR on strengths and improvements needed. There were further sections on “where we want to be”; “how we are going to get there”; and “how we will know we are making progress”. From all of these a delivery plan was constructed and this has formed the basis for priority development work in 2006/2007, working in parallel with the National Primary and National Secondary Strategies. Progress on this plan has been reviewed.

2. Priority Areas 2006/2007

Good progress has been made in all priority areas as identified in the CYP plan and its delivery plan. Those areas where good progress has been made include:

- % pupils with 5 A* - C including English and Maths at GCSE;
- % pupils with 5+ A* - G at GCSE or equivalent;
- the improved educational attainment of Looked After Children,
- the improved attainment of low achievers at KS4;
- reduced rates of absenteeism amongst Looked After Children;
- development of the 14-19 Strategy and Action Plan.

In terms of raising attainment at Key Stage 2 from the 2005 performance:

- the % of pupils achieving Level 4+ in English and Maths at Key Stage 2 in 2006 is good;
- the total improvement of pupils achieving Level 4+ in English and Maths at Key Stage 2 from 2004 to 2006 is in need of significant improvement;
- the difference in DfES Local Authority average from our statistical neighbours in English and maths in 2006 needs improvement.

In terms of improving the results of school inspections, there has been good improvement in the 40 inspections from June 2006 to April 2007:

- outstanding 5%;
- good 57%;
- satisfactory 32%;
- notice to Improve 5%;
- there are no schools in the special measures category.

In terms of reducing absenteeism in primary schools, good progress has been made. The rate of absenteeism of Looked After Children is good.

3. Impact and Evaluation

Overall there has been good progress in addressing the priorities for secondary schools in 2006/07. There is an upward trend for attainment at KS4. The value added measures for KS2 – KS4 have also improved. There is evidence of significant impact from targeted support by the School Improvement Service (SIS) and the Secondary Strategy team particularly with respect to the core subjects; the development of assessment for learning (AfL); the development of interactive whiteboards expertise and school training.

Eleven out of fourteen high schools have specialist college status. SIS continues to promote and deploy resources to strengthen school partnerships and learning networks. The 14 – 19 strategy and action plan have been revised and refined to improve the progress that partnership delivery has on the vocational curriculum.

School Improvement Partners (SIPs) have, in the main, been recruited from outside the authority in order to increase the capacity of the team to support schools. There is evidence from Ofsted inspections, SIP reports and link inspectors that the quality of data and performance analysis in schools is improving steadily.

Overall, standards are good in terms of addressing the % of pupils achieving Level 4+ in maths and English in 2006 in Primary Schools, but there is a need to make significantly greater gains in the overall % improvement in these subjects and improvement compared to our statistical neighbours.

The School Improvement Service adopts the principle of support in inverse proportion to success and has a clear and agreed policy with schools for school support categories that equate with the level of need. The schools currently in the highest category of support are using the Local Authority funded Intensifying Support Programme from 2006 –7 and we anticipate that they will need to continue through to 2008 to see the full benefit of this support. The School Improvement Service operates a system of in-depth school reviews of teaching and learning on a three-yearly cycle to help schools to identify and address areas of weakness and to confirm and celebrate successes. In addition, through the Local Authority INSET programme, we offer training in data analysis, pre-inspection preparation, leadership and management and teaching and learning, with particular focus on the new primary framework.

Leadership and management of the primary School Improvement Partner programme is good with some outstanding features. There is a clear vision for the SIP role in primary school improvement. Having consulted with schools, the School Improvement Service is currently recruiting School Improvement Partners from outside the authority to work alongside the existing school improvement team to build capacity. The result will be a 'mixed economy' of Local Authority and external SIPs. This provision is consistent with the expressed views of the primary headteachers.

Outcomes in primary schools are adequate overall. There is evidence of good progress in addressing almost all of the identified priorities and of good and very good standards achieved in specific areas. Although the percentage of KS2 pupils achieving L4+ in English and Maths is 1% above the national average and is judged to be good, the three year upward trend is regarded as needing significant improvement both against national and statistical neighbour measures. Priority is therefore given to improving KS2 maths results and to increasing the effectiveness of the Intensive Support Programme in the 12 participating primary schools. Three primary schools have received notice to improve judgements in recent inspections.

Early Years provision has met its targets and is providing free places for 85% of all 3 year olds.

Overall standards of achievement at KS3, KS4 and KS5 are good. The authority achieved its best results yet for 5+A*-C GCSE with 62.3% and for 5+-C GCSE (including English and Maths) was above the mean indicator for its statistical neighbours with 48% which was 2.4% above the national average. The attainment of low achievers and of Looked After Children has also improved. Rates of attendance and exclusions are in line with national averages and are judged by the DfES to be good for all phases. All high schools have at least satisfactory grades in inspections; two are currently regarded as outstanding.

There are no schools below the floor targets at KS3 or KS4. LA intervention is targeted and is focussed particularly on raising the performance of boys and attainment overall in English at KS3.

The development of learning networks and local school partnerships within the county has significantly supported curriculum development particularly for vocational qualifications. The recent LA audit confirmed that all schools have improved the 14-19 curriculum offer.

The responses of children and young people to lifestyle surveys indicate that almost all them feel that life is at least quite enjoyable and they feel safe and happy at school. There is a broad range of recreational, leisure and cultural facilities available to children and young people and with the establishment of Herefordshire Youth Council and the Shadow Children's and Young People's Partnership Board young people's voice has a considerable opportunity to influence strategy and comment on impact on those services.

Provision for children and young people with disabilities is good. Transition planning has been strengthened and 32 children and young people now have transition plans in place. 100% of statements of special educational need are being completed within statutory deadlines and old and obsolete statements are being reviewed and ceased where appropriate. There are very few young people with complex needs placed out of county and these placements are monitored through annual review. There is also a joint agency panel (health and the local authority Children's and Young People Directorate) which meets monthly to review all jointly funded out of county placements.

4. Next Steps 2007/2008

Areas of particular priority in 2007/08 are:

- continue support and challenge to Early Years settings particularly in the Private and Voluntary Sector, to deliver high quality Foundation Stage;
- raise attainment at KS2;
- improve attainment in KS3 English;
- continue to raise the attainment of low achievers at KS4;
- develop the 14 – 19 vocational curriculum further;
- develop the Area Wide Prospectus and access to impartial advice and guidance on the learning entitlement and career pathways;
- develop personalised learning through the alignment of the secondary strategy and 14 – 19 strategy;
- improve behaviour and attendance strategies in identified schools.

- improve LA data collation and analysis (Particularly with respect to attendance, post 16 progression & NEETs);
- professional development of school workforce to support expansion of wider learning opportunities in secondary education;
- implement the SIPs programme for all primary schools from September 2007;
- improve attainment at Level 4 and Level 5 in Maths and English through the use of the ISP programme and focus on challenge for More Able pupils, focus on learning styles and teaching strategies, curriculum innovation and personalised learning, and sharing and building on good practice through a Good Practice directory;
- continue to improve the outcomes of Ofsted inspections through school reviews and focus on helping schools with self-evaluation, monitoring and evaluation, moderation of work, tracking and data analysis;
- continue to support schools in the use of the new primary framework, with a particular focus on the recommendations of the Rose Review and the use and analysis of pupil level tracking systems;
- improve ICT provision and access.

CHILDREN AND YOUNG PEOPLE'S PLAN DELIVERY PLAN 07/08

ECM Outcome Area: Enjoy and Achieve

Outcome / key requirements	CY P Plan Yr	Priority Actions	Lead	Progress	Success measures
1. Absenteeism in primary schools: Reduction in the number of half day sessions missed due to authorised and unauthorised absence as a % of total no. of sessions in primary schools	1 2	<ul style="list-style-type: none"> Cool Cats (attendance positive reinforcement) pilot in 3 schools, St James, Trinity, Lea commencing September 2006 for 1 academic year. 	GS/S McL/ PC		Monthly meetings with other colleagues / services monitoring attendance data to assess effectiveness of actions. EWS to undertake a comprehensive review of all policies and procedures aimed at increasing data collection and assessment. To be reviewed every term.
		<ul style="list-style-type: none"> Requirement for each school to inform EWS of ten worst attendees. Lists to be updated fortnightly and absentees figures followed up by EWS. To commence September 2006. 			

		<ul style="list-style-type: none"> School attendance figures to be plotted against individual school targets monthly. Figures to be monitored monthly. 		<ul style="list-style-type: none"> Schools that missed DfES target for 05/06 are being targeted. 	<table border="1"> <thead> <tr> <th colspan="3">HCS 33/LAA5/BVPI 46</th> </tr> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05 (baseline)</td> <td></td> <td>5.2%</td> </tr> <tr> <td>2005/06</td> <td></td> <td>5.05%</td> </tr> <tr> <td>2006/07*</td> <td>4.90%</td> <td>5.67%</td> </tr> <tr> <td>2007/08</td> <td>4.0%</td> <td></td> </tr> </tbody> </table>	HCS 33/LAA5/BVPI 46				Target	Outturn	2004/05 (baseline)		5.2%	2005/06		5.05%	2006/07*	4.90%	5.67%	2007/08	4.0%	
HCS 33/LAA5/BVPI 46																							
	Target	Outturn																					
2004/05 (baseline)		5.2%																					
2005/06		5.05%																					
2006/07*	4.90%	5.67%																					
2007/08	4.0%																						
		<ul style="list-style-type: none"> Principal EWO to discuss authorised absences with head teachers and provide extra EWS support if agreed commencing September 2006. 		<ul style="list-style-type: none"> SLAs being negotiated with schools. 	<p>*DfES has advised that 1.5% of absence rate maybe attributable to the one off infectious illness in autumn term.</p> <p>06/07 outturn: (05/06 academic year) Authorised absence: Herefordshire: 5.67% Statistical Neighbours Mean: 5.54% National: 5.3%</p> <p>Unauthorised absence: Herefordshire: 0.3% England: 0.5%</p> <p>DfES RAG Dashboard Report 06/07 Primary attendance rating; GOOD</p> <p>Subject to Data Quality Review outcome TBA</p>																		

		<ul style="list-style-type: none"> • Use of Penalty Notice Warnings (minimum 10 Unauthorised absences U/A's) / Penalty Notices (minimum 20 U/A's) for pupils with unauthorised absences not achieving attendance targets set by government. EWS to plot issuing of Penalty Notice Warnings against Penalty Notices related to individual schools, Key stages, year groups etc. 		<ul style="list-style-type: none"> • 05/06 43 issued. • 06/07 2 issued (40 warning letters issued – anticipate 25% will result in issue of Penalty Notice. 	
		<ul style="list-style-type: none"> • Use of Parenting Contracts (voluntary agreement), Parenting Orders (via magistrates court), Parenting Classes EWS to operate Parenting Classes from September 2006. 		<ul style="list-style-type: none"> • Parenting that is now scheduled to start in January 07 	
		<ul style="list-style-type: none"> • EWS to provide extra support to ten schools with lowest whole attendance in county monitored on a half-termly basis. 		<ul style="list-style-type: none"> • Targeted work at 6 high and 35 primary schools. 	
		<ul style="list-style-type: none"> • Truancy Sweeps to be conducted on half-termly basis. 			

		<ul style="list-style-type: none"> Advertising campaign on city buses aimed at parent/carers for 8 weeks from September 2006. Use of questionnaires to assess effectiveness. Poster campaign in all schools from early in next school year. 		<ul style="list-style-type: none"> Campaign completed. Analysis to follow. 	
		<ul style="list-style-type: none"> Members of EWS to raise profile of service in schools via assemblies, leaflets etc. To form part of SLA with each school. To be reviewed termly. 			
		<ul style="list-style-type: none"> 'Book bag' scheme advertising EWS in all library outlets and 'book mark' scheme advertising EWS in Excellence Cluster schools from September. To be reviewed at end of each term. 		<ul style="list-style-type: none"> In all libraries 	
		<ul style="list-style-type: none"> Half-termly meetings between Principal EWO and primary school heads in Excellence cluster to review attendance targets and behaviour plan. 		<ul style="list-style-type: none"> Delayed 	
		<ul style="list-style-type: none"> Use LPSA2 funding to recruit an additional EWO from September 2006. Review effectiveness on annual basis. 			

2. Absenteeism in secondary schools: Reduction in number of half day sessions missed due to authorised and unauthorised absence as a % of total number of sessions in secondary schools	1 2	<ul style="list-style-type: none"> Action as above 	GS/S McL/ PC		BVPI 45/LAA 6/HCS34		
						Target	Outturn
					2004/05 (baseline)		7.8%
					2005/06		7.61%
					2006/07 *	7.00%	7.9%
					2007/08	6.0%	
					<p>*DfES has advised that 1.5% of absence rate maybe attributable to the one off infectious illness in autumn term.</p> <p>06/07 Outturn: (05/06 academic year) Authorised Absence: Herefordshire: 7.9% Statistical Neighbours Mean: 7.69% National: 5.3%</p> <p>Unauthorised Absence: Herefordshire: 1.4% England: 1.3%</p> <p>DfES RAG Dashboard Report 06/07 Secondary Attendance Rating: GOOD</p> <p>Subject to Data Quality Review – outcome TBA</p>		

3. Absenteeism of Looked After Children to be reduced. (a) Number of children looked after by Herefordshire continuously for at least 12 months and were of school age, who missed a total of at least 25 days of schooling for any reason during the previous year (b) The number of half-day sessions missed due to authorised and unauthorised absence expressed as a percentage of total number of sessions in primary schools by children looked after by Herefordshire continuously for at least 12 months during the previous year	1	From September:	GS/ SMcL/ PC/AB		(a) APA 3074SC/HCS 35a/LAA7/PAF CF/C24			
	2	<ul style="list-style-type: none"> All LAC to be monitored half termly. Schools to provide absence data. 				Target	Outturn	
						2004/05 (baseline)		12.6%
						2005/06	11.6%	9.2%
						2006/07	9%	10.5%
						2007/08	9%	
						2008/09	8.5%	
						2009/10	8%	
		<ul style="list-style-type: none"> LAC with problematic attendance to be monitored weekly/ bi-weekly in the first instance. 				(b) LAA 8/HCS 35b		
		<ul style="list-style-type: none"> EWO to be in daily attendance at schools for LAC with long-term attendance problems when indicated. 						
	<ul style="list-style-type: none"> To establish closer links with EWS by September 2006. 		<ul style="list-style-type: none"> Meeting monthly 	Target	Outturn			
	<ul style="list-style-type: none"> Create a mechanism to collate absence data from schools that arrives in a number of different formats by December 2006. 			2004/05* (baseline)	4.68%			
				2005/06	4.02%			
				2006/07	4.65%			
				2007/08	4.45%			
				2008/09	4.25%			
	<ul style="list-style-type: none"> See actions above for primary and secondary absenteeism generally. 			3 year average	4.5%			

(c) The number of half-day sessions missed due to authorised and unauthorised absence expressed as a percentage of total number of sessions in secondary schools by children looked after by Herefordshire continuously for at least 12 months during the previous year				(c) LAA 9/HCS 35c		
					Target	Outturn
				2004/05*		7.66%
				2005/06		8.51%
				2006/07	7.4%	5.0%
				2007/08	7.2%	
				2008/09	7.0%	
				3 year average	7.0%	
				*Academic year 03/04		

4. Percentage of pupils with 5 A*-C including Maths and English	1 2	<ul style="list-style-type: none"> Use secondary strategy staff and expertise to: 	GS		Initial analysis by late Sept using QCA data.
		<ul style="list-style-type: none"> Analyse and interpret individual school and pupil attainment data. 			Detailed analysis by late Oct
		<ul style="list-style-type: none"> Identify schools below national floor targets at KS3 English, Maths, Science 		<ul style="list-style-type: none"> No schools in this category 	Target setting data provided to schools and SIS team by autumn half term break. Targets set by schools for the following years examination groups. Nov 06 for May 08 examination cohort.
		<ul style="list-style-type: none"> Identify schools with low KS2 – KS3 Contextual Value Added (CVA) and conversion rates. 			
		<ul style="list-style-type: none"> Identify schools with low or declining performance in 5A* - C GCSE including Maths, English. 		<ul style="list-style-type: none"> Only one school with declining performance (marginal). 	O6/07 Outturn: (05/06 academic year) Stat Neighbours Mean: 46.6% National: 45.8%
		<ul style="list-style-type: none"> Data is provided by QCA, NCER late August – October. 			DfES RAG Dashboard Report 06/07 % 5 A*-C equivalent inc Eng & Maths: GOOD
		<ul style="list-style-type: none"> Target consultant teaching & learning and leadership support in identified schools 			Total % improvement 5+ A*-C inc. Eng & Math (2005-2006) GOOD

5. Percentage of all pupils in LEA schools achieving 5 or more 5A* - G grades at GCSE, or equivalent accredited vocational or alternative curriculum qualification	1 2	Use Secondary Strategy Staff and expertise to: <ul style="list-style-type: none"> analyse and interpret individual school and pupil related performance data for all secondary schools identify schools below the national floor targets at KS3 Maths, Science & English identify schools with low contextual value added (CVA) between KS2 – KS3, KS3 – KS4 & KS2 – KS4 identify schools with low conversion rates from KS2 – KS3 – KS4. identify schools with low or declining performance in 5A* - G grades. Target consultant teaching, learning & leadership support at the identified schools or departments. 	GS		Academic Targets are set by schools and school inspectors / improvement partners each autumn term for the following academic year. I.e. Targets for 2008/2009 will be set during the autumn term of 2007. This is in line with DfES practice. Targets beyond 2007 have not been verified by schools and as such will be subject to alteration Target setting data provided to schools and SIS team by autumn half term break for review.		
						Target	Outturn
					2005/06		93.1%
					2006/07	95%	93.8%
					2007/08	95.5%	
06/07 Outturn: (05/06 academic year) National 90.5%							

6. Improve educational attainment of Looked After Children.	1	<ul style="list-style-type: none"> Analysis of cohorts and learning support needs Additional support provided where required Monitor progress regularly 	SMcL/ JD/ AB		Ensure there is a Personal Education Plan for all Looked After Children to be used as the basis for targeting individual support.												
	2				% of CLA with PEP												
	3				<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06 (baseline)</td> <td></td> <td>75%</td> </tr> <tr> <td>2006/07</td> <td>85%</td> <td>TBA</td> </tr> <tr> <td>2007/08</td> <td>100%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2005/06 (baseline)		75%	2006/07	85%	TBA	2007/08	100%	
					Target	Outturn											
	2005/06 (baseline)					75%											
2006/07	85%	TBA															
2007/08	100%																
7. Improve measures of healthy lifestyles for teenagers – participation in activities (sports/physical exercise, recreational activities). % of 11-15 s.	2 3	<ul style="list-style-type: none"> Children and young people have access to enhanced leisure and pastime opportunities. 	JR	<ul style="list-style-type: none"> Lifestyle survey undertaken during October. Results of analysis due in January. 	Establish Baseline from Lifestyle survey												
8. Quality of Life – Activities for teenagers CP	1 2 3	<ul style="list-style-type: none"> Children and young people have access to enhanced leisure and pastime opportunities. 	JR/RH	<ul style="list-style-type: none"> Lifestyle survey undertaken during October. Results of analysis due in January. 	School / club links using education resources to sustain leisure development Extended Schools and Services targets met. Baseline from Customer Satisfaction Survey 2006 and Lifestyle Survey 2006.												

9. Raise attainment at KS2 performance from '05.	1 2	<ul style="list-style-type: none"> Young people achieve better results. Further action to be advised. 	GS		Value added between Key Stage 1-2 improved. Increase in L4 plus. Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 Maths. Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 English.			
						Eng	Maths	Science
					2004/05	81%	75.9%	88%
					2005/06	81%	75%	87.9%
					2006/07 target	81%	82%	no Govt target
					2007/08	83%	82%	
					2006/07 Outturn	English		Maths
					Herefordshire	80.6%		75.5%
					Stat Neighbours	80.0%		76.2%
National	79.0%		76.0%					

					<p>DfES RAG Dashboard Report 06/07 Sum of the % of pupils achieving L4+ in Eng & Maths in 2006 GOOD</p> <p>Total % improvement L4+ Eng and Maths (2004-2006) NEEDS SIGNIFICANT IMPROVEMENT</p> <p>Diff DfES LA average from Statistical Neighbour average Eng & Maths 2006 NEEDS IMPROVEMENT</p>		
<p>10. Raising the attainment of low-achievers in KS4.</p>	<p>1 2</p>	<ul style="list-style-type: none"> Young people achieve better results. Schools are supported to maximise potential for achievement. 	<p>GS</p>		<p>Improved results for 1 or more GCSEs A-G (LPSA2)</p>		
						Target	Outturn
					2006/07	90%	98.3%
					2007/08	90%	
					<p>APA 3072SC/ PAF CF/A2 - % of young people leaving care aged 16 or over with at least 1 GCSE at grade A*-G or a GNVQ</p>		
						Target	Outturn
					2005/06		91.7%
2006/07	90%	75.5%					
2007/08	90%						
<p>APA 3071SC/ DIS 1406 - % of LAC who were pupils in Yr 11 who were eligible for GCSE (or equiv) examinations who sat at least one GCSE equivalent exam</p>							

						Target	Outturn
						2005/06	82.4%
						2006/07	85% 84.6%
						2007/08	85%
						2008/09	86%
						2009/10	87%
					APA 3073SC/ DIS 1403 - % of young people leaving care aged 16 or over with 5 or more GCSEs at grade A*-C or a GNVQ		
						Target	Outturn
						2005/06	8.3%
						2006/07	5.9%
						2007/08	10%
						2008/09	10%
						2009/10	10%
11. % of 3 year olds who have access to a good quality, free early years education place	1 2	<ul style="list-style-type: none"> Maximise uptake of 3 years olds. 	GS	<ul style="list-style-type: none"> Target being met 	Uptake of 3 year olds (DfES target)		
					% of 3 year olds who have access to a good quality free early years education place LAA 13/ HCS 66 HCS 66/ LAA 13		
						Target	Outturn
						2005/06 (baseline)	85%
						2006/07	85% 85%
						2007/08	85%

OUTCOME AREA: MAKING A POSITIVE CONTRIBUTION

1. Background Summary

The key priority area in the CYPP in the making a positive contribution outcome area is reducing anti-social behaviour and the prevention of offending & re-offending by children and young people.

Other areas are reduction in class A drug use and increases in the numbers of young people participating in treatment, support provided to young people at risk of offending through the Prevent and Deter programme, reduction of bullying, the delivery of the 14-19 action plan for vulnerable young people, the development of diversionary activities for children and young people and a strategy to develop parenting and family support.

It has been recognised that the plan needs to also address continuing development in arrangements and outcomes for children with disabilities, and for children in the looked after system.

The plan additionally needs to address young people's participation in decision-making and in community involvement; a youth consultation framework is being developed to support this.

2. Priority Areas 2006/2007

During 06/07 the following actions have been achieved;

- increase in the provisions for parents coordinated by the YOS. An additional 2 parenting groups have been run across the county which represents a 50% increase;
- continued development of the Prevent & Deter Scheme. - Work has progressed to begin the process of integrating P&D work within the wider prevention framework and to consider the integration of anti-social behaviour decisions into one overall youth crime prevention process;
- a draft family support strategy produced;
- establishment of a Shadow Children's and Young People's Board;
- training of all YOS staff in the delivery of an individual & group work programme;
- the expansion of the Children's Fund (CF) panel to work with young people up to the age of 18 who are at risk of offending;
- additional funding for positive activities via the CF Panel.

Herefordshire is also a High Focus Area (HFA) for young persons; substance misuse interventions across all four tiers of provision. The HFA is a review and action planning process facilitated by an external consultant.

3. Impact and Evaluation

A framework for involving children and young people in decision making has been developed and includes:

- School and Youth councils;
- The Shadow Children and Young People's Partnership Board (SCYPPB);
- Youth Forums;
- Voices (for LAC).

The SCYPPB has become fully operational and is commenting on papers being presented to the CYPP Board. They are now considering wider representation and member succession issues. After consultation regarding involvement in the safeguarding agenda, their recommendation, which is to be implemented, is the establishment of a Shadow Safeguarding Board.

The 'Teenage Lifestyle Survey (2006)' revealed that 12% of young people surveyed took part in local youth council/forum activities or services on a local committee. Further survey work will take place in 2007 in order to establish a baseline for the numbers of young people who feel they have been given opportunities to influence decisions. The survey also showed that 35% undertake voluntary activities at least once a month (57% annually), and 18% help others at least once a month.

The High Focus Area review will inform actions to develop substance misuse interventions for young people, including the structure and policies of the young persons' drug treatment service.

There is a mentoring scheme provided through the Children's Fund. Peer mentoring is provided in high schools through CLD and there is expansion into primary schools to deal primarily with transition issues. A mentoring programme is being developed in the South Wye area.

There are a number of agencies delivering parenting support using a range of programmes and techniques. There has been an increase in the parenting provision coordinated by the Youth Offending Service (YOS) with a second parenting worker post having been established. This area of work across the delivering agencies is currently uncoordinated and this is an area identified for development through a parenting strategy, which will be developed during the next few months as part of the wider work on the Support for Families Strategy.

The Child Concern model has clear criteria for the access of targeted services for vulnerable young people and children in need. The criteria were revised early in 2006. There is currently a Common Assessment Framework pilot working in the South Wye area and for children with disabilities across the county. Twenty-four indicators of vulnerability have been developed through local research and the links to CAF have been developed.

Looked After Children (LAC) are involved in decision-making affecting their lives primarily through the Child Care review process. In addition to this, there is the "Voices" participation group which meets approximately three times a year, and a participation process regarding personal education plans; a care leaver has been employed to support and develop this area of work. There is an independent advocacy service for LAC.

The Vulnerable Young People's group has taken on the role of developing the Targeted Youth Support Strategy.

There is a Young Carers Association, which provides support for young people undertaking caring roles.

During 2006/07 the Prevent and Deter scheme has been further developed to incorporate the wider prevention framework and links have been made to the anti-social behaviour process and cross references to school excludees and non-attenders. Support for young people at risk is provided through the Children's Fund (CF) Panel. This has been expanded to work with young people up to the age of 18 and additional funding has been provided for positive activities. It has recently been agreed that the referral route for Positive Activities for Young People (PAYP – is the small programme targeting those most at risk of becoming NEET not the wider Positive Activities and Youth Offer programme) will be through the Prevent and Deter scheme. The self-assessment for GOWM (March 2007) placed the scheme as amber / green.

The number of first time entrants to the youth justice system has increased by 15.7%. This is thought, in part, to be the result of the Offences Brought to Justice agenda, and in particular the sanction detection target set for the police. Further analysis is required to identify the reasons for the increase.

The re-offending rate in 2006 was 50% compared to 53.5% in 2005. The decrease is starting to move in the right direction, however it must be taken against changes in police processing which is increasing the number of crimes being reported (as above). Again, further analysis is required to investigate the reasons.

Group work and individual programmes with low/medium/high risk young people have been developed. Training to increase the number of YOS staff to use the Pathways Plus programme has been completed within the service and a local implementation plan is being developed.

The "Ngage" project which has the objective of increasing the numbers of young offenders (16+) engaging in training or employment will be fully implemented in 2007/08.

In Herefordshire the YOS benefits from a full time substance misuse worker, a 0.8 health worker and a 0.2 CAMHS CPN. The CAMHS support to the YOS is currently under review and is likely to be expanded to a 0.6 post.

All new Councillors attend briefings, which include an input on their responsibilities as corporate parents and how to implement their corporate parenting role. The Lead Member for Children and Young People attends the Looked After Children "Voices" participation group which meets approximately three times annually. Support for LAC at the transition point of primary to secondary education is provided through the Education Liaison Support Service, this includes individual support where required. Transition to adulthood is supported by the aftercare services. All young people subject to aftercare support benefit from an allocated Personal Advisor.

All Special Schools have school councils. There is a disabled young person on the Shadow Children and Young People's Partnership Board. Young people with LDD are involved in review meetings. The PCT Respite Units have developed a model for consulting service user's views on the short break provision.

There is a multi-agency funded transitions team whose role it is to embed multi-agency approaches to transition for young people with LDD. A LDD sub-group for the 14-19 Strategy operates to assess the appropriateness of the 14 – 19 curriculum for young people with LDD. There is a group developing opportunities for young people with LDD and also LAC.

4. Next Steps 2007/2008

The following have been identified as next steps:

- further analysis as to the reasons for the increase in numbers of first time entrants to the youth justice system and development of an action plan to tackle the issues identified;
- the continued development of the Prevent and Deter scheme and establishing linkages to CAF implementation;
- the development of a wider strategy for vulnerable young people and the Targeted Youth Support (TYS) Plan;
- the establishment of baselines for the number of families receiving parenting support activities;
- the development and promotion of community engagement and volunteering opportunities for young people through implementation of the Youth Offer;
- ensuring engagement opportunities exist for disabled young people through the development of the Disabled Children Strategy;
- implementation of the HFA review recommendations;
- finalising and implementation of the Support for Families Strategy;
- implementation of the "Ngage" project with the objective of increasing the numbers of young offenders (16+) engaging in training or employment.

CHILDREN AND YOUNG PEOPLE'S PLAN DELIVERY PLAN 07/08

ECM Outcome Area: Positive Contribution

Outcome / key requirements	CYP Plan Yr	Priority Actions	Lead	Progress	Success measures		
1. Reduce the number of first time entrants to the Youth Justice System in Herefordshire (CS&DS) 1a. LAA – Reduce Crime	1 2 3	<ul style="list-style-type: none"> Establish reasons for significant increase in first time entrants (FTE) during the second part of 2006/7 	PK	<ul style="list-style-type: none"> Joint analysis work being undertaken between YOS & police. Herefordshire demonstrating higher increases in FTE's than other West Mercia Divisions. 	Reduce by 5% by 2008. Reduce first time entrants into the youth justice system by 2% between 05/06 and 06/07		
						Target	Outturn
					2005/06 (baseline)		342
					2006/07	335	396
					2006/07 15.7% increase 2007/08 5% increase		
		<ul style="list-style-type: none"> Continue to develop the Prevent and Deter (P&D) strand of the Prolific and Other Priority Offender (PPO) Strategy and ensure P&D panel is effective. 	PK	<ul style="list-style-type: none"> On track - through P&D Steering Group. RAG Assessment of P&D submitted to GOWM in March 07 as Amber / Green 	Move verified Traffic Light Assessment from amber/green (March 2007) to Green by September 2007.		

		<ul style="list-style-type: none"> Ensure linkages exist between work within the PPO strategy (P&D), Anti Social Behaviour Strategy (ASB), CF panels and developments within Children's Services prevention approaches including CAF. 	PK	<ul style="list-style-type: none"> On track – through P&D Steering & Operational Group Explore link between P&D and CAF (May 2007) with a view to integrating systems January 2008 	Protocol agreed for ASB decisions to be integrated into P&D/CAF process from March 2008												
2. Reduce the number of young people who re-offend 2a. LAA: Reduce the proportion of young offenders & PPOs who re-offend.	1	<ul style="list-style-type: none"> Implementation of new risk policy including risk-led planning framework by March 2007. 	KB	<ul style="list-style-type: none"> On track Improvements are beginning to be delivered. This is against changes to police recording that is increasing crime reporting. 	Achieve a 5% reduction in re-offending rate for 2006 compared with 2002. (These are not calendar year but 're-offenders' in a 3 month period tracked for 2 years)												
					<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2002/04 (baseline)</td> <td></td> <td>47%</td> </tr> <tr> <td>2003/05</td> <td>53.5%</td> <td></td> </tr> <tr> <td>2006/07*</td> <td>45%</td> <td>50%</td> </tr> </tbody> </table>		Target	Outturn	2002/04 (baseline)		47%	2003/05	53.5%		2006/07*	45%	50%
	Target	Outturn															
2002/04 (baseline)		47%															
2003/05	53.5%																
2006/07*	45%	50%															
					LAA 36 *Outturn 2006/07 (2004 cohort) – 50% (Provisional)												
		<ul style="list-style-type: none"> Implement the action plan resulting from the Review of implementation of the YOS risk-led approach & service restructure. 	KB	<ul style="list-style-type: none"> On track 	Comprehensive plans were put in place, regularly reviewed (monthly) Actions progressed to redevelop Service structure												

		<ul style="list-style-type: none"> Co-ordinate and develop group work and individual programmes for work with low /medium/high Risk Young People by March 2007. 	KB	<ul style="list-style-type: none"> On track. Regular group work sessions have been held within Herefordshire YOT since December 2006. 20 medium risk young people have completed these programmes. High risk young people are seen individually New focus on medium risk offenders being developed with police for 2007/8. 	
		<ul style="list-style-type: none"> Increase the number of Pathways staff trained to use the group work and individual programmes. All YOS staff to be trained in Pathways by March 2007. 	KB	<ul style="list-style-type: none"> 9 out of 12 staff have completed training. Remaining staff to complete a service- wide mop up training session. Local implementation plan being developed. 	
3. Develop a coherent parent & support for families strategy	1 2 3	<ul style="list-style-type: none"> Intensive family support available. Family Support Strategy to include support for parents of children and young people of all ages at risk of crime, disorder, anti-social behaviour & drug use. 	RW	<ul style="list-style-type: none"> Stakeholder workshop held on 5th December 2006 & Steering Group established. 	<p>Strategy agreed by CYPFB % increase in number of families receiving support.</p> <p>This PI needs further clarification and review in light of new strategy</p>

		<ul style="list-style-type: none"> 2nd draft of strategy – April 2007 	RW	<ul style="list-style-type: none"> Multi-agency strategy development group established. Second draft produced and circulated for comment by the group in March 2007. Draft also approved for wider consultation by CYPPB. 			
		<ul style="list-style-type: none"> Consultation on 2nd draft – April-June 2007. 	RW	<ul style="list-style-type: none"> Multi-agency strategy development group agreed an 8-week consultation period will be sufficient and practical. Consultation to begin after the May elections. 	Final draft strategy and delivery plan approved by CYPPB in July 2007.		
4. % of young people who feel Herefordshire Council does enough to give opportunity to influence decisions)	1 2 3	<ul style="list-style-type: none"> Young people are empowered to contribute to decision-making and are aware of how they can do this. 	JR	<ul style="list-style-type: none"> On track using Youth Survey to be undertaken May - July 2007. 	HCS 69/ LAA 18		
						Target	Outturn
					2003 (baseline)		13.8%
					2005		19.2%
					2007	30%	
5. Proportion of 13 - 18 year olds who feel they can influence decisions affecting local services	1 2 3	<ul style="list-style-type: none"> Young people are empowered to contribute to decision-making and are aware of how they can do this. 	JR	<ul style="list-style-type: none"> On track using Youth Survey to be undertaken May - June 2007. 	Baseline to be established through 2007 Youth Survey. TBA		

6. % of CYP volunteering	1 2 3	<ul style="list-style-type: none"> • More young people contributing positively to community needs. 	JR	<ul style="list-style-type: none"> • On track using Youth Survey. 	<p>Baseline to be established through 2007 Youth Survey and Teenage Lifestyles Survey. (May - June 2007).</p> <p>TBA</p>
7. Develop a wider strategy for vulnerable young people	1 2 3	<ul style="list-style-type: none"> • Identify/establish group to develop the strategy by March 2007. 	KB	<ul style="list-style-type: none"> • Vulnerable Young Peoples Group (VYPG) has been established. Terms of reference agreed. 	Targeted Youth Support (TYS) Strategy to be in Place by April 2008 and how this links to the VYPG
		<ul style="list-style-type: none"> • Clarify definition & identify/map existing work – March-July 2007. 	TBA	<ul style="list-style-type: none"> • 24 indicators of vulnerability have been developed through local research. • Links to CAF have been developed. 	Common understanding of vulnerability across all partners Swift and easy referral to TYS via CAF
		<ul style="list-style-type: none"> • Develop strategy to better co-ordinate work with vulnerable young people December 2007. 	TBA	<ul style="list-style-type: none"> • KBe and JR have attended Targeted Youth Support (TYS) conference will present implications at next meeting. 	Better co-ordination of services for vulnerable young people.

8. Continued improvement in arrangements & outcomes for children with disabilities.	1	<ul style="list-style-type: none"> Review of, and establish additional new, short breaks provision. Improve transitions planning for disabled children. Develop a Disabled Children Strategy. 	MP	<ul style="list-style-type: none"> On Track On track Pilot at Barrs Court School + 1 other (TBC) in Sept 07. Co-operation required from all key partners. First Draft completed on track but further work to be done in order to agree Draft. Draft out for consultation In May 07 	<p>Increase in numbers of short breaks provided from baseline. Baseline 65.</p> <p>March 07 - 90 places</p> <p>All young disabled people in defined cohort will have a transition plan.</p> <p>May 07 to agree delivery Plan Pilot in Sept 07</p> <p>Consultation to be undertaken and draft work of strategy needs re-working.</p>
	2		MP		
	3		MP		

OUTCOME AREA: ACHIEVING ECONOMIC WELL-BEING

1. Background Summary

The Children and Young People's Plan is derived from comments made in inspection reports, national policy developments and target requirements and an assessment of local needs. It is informed by consultation with, and the individual plans of, a wide range of partners. From this, priorities were developed for the 2006-08 Delivery Plan.

In the case of Economic Well-Being, key influences were the Area Wide Inspection (AWI) and the JAR, 14-19 developments in learning and the NEET target.

The Economic Well-Being sub-group has reviewed progress against the Delivery Plan in 2006-07 and produced an updated plan for 2007-08, which is appended to this narrative. Additional influences during the year which have influenced the outcome of the review are the Annual Performance Assessment (APA) and the 14-19 Progress Checks.

2. Priority Areas 2006/2007

Progress has been made in all priority areas during the year, although it has been achieved more quickly in some areas than others. This is described in more detail in the following section which analyses the impact made in 2006-07.

The priorities for the year were: -

- to improve housing provision for both single young people and families;
- to increase the % of all 16-18 year olds in education, employment and training;
- to increase the number of Looked After Children (LAC) who are in education, employment and training;
- to ensure that information, advice and guidance (IAG) provision for 14-19 year olds meets national quality standards;
- to ensure better coordinated transition planning for all children with learning difficulties and disabilities and focus on post-16 strategy.

3. Impact and Evaluation

Childcare provision is good with a 45% increase in numbers of places made available over the flexible provision to cater for shift workers and to ensure that all parts of the County has access to affordable provision. The childcare information service is excellent achieving 2 national awards reflecting its scope and support for vulnerable groups such as lone parents.

There has been general increase in the take up of benefits; the Council's Benefit Service takes a proactive approach to benefit take up by advertising the availability of both housing and council tax benefit in the leaflet issued with all council tax bills; by using the Council's website (where a benefit calculator is provided to enable customers to check eligibility) and by working with the Council's Housing Service to raise awareness of benefits at forums such as the Landlords Fair.

The success of the Councils approach is evident with the number of working age claimants receiving benefit in 2006 increasing by 10% for housing benefit and 4% for council tax benefit.

Good progress has been achieved against all housing milestones. 6 additional units of accommodation for care leavers, all with floating support, have been provided. An Aftercare Coordinator is in post and an Accommodation Project Worker has been appointed, who is recruiting and providing training for 5 additional supportive lodgings providers. Substantial progress has been made against both bed and breakfast targets from a challenging starting position with a substantial backlog of families in B and B, when the service was taken back in-house. Over the year the number of families in B and B fell from 40 to 4 and the number in B and B for more than 6 weeks fell from 28 to 2.

The new Transitions Team (for young people with LDD) is also in place. A Transitions Steering Group, with adult services, has been set up and is supported by an operations group with practitioners drawn from a wide range of children's and adult services. The Team has reviewed the overall transition process and involved themselves, as part of this work, in cases where progress was slow. As a result, they have identified particular areas for improvement, which are now part of their action plan. The number of local groups dealing with disability issues has been rationalised to give the opportunity for better coordination and planning.

Progress against IAG milestones has been good. Consultation with schools, colleges and training providers was carried out and showed a high level of satisfaction with current provision and arrangements. Local quality standards for schools have been updated and are being piloted. They focus particularly on outcomes and on customer feedback. They will be cross-referenced with the national quality standards, when the final version of those is available. A further education version will be available for piloting by December. A Transition Plan has been agreed between the Council and Connexions for an initial 2-year period of commissioning from April, 2008.

Two areas of work where progress has been disappointing are 14-19 education developments and the specific target to reduce the proportion of 16-18 year olds in jobs without training.

Long-term ill health, followed by a protracted recruitment period, reduced the capacity of the central team to support some aspects of 14-19 developments. The staffing situation has been resolved and there is a perceptible change of momentum. A 14-19 Strategy Manager is in post, a secondment to develop the Area Prospectus is in place and a further secondment at Secondary Head level to support curriculum and workforce development will be in place soon. Teaching and learning is monitored with resources being focused on institutions where the need to improve standards is greatest. Further resources are being explored for LLDD. Data systems are being reviewed so that data to ensure that efficient planning can take place and is easily available.

In spite of these difficulties considerable progress has been made, particularly in the area of collaborative working between schools and colleges. 4 geographical groupings of schools are developing and some joint curriculum working and common timetabling is in place with a range of vocational pathways on offer. Working groups produced submissions for all 5 of the new diplomas. Two successful bids for Young Apprenticeships have been

agreed for 2007/08 and locally funds have been sought to produce a continuation for the successful county-wide Increased Flexibility Programme. Although unsuccessful first time around, plans are already in hand to reconvene the diploma working groups to address issues raised in the feedback and to identify leads and groups to work on the next batch of diplomas. Collaboration between the colleges on the Folly Lane campus is achieving more effective use of resources, through joint teaching on some programmes and the removal of some course duplication.

The 14-19 Strategy is being revised, a regular 14-19 Update is being produced and distributed widely and a 14-19 Manual has been produced and distributed to all providers with the aim of promoting a consistent approach to programme delivery. A small working group of the 14-19 Strategy Group has been set up to progress the decision at the Group's last meeting to establish a Herefordshire 14-19 Consortium. On top of this the sub groups of the Strategy Group are being updated and refocused to ensure they are appropriate and fulfilling their remit. These groups are focused on IAG, Vulnerable Young People, LLDD and Curriculum development.

73% of young people achieve level 2 by age 19, with the evidence to suggest there will be further improvement. With regard to the target to reduce the number of 16-18 year olds in jobs without training, progress is held back by Herefordshire's relatively low wage, low skill economy and by the inherent tension between targets to increase participation in learning and to reduce the proportion who are NEET. This is evidenced by the fact that over the period in which the NEET target was achieved and surpassed, the proportion of young people in jobs without training went up from 15.7% to 17.4%. Despite the increase, attainment is good. The November 2006 NEET target of 4.9% was exceeded with an achievement of 4.4%. Within this overall achievement numbers of teenage mothers, learners with LDD and care leavers in education, employment and training went up. Projects have been commissioned to address the needs of young people who have been NEET for a significant period, and the programme for teenage parents has been expanded. This resulted in:

- the proportion of teenage mothers in education, employment and training in December, 2006 was 31% compared to 25% the previous December;
- the proportion of young people with learning difficulties and disabilities who were NEET was down from 14.8% to 13.3% over the same period;
- the proportion of 19-year-old care leavers in education, employment and training went up from 56% to 61%.

This was achieved in a number of ways:-

- through rigorous case management and regular monitoring by Connexions PAs;
- through the provision of additional, flexible provision such as the ESF funded Youth Express, a pre-E2E programme for 16-18 year olds;
- through the provision, where appropriate, of targeted programmes e.g. the Young Mothers to Be course, which will be further developed in 2007-08 with the secondment to Connexions of a midwife to act as course coordinator;
- through preventative work e.g. young people who have been NEET producing a DVD describing their experiences for use in schools, together with a pre-prepared lesson plan.

Long-term progress requires strong collaborative effort at a strategic level. With this in mind, it is planned to promote the idea of a public sector compact through the membership of the Children and Young People's Partnership Board and to develop a joint strategy with the Economic Development arm of the Council and LSC. At present there are several projects operating in Herefordshire which address basic skills needs to prepare individuals for employment, one of these is delivered by Job Centre Plus. There are several regeneration programmes developing in the county which will provide both short term and sustained employment opportunities. Links with the LSC have continued to develop and close partnership working has been a positive outcome of the LSC's reorganisation process.

4. Next Steps 2007/2008

The Delivery Plan for 2007-08 has been updated in the light of this review of progress. Key points which have been carried forward to the revision are:-

- the ambition to achieve the final bit of progress against bed and breakfast targets;
- the need to recalculate NEET baselines and targets in the light of national changes and to make sure that opportunity provision and support arrangements are responsive to these;
- the need for strategic support and development if jobs with training ambitions are to be met;
- accelerating progress on the 14-19 front now that resources issues have been resolved;
- Transition Pathways work moving into its delivery phase.

CHILDREN AND YOUNG PEOPLE'S PLAN DELIVERY PLAN 07/08

ECM Outcome Area: Achieving Economic Well-being							
Outcome/Key Requirements	CYP Plan	Priority Action	Lead	Progress	Success Measures		
1. Improve housing provision for young people and families.	2	<ul style="list-style-type: none"> To continue to reduce the number of families with children who are housed in bed and breakfast accommodation. 	RG	<ul style="list-style-type: none"> Substantial progress achieved in year 1 of the Plan: target 1 down from 40 in March '06 and target 2 down from 28 in March '06 	Number of families housed in B&B		
						Target	Outturn
					2005/06		40
					2006/07	0	7
					Number of families with children housed in B&B for more than 6 weeks		
						Target	Outturn
					2005/06		28
2006/07	0	0					
2. Increase the % of all 16-18 year olds in education, employment and training.	2	<ul style="list-style-type: none"> To maintain progress towards the new 2010 NEET target, taking into account changes at national level in the method of calculation. 	RL	<ul style="list-style-type: none"> Revised baseline and interim targets established. 			

- To extend the range and nature of provision to meet the needs of the NEET group.

RL

- Connexions and LSC working together on new NEET commissioning strategy.
- Contract with Redspace to work with most challenging group of NEET young people.
- Extend provision for teenage mothers through secondment of a midwife to Connexions.

- Increased % of LAC in education, employment and training '07 baseline = 61%
- Increased % of teenage mothers in education, employment and training '07 baseline = 31%
- Reduced % of LDD who are NEET '07 baseline = 13.3%

HCS 40/ LAA 2 - % of 16-18 year olds NOT in Education, Employment or Training

	Target	Outturn
2006/07	4.9%	4.3%
2007/08	5.3%	
2008/09	5%	
2009/10	4.8%	

HCS 41/ LAA 21 – Increase number of LACs who are in Education, Employment or Training

	Target	Outturn
2004/05		12 (0.92)
2005/06	16 (0.96)	16 (0.96)
2006/07	12 (0.98)	14 (1.25)
2007/08	(0.99)	
2008/09	(1.00)	
2009/10	(1.00)	

	<ul style="list-style-type: none"> To improve preventative work with regard to NEET. To increase the availability of jobs with training for young people. 	<p>KB</p> <p>RL</p>	<ul style="list-style-type: none"> Produce and share with providers separate analyses for LAC and LDD of aspiration surveys and of activity survey. Implement the September guarantee. Implement recommendations of consultant on post-16 drop-out. Develop strategy with LSC and Economic Development to encourage more employers to offer training. Work with CYPSPB partners to establish a public service compact. Appoint fixed term development worker. 	<ul style="list-style-type: none"> Reduction in the % of 16-18 year olds in jobs without training Dec '06 baseline = 17.4%
	<ul style="list-style-type: none"> To fully develop 14-19 working. 	<p>PG</p>	<ul style="list-style-type: none"> 14-19 Strategy in the process of being updated, including arrangements for 14-19 planning, performance framework and student feedback. Decision to form a consortium agreed. Arrangements in hand to revise existing diploma submissions and prepare second round applications. Curriculum and workforce development appointment in progress. 14-19 Team in process of being reorganised to provide effective support to emerging networks Area Prospectus development has begun. 	<ul style="list-style-type: none"> Revised strategy published. Consortium formally established. Approval to start some diplomas achieved. Appointment completed. June '07. Appointments completed. September 07 Initial version of prospectus up and running. Sept '07.

3. Ensure that information, advice and guidance (IAG) provision for 14-19 year olds meets national quality standards.	2	<ul style="list-style-type: none"> Finalise local standards for IAG and work with school clusters to assess IAG provision against the standards. Consult schools and colleges about the PA role and balance of PA time between KS3, KS4 and KS5. Develop IAG materials, especially relating to Y9 option choice. 	RL	<ul style="list-style-type: none"> Draft standards being piloted in Wigmore. IAG group to be one of 4 working groups supporting the consortium. IAG standards for colleges to be produced. Local standards to be mapped against national standards when they are available. IAG Development Group to be consulted about format of consultation in June. Feedback from young people on Y9 option choice experience analysed. 	<ul style="list-style-type: none"> Final version of standards agreed. Oct '07. IAG group fully established. Sept '07. Draft standards available for piloting. Dec '07. Initial version of Area prospectus up and running. Sept '07. Clear direction on PA focus in schools and colleges in commissioned provision of Connexions Services. Materials on Y9 option choice produced for young people, parents and school staff. Dec '07.
		<ul style="list-style-type: none"> Develop information and set up referral processes for elective home educated young people. Explore the potential for combining socio-economic data with raw destination information to provide "value added" destination data, as a means to identifying and sharing good practice. 	KB	<ul style="list-style-type: none"> Initial step is to produce information packs for Home Education Manager. 	<ul style="list-style-type: none"> Systems in place by Nov '07.
			RL	<ul style="list-style-type: none"> First step is to investigate what socio-economic data is available at individual school level. 	<ul style="list-style-type: none"> Value added Y11 destination data available for each school.

4. Ensure better coordinated transition planning for all children with learning difficulties and disabilities and focus on post-16 strategy.	2	<ul style="list-style-type: none"> • Progress the Transition Team's workplan, including:- <ul style="list-style-type: none"> - finalising the Transitions Process and Protocols; - setting up a young person's user group; - piloting the Transitions Pathway in 2 schools; - the early identification of young people who will need adult care; - tracking Y11 leavers with SEN statements; - assessing the information needs of parents/carers and young people and improving provision as necessary; 	KB	<ul style="list-style-type: none"> • Currently working with individual young people to get feedback. • One pilot school has been identified. 	<ul style="list-style-type: none"> • Process and protocols in place. Sept '07. • Process informed by the views of young people. July '07. • Agency roles and responsibilities in the Pathway confirmed. March '08. • Better informed and planned transitions.
		<ul style="list-style-type: none"> - explore the potential of a Transitions Panel made up of multi-agency practitioners to help and support vulnerable young people who do not meet eligibility criteria, e.g. Asperger's, Mental Health, behaviour etc 		<ul style="list-style-type: none"> • Awaiting panel members agreement for panel to commence. Sept '07. 	<ul style="list-style-type: none"> • No vulnerable young person will be left without appropriate support.

		<ul style="list-style-type: none"> - make Y9 and Y11 Transition Plan documents more person centred and focused on future aspirations. - Improve Section 140 information which post-16 providers receive to help young people in transition. 	<ul style="list-style-type: none"> • Operational group to finalise document. May '07. • New Section 140 format in development by Connexions. 	<ul style="list-style-type: none"> • More meaningful Transition Plan for young person with SEN/LDD which they can understand and take with them through the years of Transition. • Better information sharing to identify what additional support young people need who have SEN/LDD.
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Notes

1. The separate objective for LAC in education, employment and training which appeared in last year's plan has been integrated as a distinct sub-set of item 2 (Increase % of 16-18 year olds in education, employment and training), which is where it logically belongs.
2. Item 2 also included last year a strand concerned with a County plan for personal development and volunteering activities. This overlapped with similar items in Enjoy and Achieve and in Making a Positive Contribution. It has been agreed with Jon Ralph, the overall lead on positive activities, that these entries should be consolidated in one of the other sections of the plan.

SERVICE MANAGEMENT

1. Background

The creation of the Children & Young People's Partnership Board required the development of support arrangements for it to operate effectively. Following the JAR Inspection in 2005 and, as part of the Improvement Board work undertaken with GOWM, action has been taken in the following areas;

- a Performance Management framework covering the 5 outcomes has been developed in conjunction with the Institute of Public Care;
- Joint Commissioning Strategy Framework has been written and submitted to the Board for endorsement;
- the views of young people and users have been sought through the implementation of the Hear by Rights Standard and the creation of a Shadow Board, linked to the main Board;
- an information sharing protocol has been agreed;
- a Workforce Strategy has been developed;
- the coordination of consultation with Children & Young People to improve their participation in planning and review has been improved.

The targets set for completion at the end of March 2007 were achieved, and significant improvement has been made. However, further progress is required to improve/develop/embed various aspects of Service Management to ensure continued and sustained improvement in services for children and young people in the future.

2. Evaluation

The Children & Young People's Plan sets out clearly the priorities for service development over a 3-year period. The Partnership Plan reflects the priority given to children & young people in the Herefordshire Partnership Community Strategy and the Council's Corporate Plan. The Plan has been made available in paper form, on the Council's website, and a summary has been widely circulated in poster form.

The Plan was based on an assessment of needs undertaken and discussed between partners. Young people were consulted on the formation of the Plan, and it contains strategies to develop their further involvement. The focus on family support is one of a number of strands, which places the emphasis of work on prevention.

A Governance Framework is in place within the Partnership and is the subject of further review to ensure that the Children's Trust is in place for 2008. This framework includes the voluntary and community sector. Resources have been pooled both through the Local Area Agreement and through long standing joint agency arrangements to meet the more severe authority needs of children. Pooled resources through the Local Area Agreement will double over the next 2 years.

Services do provide value for money. The relative small size of partner agencies and the rural nature of the County do mean that unit costs can be high in some circumstances.

From June 2007 a fully staffed Performance Management team within the Local Authority will be in place, which will allow for more rigorous data collection (including quality checks), analysis and dissemination of information to aid decision making at all levels. The formation of a new Council in 2007 has required briefing of Councillors to ensure effective delivery of their scrutiny function.

In terms of the Annual Performance Assessment of Children & Young People's Services, Service Management is currently 'adequate' overall with some good aspects. The Delivery Plan for 07/08 aims to ensure that this moves to good overall.

3. Areas for Development in 07/08

The following needs to be achieved to gain further improvement in service management;

- a) On **ambition**, the partnership is currently reviewing its governance arrangements to progressively work towards the Children's Trust in 2008. This review includes ensuring there is membership drawn from all partners at the highest level. The priorities agreed by the Board in 2005 will be reviewed, and the services currently on offer will be tested against the degree to which they meet the needs of carers and users. Although the rural nature of the county presents challenges in offering choice, the ongoing implementation of Children's Centres and Extended Services serving these rural areas will significantly improve the choice available.
- b) **Priorities** are clearly understood, and targeted pooled funding will be developed for the stated priorities in order to increase the effectiveness of services. The long-standing arrangement around Joint Agency Meetings will be augmented through the Local Area Agreement in terms of the 2008/09 budget and the development of the Public Service Trust proposals.

The implementation of the family support strategy reflects the move to preventative and early intervention services. There will be Joint Commissioning of family support services by the autumn of 2007.

All services will address diversity and equality matters. The Local Authority is working toward achieving Quality Standard Level 3 by March 2008.

- c) In terms of **capacity**, the decision-making processes within the partnership are clear, transparent and timely, working to a three-year plan. The Partnership works on trust, openness and constructive challenge. There is substantial involvement of the voluntary and community sector.

The move toward a Children's Trust and the commissioning arrangements within it, subject to the emerging Public Services Trust, will facilitate a greater ability to improve impact and maximise the effectiveness of resources. Recent and new staff appointments plus the planned appointment of a new fourth Head of Service within the Local Authority (subject to political approval) will ensure critical work around commissioning, performance management, change management and transformation of services is progressed more effectively and speedily.

The Workforce Development Strategy will be finalised, and then implemented to ensure that there are the people, skills and suppliers available to meet the needs of children and young people in Herefordshire. Its 5 themes will be pursued in 2007/08.

Similarly, the development of a single and more efficient assessment framework with well coordinated services will be put in place within the year to maximise impact throughout the County.

On **Performance Management** the partnership will demonstrate that it regularly reviews all services to ensure that needs and priorities are met in a timely and cost effective way. Children and young people themselves should be given a clear role in this, and there should be evidence that their views have influenced decision-making. The creation of the performance team in the Local Authority Children and Young People's Directorate will allow performance reports to be made to regular meetings of the Children & Young People's Partnership Board. This will include benchmarking activities to allow comparison with other authorities.

Performance management will be a key responsibility of the proposed fourth Head of Service, mentioned above. The Local Authority Children and Young People's Directorate is further embedding performance management within its operations through its Directorate Plan (encompassing the CYPP), three service plans and a comprehensive completion of individual's Staff Review and Development meetings. All senior officers within the Local Authority will be trained by the Institute of Public Care (IPC) in performance management in a care setting.

The role of Scrutiny Committee in ensuring effective challenge to the Directorate's performance and financial management will be strengthened by the regular quarterly reporting cycle now being put in place.

More specific actions to achieve these outcomes are set out in the table below.

Where we want to be	How we are going to get there	Delivering in 07/08
<p><u>Ambition</u></p> <ul style="list-style-type: none"> • Children's Trust in place with clear governance arrangements • Shared understanding of aims of Partnerships and Children Trust by whole community 	<ul style="list-style-type: none"> • Director of Children's Services (DCS) leading change management process with partners • Development of Communications Strategy 	<ul style="list-style-type: none"> • Arrangements firmly embedded for 2008 • Communications Strategy developed and approved by Board by December 2007
<p><u>Prioritisation</u></p> <ul style="list-style-type: none"> • Priorities agreed and owned by Partners • Greater emphasis on preventative Services 	<ul style="list-style-type: none"> • Shift in resources in preparing for 2008/09 budgets • As above 	<ul style="list-style-type: none"> • Partners report to Board outcome of resource allocation process against Board's priorities
<p><u>Capacity</u></p> <ul style="list-style-type: none"> • Greater effectiveness through more Joint Commissioning • Clear evidence of involvement of Young People and Community • Appointment of fourth Head of service 	<ul style="list-style-type: none"> • More services procured through Joint Commissioning Framework • Children's Commissioning Lead appointed • Continued support of Community and Young People's input • CYP PB Business Manager appointed • Political approval required 	<ul style="list-style-type: none"> • Implementation of Family Support, CAMHS and Disability Strategies pursued through Joint Commissioning • Format of reports to Board to include sections on Community and Young People's comments • Appointment anticipated by Jan 2008
<p><u>Performance Management</u></p> <ul style="list-style-type: none"> • Regular reviews of services • Monitoring against targets • Benchmarking undertaken • Monthly performance reporting at DMT • Quarterly reporting at Scrutiny Committee 	<ul style="list-style-type: none"> • Council to provide Performance Management function through Operational Information Sharing protocols developed and implemented 	<ul style="list-style-type: none"> • Standing item on Partnership Board / Children's Trust agenda to cover Performance Reporting • Information on other Partnerships introduced

Progress Requirements – Leads

Herefordshire Council

AH= Anne Heath, Head of Service, Integration and Inclusion

SMcL = Shaun McLurg, Head of Service, Assessment and Safeguarding

GS = George Salmon Head of Service, Performance and Commissioning

LM= Linda Maden, Service Manager

JD=Jon Dudley, Service Manager

SMe= Steve Merrell, Service Manager

RT=Ruby Thomas, Practice & Performance Manager

JR=Jon Ralph, Youth Services Manager

JRose=Jane Rose, Community Safety and Drugs Partnership

RH=Ros Hatherill, Manager of Early Years and Childcare Service Manager

DJ= David Johnson, Head of Corporate Human Resources

GD=Graham Dunhill, Director of Environment

TB=Tess Boyes, PSHE and Healthy Schools Co-ordinator

Teenage Pregnancy Co-ordinator

AB=Annie Bushby, Education Liaison Support Co-ordinator

AC=Anna Cassin, Health Visitor Looked After Children, PCT

RG=Richard Gabb, Head of Strategic Housing Services

PG= Polly Garnett, 14-19 Strategy Manager

Hereford PCT

FH=France Howie, Acting Director of Public Health

SD=Sue Doheny, Locality Manager, Hereford City and Children's Services

HB=Hazel Blankley, Professional Head for Health Visiting, PCT

LR=Lynne Renton, Designated Nurse PCT

MP=Marcia Perry, PCT/HCC – Directorate Manager of Children's Services

Other Partners

ST=Sarah Tulk, LSC

RL=Roger Little, Connexions

KB=Kaye Berry, Connexions

KBa=Keith Barham, YOS

PK=Phil Kendrick, Prevention Manager, YOS

Derivation of Indicators

CP = The Community Strategy for Herefordshire (Community Plan)

Appendix 1

Membership of the Children and Young People's Partnership Board

Name	Job Title	Organisation
Sharon Menghini (Chair)	Director of Children's Services	Herefordshire Council
Cllr Jenny Hyde	Cabinet Member, Children & Young People	Herefordshire Council
Hope Bachmann	Student	Shadow Partnership Board
Dave Maguire	Student	Shadow Partnership Board
Andy Preedy	Assistant Community Youth Service Manager	Herefordshire Council
Helen Horton	Chief Executive	The Alliance
Jill Hiscox	Scheme Manager	Herefordshire Home Start
Sian Bailey	Headteacher	Herefordshire Blackmarston School
John Sheppard	Headteacher	Wyebridge Sports College
Euan McGilp	Headteacher	St Martin's Primary School
Anne Heath	Head of Integrated Services & Inclusion	Herefordshire Council
Shaun McLurg	Head of Safeguarding & Assessment Services	Herefordshire Council
Tamar Thompson	Interim Chief Executive	Herefordshire Primary Care Trust
Sue Mead	Non-Executive Director	Herefordshire Primary Care Trust
Frances Howie	Associate Director of Health Improvement	Herefordshire Primary Care Trust
Marcia Perry	Directorate Manager, Children's Services	Herefordshire Primary Care Trust
Dr Ian Tait	General Practitioner & Chair of PEC	Herefordshire Primary Care Trust
Dr Sally Stucke	Consultant Paediatrician (Community Child Health)	Herefordshire Hospitals NHS Trust
Peter Harper	Medical Director & Deputy Chief Executive	Herefordshire Hospitals NHS Trust
Sharon Gray	Executive Director	Learning & Skills Council
Roger Little	Chief Executive	Connexions
Keith Barham	Interim Head of Youth Offending Service	Worcs & Hfds Youth Offending Team
Paul Baker	Area Manager, Herefordshire	West Mercia Probation
Ivan Powell	Detective Chief Inspector	West Mercia Constabulary
Mark Turner	Chief Superintendent	West Mercia Constabulary
Alan Mardell	Detective Inspector	West Mercia Constabulary

**CHILDREN AND YOUNG PEOPLE'S DIRECTORATE
PLAN 2007-2010****Report By: Jo Dixon / Philippa Granthier****Wards Affected**

County-wide

Purpose

1. To inform the Committee of the Directorate Plan for 2007-10 and on the arrangements regarding subsequent review and update of the three year Children and Young People's Directorate Plan.

Financial Implications

2. The Directorate and Service plans identify priorities, which are then reflected in the medium term financial planning when decisions on budgets are made.

Background

3. The Directorate Plan is a corporate requirement and is supported by three service plans covering Commissioning and Improvement, Integrated Services and Inclusion, and Safeguarding and Assessment. The documents span a three-year period covering 2007-2010. The Directorate plan is essentially an extract of the Children and Young People's Plan developed by the Children and Young People's Partnership Board, and is attached as Appendix 1. This is a strategic overarching plan, which aligns with the Herefordshire Community Strategy and the Council's Corporate Plan. Copies of the Service Plans are available if required.
4. The Directorate Plan identifies those areas of work or service development which are the priority over the next 3 years. These are set out on pages 13 – 17 of the plan.
5. The Director of Children's Services will use the Directorate Plan and the three Service Plans together to manage service delivery and to monitor the overall performance of the Directorate. This is being done through monthly reports to Management Team, bi-monthly reports as part of the corporate process, and quarterly reports in a Performance Digest.
6. Following the review of the Children and Young People's Partnership Delivery Action Plan 06/07, the confirmation of 06/07 performance data, and the Annual Performance Assessment (APA) the Directorate Plan is being updated i.e. it is a 'live' document.
7. The monitoring arrangements will be supplemented by performance reports to the Children and Young People's Partnership Board, Cabinet member briefings and quarterly reviews with the Chief Executive. Performance reports will also support the annual review of the Children and Young People's Plan including the Delivery Plan, the Annual Performance Assessment (APA) process and the annual Priorities meeting with GOWM.

Further information on the subject of this report is available from Jo Dixon, Interim Improvement and Performance Manager Tel. (01432) 383681

8. The quarterly performance digest will be reported to this Committee on a regular basis, the first being at this meeting.

RECOMMENDATION

THAT the Committee notes:

- (a) the priorities identified in the plan to improve outcomes for children and young people in Herefordshire.**
- (b) the process for review and reporting of performance against the plan.**

BACKGROUND PAPERS

- Children and Young People's Directorate Plan 15.03.07
- Children and Young People's Directorate Service Plans

**Children and Young People's
DIRECTORATE Plan**

2007-2010

Contents

1. The Role of the Directorate: What we do
2. Current Performance on Improving Outcomes: How well we are doing
3. New Service Requirements and Priorities: What is changing
4. Priorities for 2007-10 and Action required: What we will do and how we'll do it

Appendices

1. Inter-relationship of Plans within Children & Young People's Services
2. Herefordshire Summary 2006 – Staying Safe Performance Indicators
3. Herefordshire Summary 2006 – Enjoy & Achieve (Standards) Comparator Performance Data Set
4. Herefordshire Summary 2006 – Enjoy & Achieve (Standards) Comparator Performance Graphs
5. Herefordshire Community Strategy & Corporate Priorities 2007-2010
6. Children & Young People's Directorate Risk Register
7. Herefordshire Children & Young People's Partnership – Children & Young People's Plan – Draft Forward Delivery plan Year 2 2007-2008

1. The Role of the Directorate: What we do.

1.1 The Children and Young People's Directorate, with its local partners, is responsible for delivering services to improve the outcomes for all children and young people in Herefordshire. The five outcomes are specified within the Children Act 2004:

- Being Healthy
- Staying Safe
- Enjoying and Achieving
- Making a Positive Contribution
- Achieving Economic Well-being

The overarching framework for the Directorate's and activities are *The Herefordshire Community Strategy* and the *Council's Corporate Plan* and **Priorities – particularly:**

To maximise the health, safety, achievements, contribution and economic well being of every child and young person, with special emphasis on sound arrangements for safeguarding vulnerable children and sustained improvements in educational attainment

And ***the Children and Young People's Plan.***

The Children and Young People's Plan is a single, strategic, overarching plan for all statutory, community and voluntary services working with children, young people and their families in Herefordshire. Its purpose is to ensure the delivery of integrated and effective services by identifying priority areas to secure the best possible outcomes for every child and young person. The interrelationship of planning arrangements for children and young people's services is set out in Appendix 1.

1.2 The Director of Children's Services through management of the Directorate and leadership of the Children and Young People's Partnership (children's trust arrangements) has statutory responsibility for all the requirements of the legislation relating to children and young people's services and the Children Act 2004, in particular. National priorities and targets for Herefordshire **are** agreed and set annually through an Annual Performance Meeting with DfES.

1.3 Work across the Council – The Children and Young People's Directorate contributes widely to, and benefits from, the Council's overarching -wide policy themes, strategies and programmes. These include those in respect of diversity and equalities – implementing impact assessment plans, sustainable development, Herefordshire Thinks Rural – planning for integrated children's services, the Pay and Workforce Strategy – tackling recruitment for social work posts, older people – supporting families, reducing crime and disorder – the work of the Youth Offending Service, the Community Involvement Strategy – engaging with families and children in developing new services, the Customer Services Strategy – ensuring a prompt response to calls, Implementing Electronic Government– the Integrated Children's System, the effective and efficient use

of resources – close monitoring of budgets and identifying efficiencies, and business continuity – contributing to emergency planning.

2. Current Performance on Improving Outcomes: How well we are doing.

2.1 The Annual Performance Assessment grading for 2005/06 is satisfactory. The GOWM Improvement Board has two more reports to make to the Minister, finishing April 2007. The expectation is that Herefordshire Council will have demonstrated improved outcomes based on the agreed success criteria by the end of March 2007.

The IPC Assessment of the Directorate and Audit Commission Review of Performance Management in the Council, alongside the Internal Audit of the Directorate performance management systems – all show that there is a good foundation of self-awareness re performance management, the challenge is to deliver the improvement package.

There is a solid foundation of satisfactory performance with partners across children’s services. There is an immediate and medium term test to deliver the ingredients for developing a performance management culture over the period of this plan to improve outcomes for children and young people further and to achieve grade 3.

The outturn on performance for children’s services for 2005/06 from the Annual Performance Assessment completed by Ofsted and CSCI was as follows:

Areas for Judgement	Grade awarded 2005 (JAR)	Grade awarded 2006
The contribution of the local authority’s children’s services in maintaining and improving outcomes for children and young people.	2/4	2/4
The council’s overall capacity to improve its services for children and young people.	2/4	2/4
The contribution of the local authority’s social care services in maintaining and improving outcomes for children and young people.	1/4	2/4

The tables in the appendices focus on the trends in performance for Stay Safe Outcomes and for the Standards performance in Enjoy and Achieve.

Appendix 2. Herefordshire Summary 2006 – Stay Safe Performance

Appendix 3. Herefordshire Summary 2006 – Enjoy & Achieve (Standards)
Comparator Performance Data set

Appendix 4. Herefordshire Summary 2006 – Enjoy & Achieve (Standards)

Comparator Performance Graphs

In summary, the Annual Performance Assessment 2006 found as follows:

Strengths	Areas for Improvement
<p><i>Being healthy:</i></p> <ul style="list-style-type: none"> Outcomes in this area are good, particularly in the way that healthy lifestyles are promoted through partnerships between key services. 	<p><i>Being healthy:</i></p> <ul style="list-style-type: none"> Dental health is poor. There is a lack of co-ordination between agencies for the assessment, planning and individual involvement of children with learning difficulties and disabilities (LDD). The incidence of teenage pregnancy amongst 16 and 17 year olds has fallen for three years but has increased compared with the national trend. The capacity of the substance misuse service is inadequate as are its identification and referral systems. While opportunities for young people to engage in sport through their schools are good, additional leisure and sports activities are limited by lack of transport in rural areas.
<p><i>Staying safe:</i></p> <ul style="list-style-type: none"> Outcomes are good overall; some important weaknesses in social care have been addressed following the Joint Area Review (JAR) in September 2005. 	<p><i>Staying safe:</i></p> <ul style="list-style-type: none"> An effective range of preventative services to meet children's needs before they become intractable is not in place. Provision for children experiencing domestic violence is unsatisfactory. Young people leaving care do not always have a comprehensive pathway or transition plan in readiness for adult life. The completion of initial assessments in a timely manner has been adversely affected by capacity, and targets have not been met. Significantly fewer children received a core assessment in Herefordshire than in similar authorities though most of the assessments were completed in timely manner.
<p><i>Enjoying and achieving:</i></p> <ul style="list-style-type: none"> Outcomes in this area are adequate, with several good features. Overall attainment figures for school age children in 2005 were slightly higher than national averages. A good feature has been the marked improvement in the proportion of pupils gaining GCSE or equivalent qualifications. Sixth formers at the college do well. 	<p><i>Enjoying and achieving:</i></p> <ul style="list-style-type: none"> There are some signs that academic progress has slowed since some value added measures are now just below average. There has been a marked reduction in the proportion of schools where inspectors judged achievement to be good or better to less than half of the most recently inspected schools. For those aged 14-16, there are only a few examples of more imaginative curriculum opportunities. Work-based training is limited because of a shortage of suitable employment places.

	<ul style="list-style-type: none"> • There are some weaknesses in review procedures for LDD children, particularly for children at age 14. • The youth service is rapidly increasing the number of accredited learning outcomes but has not yet reached its targets. The number of young people reached by the service remains below targets.
<p><i>Making a positive contribution:</i></p> <ul style="list-style-type: none"> • Outcomes in this area are adequate. 	<p><i>Making a positive contribution:</i></p> <ul style="list-style-type: none"> • The rate of youth crime is below average but has increased recently while those in other authorities have been falling. Re-offending rates have also risen. • Arrangements for the significant number of LDD who are placed outside the authority are not robust enough. • Increasing the opportunity for young people to express their views is a priority for improvement.
<p><i>Achieving economic well-being:</i></p> <ul style="list-style-type: none"> • Outcomes in this area are adequate overall. 	<p><i>Achieving economic well-being:</i></p> <ul style="list-style-type: none"> • Some families and young people in vulnerable groups are still affected by the scarceness of suitable housing • Too many young people leave education or training at age 17 and there is growing pressure on suitable training places.

2.2 The 2006-07 Directorate Plan identified 10 priorities. Progress was made in all 10 areas, and there is now a solid foundation of satisfactory performance areas, across the Council's services and with partners. The GOWM Improvement Board will submit two more reports to the Minister. The report in April 2007 will contain a judgement on whether the success criteria of the board have been met and the boards work has been completed.

2.3 In comparison with the other 150 authorities across the country. Performance within 2006/07 appears to be progressing well and trends are positive for the year to date. Highlights include:

- Education qualifications of children Looked After – Herefordshire, is top nationally.
- Stability of placements of children Looked After, Herefordshire, is 2nd nationally.
- Education, employment and training for care leavers – 6th nationally.
- Children Looked After in foster placements or placed for adoption – 21st nationally.
- Reviews of child protection cases – 18th nationally.
- Adoptions of children Looked After – 20th nationally.
- Timing of core assessments – GOOD.

Until final outturn data for 2006/07 is validated and benchmarked with comparable authorities, it is difficult to forecast accurately the level of progress on improving outcomes. Priorities for the Directorate for 2007-10 have been set and agreed with DfES based on the needs analysis for children and young people completed in 2005 and the performance outcomes for 2005/06.

2.4 Progress on crosscutting areas is continuing to be made to address shared areas of interest with other Directorates as follows;

Rurality and thriving communities

Significant progress has been made on addressing the housing needs of vulnerable families and young people.

Improvements are being made with Adult and Community Services to ensure that transitions plans are in place for young people with a disability. This is enabling them to remain in their community, responding to their health needs and well-being.

The schools review, including the use of buildings, extended schools provision and children's centres are taking account of rurality, transport and the need wherever possible to provide services within existing communities.

The 14-19 strategy aims to enhance employment and training capacity within the county.

Diversity, health and well-being

Development of integrated services and increased assessment resources will improve options for keeping vulnerable children as part of a thriving community, respond to diversity needs and improve health and well-being.

Increased and targeted family support resource capacity will reinforce thriving communities, diversity and well-being by keeping families located and supported in their communities

2.5 A workforce strategy for children's services across Herefordshire is being developed with Corporate Human resources and the PCT. This project will be developed and implemented over the three years of this plan.

2.6 Feedback and surveys have been important sources of information for the management of the Directorate's priorities. Throughout 2006 the Shadow Children and Young People's Partnership Board has been meeting and influencing the work of the partnership. The Youth Council has also contributed views and advice for the young people's agenda. The staff survey and a refresh of the Herefordshire show that staff are aware of the improvement agenda but also that more needs to be done to ensure clarity of focus and improved communication. Some 25% of schools responded to the Audit Commission's survey, which asked schools to assess the contribution of services offered by the Council. Highly regarded support included the effectiveness of the training, advice and support on child protection provided by the Council and the Council's support in developing the effectiveness of governing bodies. Improvement was said to be required in the provision for meeting mental health needs of children and young people and this is to be addressed in the CAMHs strategy. The accessibility of social workers responsible for the looked after children in school is also a concern which is to be addressed through the establishment of a virtual Head teacher post.

2.7 Several review and performance assessment reports have provided useful information and recommendations for improvement during the year. Project and action plans for these

have been produced and monitored through the Directorate Management Team.

- Fostering Inspection report March 2006 – recommendations being actioned
- APA self-assessment completed in May 2006 – examination and bench-marking of the whole APA dataset across all outcomes
- Internal Audit review of 4 staying safe indicators – June 2006
- Internal Audit review of arrangements for the JAR Improvement Action Plan – September 2006
- Institute of Public Care review and report on performance management requirements – now being implemented as 4 project areas – October 2006
- Audit Commission review of performance management arrangements in children’s services – October 2006

2.8 Excellent progress has been made against the Children and Young People’s Delivery Plan, the JAR PIAP and in addressing the success criteria of the GOWM Improvement Board.

3. New Service Requirements and Priorities: What is changing.

3.1 The CYP’s Plan’s priorities were drawn up through a consultation process with partner agencies and is based on a thorough needs analysis. There are emerging changes to the needs profile for services and this is being factored into the priorities for the next 3 years. There is a declining population of children and young people – there is a forecast decrease of 11.7% fewer children by 2011, compared with a 3.1% fall in England and Wales. Secondly, economic migration from Eastern Europe is requiring additional provision for children for whom English is an additional language

The Children & Young People’s Plan is subject to an annual statutory review during April/May each year. The review will encompass progress/performance to date, future targets will inform the APA and any revisions required to the plan.

3.2 New Legislation and guidance will impinge on the service. The national Change for Children programme’s implementation requirements are largely to be completed by 2008. The Children & Young People’s Plan for the area is the delivery vehicle for the implementation.

The Education and Standards Act 2006 will be implemented during this period, and, together with the existing DfES Five Years Strategy for Children and Learners, it will provide the framework for collaboration with schools, and shape the services, which the Directorate delivers, and commissions.

The implementation of the Childcare Act 2006 will be a key early years initiative with its requirements for new additional statutory early years outcomes targets, which are yet to be confirmed. There will also be a new duty to provide information, advice and assistance and data collection regulations for the collection of individual child level information from

early years providers.

The Comprehensive Spending Review 2007 highlights the prevention, early intervention and support for parents and families as being the right thing to do, as well as being cost effective. This is one of the drivers for more integrated working in Herefordshire. The re-statement of ECM and School Standards together and ECM and Health policy will be important in driving further service integration and planning. The wellbeing responsibility for schools in the Education and Standards Act will also further local co-operation and ambition to deliver the best possible outcomes for all children.

The Green Paper – Care Matters will continue the need to deliver further improvements in outcomes for Looked After Children/Children in Care.

The roll out and implementation of the national Information Sharing Index as well as the establishment of the Integrated Children’s System will be significant tasks which will provide a more robust basis for planning for children as well as for more integrated service delivery.

3.3 Locally the Children’s Trust arrangements will fit with the Public Service Trust developments between the Council and the PCT. Herefordshire Connects will bring system improvements which will drive savings to contribute to “front line services” broadly and children with additional needs.

The pursuit of Investor in People status by the Council should further embed the drive for improvement, with every member of staff understanding their role.

3.4 Within the Directorate there is a continuing Service Improvement Programme consisting of the Change for Children local programme plan, the Performance Management Implementation Plan, the Local Preventative and Family Support Strategy, the Joint Planning and Commissioning Strategy, the School Places Review project, the Children’s Workforce Strategy and the Common Assessment Project Plan, the 14-19 Strategy.

3.5 Demographic change and future patterns of demand

Changes to the profile of the child population in Herefordshire over the next few years will have a significant impact on the service capacity required. While Herefordshire’s population overall is expected to increase by 2.5% to 182,475 by 2011, the population aged 0-19 is projected to fall by 9% to 37731 by 2011 (ONS 2003).

Age	2005	2006	2007	2008	2009	2010	2011
0	1,551	1,530	1,510	1,494	1,479	1,465	1,454
1-4	6,703	6,591	6,497	6,425	6,344	6,268	6,202
5-9	10,432	10,211	9,919	9,567	9,214	8,872	8,731
10-14	11,421	11,130	10,919	10,889	10,901	10,843	10,610
15-19	10,839	10,950	11,126	11,112	10,906	10,734	10,470

(Source HCRT, based ONS 2002 mid-year estimates)

This continued reduction in the numbers of children will bring funding pressures to the forefront of the Directorate's short term and medium term planning as our grant funding from government will reduce pro-rata to the decline in pupil numbers. Delivery of high quality services at reduced cost will be essential in delivering this plan.

The projected fall is not uniform either by socio-economic group or age band and both have implications for the future demand for services and for school places. In respect of the former, rates of decrease are expected to be less for lower socio-economic groups. For the latter, the significant fall is within the age bandings 0-9 (at around 14%) while the older cohorts show only a modest decline overall. These changes may already be being evidenced within the Looked after population where the trend towards a younger population has reversed since 2003. Looked After children who are ten years and over now represent nearly seventy per cent of the Looked After population as a whole and are projected to do so over the medium- to longer-term.

Recalculation in 2004 of indices of multiple deprivation by Super Output Area identified two areas of deprivation as amongst the 20% most deprived in England (Golden Post-Newton Farm and Leominster-Ridgemoor) and five areas of deprivation as amongst the 25% most deprived in England (Hunderton-Bishop's Meadow, Redhill-Belmont Road, Hereford City Centre, Hunderton, Newton Farm-Brampton Road).

4. Priorities for 2007-10 and Action required: what we will do and how we'll do it.

The ambition for Children and Young People's Service is to be a grade 3* good service overall. The broad areas for improvement under the Every Child Matters and School Standards agenda are set out below.

The outcome improvements and performance management required are informed by the 2006 APA letter and the GOWM Priorities Meeting for 2007/08 held in November 2006, alongside the Children & Young People's Plan for the Herefordshire area and the Community Strategy. Assumptions underlying the priorities include an imperative to work within the Council's Medium Term Financial Strategy.

4.1 Overarching Areas for Service Delivery Focus

- Services are provided on the basis of a sound understanding of the needs and wishes of children, young people and their families (Service Management)
- All children and young people are safeguarded, and enjoy and achieve to their maximum potential (Stay Safe)
- There is enhanced provision of appropriate family support and early intervention through children's centres, extended services around schools and support for parents (Service Management)
- There are effective services and support that meet the needs of children and young people with disabilities, learning difficulties or who are looked after (Be Healthy and Stay Safe)

- The Council continues to work successfully with schools to raise the already impressive overall achievement of pupils across the county to even higher levels; and ensures that this extends to all Council maintained schools and all groups of pupils, with a particular emphasis on improving the achievements and life-chances of those with additional needs. (Enjoy and Achieve)
- Services promote healthy living for children and young people and families, and reduce health inequalities. (Be Healthy)
- There is adequate housing for vulnerable young people, including those leaving care, and families. (Economic well-being)

4.2 There is a set of **performance priorities** for the Children's and Young People's Directorate derived from the Herefordshire Community Strategy, the Council's Corporate Plan and the Local Area Agreement / LPSA targets. These are also included within the Children and Young People's Delivery Plan. Performance Indicators for the Directorate are listed in Appendix 2,3 & 4 and actions to address specific areas requiring improved performance are set out in the 3 Directorate Service Plans.

4.3 The Council's crosscutting issues are specifically addressed within many of the Directorate's priorities for 2007/10.

Diversity and equalities – There will be proactive implementation of impact assessment plans, which have been produced. In all aspects of the developmental work – children's centres, extended school, involvement of young people, the particular needs for every child or young person will be specifically identified and addressed. Information is kept about the ethnic origins and needs of children. Services are provided to address particular needs eg Eastern European children.

Thriving Communities – The 14-19 learning agenda and other aspects of training and developing young people for work is intended to build local social capital and to benefit local communities.

Herefordshire Thinks Rural – The planning for integrated children's services and the development of children's centres will continue to address the needs of isolated families and their particular needs.

The Pay and Workforce Strategy – A major initiative is in place to tackle recruitment for social work posts. More generally, lessons from the staff survey and Herefordshire Driver will be addressed during the year – staff have had particular concerns about accommodation and direction. The new structure of the service and improvements to accommodation are in train to respond to these concerns.

Older people – Through its support for families in general, the Directorate indirectly contributes to the caring capacity of families including that of older people. The work of the Youth Offending Service contributes to the efforts to protect older people from crime.

Sustainability and Environmental matters – The Directorate aims to ensure that in all its activities these issues are considered e.g. Building Schools for the Future building and planning work.

4.4 Priorities for Improvement 2007—10

The priorities are also set in the context of the Herefordshire Community Strategy, Local Area Agreement and LPSA2 targets, alongside the Corporate Plan and any emerging different priorities coming out of the review of the Children & Young People's Plan. The CYP Plan sets out all areas for improvement to inform the Directorate Plan, which particularly addresses those areas identified with DfES for prioritisation on an annual basis in the list below:

Be Healthy

- Improvements in dental health arrangements
- Full implementation of Teenage Pregnancy Strategy to continue trend of reducing conception
- Increase capacity of the substance misuse service and improve its identification and referral systems

Stay Safe

- Improved access to and response by safeguarding and assessment service – higher referral rates and more timely assessments
- Continued improvement in stability of children's placements
- Improve services to prevent domestic violence and to safeguard affected children

Enjoy and Achieve

- Sustained improvements in the timeliness of special needs educational assessments.
- Implement the relevant key stage targeted improvement (KS2 and KS4) to improve value added
- Improved educational achievement of looked after children.
- Increase the number of young people reached by the Youth Service and ensure activities enable the adequate standard re curriculum to be achieved.

Make a Positive Contribution

- Increasing the opportunity for young people to express their views is a priority for improvement
- Improved outcome for children with disabilities through ensuring effective transition planning is in place for all young people.

Economic Well-Being

- Delivery on the 14-19-provision action plan ensuring enhanced training with employment options particularly for vulnerable groups.
- Enhanced performance on homelessness reduction, supporting people schemes for young people and affordable housing.
- Transitions and pathway plans for vulnerable young people, children with disabilities effectively delivered for all young people.

Service Management

- Full establishment of Children's Trust arrangements in 2008 linked to Herefordshire Public Service Trust
- Joint commissioning, planning & performance management systems are fully established to ensure the delivery of the Children & Young People's Plan
- Common processes, single assessment and enhanced preventative and family support services implemented
- Workforce Strategy in place delivering the right skills and competencies.
- Involve children & young people in service planning and performance management processes.

4.5 Priorities for 2007-10 by Outcome Area

The priorities list above has been developed into annual priority outcomes as follows:

4.5.1 Be Healthy 2007-10

2007-08

- Improvements in dental health arrangements - **Improvement in % of 5 year olds free from dental decay**
- Full implementation of Teenage Pregnancy Strategy to continue trend of reducing conception - **Reducing teenage conceptions by 50% from 1998 by 2010. (LAA)**
- Increase capacity of the substance misuse service and improve its identification and referral systems

2008-09

- Improvements in dental health arrangements - **Improvement in % of 5 year olds free from dental decay**

- Full implementation of Teenage Pregnancy Strategy to continue trend of reducing conception - **Reducing teenage conceptions by 50% from 1998 by 2010. (LAA)**
- Increase capacity of the substance misuse service and improve its identification and referral systems

2009-10

- To be identified with DfES in 2008
- Full implementation of Teenage Pregnancy Strategy to continue trend of reducing conception - **Reducing teenage conceptions by 50% from 1998 by 2010. (LAA)**

4.5.2 Stay Safe 2007-10

2007-08

- Complete CAF pilots, undertake qualitative and quantitative evaluation, plan and commence county wide implementation
- Improvement in safeguarding referral and assessment activity to IPF/England average. Additional funding to increase social worker capacity has been agreed in principle within the Medium Term Financial Strategy.
- Development of adoption and fostering services to meet legislative and regulation standards, and meet stability and education targets for Looked After Children.

2008-09

- Improvement in safeguarding referral and assessment activity to IPF/England average.
- Development of adoption and fostering services to meet legislative and regulation standards, and meet stability and education targets for Looked After Children at reduced cost.

2009-10

- Development of adoption and fostering services to meet legislative and regulation standards
- Continue to improve stability and education attainment targets for Looked After Children.
- Development of independent advocacy services.

4.5.3 Enjoy and Achieve 2007-10

2007-08

1. Conclude School Places Review programme and produce implementation plan and timetable to deliver a school sector fit for purpose for the medium term.
2. Fully implement the extended schools and Children's Centres programme.
3. Sustain improvement in timeliness of special needs assessments.

2008-09

- Progress new school building/re-modelling programmes and proposed Academy.
- Improvement in KS2 and KS4 to improve value added rating.
- Improvement in quality of early years and child care leadership.

2009-10

- Conclude new school building/re-modelling programmes and proposed Academy.
- Improvement in KS2 and KS4.
- Improvement in quality of early years and child care leadership.
- Develop the Youth Service's curriculum and activities to reach the required standard.

4.5.4 Positive Contribution 2007-10

2007-08

- Continued improvement on transition planning and improved outcomes for children with disabilities
- Continue the progress on engagement and participation of Children & Young People.
- Implement and maintain Hear by Rights standard

2008-09

- Develop the Youth Service re curriculum and activities to reach the adequate standard.
- Implement and maintain Hear by Rights standard

2009-10

- Implement and maintain Hear by Rights standard

4.5.5 Economic Well-Being 2007-10

2007-08

- Develop further training with employment options, particularly for vulnerable groups.
- Improve access to suitable and affordable housing for young people and families.
- Improve outcomes for young people with disabilities, to enable young people to be active citizens.
- Improve family support, early intervention resources to enable carers/parents to continue to sustain tenancies, economic activity and family life.

2008-09

- Improve outcomes for young people with disabilities, to enable young people to be active citizens.
- Improve family support, early intervention resources to enable carers/parents to continue to sustain tenancies, economic activity and family life.
- Children's information service/system running effectively.

2009-10

- Improve transition planning and outcomes for young people with disabilities, to enable young people to be active citizens.
- Improve family support, early intervention resources to enable carers/parents to continue to sustain tenancies, economic activity and family life.

4.5.6 Service Management 2007-10

2007-08

- Deliver certificated performance management training for key managers
- Put in place the Herefordshire model of integrated working and conclude work on targets to be reached by 2008 on systems.
- Implement governance, practice and children's trust arrangements.
- Ensure commissioning, planning and performance management resources are in place to deliver the Children & Young People's Plan and partnership capacity is effectively focused.
- Workforce Strategy implementation to deliver the right skills and competencies.

- Service planning, impact assessments and action planning delivered in accordance with corporate standards.
- Conclude children's centres and extended schools programme

2008-09

- Improve services through effective commissioning and review particularly seeking efficiencies in the commissioning of residential placements for children with complex needs
- Workforce Strategy reviewed and refocused to ensure delivery of the right skills and competencies and the full development of staff.

2009-10

- Workforce Strategy implementation completed 2009-10

4.6 Capacity for improvement

The Council's Medium Term Financial Strategy provides the budgetary context for the delivery of the required improvements to deliver better outcomes for children and young people. The broad financial outlook is one of nil growth (except for pay inflation) and increasing requirements to deliver Gershon efficiencies until the end of 2011. The financial constraints during this period will impose significant challenges to the capacity to deliver high quality services to all client groups. Inevitably, some services will have to be reduced or alternatively, delivered differently at a reduced cost. The Directorate structure will be completed at third tier level by 2007 giving the leadership capacity to deliver the priority improvements and the changing needs of service delivery.

The Directorate structure will be completed at third tier level by 2007 giving the leadership capacity to deliver the priority improvements.

However, the constraints on capacity to deliver are significant in terms of capital and revenue funding available, so the Directorate will have to focus on making the resources stretch as far as possible and on identifying efficiency savings and synergies wherever possible.

The Dedicated Schools Grant will reduce over the period, which will influence both the Schools Places Review outcome and the necessity to use the grant effectively to focus on support for children with additional needs. Grant funded central services to schools will have to be reduced year on year to meet the declining grant. Some services will inevitably have to be reshaped.

Corporate capacity and support will be required to support the Schools Review, School building programme, Children's Centre and the Workforce Development across the area for children and young people.

Transport savings have, so far, supported a balanced budget position for the Directorate, this is not sustainable and more creative use of funding streams and effective review and commissioning of services will be essential.

Additional investment is required to ensure the grade 3* ambition for children's services. Spend to mitigate and invest to save proposals, which support the priorities, have been agreed in principle. All of the Directorate's proposals will contribute to crosscutting themes such as rurality, thriving community, "be healthy" and diversity agendas.

Increasing client numbers in key service areas e.g. external agency and joint agency residential placements continue to stretch the available financial resources. Effective early intervention and family support strategies will be essential in ensuring that the Directorate can stay within budget. Performance management and budget control will be important aspects of service management during the next few years.

Unfunded service pressures arising mainly from increasing client numbers of approximately £1m in 2007/08 have been identified during autumn 2006. Additionally, the requirement to absorb inflationary increases (other than pay) will add at least £350,000 to the rising cost of service provision. Reduction in Dedicated Schools Grant in central services will require budget reductions of some £370,000. Added all together, cost pressures of just short of £2m must be dealt with in 2007/08. This will be a challenge to the management team.

4.7 Performance Management and Change Management

Every Child Matters Process Changes for 2008

The model for integrated working will be developed in detail, following pilots, from April 2007 to be ready for delivery by April 2008. This will include clarity on the Common Assessment Framework and lead professional arrangements – alongside the support for Families Strategy implementation.

Commissioning and Performance Management Systems

The Council and the Directorate have accepted the IPC proposed projects as the work programme.

The four projects are (1) Performance Planning and Review, (2) Performance Reporting, (3) Performance Management Function and (4) Commissioning.

The plan for the next period is to deliver the 4 projects in parallel. The Directorate's Performance Management Team will be established by April 2007.

Workforce Development

The Workforce Strategy and the key priorities will be agreed for development and implementation by April 2007.

Performance Management Arrangements

The Director of Children's Services will be using the three Service Plans together to monitor the overall performance of the Directorate.

Performance Management within the directorate will be exercised through the completion of monthly progress reports against the indicators in the Service Action Plans. This will be achieved through the completion of a pro-forma which will be submitted to Heads of Service with all performance reports being considered at a monthly, by Directorate Management Team.

The monthly performance reports to the Directorate Management Team will include those indicators required for the IPR and will feed into those, bi-monthly reports in line with the Corporate Performance timetable.

The monthly performance reports will also be used to inform the Directors monthly briefing of the Cabinet member and quarterly review with the Chief Executive.

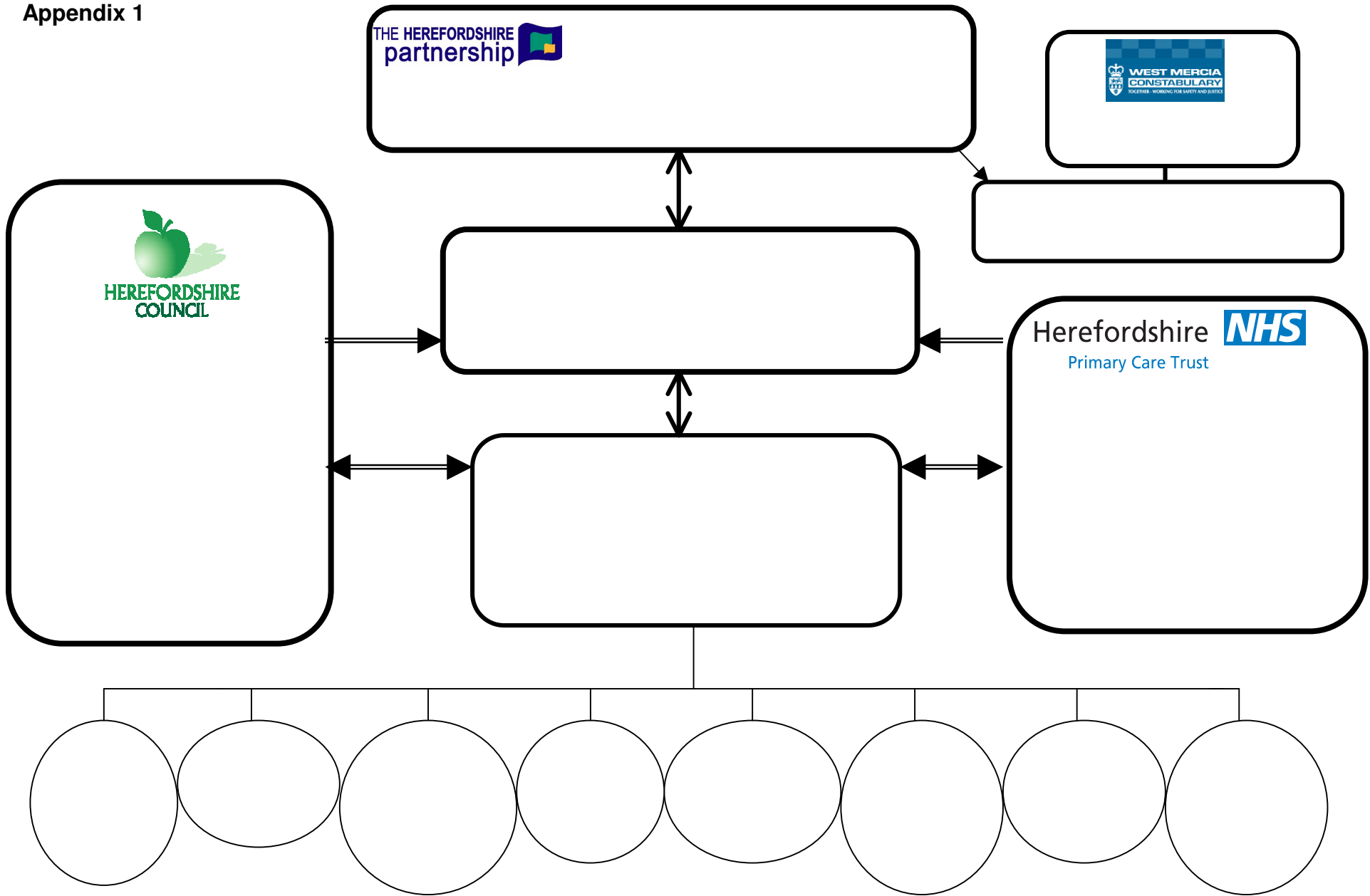
Those reports will be supplemented by more detailed reporting and monitoring on specific high profile projects being managed through the directorates Improvement and Transformation Boards. The Children and Young People's Improvement Board is currently the internal Project Management Board monitoring progress against those projects in place to deliver the Success Criteria of the GOWM Herefordshire Improvement Board. The role of the Directorate Improvement Board in relation to its Transformation Board will be reviewed following the closure of the GOWM Herefordshire Improvement Board project.

The arrangements above will be supplemented by performance reports to the Children and Young People's Partnership Executive Board (frequency to be determined), quarterly reports to the Children and Young People's Partnership Board the annual review of the Children and Young People's Plan including the Delivery Plan, the Annual Performance Assessment (APA) process and the annual Priorities meeting with GOWM.

The performance targets for the directorate are contained within the Children and Young People's Plan (Delivery Plan) (attached) which encompasses the LAA targets, (including LPSA) and within the 3 divisional Service Action Plans.

The APA process for 2007 requires a review of the Children and Young People's Plan including a review of progress against the targets in the Delivery Plan and the revision and setting of new targets as appropriate. This review and any revisions to the plan will be completed and submitted to Cabinet and the Children and Young People's Partnership Board for approval. This will take place prior to submission of the APA, including self-assessment by the deadline of 14th June 2007.

Appendix 1



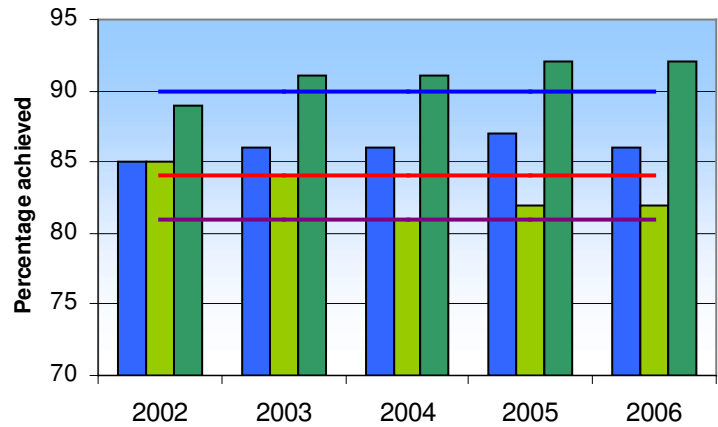
Summary of Performance Assessment Indicators												
415		Herefordshire										
Children	Changes in Definition		PAF									
			1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2004-05 (Revised 2006)	2005-06 (1stCut) 2004pop	2005-06 (2nd cut) 2004pop	2005-06 (2nd cut) 2005pop
CF/A1	2004-05	Stability of placements of children looked after (BVPI 49) (KT) - new definition						7	7	6	6	6
CF/A2	2003-04	Educational qualifications of children looked after (BVPI 50) (KT)					52 - L	68 - L	68 - L	92	92	92
CF/A3		Re-registrations on the Child Protection Register	11	-	14	36 - H	21 - H	-	-	19 - H	19 - H	19 - H
		The number of young people who were looked after who were in contact within the period 3 months before to 1 month after their 19th birthday and were engaged in education, training or employment.								16		
		Number of all young people who were looked after whose 19th birthday falls in the year ending 31 March.								19		
CF/A4	2004-05 *	Employment, education and training for care leavers (BVPI 161) - new definition						0.92	0.92		1.06	1.06
CF/A70	New	Progress made towards a comprehensive Children and Adolescents Mental Health Service								12	12	12
CF/B7	2001-02	Children looked after in foster placements or placed for adoption			90 - H	90 - H	93 - H	93 - H	93 - H	87	87	87
CF/B8	**	Cost of services for children looked after (BVPI 51)		452	415	417	454	522	522	588 - H	588 - H	588 - H
CF/C18		Final warnings/reprimands and convictions of children looked after		3.2 - H	3.4 - H	2.1	2.1	2.3	2.3	2.6	2.6	2.6
CF/C19	2002-03	Health of children looked after		65 - L	88	88	86	87	87	91	91	91
CF/C20	2003-04	Reviews of child protection cases (BVPI 162) (KT)					100	93 - L	93 - L	100	100	100
CF/C21		Duration on the Child Protection Register	15 - H	16 - H	14 - H	-	8 - H	-	-	0 - H	0 - H	0 - H
CF/C23	2003-04	Adoptions of children looked after (BVPI 163) (KT) (old definition)					4.8 - L	9.7	9.7			
CF/C23	2005-06	Adoptions of children looked after (BVPI 163) (KT) (new definition)								10.8	10.8	10.8
CF/C24		Children looked after absent from school		21 - H	16 - H	6 - H	12 - H	13 - H	13 - H	9 - H	9 - H	9 - H
CF/C63		Percentage children looked after who communicated their views to a statutory review (old definition)						88 - L	88 - L			
CF/C63	2005-06	Percentage children looked after who communicated their views to a statutory review (new definition)								72 - L	94 - L	94 - L
CF/C64		Percentage of core assessments that were completed within 35 working days of their commencement						66 - L	66 - L	76 - L	76 - L	76 - L
CF/C68	New	Timeliness of reviews of children looked after								90	90	90
CF/C69	New	Distance children newly looked after are placed from home								-	-	-
CF/D35	2004-05	Long term stability of children looked after - new definition						49 - L	49 - L	61 - L	61 - L	61 - L
CF/E44	2002-03	Relative spend on family support		24 - L	36	35	38	37	37	35	35	35
CF/E45	2001-02 ***	Ethnicity of children in need			1.02	2.71 - H		1.97	1.97			
CF/E67		Children in need with disabilities						4 - L	4 - L			
CF/D59		Practice learning (Children's element) (old definition)					7 - L	12 - L	12 - L			

Colour Key	
■	Band ●
■	Band ●●
■	Band ●●●
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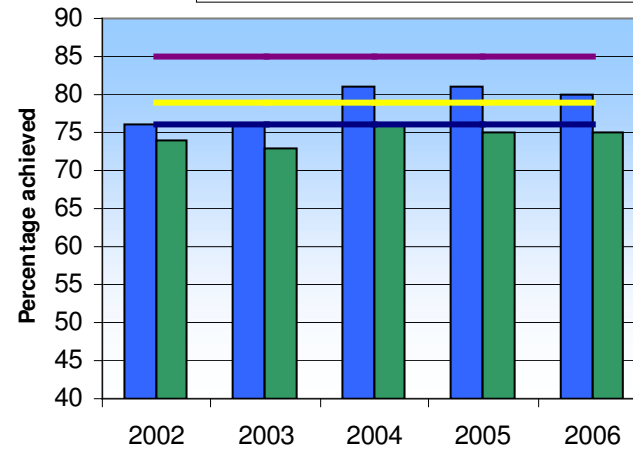
Education Outcomes													
Performance	2002	2002 Rank	2003	2003 Rank	2004	2004 Rank	2005	2005 Rank	2006	2006 Rank	2006 Quartile Band A-D	2006 GO Results	2006 England Results
Key Stage 1 Level 2+													
Reading	85	51	86	34	86	44	87	34	86	40	B	83	84
Writing	88	32	84	29	81	78	82	77	82	60	B	80	81
Mathematics	89	96	91	49	91	47	92	39	92	25	B	89	90
Key Stage 2 Level 4+ test													
English	76	45	76	53	81	24	81	37	80	52	B	78	79
Mathematics	74	58	73	58	76	43	75	66	75	73	C	74	76
Science	88	38	89	29	88	30	88	36	88	46	B	86	87
Key Stage 3 Level 5+ test													
English	74	16	72	43	76	25	79	24	76	32	B	71	72
Mathematics	74	15	76	22	79	13	77	37	79	45	B	75	77
Science	74	16	74	28	72	24	73	44	77	24	B	70	72
GCSE (or equivalent)													
5+ A*-C	56.0	30	58.2	25	57.6	28	56.7	49	61.2	38	B	55.9	58.1
5+ A*-C (including English and Mathematics)			47.0	24	46.8	26	45.4	49	47.7	41	B	41.2	45.1
5+ A*-G	91.2	46	91.7	35	89.9	72	92.3	29	92.5	26	A	90.1	89.2
5+ A*-G (including English and Mathematics)			90.4	25	88.0	69	90.2	44	91.6	19	A	87.6	86.6
1+ A*-G / any passes	96.0	38	96.0	40	96.3	77	98.2	6	97.9	25	A	97.2	96.6
No passes	4.0	38	4.0	40	3.7	77	1.8	6	2.1	25	A	2.8	3.4
Average Points Score	41.5	35	43.6	24	36.6	17	36.2	31	37.3	29	A	36.6	35.1
GCE/A/AS level													
Average point score	278.8	10	290.9	4	319.6	2	322.9	5	334.3	3	A		287.4
Average point per entry	72.8	62	77.5	23	81.7	10	81.6	16	84.3	9	A		80.1

Appendix 4 Herefordshire Summary 2006 – Enjoy & Achieve (Standards) Performance

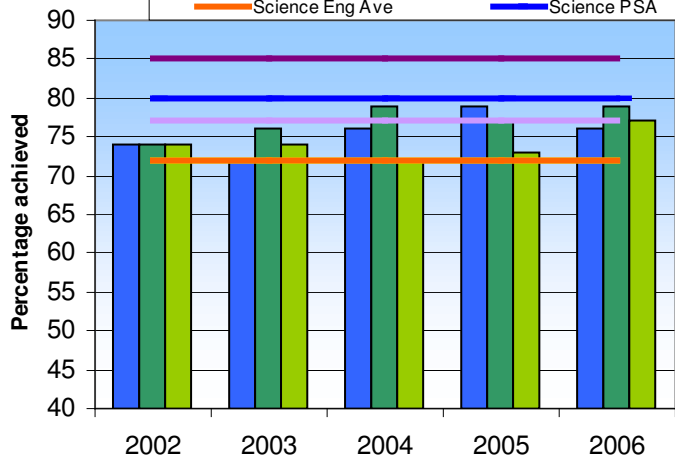
Key Stage 1



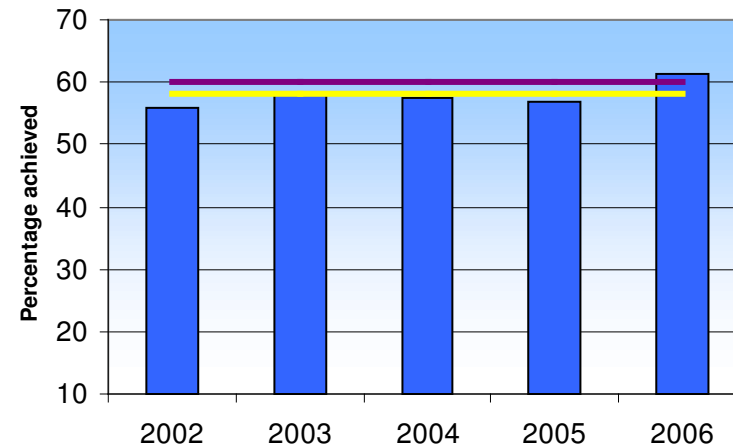
Key Stage 2



Key Stage 3



GCSE 5+ A*-C



36

Appendix 5

Herefordshire Community Strategy & Corporate Priorities 2007-2010

The full strategic response of the Council, with its partners, is set out in the statutory *Children and Young People's Plan 2006-09*. A selection of those targets, milestones and **actions where the Council is in the lead are in this section. Those led by other partners are included in the section below *Giving effective community leadership*.**

BE HEALTHY

Improve measures of healthy lifestyles We aim to have all schools accredited as *Healthy Schools by 2010 (91 by end of 07/08)*. Increase by 30, (to 82%) the number of schools with an approved travel plan (increase in percentage of children walking or cycling to school)

We aim to increase the percentages of babies who are breast-fed at six weeks old:

in the South Wye area from 33% to 40%

amongst teenage mothers across the county from 25% in 2006/07 to 30%

overall from 82% to 85% (this target is subject to clarification/revision).

We aim for 11-14 year olds to have healthier lifestyles. *[Targets for reductions in smoking, obesity, alcohol consumption and drug use; for increases in participation in sport, physical activity and recreation, the percentage of children eating five portions of vegetables and fruit a day; and for better mental health will be decided following receipt in February 2007 of the teenage lifestyle survey analysis. Targets will be confirmed at the Children & Young People's Board on 26th March 2007.*

We aim to reduce sexually transmitted infections amongst young people by 1%

STAY SAFE

We will improve performance with the intention that we are in the top quartile of authorities for staying safe outcomes **and will aspire to level 3 in Annual Performance Assessment**

STAY SAFE

We aim to increase children in need referrals to 280 (89a HC).

We aim to complete 68% of initial assessments of children in need within 7 working days of referral (89b HC).

We aim to complete 66% of core assessments of children in need within 35 working days (89c HC).

By working closely with schools, requiring the recording of incidents and action to deal with bullying, we aim to reduce from **x to y** the percentage of 11-15 year-olds who say they have been bullied in the last twelve months **[target to be added after the Teenage Lifestyle Survey – Feb 07]**

By delivering Local Transport Plan safety schemes and through road safety instruction in schools, we aim to limit to no more than nine the number of under 16s killed or seriously injured annually in road accidents in the county **(a 50% reduction on the 1994-98 average).**

ENJOY and ACHIEVE

We will continue to ensure that at least 85% of three year-olds have access to good quality early years education.

We will work with schools to raise to even higher levels performance in the top GCSE grades, in particular increasing from 61.8 % to 67% by 2008/09 the proportion of pupils in schools maintained by the Council achieving 5 A* - C GCSEs, or the equivalent, including English and Maths.

By working in partnership with schools to tackle disaffection by means of the Behaviour Support Plan and the Behaviour Support Policy produced by each school, we aim to reduce school absences **in 2007/08:**

- in secondary schools maintained by the Council, from 7.4% to 6% of half-day sessions
- in primary schools maintained by the Council, from 4.9% to 4% of half-day sessions
- the number of children looked after by the Council continuously for at least 12 months, who

missed at least 25 days of schooling during the previous school year, to fall from 14 to no more than 7

We aim to **increase from x to y** the adult public's perceptions of improvement in:

Activities for teenagers
Facilities for young children

[Baselines and targets to be established following the Survey of adults' views which will report at the end of February 07]

POSITIVE CONTRIBUTION

Working with them, we aim to **ensure that 100% of schools have a functioning school council.**

By encouraging Duke of Edinburgh Awards and other initiatives we aim to **increase from x to y the number of 11-15 year-olds volunteering [HCS and LAA] [Baseline and target to be established 06/07 in light of the Lifestyle survey (Feb07)]**

Through the implementation of our *Community Involvement Action Plan for Young People* and by progressively embedding the Hear by Rights Standards by 2010, we will develop and maintain a good understanding of the needs and wishes of children and young people. The key measures of our success will be to **increase from 19% to 28% the percentage of young people who feel that they can influence decisions affecting important local services.**

ECONOMIC WELL BEING

Working with schools and the Learning and Skills Council (LSC), we aim to reduce to less than 4.8% of 16-18 year-olds those not in education, employment or training.

Over the 3 years of the LAA we aim to ensure that a total of 43 young people who had been looked after by the Council in their 17th year are engaged in education, training or employment at the age of 19. (The LAA target is 46 but this is no longer achievable).

By working with schools, the LSC and further education colleges to broaden the range and flexibility of the curriculum and available qualifications, including increased vocational options, we aim to increase from 88% to 95% the proportion of pupils in schools maintained by the Council achieving 5 or more 5A* - G grades at GCSE, or the equivalent [2006 – 92.5%]

By implementing our Homelessness Strategy and by securing, with partners, an increase in the supply of both temporary and settled housing, we aim to remove the need for the use of bed and breakfast accommodation for households with children.

SERVICE MANAGEMENT

Building on the work of the Children and Young People's Partnership Board, we will establish by March 2008 Children's Trust arrangements with all the relevant local partners. The Children's Trust will link to the proposed Public Service Trust between the Primary Care Trust and Herefordshire Council.

We will complete, with partners, the development and implementation of the Herefordshire Common Assessment Framework (CAF), with targets set by July 2007, to identify children with additional needs and ensure that early intervention services are put in place.

Over three years from 06/07 we aim to increase by at least 15% (5% per annum) (from about 250 to over 300) the number of families receiving support.

Fully involving parents, carers and children, we will develop and implement a joint commissioning strategy with Health, the voluntary sector and other partners to deliver service improvements for children with learning difficulties and disabilities. Implementation of the strategy will commence in April 2007, when targets will be set.

Appendix 6

(RR1)

<h2 style="margin: 0;">Managing Risk – Risk Register</h2>	 HEREFORDSHIRE COUNCIL
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C&YP Directorate Plan _____

Project Owner: Sue Fiennes _____

Risk Details								Mitigation Strategy		Mitigating Action				
Council Objective	Risk Type	Risk Description	Potential Impact	Likely hood	Impact	Risk Score	Risk Owner	Potential Mitigation Strategy	Cost of Mitigation	Action Ref	Action Owner	Action description	Action Status	Date last updated
Improve APA rating	Management/Political/social	Failure to improve services & reputation	Damage to reputation and morale	2	2	4	Director of Childrens Services	Performance Management Projects	£100k		GS	Implement Action Plan		02/07
	Management/Social	Failure to recruit sufficient social work staff	Inadequate safeguarding and early intervention capacity	1	2	3	Head of Safeguarding & Assessment	Workforce strategy and recruitment campaigns	£250k		SMcL	Implement workforce and recruitment strategies		02/07

Joint Commissioning	Resource/Management	Failure to deliver integrated services and efficient use of resources	Inadequate support to children and families	2	2	4	Head of Integrated Services and Inclusion	Commission external support	£50k		AH	Project Management in place through Improvement Board.		02/07
School Places Review	Resource/Political	Potential budgetary overspend/unable to meet public expectations	School closures	3	2	6	Head of Commissioning and Improvement	Review project in place	£??		GS	Project management in place		02/07
	Financial	Budgetary overspend	Overspend could put investment/development priorities at risk	2	3	6	Head of Safeguarding and Assessment	Ensure workforce analysis and training needs are continuously reviewed shared and updated in light of new and changing requirements	0		SMcL	Robust reporting systems		02/07

	Business	Delays in Connects procurement	Service Management and delivery will continue to rely on outdated technology	1	3	3	Head of Safeguarding and Assessment	ments Continue to rely on current systems for data generation and analysis			SMcL		02/07
	Recruitment	Failure to recruit suitably qualified lead professionals jeopardizes partnership confidence and its ability to deliver integrated working	Teams will continue to work in isolation and children and families will not receive the benefits of joined up working	1	3	3	Head of Integrated Services and Inclusion	Review structure	Unknown		AH	Review structure to create a different kind of capacity	02/07

Improve d perform ance manage ment	Resourc e Manage ment	GOWM board not satisfied with progress	Damag e to reputat ion and strain on resour ces	1	3	3	Direct or of Childr ens Servic es	Project Manage ment of GOWM Board busines s and associa ted projects	Unknown		SF	Demonstrati on of project managemen t capacity and improved performance /outcomes		02/07
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Signed: _____

Position: _____

Date: _____

Herefordshire Children & Young People's Partnership

CHILDREN AND YOUNG PEOPLE'S PLAN

Draft Forward Delivery Plan Year 2 2007-08

Strategic Context of the Children and Young People's Plan Forward Delivery Plan

Herefordshire's Children and Young People's Plan – the Herefordshire Community Strategy – was published in April, 2006. It sets out Herefordshire's Children and Young People's Partnership Board's aspirations for improving outcomes for children and young people in the county.

The overarching Herefordshire Community Strategy links to the CYP's Plan. Following extensive consultation with people in Herefordshire, it identified a vision for the county that:

Herefordshire will be a place where people, organizations and businesses working together within an outstanding natural environment will bring about sustainable prosperity and well being for all

To achieve the Vision for Herefordshire, 4 themes are identified. All of these inform and are relevant to the Children and Young People's Plan, as well as the Local Area Agreement aligned with the Community Strategy, and the delivery of the improved outcomes for children, which they require. They are:

1. Economic Development and Enterprise

- Improving business, learning and employment opportunities in Herefordshire enabling sustainable prosperity for all.

2. Healthier Communities and Older People

- Improving public health, quality of life and promoting independence and well being for disadvantaged groups and older people.

3. Children and Young People

- Improving the lives of children and their families, enabling all children and young people to develop the knowledge, skills and judgement they will need to be able to lead fulfilling lives.

4. Safer and Stronger Communities

- Developing stronger, more inclusive communities and creating a safer and greener place to live, work and visit.

PURPOSE of the Children and Young People's Forward Delivery Plan

This Delivery Plan sets out the required actions for the CYP's Plan priorities, milestones and success criteria. It is set out in line with the 5 outcome areas under which performance improvements were set out in the Plan. These outcome areas also incorporate the children who have Learning Difficulty and / or are Disabled and Looked After Children areas and integrated services activities.

- **Being Healthy**
- **Staying Safe**
- **Enjoy and Achieve**
- **Making a Positive Contribution**
- **Achieve Economic Well-being**

Members of the Children and Young People's Partnership and staff across all the local agencies have contributed to the production of this delivery plan. The following Delivery Plan represents work in progress. The Children and Young People's Plan and this Delivery Plan will be subject to review and will be updated by April, 2007.

The priorities set out in the Children and Young People's Plan are derived from a variety of different sources. It ensures that all legislative, Government policy and inspection requirements including the Council's BVPI performance requirements are met. These include:

- Children Act 2004
- National Service Framework for Child Health and Maternity Services
- The Joint Area Review Recommendations and its Improvement Action Plan (December 2005 and March 2006)
- The Local Area Agreement Children's and Young People's Block
- Priorities from the Public Health Report and the PCT's Local delivery Plan
- Priorities set out in the Annual Performance Assessment Self Assessment (May 2006)

TIMESCALES for Delivery

This draft Delivery Plan is for the year to the end of March 2008. No specific timescales for the achievement of each action are given but the expectation is that in the year 2007 to 2008 these will have been completed and this will be regularly monitored. The CYP's Plan and the Delivery Plan will be reviewed and updated annually.

PROGRESS and REPORTING ARRANGEMENTS

Overall performance reporting and progress monitoring of the actions and progress required by this delivery plan will be the responsibility of the Children and Young People's Partnership Board. Each OUTCOME GROUP will be responsible for delivery of the plan and the provision of regular progress/performance monitoring reports to the CYPPB.

The columns in the plan will be updated as follows to designate progress made.

	Completed
	On track
	Not on track
	No progress

SUMMARY of Overarching Priorities for the Children and Young People's Partnership

A PRIORITIES MAP FOR CHILDREN & YOUNG PEOPLE IN HEREFORDSHIRE

CHANGE FOR CHILDREN AGENDA OUTCOMES	THE HEREFORDSHIRE COMMUNITY STRATEGY OUTCOMES	THE COUNCIL'S OBJECTIVES	CHILDREN & YOUNG PEOPLE PARTNERSHIP BOARD PRIORITIES	CHILDREN'S SERVICES DIRECTORATE PRIORITIES
Be Healthy	<ul style="list-style-type: none"> Children and young people are healthy and have healthy lifestyles 	<ul style="list-style-type: none"> Maximise the Health, Safety, Economic Well-Being, Achievements & Contributions of Every Child 	<ul style="list-style-type: none"> Improving Mental Health Outcomes Improving Physical Health Outcomes Improving Outcomes for Children with LDD 	<ul style="list-style-type: none"> Social Inclusion Personal Development Child Concern Model LPSA2
Stay Safe	<ul style="list-style-type: none"> Reducing the levels of, and fear of, crime, drugs and anti-social behaviour Fewer accidents Children and young people are safe, secure and have stability 	<ul style="list-style-type: none"> Promote Diversity & Community Harmony & Strive for Equal Opportunities 	<ul style="list-style-type: none"> Improving Outcomes for Children Looked After Further Implementation of the Child Concern Model 	
Enjoy & Achieve	<ul style="list-style-type: none"> Children and young people achieve educational, personal, social and physical standards 	<ul style="list-style-type: none"> Improve the Achievement of Pupils 	<ul style="list-style-type: none"> Improving standards in education across all sectors and tackling underachievement 	<ul style="list-style-type: none"> Early Years Teaching Quality Pupil Achievement Special Education
Making a Positive Contribution	<ul style="list-style-type: none"> Children and young people engage in positive behaviour inside and out of school 	<ul style="list-style-type: none"> Develop a Community Leadership Role Protect the Environment 	<ul style="list-style-type: none"> Improving Learning & Recreational Opportunities Reducing Anti Social Behaviour 	<ul style="list-style-type: none"> Cultural Learning & Community Development
Achieve Economic Well-Being	<ul style="list-style-type: none"> Children and young people engage in further education, employment and training on leaving school More and better paid employment A more adaptable and higher skilled workforce 	<ul style="list-style-type: none"> Sustain Vibrant & Prosperous Communities 	<ul style="list-style-type: none"> Improving learning outcomes for 14-19 year olds 	<ul style="list-style-type: none"> 14-19 Learning Opportunities LPSA2

ECM /NSF Outcome Area: BE HEALTHY

Outcome / key requirements	CY P Plan Yr	Priority actions	Lead	Progress	Success measures
1. Maximise uptake of childhood immunisation	1	<ul style="list-style-type: none"> Annual community pharmacy leaflet campaigns Offer informed choice to all parents through health visiting support 	FH	<ul style="list-style-type: none"> Community pharmacy campaign planned for January 2007. 	Percentage of 2 year olds who are up to date with MMR immunisation from 2004/2005 baseline. 04/2005 (baseline) 78.5% 05/2006 achieved 81.5% Yr 1 06/07 target 83% Yr 2 07/08 target 85% Yr 3 08/09 target TBA
	2 3			<ul style="list-style-type: none"> Health visiting support in place. Introduction of new childhood vaccination programme in September 2006 a risk but gives opportunity for full discussions 	
2. Increase in percentage of babies who are breast fed at 6 weeks in the county. CP	1 2 3	<ul style="list-style-type: none"> Introduce new breastfeeding policy. Encourage breast feeding through all ante-natal and post-natal contacts 	HB/SH	<ul style="list-style-type: none"> Draft policy out to consultation, January 2007. On-going. Enhanced (Unicef) training programme now underway. 	Increase in percentage of babies who are breast fed at 6 weeks compared with a 2004/2005 baseline. County wide: 2004/2005 (baseline) 71% 2006/2007 year 1 target 82% 2007/2008 year 2 target 84% 2008/2009 year 3 target TBA % of babies who are breast fed at 6 weeks in the county LAA 11a/HCS20

51

3. Increase in percentage of babies born to South Wye mothers who are breast-fed.	1 2 3	<ul style="list-style-type: none"> Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye 	JQ	<ul style="list-style-type: none"> Project established. Project lead and 3 peer support workers in post. 	<p>Increase in percentage of babies who are breast fed at 6 weeks, compared with a 2004/2005 baseline.</p> <p>South Wye:</p> <table border="0"> <tr> <td>2004/2005 (baseline)</td> <td>33.1%</td> </tr> <tr> <td>2006/2007 year 1 target</td> <td>33%</td> </tr> <tr> <td>2007/2008 year 2 target</td> <td>40%</td> </tr> <tr> <td>2008/2009 year 3 target</td> <td>TBA</td> </tr> </table> <p>% of babies born to South Wye mothers who are breastfed LAA 11/HCS 21b</p>	2004/2005 (baseline)	33.1%	2006/2007 year 1 target	33%	2007/2008 year 2 target	40%	2008/2009 year 3 target	TBA
2004/2005 (baseline)	33.1%												
2006/2007 year 1 target	33%												
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2008/2009 year 3 target	TBA												
4. % of babies born to teenage mothers who are breastfeeding at 6 weeks	1 2 3	<ul style="list-style-type: none"> Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye 	JQ	<ul style="list-style-type: none"> Project established. Project lead and 3 peer support workers in post. 	<p>Increase in percentage of babies who are breast fed at 6 weeks, compared with a 2004/2005 baseline:</p> <p>Teenage mothers:</p> <table border="0"> <tr> <td>2004/2005 (baseline)</td> <td>22.1%</td> </tr> <tr> <td>2006/2007 year 1 target</td> <td>25%</td> </tr> <tr> <td>2007/2008 year 2 target</td> <td>30%</td> </tr> <tr> <td>2008/2009 year 3 target</td> <td>TBA</td> </tr> </table> <p>% of babies born to teenage mothers who are breastfeeding at 6 weeks LAA 12/HCS 21</p>	2004/2005 (baseline)	22.1%	2006/2007 year 1 target	25%	2007/2008 year 2 target	30%	2008/2009 year 3 target	TBA
2004/2005 (baseline)	22.1%												
2006/2007 year 1 target	25%												
2007/2008 year 2 target	30%												
2008/2009 year 3 target	TBA												
5. Improvement in % of 5 year olds free from dental decay	1 2 3	<ul style="list-style-type: none"> Begin option appraisal to fluoridate the water supply 	FH	<ul style="list-style-type: none"> Negotiations between Welsh Water and SHA to produce feasibility study have begun, having secured approval from PCT Board and LA Health Scrutiny Committee support. 	<p>Increase in percentage of 5 year olds free from dental decay.</p> <table border="0"> <tr> <td>2001/2002 (baseline)</td> <td>58%</td> </tr> <tr> <td>2006/2007 year 1 target</td> <td>60%</td> </tr> <tr> <td>2007/2008 year 2 target</td> <td>62%</td> </tr> <tr> <td>2008/2009 year 3 target</td> <td>TBA</td> </tr> </table>	2001/2002 (baseline)	58%	2006/2007 year 1 target	60%	2007/2008 year 2 target	62%	2008/2009 year 3 target	TBA
2001/2002 (baseline)	58%												
2006/2007 year 1 target	60%												
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2008/2009 year 3 target	TBA												

6. Reducing year on year rise in obesity among children under 11 by 2010 (no baseline figures until September 2006)	1	<ul style="list-style-type: none"> Introduce height and weight measurement of children in Reception and Year 6 	SW	<ul style="list-style-type: none"> All children in Year reception and Year 6 were weighed and measured Summer 2006. 	<p>Reducing obesity levels among children aged 5 and 11 years.</p> <p>2006/2007 year 1 target (12% baseline) TBA (survey)</p> <p>2007/2008 year 2 target TBA</p> <p>2008/2009 year 3 target TBA</p>
	2 3	<ul style="list-style-type: none"> Identifying target schools for intervention once prevalence is established 		<ul style="list-style-type: none"> Analysis of data currently underway. Health Improvement Manager with special responsibility for tackling obesity appointed December 2006. 	
7. Reducing teenage conceptions by 50% from 1998 (baseline) by 2010.(LAA)	1	<ul style="list-style-type: none"> Target "hot spots" which have particularly high rates Extend 4Us clinics 	Teenage pregnancy Lead	<ul style="list-style-type: none"> Interim government office target of 10% reduction was achieved with 2004/2005 figures. Rolling average for 3 years 2002/2004 is 34.7 Hot spots being targeted using teenaged pregnancy grant. Teenage Pregnancy Co-ordinator post is vacant. Recruitment is underway. 	<p>Reduction in teenage conceptions by 50% from 1998 baseline by 2010. 1998 baseline is 37.2 (per 1,000 women aged 15-17)</p> <p>06/07 -19% (30.1)</p> <p>07/08 -24% (28.2)</p> <p>08/09 -40% (22.3)</p> <p>% Change in number of conceptions amongst 15-17 year olds APA 10475c/ BVPI 197</p>
	2 3	<ul style="list-style-type: none"> Implement teenage pregnancy strategy 		<ul style="list-style-type: none"> Teenage pregnancy strategy being implemented and monitored via a new multi-agency group, Sexual Wellbeing and Health Network, which reports to CYPP. 	
8. Reduce hospital admission rates for accidents among children.	1	<ul style="list-style-type: none"> Identify reliable database Scope level of accidental injury 	FH	<ul style="list-style-type: none"> Work in progress. Work in progress. 	<p>Reduction in accident based admissions. 2002 baseline was 349. Targets are based on achieving a 10% reduction in this figure by 08-9.</p> <p>Yr1 06/07 target 334</p> <p>Yr2 07/08 target 324</p> <p>Yr3 08/09 target 314</p>
	2 3	<ul style="list-style-type: none"> Identify action plan 		<ul style="list-style-type: none"> Action Plan to be drawn up once the data analysis has been done. 	

9. Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children (JAR)	1	<ul style="list-style-type: none"> LAC have access to all services and support required to deliver the best possible outcomes for them. 	AC	<ul style="list-style-type: none"> This target is being collated it is anticipated that we will be marginally short of the 93% target. 	<p>Yr1 06/07 target 93%</p> <p>Yr2 07/08 target 94%</p> <p>Yr3 08/09 target 95%</p> <p>Health of Looked After Children APA 1037SC/ PAF CF/C19</p>
		<ul style="list-style-type: none"> Development locally on Healthy Care Standard. 		<ul style="list-style-type: none"> National Healthy Care Standard now adopted by Partnership Board and being implemented. 	
10. Ensure appropriate social care support for the families of children with learning difficulties and disabilities. (JAR)	1 2	Effective family support and casework in place for all children with disabilities &/or learning disability and their families/carers	MP	<ul style="list-style-type: none"> Permanent social worker post taken up November 2006. Further 0.5wte post has been filled. Number of assessments undertaken by team has increased by 150% over last 6 months. Input and support to families increased through employment of two additional family support workers. A pilot single referral process has been put in place across the Kite Centre and CDC at Ross Road. Review of current Short Breaks provision undertaken and specification for new service drawn up. Funding to the team has been increased. 	<p>Increase in no of breaks provided.</p> <p>March 06 (Baseline) 63</p> <p>Yr1 06/07 target 70</p> <p>Yr2 07/08 target 77</p> <p>Yr3 08/09 target 85</p> <p>Local care pathways in place and linking to CAF processes.</p> <p>No of CAF and AF assessment completed – TBA following pilot (Apr 07)</p>
11. Improve communication with parents and young people with learning difficulties and disabilities in terms of both the assessment of need and planning of provision. (JAR)	1	<ul style="list-style-type: none"> Clear information in place for children, young people and families/carers through all available systems Consultation system in place for children, young people and families with clear standards and requirements in place 	MP	<ul style="list-style-type: none"> Workshop arranged for January 2007 in order to increase parent/carer attendance/participation. The workshop has been arranged using external consultancy from OPM and Council for Disabled Children. The workshop outcome will inform the development of standards. Information sharing across agencies with an interest in communication, consultation and user involvement. 	TBA

				<ul style="list-style-type: none"> • Questionnaire developed and sent to 100 parent/carers across county. Analysis of the questionnaires will form the basis of developing strategies for user involvement and consultation. • Participation in open evenings at special schools to seek parent/carer views and those of young people. Drop-in sessions also available at school. • Draft information pack containing local information for parents/carers is in preparation. • Care pathways have been developed for a number of specific groups of children. • Currently consultation about the future provision of specialist services out to members of the public and staff and special interest groups. 	
12. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)(JAR)	1	<ul style="list-style-type: none"> • Agree a multi-agency CAMHS strategy to include commissioning of Tier 4 services locally, given regional capacity problems. • Enhanced access to Tier 4 services. • A range of acute service provision in place locally 	MP	<ul style="list-style-type: none"> • Multi-agency strategy has been completed and is being submitted to CYPPB for approval. • Tier 4 commissioning is dealt with at regional level and a meeting with the SCA based at GOWM has been requested to further discuss whether or not this should continue to form part of our on-going monitoring. • Spot purchasing of tier 4 services is to be reviewed as part of the joint commissioning work programme. 	<p>Progress made towards a comprehensive children and adolescents Mental Health Service APA 1043SC/PAF CF/A70</p> <p>The referral of juveniles manifesting mental health difficulties to Child & Adolescent Mental Health Services APA 1041YJ</p>

13. Increase the number of schools achieving the Healthy Schools Standard from the 2005 base.	1	<ul style="list-style-type: none"> Having set up a Strategic Steering Group for Healthy Schools, to review the structure of this to ensure accurate representation of partners. The group will monitor impact against their own KPIs and the work of HHSP. This will be done through discussion between key members of the group and plan for the year ahead. 	TB	<ul style="list-style-type: none"> Strategic steering group meeting set. An operational group has been established and its terms of reference and membership have been reviewed and agreed. 	<p>Increase in numbers of schools which have achieved the HSS.</p> <p>05/06 (Baseline) 51 schools Yr1 06/07 81 Yr2 07/08 91 (National targets have been set and will be monitored both locally and regionally)</p> <p>Number of Schools with National Healthy Schools Status LAA 20/ HCS 24</p>
	2				
14. Improve measures of Healthy lifestyles for teenagers		<p>Focus on;</p> <ul style="list-style-type: none"> Smoking rates Substance use / abuse (alcohol and drugs) 	FH	<ul style="list-style-type: none"> Autumn lifestyle survey has been completed. Analysis is underway. Once this is available, it will form the basis of specific interventions which are accurately targeted. 	<p>Decrease in smoking rates and substance use.</p> <p>Baseline to be confirmed from October 2006 Lifestyle Survey 2006</p> <p>Measure of Healthy Lifestyles for 11-15 yr olds: Smoking rates LAA 19/HCS 22a</p> <p>Measure of Healthy Lifestyles for 11-15 yr olds: Eating 5 a day LAA 19/ HCS 22c</p> <p>Measure of Healthy Lifestyles for 11-15 yr olds: Obesity Rates LAA 19/HCS 22d</p>

16. Reduce the number of 0-15 year olds killed or seriously injured in road traffic collisions in Herefordshire. (CSDSP)	1 2 3	Fewer young people involved in road accidents.	FH	<ul style="list-style-type: none"> Extensive programme of work underway on road safety including Safety Camera Partnership (PCT and LA are signatories), where evaluation shows significant effect. 	1994-8 (AV) Baseline 19 children 04/05 7 05/06 7 06/07 7 07/08 7 Reduction in the number of children killed or seriously injured in road traffic accidents by 50% by 2010 from 1994-8 baseline.
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ECM /NSF Outcome Area: Staying Safe

Outcome / key requirements	CYP Plan Yr	Priority Actions	Lead	Progress	Success measures
1. Ensure that there is a comprehensive and effective workforce strategy in place to support the delivery of the Children and Young People's Plan.	1	<ul style="list-style-type: none"> Develop comprehensive Children's Workforce Strategy by May 2008 	SMc	Outline strategy agreed by CYPPB November 2006	Strategy agreed by CYPPB
		<ul style="list-style-type: none"> Revise Social Worker Recruitment and Retention Strategy and integrate with overall Children's Workforce Strategy by April 2007 	SMc	Staff focus group held to inform review of strategy	Social Worker establishment increased to 53 (milestone to final target of 57 by March 2008) Timescales for Initial and Core Assessment completion increased by/to xx (target to be developed) Numbers of referrals of children per 10,000 population Target 2007/08 280 (89a HC/KIGS CH141) Percentage of initial assessments within 7 working days of referral Target 2007/08 68% (89b HC/DIS 1704) Timing of core assessments Target 2007/08 66% (89c HC/ PAF CF/C64) Re-registrations on the Child Protection Register LAA 41/HCS 26
2. Ensure there is a single referral, assessment and service planning framework for children in need which is consistently and	1	Establish effective multi agency process for managing the identification and provision of services to children with additional needs in line with the requirements of the national Common Assessment	SMc		CAF (Every Child Matters in Herefordshire) pilots completed and evaluated on schedule (July 2007) CAF rolled out across county (October 2007)

59

effectively applied in practice.					xx of CAFs completed (target to be developed following CAF pilot)
3. More families needing help receive additional support at an earlier stage	1 2 3	Develop comprehensive and multi agency Support for Families Strategy by May 2007	AH		<p>Strategy agreed by CYPPB on schedule</p> <p>Strategy informs commissioning activity for 2008/09</p> <p>% increase in number of families receiving support</p> <p>Yr 1 07/08 + 5% (Yr 2 08/09 + 5%) (Yr 3 09/10 + 5%)</p> <p>Provision of an intensive family support project LAA 34/ HCS 29</p> <p>Number of Young People (0-24 years) who are victims of crime LAA 37/ HCS 25</p> <p>% of 11-15 Year olds who stated they had been bullied in the last 12 months LAA 42/ HCS 28</p>
4. Establish effective Local Safeguarding Children Board	1	<ul style="list-style-type: none"> Formally establish Herefordshire Safeguarding Children Board (HSCB) Appoint HSCB Business Manager Agree HSCB Business Plan for 2007/08 by April 2007 	SMc		<p>Membership and Terms of Reference agreed</p> <p>HSCB Business Manager in post</p> <p>Business plan agreed and approved by CYPPB</p>
				Secondment made commencing January 2007	
				Priorities agreed at HSCB Development Day (December 2006)	

ECM Outcome Area: Enjoy and Achieve

Outcome / key requirements	CY P Pla n Yr	Priority Actions	Lead	Progress	Success measures
1. Absenteeism in primary schools: Reduction in the number of half day sessions missed due to authorised and unauthorised absence as a % of total no. of sessions in primary schools	1	<ul style="list-style-type: none"> Cool Cats (attendance positive reinforcement) pilot in 3 schools, St James, Trinity, Lea commencing September 2006 for 1 academic year. 	GS/SMc L/ PC		Monthly meetings with other colleagues / services monitoring attendance data to assess effectiveness of actions. EWS to undertake a comprehensive review of all policies and procedures aimed at increasing data collection and assessment. To be reviewed every term. TARGETS and baseline to be advised. 04/05 (Baseline) 5.2% 05/06 4.90% Yr 1 06/07 4.50% Yr 2 07/08 4.0% % of half-days missed due to total absence in primary schools maintained by the LEA LAA 5/ HCS 33/BVPI 46
	2			<ul style="list-style-type: none"> Requirement for each school to inform EWS of ten worst attendees. Lists to be updated fortnightly and absent figures followed up by EWS. To commence September 2006. 	
		<ul style="list-style-type: none"> School attendance figures to be plotted against individual school targets monthly. Figures to be monitored monthly. 		Schools that missed DfES target for 05/06 are being targeted.	
		<ul style="list-style-type: none"> Principal EWO to discuss with head teachers regarding authorised absences and provide extra EWS support if agreed commencing September 2006. 		SLAs being negotiated with schools.	

61

		<ul style="list-style-type: none"> Use of Penalty Notice Warnings (minimum 10 U/A's) / Penalty Notices (minimum 20 U/A's) for pupils with unauthorised absences not achieving attendance targets set by government. EWS to plot issuing of Penalty Notice Warnings against Penalty Notices related to individual schools, Key stages, year groups etc. 		<p>05/06 43 issued. 06/07 2 issued (40 warning letters issued – anticipate 25% will result in issue of Penalty Notice.</p>	
		<ul style="list-style-type: none"> Use of Parenting Contracts (voluntary agreement), Parenting Orders (via magistrates court), Parenting Classes EWS to operate Parenting Classes from September 2006. 		<p>Parenting that is now scheduled to start in January 07</p>	
		<ul style="list-style-type: none"> EWS to provide extra support to ten schools with lowest whole attendance in county monitored on a half-termly basis. 		<p>Targeted work at 6 high and 35 primary schools.</p>	
		<ul style="list-style-type: none"> Truancy Sweeps to be conducted on half-termly basis. 			
		<ul style="list-style-type: none"> Advertising campaign on city buses aimed at parent/carers for 8 weeks from September 2006. Use of questionnaires to assess effectiveness. Poster campaign in all schools from early in next school year. 		<p>Campaign completed. Analysis to follow.</p>	
		<ul style="list-style-type: none"> Members of EWS to raise profile of service in schools via assemblies, leaflets etc. To form part of SLA with each school. To be reviewed termly. 			

		<ul style="list-style-type: none"> 'Book bag' scheme advertising EWS in all library outlets and 'book mark' scheme advertising EWS in Excellence Cluster schools from September. To be reviewed at end of each term. 		In all libraries	
		<ul style="list-style-type: none"> Half-termly meetings between Principal EWO and primary school heads in Excellence cluster to review attendance targets and behaviour plan. 		Delayed	
		<ul style="list-style-type: none"> Use LPSA2 funding to recruit an additional EWO from September 2006. Review effectiveness on annual basis. 			
2. Absenteeism in secondary schools: Reduction in number of half day sessions missed due to authorised and unauthorised absence as a % of total number of sessions in secondary schools	1 2	Action as above	GS/SMc L/ PC		Targets 04/05 7.8% (Baseline) 05/06 7.40% Yr 1 06/07 7.00% Yr 2 07/08 6.0% % of half days missed due to total absence in secondary schools maintained by the LEA BVPI 45/ LAA 6/ HCS 34
3. Absenteeism of Looked after Children to be reduced. (a) Number of children looked after by Herefordshire continuously for at	1 2	From September: <ul style="list-style-type: none"> All LAC to be monitored half termly. Schools to provide absence data. 	GS/ SMcL/ PC/AB		BVPI No(a) 04/05 11 (Baseline) 05/06 9 Yr 1 06/07 8 Yr 2 07/08 7 Children looked after absent from school (Joint Working) APA 3074SC/PAF CF/C24/
		<ul style="list-style-type: none"> LAC with problematic attendance to be monitored weekly/ bi-weekly in the first instance. 			

<p>during the previous year</p>													
<p>4. Percentage of pupils with 5 A*-C including Maths and English</p>	<p>1 2</p>	<p>Use secondary strategy staff and expertise to:</p>	<p>GS</p>		<p>Initial analysis by late Sept using QCA data.</p>								
		<ul style="list-style-type: none"> Analyse and interpret individual school and pupil attainment data. 			<p>Detailed analysis by late Oct</p>								
		<ul style="list-style-type: none"> Identify schools below national floor targets at KS3 English, Maths, Science 		<p>No schools in this category</p>	<p>Target setting data provided to schools and SIS team by autumn half term break. Targets set by schools for the following years examination groups. Nov 06 for May 08 examination cohort.</p>								
		<ul style="list-style-type: none"> Identify schools with low KS2 – KS3 Contextual Value Added (CVA) and conversion rates. 			<table border="0"> <tr> <td>04/05 (Baseline)</td> <td>45.4%</td> </tr> <tr> <td>05/06</td> <td>47.5%</td> </tr> <tr> <td>Yr1 06/07</td> <td>52%</td> </tr> <tr> <td>Yr2 07/08</td> <td>54%</td> </tr> </table>	04/05 (Baseline)	45.4%	05/06	47.5%	Yr1 06/07	52%	Yr2 07/08	54%
		04/05 (Baseline)		45.4%									
		05/06		47.5%									
		Yr1 06/07		52%									
Yr2 07/08	54%												
<ul style="list-style-type: none"> Identify schools with low or declining performance in 5A* - C GCSE including Maths, English. 	<p>Only one school with declining performance (marginal).</p>	<p>% of 15 year old pupils in LEA achieving 5 or more GCSEs at grade A*-C or equivalent – LAA 15/ HCS 31</p>											
<ul style="list-style-type: none"> Data is provided by QCA, NCER late August – October. 													
<ul style="list-style-type: none"> Target consultant teaching & learning and leadership support in identified schools 													

5. Percentage of all pupils in LEA schools achieving 5 or more 5A* - G grades at GCSE, or equivalent accredited vocational or alternative curriculum qualification	1 2	Use Secondary Strategy Staff and expertise to: <ul style="list-style-type: none"> analyse and interpret individual school and pupil related performance data for all secondary schools identify schools below the national floor targets at KS3 Maths, Science & English identify schools with low contextual value added (CVA) between KS2 – KS3, KS3 – KS4 & KS2 – KS4 identify schools with low conversion rates from KS2 – KS3 – KS4. identify schools with low or declining performance in 5A*-G grades. Target consultant teaching, learning & leadership support at the identified schools or departments. 	GS		Academic Targets are set by schools and school inspectors each autumn term for the following academic year. I.e. Targets for 2008/2009 will be set during the autumn term of 2007. This is in line with DfES practice. Targets beyond 2007 have not been verified by schools and as such will be subject to alteration Target setting data provided to schools and SIS team by autumn half term break for review. <table border="0"> <tr> <td>04/05 (Baseline)</td> <td>88%</td> </tr> <tr> <td>05/06</td> <td>93%</td> </tr> <tr> <td>Yr1 06/07</td> <td>95%</td> </tr> <tr> <td>Yr2 07/08</td> <td>96%</td> </tr> </table> <p>% of 15 year olds in LEA achieving 5 or more GCSEs or equivalent at grades A*-G – LAA 16/ HCS 30</p>	04/05 (Baseline)	88%	05/06	93%	Yr1 06/07	95%	Yr2 07/08	96%
04/05 (Baseline)	88%												
05/06	93%												
Yr1 06/07	95%												
Yr2 07/08	96%												
6. Improve educational attainment of Looked After Children.	1 2 3	<ul style="list-style-type: none"> Analysis of cohorts and learning support needs Additional support provided where required Monitor progress regularly 	SMcL/J D/ AB		Ensure there is a Personal Education Plan for all Looked After Children to be used as the basis for targeting individual support. <table border="0"> <tr> <td colspan="2">% of CLA with PEP</td> </tr> <tr> <td>05/06 (Baseline)</td> <td>75%</td> </tr> <tr> <td>06/07 target</td> <td>85%</td> </tr> <tr> <td>07/08 target</td> <td>100%</td> </tr> </table>	% of CLA with PEP		05/06 (Baseline)	75%	06/07 target	85%	07/08 target	100%
% of CLA with PEP													
05/06 (Baseline)	75%												
06/07 target	85%												
07/08 target	100%												

7. Improve measures of healthy lifestyles for teenagers – participation in activities (sports/physical exercise, recreational activities). % of 11-15 s.	2 3	Children and young people have access to enhanced leisure and pastime opportunities.	JR	Lifestyle survey undertaken during October. Results of analysis due in January.	Establish Baseline from Lifestyle survey ((Baseline) October 06) 06/07 07/08 08/09 Improve measures of healthy lifestyles for teenagers – participation in activities of 11-15s – LAA1/ HCS 22b																
8. Quality of Life – Activities for teenagers CP	1 2 3	Children and young people have access to enhanced leisure and pastime opportunities.	JR/RH	Lifestyle survey undertaken during October. Results of analysis due in January.	School / club links using education resources to sustain leisure development Extended Schools and Services targets met. Baseline from Customer Satisfaction Survey 2006 and Lifestyle Survey 2006. Quality of Life – Activity for Teenagers CP – LAA 35/ HCS 60a																
9. Raise attainment at KS2 performance in '05.	1 2	Young people achieve better results. Further action to be advised.	GS		Value added between Key Stage 1-2 improved. Increase in L4 plus. Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 Maths. Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 English. <table border="1" data-bbox="1664 1026 2130 1185"> <thead> <tr> <th></th> <th>Eng</th> <th>Maths</th> <th>Science</th> </tr> </thead> <tbody> <tr> <td>¾</td> <td>80.9%</td> <td>75.9%</td> <td>88%</td> </tr> <tr> <td>04/05</td> <td>81%</td> <td>75.1%</td> <td>87.9%</td> </tr> <tr> <td>06/07</td> <td>81%</td> <td>82%</td> <td>no Govt target</td> </tr> </tbody> </table>		Eng	Maths	Science	¾	80.9%	75.9%	88%	04/05	81%	75.1%	87.9%	06/07	81%	82%	no Govt target
	Eng	Maths	Science																		
¾	80.9%	75.9%	88%																		
04/05	81%	75.1%	87.9%																		
06/07	81%	82%	no Govt target																		

10. Raising the attainment of low-achievers in KS4.	1 2	Young people achieve better results. Schools are supported to maximise potential for achievement.	GS		Improved results for 1 or more GCSEs A-G (LPSA2) Improved results for 1 or more GCSEs for Looked After Children (LPSA 2G Target 13) 05/06 (Baseline) Yr 1 06/07 90% Yr 2 07/08 TBA
11. % of 3 year olds who have access to a good quality free early years education place	1 2	Maximise uptake of 3 years olds.	GS	Target being met	Uptake of 3 year olds (DfES target) 05/06 (Baseline) 85% Yr1 06/07 85% Yr2 07/08 85% % of 3 year olds who have access to a good quality free early years education place LAA 13/ HCS 66

ECM Outcome Area: Positive Contribution

Outcome / key requirements	CY P Pla n Yr	Priority Actions	Lead	Progress	Success measures
1. Reduce the number of first time entrants to the Youth Justice System in Herefordshire (CS&DS) 1a LAA – Reduce Crime	1 2 3	<ul style="list-style-type: none"> Continue to develop the Prevent and Deter (P&D) strand of the Prolific and Other Priority Offender (PPO) Strategy and ensure P&D panel is effective. 	KBa	On track – through P&D Steering Group.	Reduce by 5% by 2008. Reduce first time entrants into the youth justice system by 2% between 05/06 and 06/07 05/06 379 (Baseline) Yr 1 06/07 371 Yr 2 07/08 360
		<ul style="list-style-type: none"> Ensure linkages exist between work within the PPO strategy (P&D), Anti Social Behaviour Strategy (ASB), CF panels and developments within Children’s Services prevention approaches. 	KBa	On track – through P&D Steering & Operational Group.	
2. Reduce the number of young people who re-offend 2a LAA: Reduce the proportion of young offenders & PPOs who re-offend	1	<ul style="list-style-type: none"> Implementation of new risk policy including risk led planning framework by March 2007. 	KBa	On track	Achieve a 5% reduction in re-offending rate for 2006/7 compared with 2002/3. YOS and Police School liaison Officers develop preventative programmes in schools to address crime, disorder, anti-social behaviour and drug misuse and its consequences. No of programmes delivered. 02/03 (Baseline) 05/06 47.5% 06/07 45% Recidivism: The rate of re-offending LAA 36/ HCS 36
		<ul style="list-style-type: none"> Implement the action plan resulting from the review of implementation of the YOS risk-led approach & service structure. 	AMcC	On track	
		<ul style="list-style-type: none"> Extend the Risk Led Approach into YOS Preventative Services by September 2006. 	Kba	Work ongoing slippage in timescale.	

69

		<ul style="list-style-type: none"> Co-ordinate and develop group work and individual programmes for work with low /medium/high Risk Young People by March 2007. 	AMcC	On track	
		<ul style="list-style-type: none"> Increase the number of Pathways staff trained to use the group work and individual programmes. All YOS staff to be trained in Pathways by March 2007. 	KBa	On track – final course to be held in March 2007.	
3. Develop family support and systems of early identification of children for all ages at risk of crime, disorder, anti-social behaviour and drug use	1	<ul style="list-style-type: none"> Intensive family support available. Family Support Strategy to include support for parents of children and young people of all ages at risk of crime, disorder, anti-social behaviour & drug use. 	YC	On track – stakeholder workshop held on 5 th December 2006 & Steering Group established.	No of Parenting programmes run TBA Numbers of families identified TBA Targets to be advised.
	2		YC		
	3		YC		
4. % of young people who feel Herefordshire Council does enough to give opportunity to influence decisions)	1	<ul style="list-style-type: none"> Young people are empowered to contribute to decision-making and are aware of how they can do this. 	JR	On track using Youth Survey.	(Baseline) 2003 (Youth Survey) 13.8% 2005 19.2% 2007 Target 28% % of young people who feel Herefordshire Council does enough to give opportunity to influence decisions LAA 18/ HCS 69
	2				
	3				

5. Proportion of 13 - 18 year olds who feel they can influence decisions affecting local services.	1 2 3	<ul style="list-style-type: none"> Young people are empowered to contribute to decision-making and are aware of how they can do this. 	JR	On track using Youth Survey.	Baseline to be established through 2007 Youth Survey. Proportion of 13-18 year olds who feel they can influence decisions affecting local services LAA 17/ HCS 38
6. % of CYP volunteering	1 2 3	<ul style="list-style-type: none"> More young people contributing positively to community needs. 	JR	On track using Youth Survey.	Baseline to be established through 2007 Youth Survey. % of CYP Volunteering LAA 33/ HCS 37
7. Develop a wider strategy for vulnerable young people	1 2 3	<ul style="list-style-type: none"> Identify group/establish group to develop the strategy by March 2007. 	KB		Strategy in place
		<ul style="list-style-type: none"> Clarify definition & identify/map existing work – March-July 2007. 	TBA		Definition agreed and existing work mapped.
		<ul style="list-style-type: none"> Develop strategy to better co-ordinate work with vulnerable young people December 2007. 	TBA		Better co-ordination of services for vulnerable young people.
8. Continued improvement in arrangements & outcomes for children with disabilities.	1 2 3	TBC	MP	TBC	TBC

ECM Outcome Area: Achieving Economic Well-being

Outcome / key requirements	CY P Pla n Yr	Priority action	Lead	Progress	Success measures
<p>1. Improve housing provision for both single young people and families (JAR)</p>	1	<ul style="list-style-type: none"> Recruit and train 5 additional supportive lodgings providers by April, 2007. 	JD	<p>On track. Accommodation worker is progressing this. Considerable improvement on BVPI performance but target of 0 not yet met.</p>	<p>BVPI 183 A</p> <p>No of families housed in B&B</p> <p>(Baseline) 05/06 40 Target 06/07 0</p> <p>No of families with children housed in B&B for more than 6 weeks</p> <p>(Baseline) 05/06 28 Target 06/07 0</p>

72

2. Increase % of all 16-18 year olds in education, employment or training.	1	<ul style="list-style-type: none"> Agree strategy with LSC and Economic Development to encourage more employers to offer training – June '07. Implement plan – Sept '07 	RL	Added following 2006 APA	<ul style="list-style-type: none"> Increase in the volume of employment opportunities with training. <p>% of 16-18 year olds NOT in education, employment or Training LAA 2/ HCS 40</p>
	2		<ul style="list-style-type: none"> Encourage schools to use NEET DVD and supporting material produced by Connexions and Rural Media. 	RL	Launch planned before end of March.
	3	<ul style="list-style-type: none"> Analyse 16+ achievement data alongside a breakdown of current provision to enhance 14-19 planning. <ul style="list-style-type: none"> Get hold of and study a breakdown of 16+ achievement data for 2006. By end Nov 06. Agree basis and arrangement for analysing current provision on a similar basis to the achievement data. By end Dec '06. Complete analysis, agree areas for action and incorporate in 14-19 Strategy and planning. By end March '07. 	ST	<p>Information received January 07.</p> <p>Analysis process to be agreed February.</p>	<ul style="list-style-type: none"> Range and level of 14-19 provision meets the needs of all young people, including those from vulnerable groups.

		<ul style="list-style-type: none"> • Agree and implement performance framework for 14-19 provision, including recruitment, retention and progression rates by provider and County. <ul style="list-style-type: none"> - Include detailed consideration of a performance framework in the review of the 14-19 Strategy. Consideration to include data to be included, timing and arrangements for collection and responsibility for analysis. End March '07. - Agreed performance framework implemented. Year 2. 	ST	<p>On track.</p> <p>Target date for performance framework March '07.</p>	<ul style="list-style-type: none"> • Annual reduction in 16-18 year olds in jobs without training (Nov '05 baseline 18.7%) • Annual increase in % 16-18 year olds in learning (Nov '05 baseline 70.6%).
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		<ul style="list-style-type: none"> • Establish baseline for student satisfaction with their programme and IAG support and for external inspection grades. <ul style="list-style-type: none"> - Agree content and method of surveying student satisfaction with their programme and IAG support. By end March '07. - Agree arrangements for completion and analysis of survey. By end March '07. - Agree basis for analysing inspection grades, the timescale and lead responsibility for analysis. By end March '07. - Implement survey/arrangements for analysis, identify areas for improvement and agree action/targets for subsequent years. By end Summer Term '07. 		<p>On track. Satisfaction Survey to be tendered.</p> <p>Target date remains end March '07.</p>	<ul style="list-style-type: none"> • Year on year improvement in satisfaction rates and in inspection grades for providers.
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		<ul style="list-style-type: none"> Produce County Plan for personal development and volunteering activities, setting out mix and quantity of provision required. <ul style="list-style-type: none"> Agree a framework for the development and delivery of activities. Coverage to include consideration of personal qualities and interpersonal skills developed, experiences and accessibility. By end June '07. Map existing provision against framework. Sept '07. Agree priorities for development and lead responsibilities. Dec '07. 	RL	Consultation on national guidance delayed. This will now be completed March '07. All of local action now timed for year 2.	<ul style="list-style-type: none"> Opportunities available to all young people, including those who need help to develop their employability skills. 												
3. Increase number of LAC's who are in EET's	1 2	Recruit a Aftercare Co-ordinator.	JD	Recruitment Complete	<p>PAF CF/A4: Employment, education and training for care leavers (joint working) (BVPI 161)</p> <p>Increased % of LAC in EET.</p> <p>Targets TBA and query data.</p> <table> <tr> <td>04/05</td> <td>12/15</td> <td>0.92%</td> </tr> </table> <p>(baseline)</p> <table> <tr> <td>05/06</td> <td>16/19</td> <td>0.96%</td> </tr> </table> <table> <tr> <td>Yr 1 06/07</td> <td>12/14</td> <td>0.98%</td> </tr> </table> <table> <tr> <td>Yr 2 07/08</td> <td>15/17</td> <td>0.98%</td> </tr> </table> <p>Increase number of LAC who are in Education, Employment or Training – LAA 21/ HCS 41</p>	04/05	12/15	0.92%	05/06	16/19	0.96%	Yr 1 06/07	12/14	0.98%	Yr 2 07/08	15/17	0.98%
04/05	12/15	0.92%															
05/06	16/19	0.96%															
Yr 1 06/07	12/14	0.98%															
Yr 2 07/08	15/17	0.98%															

4. Ensure that information, advice and guidance (IAG) provision for 14-19 year olds meets national quality standards.	1	<ul style="list-style-type: none"> Consult with schools, colleges, training providers and others on current provision. Agree and implement a Transition Plan between Connexions and Children's Services. Develop common set of standards for the Specialist Diploma Gateway and Careers Quality Mark. Assess local standards against national standards Agree plan to enable all learning providers to achieve standards. Agree software and resources available to produce Area Prospectus. Appoint staff and gather data. 	RL	Consultation complete.	Transition Plan in place
	2		RL	Transition Plan underway.	Plan produced and consulted on.
			RL	Draft standards being piloted.	
			RL	Year 2.	
			RL	Year 2.	
			PM	Software agreed. Staff to be appointed.	Prospectus fully meets a national specification and on course for publication in May, 2007.
5. Ensure better co-ordinated transition planning for all children with learning difficulties and disabilities and focus on Post 16 strategy	1 2	<ul style="list-style-type: none"> Transitions steering group with adults' service to be set up to develop strategy. Appoint new transitions workers & Implement new processes 	MP	Staff appointed.	Needs analysis / commissioning plan in place and joint transitions strategy with adult services Joint protocol in place between adults and children's services. Appointment of new transitions workers & Implement new processes

APPENDIX 1 - DfES Guidance on the Children and Young People's Plan

1. The Children and Young People's Plan (CYPP) is an important element of the reforms underpinned by the Children Act 2004. On the basis of a new statutory duty, and building on the best local planning practice, the Government intends that all areas should produce a single, strategic, overarching plan for all local services for children and young people. This should support more integrated and effective services to secure the outcomes for children set out in *Every Child Matters: Change for Children* and reflected in the Act. It will identify children and young people where outcomes need to be improved and how and when this will be achieved. It is in line with the movement towards a single local authority grant.
2. Good planning is not a diversion from effective front line activity. It is an essential requirement if services are to be developed to meet the needs of children, young people and families, if resources and the workforce are to be deployed to best effect, and all partners focused on achieving the best possible local outcomes.
3. The CYPP and the process of joint planning should support local authorities and their partners as they work together to agree clear targets and priorities for all their services to children and young people, identify the actions and activities needed to achieve them, and ensure delivery. The plan replaces requirements for seven statutory and ten non-statutory plans (see box). There is a commitment to review the need for a statutory plan after the first CYPPs have been prepared.
4. The first part of this guidance explains the policy context and requirements for the planning process. The second covers the essential content of the CYPP. Annex A summarises the legislation.

78

Statutory plans replaced	Non-statutory plans replaced	
Behaviour Support Plan Children's Services Plan Class Sizes Plan Early Years Development and Childcare Plan Education Development Plan Local Authority Adoption Services Plan School Organisation Plan	Area Child Protection Committee Business Plan Asset Management Plan Behaviour Improvement Plan Excellence Cluster Plan Excellence in Cities Plan Primary Strategy Plan (formerly literacy and numeracy plans)	ICT Development Plan Teenage Pregnancy Strategy (to be subsumed by the CYPP from April 2006) Underperforming Schools Plan Youth Service Plan

Progress Requirements – Leads

Herefordshire Council

SF= Sue Fiennes, Director of Children’s Services

AH= Anne Heath, Head of Service, Integration and Inclusion

SMcL = Shaun McLurg, Head of Service, Assessment and Safeguarding

GS = George Salmon Head of Service, Performance and Commissioning

LM= Linda Maden, Service Manager

JD=Jon Dudley, Service Manager

SMe= Steve Merrell, Service Manager

RT=Ruby Thomas, Practice & Performance Manager

JR=John Ralph, Youth Services Manager

JRose=Jane Rose, Community Safety and Drugs Partnership

RH=Ros Hatherill, Manager of Early Years and Childcare Service Manager

DJ= David Johnson, Head of Corporate Human Resources

GD=Graham Dunhill, Director of Environment

TB=Tess Boyes, PSHE and Healthy Schools Co-ordinator

Teenage Pregnancy Co-ordinator

AB=Annie Bushby, Education Liaison Support Co-ordinator

PC=Pete Collin, Principal Education Welfare Officer

PM=Paul Murray, Secondary School Improvement Manager

Hereford PCT

FH=France Howie, Acting Director of Public Health

SD=Sue Doheny, Locality Manager, Hereford City and Children’s Services

HB=Hazel Blankley, Professional Head for Health Visiting, PCT

LR=Lynne Renton, Designated Nurse PCT

MP=Marcia Perry, PCT/HCC - Children with Disabilities Joint Service Manager

Other Partners

ST=Sarah Tulk, LSC

RL=Roger Little, Connexions

KB=Kaye Berry, Connexions

AMcC=Andrew McConnachie, YOS

KBa=Keith Barham, YOS

Derivation of Indicators

CP = The Community Strategy for Herefordshire (Community Plan)

CAPITAL BUDGET OUTTURN REPORT 2006/07**Report By: Malcolm Green, Manager of Finance****Wards Affected**

County-wide

Purpose

1. To report the capital budget for 2006/07 for the Children & Young People's Directorate.

Financial Implications

2. As set out in the report

Background

3. Capital investment in Children's Services is a critical strategic element of the work of the Directorate. Scrutiny Committee may wish to consider how projects are prioritised, and when projects are agreed, are projects being delivered to meet the needs of the user, are they being completed on time and are they within the original budget. This report focuses on the latter but Committee may wish to consider if future reports should cover other issues.
4. The Capital Outturn Summary reported to Cabinet on the 7th June is set out in the table below. Full details of all the expenditure on all Children & Young People's projects are listed in the Appendix, categorised on whether they have been completed or whether they are still in progress. The Committee should be aware that most capital projects span two or more years. A large % of the capital resources available are project specific, given in grant form by the DfES. The details of the major schemes are given in the table below. The figures compare actual expenditure in the year to the planned cashflow, and not the overall overspend or underspend on the scheme.

	£ '000
Capital Budget Reported as at 31 January 2007	11,051
Capital Budget Decreases	
Sutton Primary School Replacement - slippage	(1,075)
Riverside Primary Amalgamation – slippage	(894)
Kington Children's Centre	(256)
Capital Budget Increases	
Weobley High Sports Hall	433
Other Budget Revisions	(251)

Further information on the subject of this report is available from Malcolm Green, Manager of Finance on 01432 260818

Capital Outturn 2006/07

9,008

5. In December 2006 and January 2007 tenders were received for the major capital projects at Sutton County Primary and Riverside Primary School respectively. These tenders were in excess of original budgets, but Cabinet approved additional funding to allow them to proceed. Both projects are proceeding and revised cashflows have been provided. The under expenditure in the year reflected delays in the design process.
6. Kington Children's Centre is now complete; this scheme was funded by capital grant and the remaining total grant funding will be used to provide five children's centres throughout the county over the next year.
7. The budget for Weobley High Sports Hall was overspent by £98k as additional expenditure was required to overcome foundation problems; this increase has been funded through the general central government supported capital expenditure funding allocation (SCE), to complement the targeted capital grant given by the DfES for the major part of the building. The overspend shown for the year reflected the fact that it was anticipated that the bulk of expenditure on the sportshall at Weobley would have been achieved in 2005/06.
8. Resources available to Children and Young People's Services for 2007-08 and beyond have been largely committed. Future reports to Committee will show expenditure in the current year against the budgetary provision that has been made.

RECOMMENDATION

THAT the report be noted

BACKGROUND PAPERS

- **None Identified.**

CAPITAL OUTTURN 2006/07 APPENDIX

	Scheme	Revised Forecast	Outturn	Variance
		31/01/07	2006-07	
		£	£	£
A	Completed Works			
	Ledbury Primary - Extension	15,000	10,741	4,259
	Site Acquisition	158,000	122,817	35,183
	Hampton Dene PS - kitchen conversion	12,167	12,167	-
	John Kyrle High		3,024	-
	John Kyrle High - 6th Form	20,000	13,010	6,990
	John Kyrle High - Access Improvements	12,000	5,988	6,012
	Kingstone High - Sports Hall	65,000	2,653	62,347
	Temporary Classrooms	132,514	192,694	-
	Queen Elizabeth - refurbishment	15,000	7,847	7,153
	Fairfield High School-playing field	100,000	117,783	-
	Fairfield High School-New Building	20,000	37,023	-
	Hunderton Junior - kitchen conversion	6,000	1,764	4,236
	Kingstone & Thruuxton Primary - Ent Link	101,508	116,124	-
	Kington/Lady Hawkins - Conv of squash courts	1,870	50,616	-
	Weobley High - Science Lab	17,793	34,655	-
	Weobley High - Refurbishment	22,562	466	22,097
	Weobley High - Sports Hall	1,025,401	1,458,161	-
	Weobley High - Const tennis courts	8,500	9,350	-
	Weobley High - New entrance link	179	179	0
	Whitecross High	1,600,000	1,603,744	-
	Whitecross High - new bldg		28,769	-
	Whitecross High - Highways Work	194,401	194,401	-
	Whitecross High - Const tennis courts		1,570	-
	Whitecross High - Fencing to Sports field	40,000		40,000
	Whitecross High - New entrance link		2,192	-
	Whitecross High - Securing Old Site	250,000	203,109	46,891
	Whitecross High - Alt to new school	29,000	29,000	-
	Whitecross High - Improvements		1,205	-
	Whitecross High		11,739	-
	Kington Primary - Rebuilding	412,826	419,191	-
	Feasibility Work	50,000	74,346	-
	Little Dewchurch Primary - Upgrade Playing Field	85,000	55,631	29,369
	Hope Sure Strat - New Centre	22,361	22,361	-
	Transport	96,368	96,368	-
	Improving Management Information		24,603	-
	Nds Condition Property - Nds Condition 2001/2	800,000	802,705	-
	Individual Pupil Needs	255,583	292,296	-
	Leominster Family Centre	3,792	(9,653)	13,445
	St Martins N'Hood Nursery	10,636	3,465	7,171
	Hunderton/Hollybush Childrens Centre	10,274	1,034	9,240
	Ross Childrens Centre	80,000	6,978	73,023
	Kington Childrens Centre Phase 1	255,763		255,763
	Mini Sure Start	142,171	94,329	47,842
	LPSA2 - Health	114,500	114,500	-
	LPSA2 - GCSE	273,000	263,696	9,304
	LPSA2 - NEET	46,000	19,509	26,491
	LPSA2 - school attendance	40,000	27,003	12,997
	PFI Agreement Whitecross		173,439	-

CAPITAL OUTTURN 2006/07 APPENDIX

Scheme	Revised Forecast	Outturn	Variance
	31/01/07	2006-07	
	£	£	£
Sub -Total Completed Works	6,545,169	6,754,590	(209,421)

B Works in Progress

John Masefield - kitchen refurb	8,500	3,871	4,629
John Kyrle High - Kitchen refurb	8,500	3,822	4,678
Aylestone High - Kitchen refurb	8,500	3,956	4,544
Wigmore (S106)		58	- 58
E Learning Credits	291,532	291,532	-
Sutton Primary replacT School	1,212,791	137,386	1,075,405
Sutton Primary replacT School - access imp	250,000	159,759	90,241
Riverside Junior & Infants Amalgamation	2,415,000	1,521,256	893,744
Riverside Junior & Infants Amalgamation		380	- 380
Riverside Junior & Infants Amalgamation		3,555	- 3,555
Ledbury Childrens Centre	25,000	27,864	- 2,864
St Davids PRU - refurbishment	22	22	-
Clifford Primary School		544	- 544
Holme Lacy Primary		293	- 293
School Building Improvements _	150,000	65,978	84,022
Sub-Total Works in Progress	4,369,845	2,220,276	2,149,569

C Works at Feasibility stage

Minster School - Replacement	43,750	27,167	16,583
Hfd City North (Widemarsh Workshop) Childrens Centre		1,742	- 1,742
Golden Valley (Peterchurch & Kingstone) Childrens Centre		4,117	- 4,117
Kington/Weobley Childrens Centre Phase 2	92,000		92,000
Sub-Total - Works at Feasibility stage	135,750	33,025	102,725

D GRAND TOTAL - CAPITAL OUTTURN

	11,050,764	9,007,891	2,042,873
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REVENUE BUDGET OUTTURN REPORT 2006/07

Report By: Malcolm Green, Manager of Finance

Wards Affected

County-wide

Purpose

1. To report the final outturn on the revenue budget for 2006/07 for the Children & Young People's Directorate.

Financial Implications

2. As set out in the report

Background

3. The Revenue Budget monitoring report to the Children's Services Scrutiny Committee on 15th December, based on expenditure to 31st October 2006, anticipated that the Children's Revenue Budget would be overspent by a £214,000 (less than 1%). The final Outturn is better than predicted. This is largely due to a £235,000 carry forward from 2005/06 provisionally allocated for the Joint Agency Management budget and not required, and a range of small underspends elsewhere in the budget.
4. Safeguarding and Assessment budgets saw a significant overspend of £554,000 in total largely due to a doubling of the number of external agency placements in year, having risen from 24 in April 2006 to 35 in March 2007. There is a statutory responsibility on the Council to meet the needs of individual children. As each new placement typically costs in excess of £150,000 pa. There will be a continuing cost pressure in 2007/08 as the full year costs of the new placements will have to be funded. It is difficult to restrict expenditure within budget and meet statutory responsibilities.
5. Redundancy commitments contractually agreed before the year-end have been charged to this financial year resulting in an overspend of £285,000. There are continuing pressures on this budget arising from falling pupil rolls in schools and an overspend of a similar order is to be expected in 2007/08.
6. School Transport route reviews continue to deliver welcome savings, worth £373,000 in 06/07. Continued transport savings will help meet the ongoing cost pressures in 07/08 although further transport savings will become increasingly hard to find without placing children on lengthy journeys. One off savings in School Improvement arising from delayed staff replacements provided a useful contribution.
7. The level of school balances as at 31st March, 2007 is £8.015m compared with £8.653 million for 31st March 2006. This is a reduction of £638,000 equivalent to 7.4%. School revenue balances show a reduction of £2.097m (29.6%) and capital balances an increase of £1.525m (134.8%). The capital balances have more than doubled probably due to schools transferring money to capital to avoid the newly implemented balance

Further information on the subject of this report is available from Malcolm Green, Finance Manager on 01432 260818

clawback scheme, which applies to revenue balances only. A full report on the level of school balances has been considered by the Schools Forum and further work has been agreed to help schools to prepare detailed capital spending plans.

RECOMMENDATION

THAT the report be noted

BACKGROUND PAPERS

- **None identified.**

Children & Young People's Directorate Revenue Budget Monitoring Report – Outturn Statement 2006/07

	2006/07 BUDGET £'000	2006/07 OUTTURN £'000	2006/07 VARIANCE £'000	NOTES
A. Dedicated Schools Grant (DSG)				
Grant Income from DfES	-78,396	-78,151	245	DSG income less than expected
Primary Schools	34,316	34,316	0	
High Schools	35,024	35,024	0	
Special schools	2,930	2,930	0	
School Related Expenditure	98	203	105	Higher rates at new Whitecross
Less LSC income	-2,574	-2,572	2	
Central spending within DSG				
Special Needs Banded Funding	643	732	89	Higher number of allocations at Banding Panel
Special Needs Support Services/Inclusion	1,590	1,579	(11)	
Fees to Independent Schools for SEN placements	1,390	1,180	(210)	Fewer children than expected due to leavers
Pupil Referral Units	833	809	(24)	
Nursery Education Funding	2554	2483	(71)	
Other Early Years	549	346	(203)	Grant offsets some early years expenditure
Miscellaneous	1045	642	(403)	overheads, catering, contingency
Transfer to capital budget	-220	0	220	Kitchen refurbishment costs
Grant received in advance	0	223	223	C/fwd into 07/08
Schools absence fund c/fwd	-44	0	44	C/fwd into 07/08
Dedicated Schools Grant	-262	-256	6	
B. Children's Budget				
External Agency Placements	2,281	2,809	528	Placements increased by 50% from April 06
Fostering	2,075	2,330	255	Numbers increased temporarily during Summer 06
Social Work	3,510	3,654	144	Additional Social work staff
Other Social Care	3,341	2,968	(373)	Savings on family support, adoption and underspend c/fwd from 05/06
Strategic Management	658	690	32	
School Improvement	1,211	1,025	(186)	Delayed staff appointments
Transport	5,435	5,062	(373)	Savings from route reviews
Asset Management	2,667	2,608	(59)	Includes capital charges of £2,054,340
Severance costs and former staff pension liabilities	367	652	285	Number of staff leaving higher than expected
Central Recharges	2230	2394	164	Corporate recharges
Finance General	1,619	1,101	(518)	Includes contingency, Standards Fund contribution and Awards
Youth Offending Team	314	313	(1)	
SEN – Integrated Services	791	755	(36)	
Youth Service	1,235	1,212	(23)	
IS - Management Costs	134	167	33	
Childcare Underspend	0	-22	(22)	Net after full grant reclaim
Grants	568	572	4	Mainly Children Services Grant
Grand Total 2006/07	28,174	28,034	139	

PERFORMANCE REPORTING ON CHILDREN & YOUNG PEOPLE'S SERVICES 2006/07 OUTTURN

Report By: Head of Commissioning & Improvement – Schools Services

Wards Affected

County-wide

Purpose

1. To inform Scrutiny Committee of the performance levels against key indicators as at March 31st 2006.

Financial Implications

2. None.

Background

3. Information on the performance of various services as measured by defined indicators is an essential part of the executive function in managing those services, and of the scrutiny function in assessing the effectiveness of those services.
4. A system has been established which collects the more significant performance information and disseminates this to managers four times a year. The Quarterly Digest will be amended and improved in future editions.
5. Scrutiny Committee will receive a copy of this digest with an accompanying report at the most appropriate meeting in the cycle of meetings already established. The first copy is attached as an appendix to this report.
6. This first report covers the period to March 31st 2007. Level of performance has been categorised in terms of direction of travel, (i.e. is performance better than it was previously) and in comparison to the target set.
7. A short commentary associated with each outcome gives some explanation of performance against target especially, where it lies in either the red or amber category. The following issues are highlighted

Be Healthy

Although categorised as green, teenage pregnancy remains a focus. Outturn figures as often is the case in a small authority, depend on the circumstances of a relative few individuals.

Staying Safe

Following the Joint Area Review (JAR) in 2005 and the recommendations made in relation to the Stay Safe outcome, the Children and Young People's Directorate has worked together with partner agencies to ensure that all children and young people in Herefordshire are provided with services to ensure that they are safe.

The JAR Action Plan has now been completed and signed off by Government Office West Midlands (GOWM). Although Herefordshire remains in a period of formal engagement, GOWM have indicated that they are now satisfied with the progress made in relation to safeguarding and there will be no further specific scrutiny of this area.

As a result of the work previously carried out in relation to thresholds for social work involvement the number of referrals to the Referral and Assessment Team (RAT) has risen sharply, significantly exceeding the targets set. This is a positive indicator and has resulted in increased numbers of assessments being carried out. Whilst this increased workload has been safely managed and prioritised, this has resulted in some pressure on timescales for completion.

In the short to medium term this is being addressed by a revised Social Worker Recruitment and Retention Strategy, which is now beginning to result in increased numbers of Social Workers in Herefordshire. In line with the recommendation arising from the JAR, Herefordshire is on track to bring the numbers of Social Workers into line with the national average by March 2009 supported by the additional investment made available from the Council.

In the longer term, the development of the Common Assessment Framework (CAF) will build on the strengths of the existing Child Concern Model to improve our ability to intervene at an earlier stage with families and target support and preventative services to reduce the need for social work involvement. The CAF pilot, which was launched in January 2007 and is due to be completed in July 2007, will be formally evaluated and this will inform a roll out of CAF in Autumn 2007.

Enjoy and Achieve

The majority of targets are set by the DfES and tend to be aspirational, and they do provide challenges in attempting to meet them. Particular effort is being placed on KS2 Maths and English as the rates of improvement are not as good as in comparable authorities. School attendance is an issue in Herefordshire. Although it is below national average, it is often condoned by parents, and there is work for improvement.

Making a Positive Contribution

Further work is needed to define targets as a result of the teenage lifestyle survey.

Achieve Economic Wellbeing

The indicators suggest good performance. Further consideration is needed for those youngsters in poorly paid work without prospects of training.

Service Management

There is a determined effort to fill vacancies and recruit more social workers. Information on other indicators can be read in two ways, e.g. it is good to see more money spent on

looked after children, but if this has not been budgeted for, or it is not providing value for money, remedial action should be taken.

RECOMMENDATION

THAT the Scrutiny Committee

- (a) note the format in which quarterly reports will be submitted to the Committee**
- (b) assess the levels of performance against each target, the reasons behind such performance, and consider if further reports and/or action is judged to be necessary**

BACKGROUND PAPERS

- Quarterly Digest

4th Quarter and Annual Summary. Children & Young People Performance Digest 2006/07

Outturn data to the 31st March 2007. Academic
year data 2005/6.



Contents

	PAGE
Summary of all indicators and 2006/7 performance.	3
Bands and Thresholds	13
Headlines - Being Healthy	14
Outcome 1 - Being Healthy	15
Health of Looked After Children	15
Headlines - Staying Safe	16
Outcome 2 - Staying Safe	17
Referrals, Assessments, Reviews and Caseloads	17
Child Protection	20
Looked After Children	23
LAC Reviews	26
Adoption	27
Headlines - Enjoying and Achieving	28
Outcome 3 - Enjoying and Achieving	29
Education	29
SEN	35
Headlines - Making a Positive Contribution	36
Outcome 4 - Making a Positive Contribution	37
Offending PAF C18	37
Headlines - Achieving Economic Well-Being	38
Outcome 5 - Achieving Economic Well-Being	39
Doing Now	39
Headlines - Service Management	40
Outcome 6 - Service Management	41
Finance	41
<i>Supporting statistics</i>	43

Bands & Key thresholds for 2006-07 - children's services

Please note - comparator data relates to 2005/6 new statistical neighbour group.

Changes		low					high				
		•	••	•••	••••	•••••	••••	•••	••	•	
	CF/A1	Stability of Placements	-	-	-	-	0<16.01	-	-	16.01<20	20<=100
	CF/A2	Educational qualifications of CLA	0<25	25<45	45<50	50<70	70<=100	-	-	-	-
	CF/A3	Re-registrations on the CPR	0<3	3<6	6<8	8<10	10<15	15<17.21	17.21<20	20<24	24<=100
Revised 2004-05	CF/A4	Employment, education and training for care leavers	0<0.4	0.4<0.5	0.5<0.6	-	0.6 +	-	-	-	-
New for 2006-07 **	CF/A70	CAMHS services	4,5	6-8	9-11	12-14	15,16	-	-	-	-
	CF/B7	CLA - foster/placed for adoption	0<55	55<70	70<80	80<85	85<90	90<95	-	95<=100	-
	CF/C18	Final warnings/reprimands and convictions of CLA	-	0<1	1<3	-	-	-	-	3+	-
	CF/C19	Health of children looked after	0<50	50<60	60<70	70<80	80<=100	-	-	-	-
	CF/C20	Reviews of child protection cases	0<92.5	92.5<95	95<97.5	97.5<100	100	-	-	-	-
	CF/C21	Duration on the CPR	-	-	-	-	-	0<10	10<15	15<20	20<=100
	CF/C23	Adoptions of children looked after	0<3	3<6	6<7	7<8	8<25	-	-	25<=100	-
	CF/C24	Children looked after absent from school	-	-	-	-	0<5	5<10	10<15	15<20	20<=100
	CF/D35	Long term stability of CLA	0<40	40<50	50<60	60<70	70<80	-	-	80<=100	-
	CF/E44	Relative spend on family support	-	0<27	27<32	32<43	-	-	43<48	48<=100	-
	CF/C63	Participation in reviews	0<70	70<80	80<90	90<95	95<=100	-	-	-	-
	CF/C64	Timing of core assessments	0<60	60<70	70<75	75<80	80<=100	-	-	-	-
	CF/B8	Cost of services for children looked after	-	£0<£394	£394<£423	£423<£564	-	-	£564<£630	>=£630	-
	MR/D74	Practice learning	0	(>0)<5	5<11	11<17	17+	-	-	-	-
New for 2006-07	CF/C68	Timeliness of reviews for LAC	0<80	80<85	85<90	90<95	95<=100	-	-	-	-
	CF/C69	Distance from home	-	-	-	-	-	-	-	-	-

PAF Banding

•	Investigate urgently
••	Ask question about performance
•••	Acceptable, but possible room for improvement
••••	Good
•••••	Very Good

Notes

The thresholds as set out above mean, for example, that for CF/A2 a value of 50% or more and less than 70% will be paid in band 4.

** Subject to assessment for 2005-06 data and reduction of 1 band if council scores only 1 on any of the 4 components in January 2007 (assuming they are not in the bottom band already).

Unit costs (for CF/B8) are calculated separately - see PAF 2004-05 volume p210 (CSCI, December 2005).

Headlines - Being Healthy

There are 17 indicator outcomes recorded.

Direction of travel results are as follows:

5 Green
2 Red
9 Amber
1 N/A

Performance against 2006-07 target:

3 Red
5 Green
9 Amber

N.B.

Regarding the amber indicators - this mainly relates to information outstanding in respect of Teenage Lifestyle Survey indicators. Work is currently underway to obtain this data.

[Back to Contents page](#)

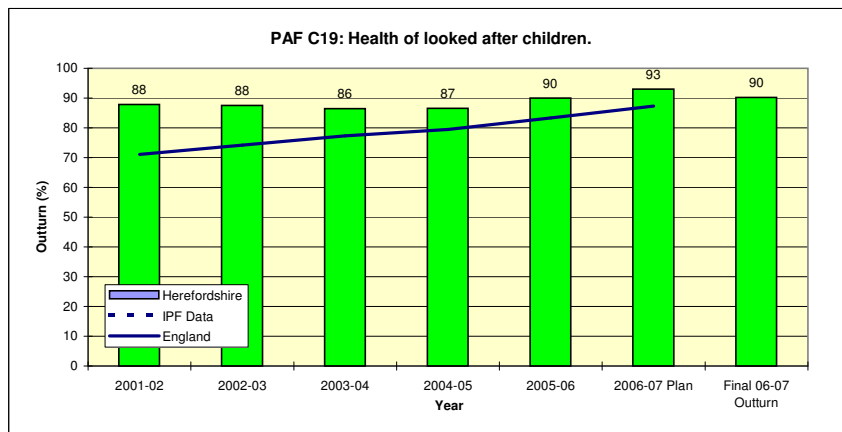
Outcome 1 - Being Healthy

Health of Looked After Children

PAF C19/1037 SC. This PI refers specifically to the average percentage of children who had been looked after for 12 months who had had a dental check, and those who had had an annual health assessment. The outturn for 06/07 is 90.2% - this is 0.5% short of 05/06 outturn and 2.8% short of target for 06/07 (93%). Performance remains in the highest blob banding and exceeds both statistical neighbours and Eng averages for 05/06.

●●●●●
[\(See Bands and Thresholds for details of all PAF Bandings\)](#)

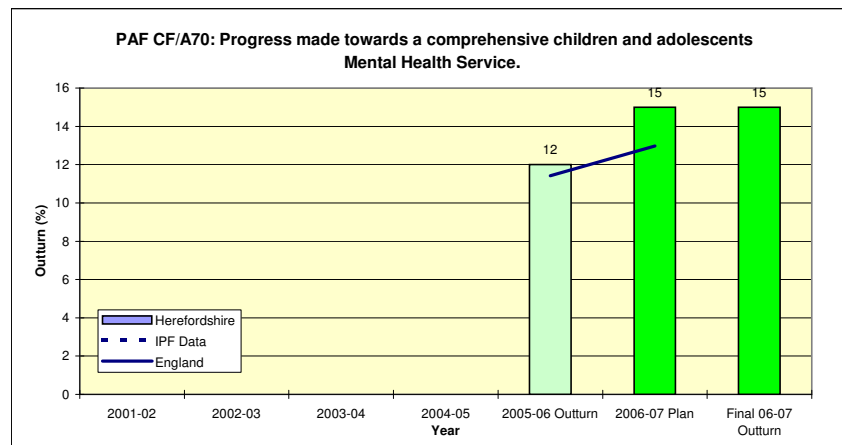
PAF CF/C19: Health of looked after children							
	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan	Final 06-07 Outturn
Herefordshire	88	88	86	87	90	93	90
IPF Data					82		
England	71	74	77	79	83	87	

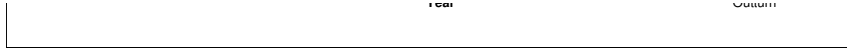


PAF A70/1043 SC. This PI measures the progress towards delivery of a comprehensive CAMHS. The outturn for 06/07 of 15 is an improvement on 05/06 outturn (12) and has met expectation for the year (06/07 target 15).

●●●●●
[\(See Bands and Thresholds for details of all PAF Bandings\)](#)

PAF CF/A70: Progress made towards a comprehensive CAMHS							
	2001-02	2002-03	2003-04	2004-05	2005-06 Outturn	2006-07 Plan	Final 06-07 Outturn
Herefordshire					12	15	15
IPF Data					12		
England					11	13	





[Back to Contents page](#)

Headlines - Staying Safe

[Back to Contents page](#)

There are 25 indicator outcomes recorded.

Direction of travel:

10 Red
13 Green
1 No change
1 Amber

Performance against 2006-07 target:

11 Red
12 Green
1 Amber
1 N/A



is recorded.

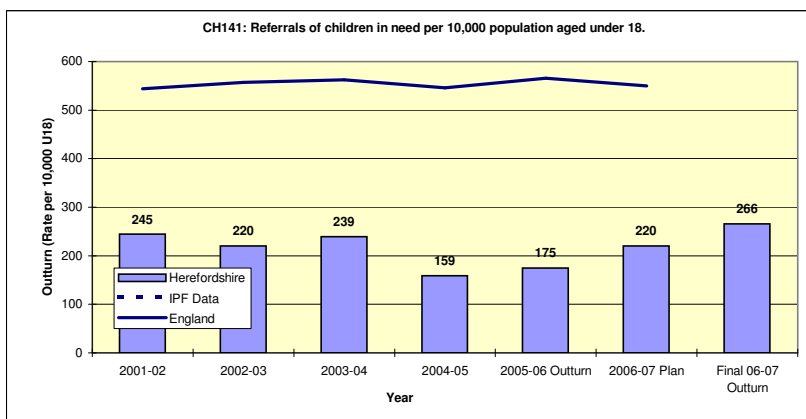
target:

Outcome 2 - Staying Safe

Referrals, Assessments, Reviews and Caseloads

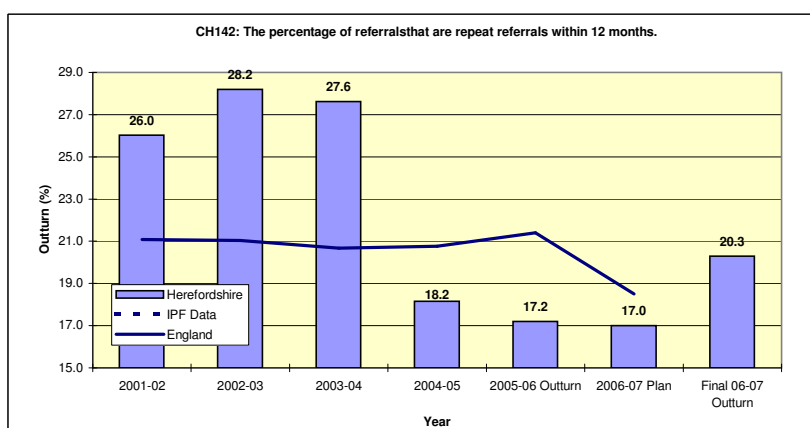
CH141/2015 SC. The rate of referrals has steadily increased throughout the year although there are signs that the rate of increase might be slowing down. The position at year end is 266 - this has exceeded both 05/06 outturn (175) and 06/07 target (220) and is moving towards statistical neighbour rates.

CH141: Referrals of children in need per 10,000 population aged under 18							
Year	2001-02	2002-03	2003-04	2004-05	2005-06 Outturn	2006-07 Plan	Final 06-07 Outturn
Herefordshire	245	220	239	159	175	220	266
IPF Data					411		
England	544	557	562	546	566	550	



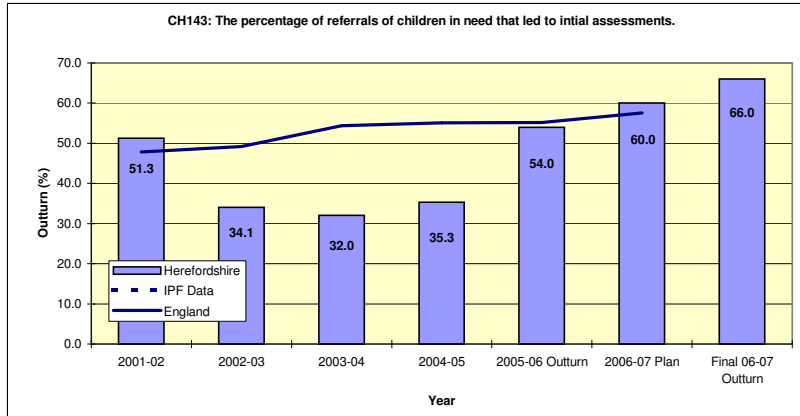
CH142/2016 SC. The increase in referral rate has influenced the outturn this year. The outturn for 06/07 is at 20.3%. This is 3% higher than the position at the end of 05/06 and the target set for 06/07 - both 17%. Nevertheless, Herefordshire's performance is favourable in comparison with the 05/06 position for statistical neighbours and Eng. average.

CH142: The percentage of referrals that are repeat referrals within 12 months							
Year	2001-02	2002-03	2003-04	2004-05	2005-06 Outturn	2006-07 Plan	Final 06-07 Outturn
Herefordshire	26.0	28.2	27.6	18.2	17.2	17.0	20.3
IPF Data					24.6		
England	21.1	21.0	20.7	20.8	21.4	18.5	



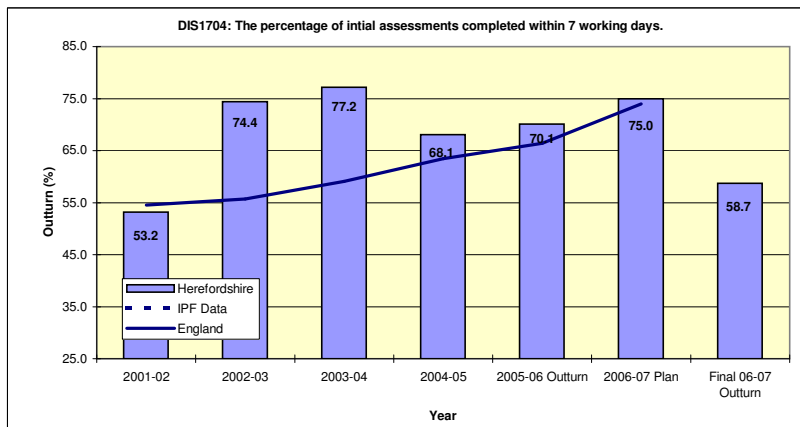
CH143/2017 SC. The outturn for 06/07 is a positive indicator that more appropriate referrals are being made. The outturn for 06/07 is 66% - this is an improvement on both 05/06 outturn (54%) and 06/07 target (60%). Herefordshire's performance is in line with statistical neighbour performance for 05/06.

CH143: The percentage of referrals of children in need that led to initial assessments							
Year	2001-02	2002-03	2003-04	2004-05	2005-06 Outturn	2006-07 Plan	Final 06-07 Outturn
Herefordshire	51.3	34.1	32.0	35.3	54.0	60.0	66.0
IPF Data					66.0		
England	47.8	49.2	54.4	55.1	55.2	57.6	



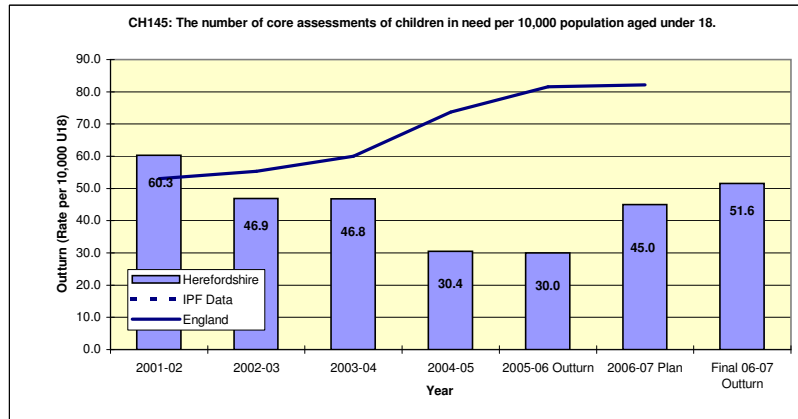
DIS1704/2020 SC. As the percentage of referrals resulting in initial assessments has increased - the timeliness within which they have been completed has deteriorated. The outturn for 06/07 is 58.7%. This is 11.4% short of 05/06 outturn (70.1%) and adrift of 06/07 target (75%) by 16.3%. Herefordshire is performing below both statistical neighbours and Eng. average for 05/06.

DIS1704: The percentage of initial assessments completed within 7 working days							
Year	2001-02	2002-03	2003-04	2004-05	2005-06 Outturn	2006-07 Plan	Final 06-07 Outturn
Herefordshire	53.2	74.4	77.2	68.1	70.1	75.0	58.7
IPF Data					64.9		
England	54.5	55.7	59.1	63.5	66.4	74.0	



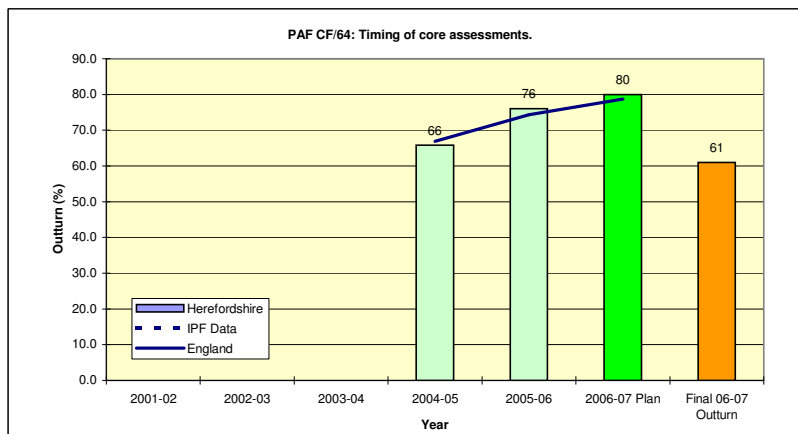
CH145/2021 SC. Performance has steadily improved throughout 06/07 as a result of the increase in appropriate referrals and focus on continuing assessment of children's needs once receiving a service. The outturn for 06/07 is 51.6% - this is 21.6% above the position for 05/06 and 6.6% above target for 06/07 (45%).

CH145: The number of core assessments of children in need per 10,000 population aged under 18							
Year	2001-02	2002-03	2003-04	2004-05	2005-06 Outturn	2006-07 Plan	Final 06-07 Outturn
Herefordshire	60.3	46.9	46.8	30.4	30.0	45.0	51.6
IPF Data					76.5		
England	53.0	55.3	60.0	73.7	81.6	82.2	



PAF C64/2022 SC. This PI measures the percentage of core assessments completed within 35 days of commencement. Performance for 06/07 is at 61% - this is decrease on 05/06 performance (76%) and leaves adrift of 06/07 target by 19%. Our performance is below statistical neighbours and Eng average for 05/06. Herefordshire's performance however, is an improvement on the last quarter, and reflects a two blob banding.

PAF CF/64: Timing of core assessments							
	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07 Plan	Final 06-07 Outturn
Herefordshire				66	76	80	61
IPF Data					76		
England				67	74	79	



••
See Bands for more info

[Back to Contents page](#)

JOINT SCRUTINY REVIEW: TRANSITION FROM LEAVING CARE TO ADULT LIFE

Report By: Head of Safeguarding and Assessment

Wards Affected

County-wide

Purpose

1. To consider participating in a joint scrutiny review into the Transition from Leaving Care to Adult Life and consider its appointments to the Review Group.

Background

2. The issue was identified under "Every Child Matters". In its co-ordination role Strategic Monitoring Committee agreed that the Adult Social Care and Strategic Housing Committee would take the lead in undertaking a short piece of work, working with Members of this Committee, on the theme of: the exchange of information between schools and social workers, are the plans being put in place with the Council's partners working well in practice and is the Council fulfilling its Corporate Parenting role?
3. In October 2006 Children's Services Scrutiny Committee appointed Councillors G Lucas and JE Pemberton and Mrs D Strutt (Headteacher representative) to serve on the Review Group. The Adult Social Care and Strategic Housing Scrutiny Committee appointed Councillors PA Andrews, J Hope MBE, JG Jarvis and Mr R Kelly (Voluntary Sector representative). Councillor JE Pemberton was appointed to Chair the review.
4. The initial theme was developed into a Scoping Statement for the review, which was reported to and agreed by both Committees in December 2006 as part of the work programme. The Scoping Statement identified the terms of reference as: to review the Council's approach to transition issues for looked after children with support needs from childhood to adult life; to investigate how improvements can be made to the transition process and following the review to advise the appropriate Cabinet Member(s) of the best policy to put in place to implement the improvements identified.
5. Both the Committees in March 2007 received a report setting out the membership of the Review Group, its terms of reference, desired outcomes and a report of its first meeting. A copy of the report by the Chairman of the Review Group (Councillor Mrs JE Pemberton) is attached at appendix 1. The report also highlighted a number of key themes for further exploration by the Review Group, which were noted by the Committees.
6. Both the Committees decided to note the report and agreed that the joint review be taken forward into the 2007/08 work programme. It was also agreed that it remain a joint review between the two Scrutiny Committees under the wider leadership of the Adult Social Care and Strategic Housing Scrutiny Committee and that a new Review Group be

established comprising membership from both Scrutiny Committees following 2007 Annual Council.

RECOMMENDATION

- THAT (a) the Committee notes the work undertaken so far and agree that the Scrutiny Review of Transition from Leaving Care to Adult Life continue under the leadership of the Adult Social Care and Strategic Housing Scrutiny Committee;**
- (b) the Committee consider its appointments to the Review Group;**
- and**
- (c) the Chairman of the review be appointed following agreement between the Chairman of Children's Services Scrutiny Committee and the Chairman of Adult Social Care and Strategic Housing Scrutiny Committee.**

BACKGROUND PAPERS

- None identified.

JOINT SCRUTINY REVIEW: TRANSITION FROM LEAVING CARE TO ADULT LIFE

Report By: Councillor Mrs J.E. Pemberton, Chair of Review
Group

Wards Affected

County-wide

Purpose

1. To inform the Adult Social Care and Strategic Housing and Children's Services Scrutiny Committees of the progress of the Joint Scrutiny Review on the Transition from Leaving Care to Adult Life and to make recommendations as to the way forward.

Progress to Date

2. Following agreement by the respective Scrutiny Committees that the Review be undertaken, initial discussion took place and a range of relevant background documents were assembled.
3. Membership of the Review Group was identified as follows:

Councillor Mrs PA Andrews
Councillor J.W. Hope M.B.E
Councillor J.G Jarvis
Councillor G Lucas
Councillor Mrs J.E. Pemberton (Chair)
Mr R Kelly
Mrs D Strutt

4. The following terms of reference for the Review were agreed:
 - To review the Council's approach to transition issues for looked after children with support needs from childhood to adult life.
 - To investigate how improvements can be made to the transition process.
 - Following the review to advise the appropriate Cabinet Member(s) of the best policy to put in place to implement the improvements identified.

5. Alongside this, the desired outcomes for the Review were identified as follows:
 - For Members of the Review to have considered the various elements involved in the transition process and how these interrelate with those services performed by the Council's partners.
 - To have considered possible areas of improvement to the transition process and make recommendations on improvement for consideration by the appropriate Cabinet Member(s) and the Council's partner organisations.
 - For any future service to be capable of implementation in collaboration with partner organisations.
6. The first meeting of the Review Group took place on 26 February 2007, confirming the terms of reference and desired outcomes. Following discussion, it was agreed that the issues involved were complex and worthy of detailed consideration. Consequently a decision was taken that it was not possible to complete this piece of work to a satisfactory standard in sufficient time to report back to Adult Social Care and Strategic Housing and Children's Services Scrutiny Committees in March 2007 as originally anticipated.
7. On the basis of the discussions, a number of key themes were identified for further exploration by the Review Group. These were as follows:
 - The role of corporate parent continues beyond the age of 18 up to and including the age of 24 for care leavers in continuing education
 - The role of the corporate parent, and therefore the scope of the Review, should cover the role of a wider group of agencies eg CAMHS, Probation, Prison Service etc
 - The primary focus of the Review should be looked after children and care leavers who are the responsibility of Herefordshire but the review should also address looked after children and care leavers in Herefordshire from other Local Authorities
 - Whilst the review will cover those care leavers who have continuing needs such as learning disabilities and mental health problems, those with more profound and multiple disabilities will not be included within the scope of the Review
 - The Review Group should take a particular interest in the issue of appropriate accommodation for 16 to 18 year olds, including supported lodgings, 'halfway house' options etc
 - The Review should be informed by learning from other projects and schemes regionally and nationally eg sexual health, teenage pregnancy etc
 - The Review should scrutinise Pathway Plans and how successful these are in identifying and meeting the needs of care leavers

- Whilst the Review should focus on issues relating to the looked after system and arrangements for leaving care, recommendations for further work outside this scope will be made should this issue arise in the course of this work
- In order to find creative and innovative solutions, it will be necessary for the Review Group to 'think outside the box'

Financial Implications

No specific financial implications have been identified at this stage.

RECOMMENDATION

- THAT**
- (a) the Joint Scrutiny Review on the Transition from Leaving Care to Adult Life be taken forward in the 2007/08 work programme for Adult Social Care and Strategic Housing and Children's Services Scrutiny Committees;**
 - (b) this Review remains a Joint Review between the two Scrutiny Committees under the wider leadership of Adult Social Care and Strategic Housing Scrutiny Committee;**
 - (c) following the establishment of Adult Social Care and Strategic Housing and Children's Services Scrutiny Committees for 2007/08, a new Review Group is established comprising membership from both Scrutiny Committees.**

BACKGROUND PAPERS

Care Leavers Scoping Statement
Transition from Leaving Care to Adult Life
DfES Statistics November 2006
Leaving Care National Protocol Final Revision
Life After Care Article
Wrong Turn Article

REVIEW AND CONCLUSION OF COMMITTEE REPRESENTATION ARRANGEMENTS

Report By: Head of Legal and Democratic Services

Wards Affected

None.

Purpose

1. To note the statutory co-opted membership on the Committee and consider whether to co-opt a wider representation.

Background

2. The Council's constitution permits scrutiny committees to co-opt persons who are not members of the Council to assist them in their work. The Committee may also invite partners, services users, experts, etc, to attend to give information, usually for specific agenda items. At previous meetings of the Committee namely 3 October and 16 December 2005, the Committee considered and noted or agreed various terms of reference for the co-opted members. Consideration of any wider representation was deferred for the new Committee to consider following the 2007 elections.

Current Statutory Membership and Term

3. **Diocesan Members** – it is a requirement that the Committee formally co-opt Diocesan representatives to serve on the Committee as voting members. Where the remit of the Committee goes wider than matters of education, as in the case of this Committee, church and parent governor representatives are entitled to vote only on any matter relating to education, whether in respect of schools or wider educational issues. They may in addition speak on any other matters within the remit of the Committee.
4. Diocesan members are appointed by the respective diocese and there is no statutory term of office. However, in accordance with this Committee's resolution dated 3rd October 2005, following the local election the Head of Legal and Democratic Services has written to the diocese for confirmation of their nomination or re-nomination.
5. The current members are:
 - Church of England – new nomination awaited.
 - Roman Catholic Church – Mr J. D Griffin was re-nominated by the Diocese.
6. **Parent Governor Members** - The School Standards and Framework Act 1998 and the Education (Parent Governor Representatives) Regulations 1999 require education authorities to have parent governor representatives as full members on Scrutiny Committees with voting rights. As in the case of Church representatives they are restricted to voting on educational matters only. They may in addition speak on any other matters within the remit of the Committee.

Further information on the subject of this report is available from Paul James,
Democratic Services Officer, on 01432 260460.

7. The Regulations with regard to Parent Governors set out that the term of office shall be "of such duration as the authority shall determine, being a period not less than two years nor greater than four years". Cabinet in Sept 1999 decided that "representatives take up their role from the start of the new Council in May 2000". It was agreed that "the term of office should be coincident with that of the Council, with any vacancy filled on the basis of completing the remaining period of office". The Council decided that 3 Parent Governor representatives be appointed.
8. The term of office for the current parent governors expired in May 2007 and accordingly the appointment process – self-nomination followed by election if more than one for each representative sector is received – has been undertaken. The following governors have been elected:
 - Primary school sector – Mr R I Stevenson – to serve to May 2011 unless ineligible.
 - Secondary school sector – vacant as no nomination was received.
 - Special school sector – Mr A Wood – to serve to May 2011 unless ineligible.
9. Further action will be taken to fill the vacancy in the Secondary school sector.

Non-voting Co-opted Representatives and Term

10. Following the change in Councillor membership on the Committee and recognising the wider terms of reference from 'education' to 'Children's Services' it is considered an opportune time for the Committee to review the number and range of co-opted members appointed to advise the Committee.
11. Cabinet on 18 December 2003 considered the implications of the Local Government Act 2003 and decided not to confer voting rights on non-statutory co-opted members.
12. The following is a list of the non-voting co-opted members and their term of office serving the previous Committee:
13. **Headteacher representatives** – the former Education Scrutiny Committee in July 2003 agreed that the Associations of Headteachers nominate 1 secondary and 1 primary headteacher to serve as non-voting co-opted representatives on the committee. It also agreed that the term of office should be at the relevant Association's discretion. To ensure a consistent approach the current practice is that the Head of Legal and Democratic Services writes to the Associations prior to council elections to invite the Association to reconsider or reconfirm their nomination.
14. If it is the wish of the Committee to continue with headteacher representation then following the meeting the Head of Legal and Democratic Services will seek such nomination from the Associations.
15. **Teacher representatives** – These were appointed following secret ballot by teachers in their respective sectors. Three appointments were made representing: Primary, Secondary and Special schools. Following difficulty in appointing a representative for the special school sector the eligibility for this sector was widened to include SENCOs (Special Educational Needs Co-ordinators), SEN teachers in primary and secondary schools and headteachers of special schools.

16. The term of office for non-voting co-opted teacher representatives was set to expire at May 2007 elections and thereafter run concurrently with the Council's electoral cycle.
17. If it is the wish of the committee to continue with teacher representation in this form then following the meeting the Head of Legal and Democratic Services will initiate the nomination and election process.
18. **Foster Care representative** – in the interest of widening the co-opted membership at its meeting on 16th December 2005 the Committee invited one nominated representative from the foster care sector to serve on the Committee. No nomination has so far been forthcoming.
19. **Voluntary and Community sector representative** – in October 2006 the Committee considered a request to appoint a representative from 'The Alliance' as representative for the voluntary and community sector. The Committee agreed the appointment on the basis that a formal review of co-option was likely to take place following the May 2007 elections.

Representing the Wider Remit

20. Should the Committee decide to appoint non-voting co-opted representatives to represent the wider remit of the Committee then they will need to consider the following issues:
 - What sector(s) are to be invited to be represented and how many representatives are to be invited from that sector(s)?
 - It is suggested that, wherever possible, the Committee should ensure that the co-opted member(s) is representative of the sector. Wherever possible the local Association be requested to nominate representative(s). If that is not possible then a ballot be held from those registered with the Council in that sector(s).
 - What term of office will they serve for? – It is suggested that for consistency, subject to the representative continuing to represent that sector, they serve in accordance with the Council's electoral cycle. Subject to obtaining the Chairman's and Vice-Chairman's advice, any casual vacancy may then be filled to complete the remainder of that term.

An alternative to co-opting representatives

21. As reported earlier the Committee may also invite partners, service users, experts, etc, to attend to give information on specific issues. Based on the Committee work programme the Director, in consultation with the Chairman and Vice-Chairman, should be able to identify issues that may require wider expertise. In such instances the Director will arrange for an appropriate level of advice to be available to the Committee depending on the issue under debate. This may be in addition to relevant members of staff being in attendance.

RECOMMENDATION

THAT;

- (a) **the Committee note the arrangements for the co-option of statutory members (Diocesan and Parent Governor).**

Further information on the subject of this report is available from Paul James,
Democratic Services Officer, on 01432 260460.

- (b) the Committee consider the position of the representatives for:
- i. Headteacher,
 - ii. Teacher,
 - iii. Foster Care,
 - iv. Voluntary and Community.
- (c) The Committee consider whether wider representation is needed from other sectors and if thought appropriate to consider the number.

BACKGROUND PAPERS

- None.

**CHILDREN'S SERVICES SCRUTINY COMMITTEE
WORK PROGRAMME****Report By: Head of Legal and Democratic Services****Wards Affected**

County-wide

Purpose

- 1 To consider the Committee work programme.

Financial Implications

- 2 None

Background

- 3 In accordance with the Scrutiny Improvement Plan a report on the Committee's current Work Programme will be made to each of the scheduled quarterly meetings of this Scrutiny Committee. A copy of the suggested Work Programme is attached at appendix 1.
- 4 The programme may be modified by the Chairman following consultation with the Vice-Chairman and the Director of Children's Services in response to changing circumstances. Members are reminded that guidance for developing an effective work programme is contained in the Scrutiny Handbook previously issued to Members.
- 5 A number of other issues for consideration have been discussed with the Director and, depending on the Committee's future instruction, may be added to the programme as it is further developed. The issues are listed at the foot of the programme.
- 6 Appendix 2 attempts to track those items that the Committee has discussed and expect action or outcome. Some of these items may already appear in the suggested work programme.
- 7 Should any urgent, prominent or high profile issue arise, the Chairman may consider calling an additional meeting to consider that issue.
- 8 Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact either the Director of Children's Services or the Democratic Services Officer to log the issue so that it may be taken in to consideration when planning future agendas or when revising the work programme.

RECOMMENDATION

THAT subject to any comment or issues raised by the Committee the Committee work programme be approved and reported to Strategic Monitoring Committee.

BACKGROUND PAPERS

- None identified.

APPENDIX 1

October 2007	
Officer Reports	<ul style="list-style-type: none"> • Presentation by Cabinet Member (Children's Services) • Executive response to the Behaviour and Discipline Management in Herefordshire Schools Review. • Budget Monitoring. • Quarterly Performance Digest • Committee Work Programme.
Scrutiny Reviews	Note: the Joint Review of Transition from Leaving Care to Adult Life is expected to report to Adult Social Care and Strategic Housing Scrutiny Committee to which members of this Committee will be invited to attend.
December 2007	
Officer Reports	<ul style="list-style-type: none"> • Budget Monitoring. • Quarterly Performance Digest • Committee Work Programme.
Scrutiny Reviews	
April 2007	
Officer Reports	<ul style="list-style-type: none"> • Budget Monitoring. • Quarterly Performance Digest • Committee Work Programme.
Scrutiny Reviews	

Items for consideration as the programme is further developed:

- Performance of the Youth Service.

Summary of actions in response to Committee recommendations

Appendix 2

Date	Issue and decision	Resultant action or outcome
19/3/07	<p>Urgent Item – Capital Funding for Riverside Primary School and Sutton County Primary School</p> <p>RESOLVED:</p> <p>That the report be noted and the Committee urgently meet informally to seek further clarification of the reasons for the funding gap.</p>	<p>The Committee met informally with the Cabinet Member (Children and Young People), Cabinet Member (Resources) and key officers on 22 May. During discussion a number of conclusions were noted by the Cabinet Members. In relation to scrutiny the members requested that regular monitoring reports be made concerning the Capital Programme. A budget monitoring item has been added to the work programme.</p>
19/3/07	<p>Behaviour and Discipline Management in Herefordshire Schools Review</p> <p>b) the Executive’s response to the review including an action plan be reported to the first available meeting of the Committee after the Executive has approved its response; and</p> <p>c) a further report on progress in respect of the Review then be made after six months with consideration then being given to the need for any further reports to be made.</p>	<p>The report of the Review was handed to the Cabinet Member (Children and Young People) on 2nd April by the Chairman.</p> <p>The Executive response, together with action plan, is programmed to be reported to the Committee in October 2007. (See work programme).</p>
19/3/07	<p>Joint Scrutiny Review: Transition from Leaving Care to Adult Life</p> <p>RESOLVED:</p> <p>THAT:</p> <p>(a) the report be noted and the Joint Scrutiny Review on the Transition from Leaving Care to Adult Life be taken forward in the 2007/08 work programme for Adult Social Care and Strategic Housing and</p>	<p>The current position is outlined in the attached agenda report.</p>

Date	Issue and decision	Resultant action or outcome
	<p>Children's Services Scrutiny Committees;</p> <p>(b) this Review remains a Joint Review between the two Scrutiny Committees under the wider leadership of Adult Social Care and Strategic Housing Scrutiny Committee; and</p> <p>(c) following the establishment of Adult Social Care and Strategic Housing Scrutiny Committee and Children's Services Scrutiny Committee for 2007/08, a new Review Group be established comprising membership from both Scrutiny Committees.</p>	