

**HEREFORDSHIRE CHILDREN AND YOUNG PEOPLE'S PLAN**

**REVIEW OF THE FIRST YEAR – 2006/07**

**AND PRIORITIES FOR 2007/08**

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### Introduction

This is the first annual review setting out progress against delivery of the three year Children and Young People's Plan 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 or 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 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 05 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](http://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 are 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 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.

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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 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 co-ordinated provision of services, improved efficiency and economy.

Initially, Governance Arrangements were exercised primarily through the Children and Young People's Partnership Board which is made up of representatives of the key Children's Services Commissioners/providers across Herefordshire from all sectors.

### **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 Partnerships Business Manager and has input from an Interim Improvement and Performance Manager.

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### **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 Hereford Primary Care Trust. The Board will be supported in undertaking its role by a Business Manager who took up post during April 2007 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 Improvement and Performance Management Group.

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. 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.

	<b>Completed</b>
	<b>On track</b>
	<b>Not on track</b>
	<b>No progress</b>

# EXECUTIVE SUMMARY

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**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?

<b>BE HEALTHY</b>	
• 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



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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 DAT
- Developing a fuller set of shared protocols for integrated care between primary and secondary health sectors.

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# 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?

<b>STAY SAFE</b>	
• 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	
• Fewer admissions to hospital due to injuries under 18yrs	0607 outturn tba
• 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.

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Further work has been carried out to formally establish Herefordshire Safeguarding Children Board (HSCB) and a Business Manager has now been appointed to support the work of HSCB.

There has been good development with embedding the Child Concern Model within all agencies in Herefordshire and this is now moving forward with the roll out of the Common Assessment Framework (CAF). This is currently being piloted geographically in the South Wye area and also with children with disabilities across the county. Early feedback suggests that partner agencies and families have found this involvement helpful and reassuring.

The safeguarding of children is the responsibility of the whole of the professional community and overall partnership working has been strengthened over the last year. This is demonstrated within the realms of the Child Concern Model and again presently with the multi agency engagement of staff members within the CAF pilot, where there is a commitment amongst agencies to ensure that this works in the best interest of children and young people and their families.

The number of referrals has increased significantly over the last year, exceeding targets set. Whilst the overall number of assessments has also increased, the volume of work has resulted in some pressure on initial and core assessment timescales.

As part of the overall Children and Young People's Workforce Strategy, the implementation of the Social Worker Recruitment and Retention Strategy ensured that the target of 50 Social Workers in post by March 2007 was achieved earlier in March, although this slipped back slightly by the end of the month due to fluctuations related to agency staff. At the end of April this had risen to 49.4 and on the basis of recent appointments is expected to rise further in line with the targets set.

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 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.

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**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 5-16yrs 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 educational training 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?

<b>ENJOY AND ACHIEVE</b>	
• 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 Stage 1-2 improved	
• Improved results for Science at GCSE	TBC
• 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"> <li>- Leadership and management</li> <li>- Pupil attitudes</li> </ul>	TBC

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- Behaviour and exclusions	
• Fewer fixed term and permanent exclusions	TBC
• Schools meeting National Health Schools Standards in accordance with DfES targets	
• More children achieving 5+ GCSEs being educated in alternative settings	TBC
• Fewer half days missed due to absence in primary and secondary schools maintained by the authority (LPSA 12 c&d)	TBC
• 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	TBA
• More reviewed and discontinued statements of SEN	TBA
• Integrated processes for LDD	
• Increase the % of the total youth population aged 13-19 in contact with the youth service	
• Improved opportunities for children with LDD in education and training	TBC

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.

Areas of particular priority in 2007/08 are:

- Development of the 14 – 19 vocational curriculum
- Development of the Area Wide Prospectus and access to impartial advice and guidance on the learning entitlement and career pathways.
- Improved LA data collation and analysis (Particularly with respect to attendance, post 16 progression & NEETs)
- Improved behaviour and attendance strategies in identified schools.

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- The development of personalised learning through the alignment of the secondary strategy and 14 – 19 strategy.
- Continue to raise the attainment of low achievers at KS4.
- Improved ICT provision and access.
- Improved attainment in KS3 English.
- 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.

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# 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	TBC
• 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	TBC
• Decrease in all forms of bullying behaviour	TBC

During 06/07 the following actions have been achieved;

- Increase in the parent provision co-ordinated 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

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- 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 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.

The Teenage Lifestyle survey showed that 35% of all pupils surveyed do voluntary activities at least once a month, and 18 % of young people 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.



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# 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.

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### 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.	TBC
• 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	TBC
• Increase the number of Herefordshire residents aged 19yrs to 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:-

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- 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%.

The new Transitions Team (for young people with LDD) is 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 of this 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.

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.

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# 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.	TBA
• More reviewed and discontinued statements of SEN.	TBA
• Improved opportunities for children with LDD in EET.	
• Improved transition arrangements for children and young people with LDD.	

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LAC	
• Increase % of LAC offered a health check in the year (LAA).	TBC
• Fewer days and half days lost from education by Looked After Children (LPSA 2G Target 12).	
• Improved results for 1 or more GCSEs for LAC (LPSA 2G Target 13).	
• Increased % of LAC in EET.	
• 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**

DRAFT

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ECM /NSF Outcome Area: BE HEALTHY

Outcome / key requirements	CYP Plan Yr	Priority actions	Progress	Success measures	Lead																			
<b>1. Maximise uptake of childhood immunisation</b>	1 2 3	<ul style="list-style-type: none"> <li>Annual community pharmacy leaflet campaigns</li> <li>Follow up localised low rates with local GPs</li> </ul>	<ul style="list-style-type: none"> <li>Community pharmacy campaign planned for Summer Term 2007.</li> <li>GPs aware of uptake locally.</li> </ul>	<b>Percentage of 2 year olds who are up to date with MMR immunisation from 2004/2005 baseline.</b>	FH																			
						<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>TBA</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%	TBA	07/08	85%	TBA	08/09	TBA	TBA
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		07/08	85%	TBA																				
		08/09	TBA	TBA																				
		<ul style="list-style-type: none"> <li>Offer informed choice to all parents through health visiting support</li> </ul>	<ul style="list-style-type: none"> <li>Health visiting support in place. Introduction of new childhood vaccination programme in September 2006 a risk but gives opportunity for full discussions</li> </ul>																					
		<b>2. Increase in percentage of babies who are breast fed at 6 weeks in the county. CP</b>	1 2 3	<ul style="list-style-type: none"> <li>Introduce new breastfeeding policy.</li> <li>Encourage breastfeeding through all anti-natal and postnatal contacts.</li> <li>Deliver enhanced training for health staff</li> </ul>		<ul style="list-style-type: none"> <li>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.</li> <li>Enhanced (Unicef) training programme planned and some completed.</li> </ul>	<b>Increase in percentage of babies who are breast fed at 6 weeks compared with 2004/05 baselines. (LAA 11a/HCS20)</b>	HB/SH																
<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>40.6%</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*		40.6%	2007/08	43%		2008/09	44%	
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<p>* as at December 2006 – final outturn TBA – mid/end June 2007.</p>																								



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<b>3. Increase in percentage of babies born to South Wye mothers who are breast-fed.</b>	1	<ul style="list-style-type: none"> <li>Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Breastfeeding actively promoted.</li> <li>Breastfeeding increasing in South Wye.</li> </ul>	<b>Increase in percentage of babies who are breast fed at 6 weeks compared with 2004/05 baselines. (LAA 11/HCS 216)</b>			JQ		
	2					Target		Outturn	
	3					2004/05 (baseline)		33.1%	
						2005/06		41.2%	
						2006/07*		33%	35.5%
						2007/08		40%	
						2008/09		TBA	
				* as at Feb 2007 – Final 2006/07 outturn due end of June 2007.					
<b>4. % of babies born to teenage mothers who are breastfeeding at 6 weeks</b>	1	<ul style="list-style-type: none"> <li>Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye</li> </ul>	<ul style="list-style-type: none"> <li>Project Established. Project lead and 4 peer support workers in post.</li> </ul>	<b>Increase in percentage of babies who are breast fed at 6 weeks compared with 2004/05 baselines. (LAA 12/HCS 21a)</b>			JQ		
	2					Target		Outturn	
	3					2004/05 (baseline)		22.1%	
						2005/06		12.9%	
						2006/07 *		25%	15.3%
						2007/08		30%	
						2008/09		TBA	
				* as at Sept 2006 – final 2006/07 outturn at end of June 2007.					

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

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			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"> <li>Target “hot spots” which have particularly high rates</li> <li>Extend 4Us clinics</li> </ul>	<ul style="list-style-type: none"> <li>Interim government office target of 10% reduction was achieved with 2004/2005 figures.</li> <li>Hot spots being targeted using teenage pregnancy grant.</li> <li>Teenage Pregnancy Co-ordinator post was vacant for a short time but recruitment now complete.</li> </ul>	Rolling average for 3 years 2002/2004 is 34.7	?															
		<ul style="list-style-type: none"> <li>Implement teenage pregnancy strategy</li> </ul>	<ul style="list-style-type: none"> <li>Teenage pregnancy strategy being implemented and monitored via a new multi-agency group, Sexual Wellbeing and Health Network, which reports to CYPP.</li> </ul>	<p><b>Reducing teenage conceptions by 50% from 1998 baseline by 2010. 1998 baseline is 37.2 (per 1,000 women aged 15-17)</b></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>-19% (30.1)</td> <td>-15.7%</td> </tr> <tr> <td>2007/08</td> <td>-24% (28.2)</td> <td></td> </tr> <tr> <td>2008/09</td> <td>-40% (22.3)</td> <td></td> </tr> </tbody> </table> <p>2006/2007 - Improving but not in line with target – better than nationally – (Published Feb 07)</p>			Target	Outturn	1998 (baseline)		37.2	2005/06		+1.4%	2006/07	-19% (30.1)	-15.7%	2007/08	-24% (28.2)	
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<p><b>8. Reduce hospital admission rates for accidents among children.</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>Identify reliable database</li> <li>Scope level of accidental injury</li> </ul>	<ul style="list-style-type: none"> <li>Work in progress.</li> <li>Work in progress, to be completed when additional public health capacity is recruited. (Agreement now secured). Recruitment expected July 07.</li> </ul>	<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>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> </tbody> </table>		Target	Outturn	2002 (baseline)		349	2006/07	334	TBA	2007/08	324		2008/09	314		<p>FH</p>
			Target	Outturn																
2002 (baseline)		349																		
2006/07	334	TBA																		
2007/08	324																			
2008/09	314																			
<ul style="list-style-type: none"> <li>Identify action plan</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan to be drawn up once the data analysis has been done.</li> </ul>																			
<p><b>9. Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>All Looked After Children receive the best possible health care and all have a plan subject to consent</li> </ul>	<ul style="list-style-type: none"> <li>100% of young people under the age of 5yrs are up to date with health assessments.</li> </ul>	<p><b>Percentage of LAC with a plan in place.</b></p> <p><b>Health of Looked after Children APA 1037SC/PAF CF/C19</b></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>94%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>95%</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	94%		2008/09	95%		<p>SMcL</p>
			Target	Outturn																
2005/06		90.7%																		
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2008/09	95%																			

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		<ul style="list-style-type: none"> <li>LAC have access to all services and support required to deliver the best possible outcomes for them.</li> </ul>	<p>This target is being collated it is anticipated that we will be marginally short of the 93% target.</p>		AC															
			<ul style="list-style-type: none"> <li>The NCS event was held and well attended. The National Standard has been accepted by the CYP Partnership.</li> </ul>	<p>Procedures in place. Review chairs to monitor actions to be completed. Hold NHCS event 27/6/06 &amp; Draft implementation plan - National Healthy Care Standard is adopted by the CYP's Partnership</p>																
<b>10. Improve access to Occupational Therapy Services.</b>	1	<ul style="list-style-type: none"> <li>Prompt access to OT services is in place for all relevant children and young people completed.</li> </ul>	<ul style="list-style-type: none"> <li>We continue to meet the locally set 13-week referral to assessment target and this is monitored weekly.</li> </ul>	<p>Percentage of referrals meeting the local standard of 13 weeks referral to assessment.</p>	MP															
			<ul style="list-style-type: none"> <li>An additional team leader is in post.</li> </ul>	<p>Increase in number of OTs Info TBA</p>																
<b>11. Ensure appropriate social care support for the families of children with learning difficulties and disabilities.</b>	1 2	<ul style="list-style-type: none"> <li>Effective family support and casework in place for all children with disabilities &amp;/or learning disability and their families / carers</li> </ul>	<ul style="list-style-type: none"> <li>Permanent social worker post taken up November 2006.</li> <li>Further 0.5wte post has been filled.</li> <li>A Short Breaks strategy is being developed.</li> <li>Number of assessments undertaken by team</li> </ul>	<p>New service available.</p>	MP/AH															
				<p>Monitor increase in no of breaks provided.</p>																
				<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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				March 2006 (Baseline)			63													
2006/07	70	TBA																		
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			<p>has increased by 150% over last 6 months.</p> <ul style="list-style-type: none"> <li>• Input and support to families increased through employment of two additional family support workers.</li> <li>• A pilot single referral process has been put in place across the Kite Centre and CDC at Ross Road.</li> <li>• Review of current Short Breaks provision undertaken and specification for new service drawn up.</li> <li>• Contracts with local providers have been reviewed to ensure best use of existing contracts.</li> <li>• Funding to the team has been increased.</li> </ul>	<p>Audit all cases every 6/12 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><b>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.</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>• Clear information in place for children, young people and families / carers through all available systems</li> <li>• Consultation system in place for children, young people and families with clear standards and requirements in place</li> </ul>	<ul style="list-style-type: none"> <li>• 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..</li> <li>• Information sharing across agencies with an interest in communication, consultation and user involvement.</li> <li>• 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.</li> <li>• Participation in open evenings at special schools to seek parent/carer views and those of young people. Drop-in sessions also available at school.</li> </ul>	<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"> <li>• Draft information pack containing local information for parents/carers is in preparation.</li> <li>• Care pathways have been developed for a number of specific groups of children.</li> <li>• Currently consultation about the future provision of specialist services out to members of the public and staff and special interest groups.</li> </ul>	<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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<p><b>13. Improve access to hospital in-patient provision to meet children and young people’s mental health needs (tier 4 CAMHS)</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>• Agree a multi-agency CAMHS strategy to include commissioning of Tier 4 services locally, given regional capacity problems</li> <li>• Enhanced access to Tier 4 services.</li> <li>• A range of acute service provision in place locally</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-agency strategy has been completed and is being submitted to CYPPB for approval.</li> <li>• 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.</li> <li>• Spot purchasing of tier 4 services is to be reviewed as part of the joint commissioning work programme.</li> </ul>	<p>CAMHS Strategy agreed and in place.</p> <p><b>Progress towards a comprehensive children &amp; adolescent mental health service (APA 1043SC/ PAF A70)</b></p>	<p>MP</p>															
				<table border="1"> <thead> <tr> <th></th> <th>Targets</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>N/A</td> <td>12</td> </tr> <tr> <td>2006/07</td> <td>15</td> <td>15</td> </tr> <tr> <td>2007/08</td> <td>16</td> <td></td> </tr> <tr> <td>2008/09</td> <td>16</td> <td></td> </tr> </tbody> </table>			Targets	Outturn	2005/06	N/A	12	2006/07	15	15	2007/08	16		2008/09	16	
						Targets	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>																				
<p>Meeting took place in Feb 07, acknowledged as a regional problem to be taken forward at intermediate tier level.</p>																				
<p>Underway led by commissioning team, based at PCT.</p>																				

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<p><b>14. Increase the number of schools achieving the Healthy Schools Standard from the 2005 base.</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>New PCT appointment made, to begin December 2006, and will continue to work closely with Healthy Schools.</li> </ul>	<p>A multi-agency Board has been established to oversee progress and is meeting regularly.</p> <p><b>Increase in number of schools, which have achieved the HSS.</b></p> <table border="1" data-bbox="1464 391 2016 614"> <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>51</td> <td>61</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	51	61	2007/08	81		2008/09	101		<p>TB</p>
	Target	Outturn																		
2005/06 (baseline)		51																		
2006/07	51	61																		
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2008/09	101																			

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		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>		
<p><b>15. Improve measures of Healthy lifestyles for teenagers</b></p>		<p>Focus on;</p> <ul style="list-style-type: none"> <li>Smoking rates</li> <li>Obesity</li> <li>Substance use / abuse (alcohol and drugs)</li> </ul>	<ul style="list-style-type: none"> <li>Autumn lifestyle survey has been completed. Analysis is now complete and currently being disseminated amongst partners.</li> </ul>	<p>Decrease in smoking rates and substance use.</p> <p>2006/07 Progress – Results of TLS received and baseline, Indicator confirmation and target TBA</p>	<p>FH</p>

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<p><b>16. Reduce rate of sexually transmitted infections</b></p>		<ul style="list-style-type: none"> <li>Monitor current rates and ensure all partners including Healthy Schools, primary care practitioners, community pharmacists and school nursing work together to reduce rates.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<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><b>HCS 23/ LAA 44</b></p> <table border="1" data-bbox="1464 592 2018 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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2007/08	271																			
2008/09	264																			
<p><b>17. Reduce the number of 0-15 year olds killed or seriously injured in road traffic collisions in Herefordshire. (CSDSP)</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>Fewer young people involved in road accidents.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b>Target is to reduce the number of children killed or seriously injured in road traffic accidents by 50% by 2010 from 1994-8 baselines.</b></p> <table border="1" data-bbox="1464 1018 2018 1236"> <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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1994/98 (AV baseline)		19																		
2006/07	17	13																		
2007/08	15																			
2008/09	14																			

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			<ul style="list-style-type: none"><li>• Extensive programme of work underway on road safety including Safety Camera Partnership (PCT and LA are signatories), where evaluation shows significant effect.</li></ul>		
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APPENDIX 1

ECM /NSF Outcome Area: Staying Safe

Outcome / key requirements	CYP Plan Yr	Priority Actions	Progress	Success measures	Lead															
<p><b>1. Ensure that appropriate criteria are set for the involvement of the local authority's professionally qualified social care staff in child protection cases.</b></p>	1	<ul style="list-style-type: none"> <li>Effective targeting of social work assessment and intervention on the most vulnerable children.</li> <li>New criteria drawn up. Revised criteria; shared and agreed across agencies.</li> <li>Survey all agencies in June.</li> </ul>		<p>Improvement on PIs for timely assessment. All staff using new procedures and revised thresholds. (See JAR IAP for PIs)</p> <p><b>Referrals of children in need per 10,000 population aged under 18 (HC 89a/KIGS CH 141)</b></p> <table border="1" data-bbox="1471 754 2018 943"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05 (Baseline)</td> <td></td> <td>159</td> </tr> <tr> <td>2005/06</td> <td></td> <td>175</td> </tr> <tr> <td>2006/07</td> <td>220</td> <td>266</td> </tr> <tr> <td>2007/08</td> <td>280</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2004/05 (Baseline)		159	2005/06		175	2006/07	220	266	2007/08	280		SMcL/LM/SMe
	Target	Outturn																		
2004/05 (Baseline)		159																		
2005/06		175																		
2006/07	220	266																		
2007/08	280																			
<p><b>2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice</b></p>	1	<ul style="list-style-type: none"> <li>Clear supervisory, decision making and case flow arrangements are embedded within the duty team and understood by partners</li> </ul>	<ul style="list-style-type: none"> <li>Further work underway to formally establish HSCB structure – to be completed by March 2007.</li> <li>Revised outcome/target included in 07/08 plan.</li> </ul>	<p>PI Numbers of referrals of CIN leading to Initial Assessments on target</p> <p><b>% referrals of children in need leading to initial assessments (APA 2017SC/CH143)</b></p> <table border="1" data-bbox="1471 1265 2018 1406"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/05 (baseline)</td> <td></td> <td>35.3%</td> </tr> <tr> <td>2005/06</td> <td></td> <td>54%</td> </tr> <tr> <td>2006/07</td> <td>60%</td> <td>66%</td> </tr> </tbody> </table>		Target	Outturn	2004/05 (baseline)		35.3%	2005/06		54%	2006/07	60%	66%	LM			
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2004/05 (baseline)		35.3%																		
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		<ul style="list-style-type: none"> <li>LSCB effectively overseeing all safeguarding arrangements including response to new <i>Working Together</i> 2006</li> </ul>	<ul style="list-style-type: none"> <li>Performance targets re Initial and Core Assessments not likely to be met and need to be revised.</li> <li>Revised outcome/target included in 07/08 plan.</li> </ul>	<p>PI Number of Core Ass on target (see JAR IAP for detail of PIs) Supervision log audited 6/12. 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><b>3. Ensure that there is an effective workforce strategy to address the recruitment and retention problems within the local authority's social care service.</b></p>	1	<ul style="list-style-type: none"> <li>Effective workforce strategy is in place to ensure that recruitment, retention and development of professional social workers is in place</li> <li>Integrate social work workforce strategy to wider HR strategies for children's services</li> </ul>	<ul style="list-style-type: none"> <li>NB Amber due to SW target not being met</li> <li>Not possible to meet target within current budget</li> <li>Revised outcome/target included in 07/08 plan.</li> </ul>	<p>Improved retention rates – to be monitored. Reduced vacancy rates - to be monitored quarterly.</p> <p><b>No of wte qualified social workers (children) per 10,000 C&amp;YP (Directly employed staff only)</b></p> <table border="1" data-bbox="1473 1002 2011 1109"> <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><b>Qualified social workers (children) turnover rate (Directly employed staff only)</b></p> <table border="1" data-bbox="1473 1279 2011 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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				<b>% of initial assessments within 7 working days of referral (HC 89b/ DIS 1704)</b>		
					Target	Outturn
				2005/06	75%	70.1%
				2006/07	75%	58.7%
				2007/08	68%	
				2008/09	72%	
				2009/10	75%	
				<b>Timing of Core Assessments (PAF CF/C64/ APA 2022SC)</b>		
					Target	Outturn
				2005/06	75%	76%
				2006/07	80%	61%
				2007/08	66%	
				2008/09	68%	
				2009/10	70%	

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<p><b>4. Ensure that a written record is made of all contacts with the social care duty team.</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>All contacts with / referrals to duty social work team recorded and responded to promptly and appropriately to meet National Assessment Framework timescales</li> </ul>		<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><b>% referrals of children in need leading to initial assessments (APA 2017SC/CH143)</b></p> <table border="1" data-bbox="1473 593 2011 837"> <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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2006/07	60%	66%																					
2007/08	65%																						
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2009/10	75%																						
<p><b>5. Ensure there is a single referral, assessment and service-planning framework for children in need, which is consistently and effectively applied in practice.</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>Updated Child Need Framework in place to cover the whole continuum of needs and services</li> <li>Effective common process system for managing the identification and provision of services to children with additional needs to meet requirements of national Common Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Revised outcome/target included in 07/08 plan.</li> </ul>	<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>No of CAFs completed as a measure – TBA following pilot Jan – Mar 07 06/07 target 30: achieved 29</p>	<p>SMcL</p>																		

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<p><b>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</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>• Training and development strategy put in place for staff and managers across agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Revised outcome/target included in 07/08 plan.</li> </ul>	<p>Programme and curriculum set up. Facilitators in place.</p> <p>No of staff trained and using CAF 06/07 Baseline target 160 : Outturn 202</p> <p>No of CAFs completed 06/07 29 Baseline target 30</p> <p>Targets TBA. Baseline to be set in 07 following pilot.</p>	<p>SMcL/ SMe</p>												
<p><b>7. More families receive additional support - % increase in provision of family support</b></p> <p><b>8. Provision of intensive family support</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>• Inter-agency Family and Parenting Support Strategy in place by October 2006 to inform commissioning intentions for 2007/8.</li> <li>• Action plan to be developed during August to deliver the Strategy following consultation.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy not yet in place – event planned for 5/12 to form basis of strategy to be brought to CYPPB for agreement March 2007.</li> <li>• Revised outcome/target</li> </ul>	<p><b>Expenditure on Family Support Services per capita aged under 18. APA 6009SC/KIGS EX77</b></p> <table border="1"> <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	<p>YC</p>
	Target	Outturn															
2004/05		24															
2005/06		27															
2006/07	28	35															

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		<ul style="list-style-type: none"> <li>• 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.</li> <li>• Lead officers to develop implementation plan by end September 2006.</li> <li>• New “what works” Government guidance on Family Support due September 2006. Action plan to be checked against this.</li> <li>• 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.</li> </ul>	<p>included in 07/08 plan.</p>		
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		<ul style="list-style-type: none"><li>• Uprating of Service Directory to provide a better service to professionals and the public by December 2006.</li><li>• Engagement of children, young people and parents or carers in the development of new services.</li><li>• Improved outcome for children. Parents better able to cope with parenting responsibilities.</li></ul>		
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ECM Outcome Area: Enjoy and Achieve

Outcome / key requirements	CYP Plan Yr	Priority Actions	Progress	Success measures	Lead
<p><b>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</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>Cool Cats (attendance positive reinforcement) pilot in 3 schools, St James, Trinity, Lea commencing September 2006 for 1 academic year.</li> </ul>		<p>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.</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>GS/SMc L/PC</p>
		<ul style="list-style-type: none"> <li>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.</li> </ul>			
		<ul style="list-style-type: none"> <li>School attendance figures to be plotted against individual school targets monthly. Figures to be monitored monthly.</li> </ul>	<ul style="list-style-type: none"> <li>Schools that missed DfES target for 05/06 are being targeted.</li> </ul>		
		<ul style="list-style-type: none"> <li>Principal EWO to discuss with head teachers regarding authorised absences and provide extra EWS support if agreed commencing September 2006.</li> </ul>	<ul style="list-style-type: none"> <li>SLAs being negotiated with schools.</li> </ul>		

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		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>05/06 43 issued.</li> <li>06/07 2 issued (40 warning letters issued – anticipate 25% will result in issue of Penalty Notice.</li> </ul>	<p>DfES RAG Dashboard Report 06/07 Primary attendance rating; GOOD</p> <p><b>HCS 33/LAA 5/BVPI 46</b></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>5.2%</td> </tr> <tr> <td>2005/06</td> <td>4.90%</td> <td>5.05%</td> </tr> <tr> <td>2006/07*</td> <td>4.50%</td> <td>5.67%</td> </tr> <tr> <td>2007/08</td> <td>4.0%</td> <td>TBA</td> </tr> </tbody> </table>				Target	Outturn	2004/05 (baseline)		5.2%	2005/06	4.90%	5.05%	2006/07*	4.50%	5.67%	2007/08	4.0%	TBA
	Target	Outturn																	
2004/05 (baseline)		5.2%																	
2005/06	4.90%	5.05%																	
2006/07*	4.50%	5.67%																	
2007/08	4.0%	TBA																	
		<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"> <li>Use of Parenting Contracts (voluntary agreement), Parenting Orders (via magistrates court), Parenting Classes EWS to operate Parenting Classes from September 2006.</li> </ul>	<ul style="list-style-type: none"> <li>Parenting classes now scheduled to start in January 07</li> </ul>																
		<ul style="list-style-type: none"> <li>EWS to provide extra support to ten schools with lowest whole attendance in county monitored on a half-termly basis.</li> </ul>	<ul style="list-style-type: none"> <li>Targeted work at 6 high and 35 primary schools.</li> </ul>																
		<ul style="list-style-type: none"> <li>Truancy Sweeps to be conducted on half-termly basis.</li> </ul>																	

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		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Campaign completed. Analysis to follow.</li> </ul>		
		<ul style="list-style-type: none"> <li>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.</li> </ul>			
		<ul style="list-style-type: none"> <li>'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.</li> </ul>	<ul style="list-style-type: none"> <li>In all libraries</li> </ul>		
		<ul style="list-style-type: none"> <li>Half-termly meetings between Principal EWO and primary school heads in Excellence cluster to review attendance targets and behaviour plan.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed</li> </ul>		
		<ul style="list-style-type: none"> <li>Use LPSA2 funding to recruit an additional EWO from September 2006. Review effectiveness on annual basis.</li> </ul>			



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<p><b>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</b></p>	<p>1 2</p>	<p>Action as above</p>			Target	Outturn	<p>GS/SMc L/PC</p>
				2004/05		7.8%	
				2005/06 (baseline)		7.61%	
				2006/07	7.00%	7.9%	
				2007/08	6.00%		
				<p><b>BVPI 45/LAA 6/HCS 34</b></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>			

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<p><b>3. Absenteeism of Looked after Children to be reduced.</b></p> <p><b>(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).</b></p> <p><b>(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</b></p>	<p>1 2</p>	<p>From September:</p> <ul style="list-style-type: none"> <li>All LAC to be monitored half termly. Schools to provide absence data.</li> </ul>	<ul style="list-style-type: none"> <li>LAC in secondary schools monitored by EWS and data supplied on a bi-weekly basis.</li> </ul>	<p><b>(a) APA 3074SC/HCS 35a/LAA7 PAF CF/C24</b></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> <p><b>(b) LAA 8/HSC 35b</b></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>4.68%</td> </tr> <tr> <td>2005/06</td> <td>4.65%</td> <td>4.02%</td> </tr> <tr> <td>2006/07</td> <td>4.45%</td> <td>3.49%</td> </tr> <tr> <td>2007/08</td> <td>4.25%</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)		12.6%	2005/06	11.6%	9.2%	2006/07	9%	10.5%	2007/08	9%		2008/09	8.5%		2009/10	8%			Target	Outturn	2004/05* (baseline)		4.68%	2005/06	4.65%	4.02%	2006/07	4.45%	3.49%	2007/08	4.25%		2008/09	4.25%		3 year average	4.5%	
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2008/09	4.25%																																													
3 year average	4.5%																																													
<ul style="list-style-type: none"> <li>LAC with problematic attendance to be monitored weekly/ bi-weekly in the first instance.</li> </ul>	<ul style="list-style-type: none"> <li>See above, children of concern in primary and residential schools monitored as above by attendance monitoring officer.</li> </ul>																																													
<ul style="list-style-type: none"> <li>EWO to be in daily attendance at schools for LAC with long-term attendance problems when indicated.</li> </ul>																																														
<ul style="list-style-type: none"> <li>To establish closer links with EWS by September 2006.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting monthly</li> </ul>																																													
<ul style="list-style-type: none"> <li>Create a mechanism to collate absence data from schools that arrives in a number of different formats by December 2006.</li> </ul>	<ul style="list-style-type: none"> <li>Mechanism established and working well.</li> </ul>																																													
<ul style="list-style-type: none"> <li>See actions above for primary and secondary absenteeism generally.</li> </ul>																																														

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<p>(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</p>				<p>(c) LAA 9/HCS 35c</p>			
					Target	Outturn	
				2004/05*		7.66%	
				2005/06	7.6%	8.51%	
				2006/07	7.2%	6.79%	
				2007/08	7.0%		
				2008/09	7.0%		
				3 year average	7.0%		
<p>* Academic year 03/04</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>• No schools in this category</p>	<p>Initial analysis by late Sept using QCA data.</p>			<p>GS</p>
		<ul style="list-style-type: none"> <li>Analyse and interpret individual school and pupil attainment data.</li> </ul>		<p>Detailed analysis by late Oct</p>			
		<ul style="list-style-type: none"> <li>Identify schools below national floor targets at KS3 English, Maths, Science</li> </ul>		<p>Target setting data provided to schools and SIS team by autumn half term break.</p>			
		<ul style="list-style-type: none"> <li>Identify schools with low KS2 – KS3 Contextual Value Added (CVA) and conversion rates.</li> </ul>		<p>Targets set by schools for the following years examination groups. Nov 06 for May 08 examination cohort.</p>			
		<ul style="list-style-type: none"> <li>Data is provided by QCA, NCER late August – October.</li> </ul>		<p><b>BVPI 38/HCS 31/LAA 15</b></p>			
		<ul style="list-style-type: none"> <li>Target consultant teaching &amp; learning and leadership support in identified schools</li> </ul>			Target	Outturn	
	2004/05 (baseline)		45.4%				
	2005/06	47.5%	45.5%				
	2006/07	51.6%	48.3%				
	2007/08	54%					

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				<p>06/07 Outturn: (05/06 academic year) Stat Neighbours MEAN: 46.3% National: 45.8%</p> <p>DfES RAG Dashboard Report 06/07 5 A* - C equivalent 2006% inc Eng &amp; Maths: GOOD Total % improvement 5+ A* - C inc Eng &amp; Maths (2005 – 2006): GOOD</p>													
<p><b>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</b></p>	<p>1 2</p>	<p>Use Secondary Strategy Staff and expertise to:</p> <ul style="list-style-type: none"> <li>Analyse and interpret individual school and pupil related performance data for all secondary schools</li> <li>Identify schools below the national floor targets at KS3 Maths, Science &amp; English</li> <li>Identify schools with low contextual value added (CVA) between KS2 – KS3, KS3 – KS4 &amp; KS2 – KS4</li> <li>identify schools with low conversion rates from KS2 – KS3 – KS4.</li> <li>identify schools with low or declining performance in 5A*-G grades. Target consultant teaching, learning &amp; leadership support at the identified schools or departments.</li> </ul>		<p>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</p> <p>Target setting data provided to schools and SIS team by autumn half term break for review.</p> <table border="1" data-bbox="1473 933 2011 1082"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td></td> <td>88%</td> </tr> <tr> <td>2006/07</td> <td>93%</td> <td>93.7%</td> </tr> <tr> <td>2007/08</td> <td>95%</td> <td></td> </tr> </tbody> </table> <p>06/07 Outturn: (05/06 academic year) National 90.5%</p>		Target	Outturn	2005/06		88%	2006/07	93%	93.7%	2007/08	95%		<p>GS</p>
	Target	Outturn															
2005/06		88%															
2006/07	93%	93.7%															
2007/08	95%																

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<b>6. Improve educational attainment of Looked After Children.</b>	1	<ul style="list-style-type: none"> <li>Analysis of cohorts and learning support needs</li> <li>Additional support provided where required</li> <li>Monitor progress regularly</li> </ul>		Ensure there is a Personal Education Plan for all Looked After Children to be used as the basis for targeting individual support.			SMcL/J D/AB	
	2				Target	Outturn		
	3				% of CLA with PEP			
					2005/06 (baseline)			75%
					2006/07 target	85%		TBA
			2007/08 target	100%				
<b>7. Improve measures of healthy lifestyles for teenagers – participation in activities (sports/physical exercise, recreational activities). % of 11-15 s.</b>	2 3	<ul style="list-style-type: none"> <li>Children and young people have access to enhanced leisure and pastime opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Lifestyle survey undertaken during October.</li> <li>Results of analysis due in January.</li> </ul>	Establish Baseline from Lifestyle survey			JR	
<b>8. Quality of Life – Activities for teenagers CP</b>	1 2 3	<ul style="list-style-type: none"> <li>Children and young people have access to enhanced leisure and pastime opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Lifestyle survey undertaken during October.</li> <li>Results of analysis due in January.</li> </ul>	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.  Progress/Targets TBA			JR/RH	

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<p><b>9. Raise attainment at KS2 performance in '05.</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>Young people achieve better results. Further action to be advised.</li> </ul>	<ul style="list-style-type: none"> <li>Value added between Key Stage 1-2 improved. Increase in L4 plus.</li> </ul>	<p><b>Herefordshire VA measure: 05/06 99.8</b></p>				<p>GS</p>	
			<ul style="list-style-type: none"> <li>Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 Maths.</li> </ul>		Eng	Maths	Science		
				2004/05	81%	75.9%	88%		
				2005/06	81.1%	75.1%	87.9%		
				2006/07 target	81%	82%	No Govt target		
				2007/08 target	81%	84%			
			<ul style="list-style-type: none"> <li>Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 English.</li> </ul>	<p>DfES RAG Dashboard Report 06/07 Sum of the % of pupils achieving L4+ in Eng &amp; Maths in 2006 GOOD</p>					
				<p>Total % improvement L4+ Eng &amp; Maths (2004 – 2006): NEEDS SIGNIFICANT IMPROVEMENT</p>					
				<p>Diff DfES LA average from Statistical Neighbour average Eng &amp; Maths 2006: NEEDS IMPROVEMENT</p>					
				2006/07 outturn	English	Maths			
	Herefordshire	80.7%	75.6%						
	Stat neighbours	80%	76%						
	National	79%	76%						

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

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				<p><b>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</b></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>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%		
	Target	Outturn																					
2005/06		8.3%																					
2006/07	10%	5.9%																					
2007/08	10%																						
2008/09	10%																						
2009/10	10%																						
<p><b>11. % of 3 year olds who have access to a good quality free early years education place</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>Maximise uptake of 3 years olds.</li> </ul>	<ul style="list-style-type: none"> <li>Target being met</li> </ul>	<p><b>Uptake of 3 year olds (DfES target) HCS 66/ LAA 13</b></p> <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%		<p>GS</p>						
	Target	Outturn																					
2005/06 (baseline)		85%																					
2006/07	85%	85%																					
2007/08	85%																						



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ECM Outcome Area: Positive Contribution

Outcome / key requirements	CYP Plan Yr	Priority Actions	Progress	Success measures	Lead									
<p><b>1. Reduce the number of first time entrants to the Youth Justice System in Herefordshire (CS&amp;DS)</b></p>	1 2 3	<ul style="list-style-type: none"> <li>From 1<sup>st</sup> April 06, expansion of Children's Fund (CF) panel via YOS Prevention Grant to ensure full geographical coverage within Herefordshire and expansion of age range to include young people aged 8-17 years old.</li> </ul>		<p>Reduce by 5% by 2008. Reduce first time entrants into the youth justice system by 2% between 05/06 and 06/07</p> <table border="1" data-bbox="1464 496 2018 671"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>05/06 (Baseline)</td> <td></td> <td>342</td> </tr> <tr> <td>2006/07</td> <td>335</td> <td>396</td> </tr> </tbody> </table>		Target	Outturn	05/06 (Baseline)		342	2006/07	335	396	KBa
		Target	Outturn											
	05/06 (Baseline)		342											
	2006/07	335	396											
	<ul style="list-style-type: none"> <li>Increase in Parenting prevention work within YOS via recruitment of 2<sup>nd</sup> YOS parenting worker and development/implementation of revised YOS parenting strategy.</li> </ul>	<ul style="list-style-type: none"> <li>2<sup>nd</sup> Parenting Worker in place. Revised YOS parenting guidance in place for March 2007.</li> </ul>												
	<ul style="list-style-type: none"> <li>Develop and implement Restorative Justice strategy within YOS and recruit Restorative Justice worker from April 2007.</li> </ul>	<ul style="list-style-type: none"> <li>On track – interim RJ worker in post, recruitment commenced for permanent worker. RJ workshops to develop action plan held December.</li> </ul>												

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		<ul style="list-style-type: none"> <li>Continue to develop the Prevent and Deter (P&amp;D) strand of the Prolific and Other Priority Offender (PPO) Strategy and ensure P&amp;D panel is effective.</li> </ul>	<ul style="list-style-type: none"> <li>On track – through P&amp;D Steering Group. RAG assessment of P&amp;D submitted to GOWM in March 07 as amber/green.</li> </ul>														
<p><b>2. Reduce the number of young people who re-offend</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>Analyse ASSET data for October to December 2005 cohort to identify 2006/7 priority offending risk factors by April 2007.</li> </ul>	<ul style="list-style-type: none"> <li>To be replaced (see below)</li> </ul>	<p>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).</p> <p><b>LAA 36</b></p> <table border="1" data-bbox="1464 1078 2018 1230"> <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%*	<p>KBa</p>
	Target	Outturn															
2002/04 (baseline)		47%															
2003/05	53.5%																
2006/07	45%	50%*															
		<ul style="list-style-type: none"> <li>Develop strategies to address the 2005/6 risk factors identified by June 2006.</li> </ul>	<ul style="list-style-type: none"> <li>To be replaced (see below)</li> </ul>	<p>*Outturn 2006/07 (2004 cohort) – 50% (Revised)</p>													

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		<ul style="list-style-type: none"> <li>• <b>Implementation of new risk policy including risk led planning framework by March 2007.</b></li> </ul>	<ul style="list-style-type: none"> <li>• On track. Improvements are beginning to be delivered. This is against changes to police recording that is increasing crime reporting.</li> </ul>	<p>(Provisional)</p> <p>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.</p>		
		<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Review completed - Action Plan in place.</li> </ul>			
		<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• To be deleted – feasibility study result – not cost effective.</li> </ul>			
		<ul style="list-style-type: none"> <li>• Extend the Risk Led Approach into YOS Preventative Services by September 2006.</li> </ul>	<ul style="list-style-type: none"> <li>• Work ongoing slippage in timescale.</li> </ul>			

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		<ul style="list-style-type: none"> <li>• Co-ordinate and develop group work and individual programmes for work with low /medium/high Risk Young People by March 2007.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>		
		<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• On track. 9/12 staff have completed training. Remaining staff to complete a service wide mop up training session. Local implementation plan being developed.</li> </ul>		

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<p><b>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</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>Intensive family support available. Family Support Strategy to include support for parents of children and young people in the identified vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>On track</li> </ul>	<p>No of Parenting programmes run TBA</p> <p>Numbers of families identified TBA</p> <p>Targets to be advised.</p>	<p>SMcL/A H/JD</p>															
<p><b>4. % of young people who feel Herefordshire Council does enough to give opportunity to influence decisions)</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>Young people are empowered to contribute to decision-making and are aware of how they can do this.</li> </ul>	<ul style="list-style-type: none"> <li>On track using Youth Survey to be undertaken May-July 2007</li> </ul>	<table border="1"> <tr> <td colspan="3"><b>HCS 69/ LAA 18</b></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>28%</td> <td></td> </tr> </table>	<b>HCS 69/ LAA 18</b>				Target	Outturn	2003 (baseline)		13.8%	2005		19.2%	2007	28%		<p>AH/JR</p>
<b>HCS 69/ LAA 18</b>																				
	Target	Outturn																		
2003 (baseline)		13.8%																		
2005		19.2%																		
2007	28%																			
<p><b>5. Proportion of 13 - 18 year olds who feel they can influence decisions affecting local services.</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>Young people are empowered to contribute to decision-making and are aware of how they can do this.</li> </ul>	<ul style="list-style-type: none"> <li>On track using Youth Survey to be undertaken May-July 2007</li> </ul>	<p>Baseline to be established through 2007 Youth survey</p>	<p>AH/JR</p>															
<p><b>6. % of CYP volunteering</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>More young people contributing positively to community needs.</li> </ul>	<ul style="list-style-type: none"> <li>On track using Youth Survey</li> </ul>	<p>Baseline to be established through 2007 Youth Survey and Teenage Lifestyles Survey. (May-July 2007).</p>	<p>AH/JR</p>															

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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"> <li>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 SHYPP.</li> </ul>	<ul style="list-style-type: none"> <li>All 6 acquired, 3 already in use. The other 3 will be shortly. All with floating support.</li> </ul>	Provide 6 additional units of accommodation for care leavers by May 2007  Improved further preventive information and advice service.  Reduced numbers of homeless.	RG          JD									
		<ul style="list-style-type: none"> <li>Recruit an Aftercare Coordinator and Accommodation Project Workers by November, 2006.</li> </ul>	<ul style="list-style-type: none"> <li>Accommodation Worker recruited November. Aftercare Co-ordinator starts January.</li> </ul>	<b>No of families housed in B&amp;B</b>										
		<ul style="list-style-type: none"> <li>Recruit and train 5 additional supportive lodgings providers by April, 2007.</li> </ul>	(This cell is highlighted in light green in the original document)	<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>			Target	Outturn	2005/06(Baseline)		40	2006/07	0	7
						Target	Outturn							
				2005/06(Baseline)			40							
				2006/07		0	7							
				<b>No of families with children housed in B&amp;B for more than 6 weeks</b>										
				<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)		28	2006/07	0	0
			Target	Outturn										
		2005/06 (baseline)		28										
2006/07	0	0												

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<p><b>2. Increase % of all 16-18 year olds in education, employment or training.</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>• Maximise the take up by Y11 leavers and by those who are already NEET of existing opportunities in 6<sup>th</sup> forms, FE, training, E2E and pre-E2E, including canvassing, clearing house systems and job club activities.</li> <li>• In preparation for 2010 target, produced revised baseline figures using new counting arrangements. Mar 07</li> <li>• Work with partners e.g. HCT to develop and deliver additional provision for some NEET young people.</li> <li>• 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.</li> <li>• Encourage schools to use NEET DVD and supporting material produced by Connexions and Rural Media.</li> <li>• Collate Y11 destination information by institution and County and distribute.</li> </ul>	<ul style="list-style-type: none"> <li>• Nov NEET target exceeded. 4.4% achieved.</li> <li>• Additional opportunities provided through: Fire and Rescue.</li> <li>• Redspace</li> <li>• Youth Counselling Trust</li> <li>• Youth Express</li> <li>• Distributed in January</li> </ul>	<ul style="list-style-type: none"> <li>• Increase % of key vulnerable groups in EET:- Nov '10 teenage mothers 60% Dec '08 young people 16+ supervised by YOS 93%</li> <li>• Annual increase in % of positive Y11 destinations. (2005 baseline 94.4%).</li> </ul>	<p>RL/ST/S F</p> <p>RL</p>
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	<ul style="list-style-type: none"> <li>Analyse 16+ achievement data alongside a breakdown of current provision to enhance 14-19 planning.</li> <li>Get hold of and study a breakdown of 16+ achievement data for 2006. By end Nov 06.</li> <li>Agree basis and arrangement for analysing current provision on a similar basis to the achievement data. By end Dec '06.</li> <li>Complete analysis, agree areas for action and incorporate in 14-19 Strategy and planning. By end March '07.</li> <li>Agree and implement performance framework for 14-19 provision, including recruitment, retention and progression rates by provider and County.</li> <li>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.</li> <li>Agreed performance framework implemented. Year 2.</li> </ul>	<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"> <li>Range and level of 14-19 provision meets the needs of all young people, including those from vulnerable groups.</li> <li>Annual reduction in 16-18 year olds in jobs without training (Nov '05 baseline 18.7%) Dec 06 – 17.4%</li> <li>Annual increase in % 16-18 year olds in learning (Nov '05 baseline 70.6%).</li> </ul> <p><b>HCS 40/ LAA 2 - % of 16-18 year olds NOT in Education, Employment or Training</b></p> <table border="1" data-bbox="1464 1043 2016 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>4.7%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2006/07	4.9%	4.3%	2007/08	5.3%		2008/09	5.0%		2009/10	4.7%	
	Target	Outturn																
2006/07	4.9%	4.3%																
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**APPENDIX 1**

		<ul style="list-style-type: none"> <li>• Establish baseline for student satisfaction with their programme and IAG support and for external inspection grades.</li> <li>• Agree content and method of surveying student satisfaction with their programme and IAG support. By end March '07.</li> <li>• Agree arrangements for completion and analysis of survey. By end March '07.</li> <li>• Agree basis for analysing inspection grades, the timescale and lead responsibility for analysis. By end March '07.</li> <li>• Implement survey/arrangements for analysis, identify areas for improvement and agree action/targets for subsequent years. By end Summer Term '07.</li> </ul>		<ul style="list-style-type: none"> <li>• Year on year improvement in satisfaction rates and in inspection grades for providers.</li> </ul>	
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		<ul style="list-style-type: none"> <li>• Produce County Plan for personal development and volunteering activities, setting out mix and quantity of provision required.</li> <li>• 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.</li> <li>• Map existing provision against framework. Year 2.</li> <li>• Agree priorities for development and lead responsibilities. Year 2.</li> </ul>		<ul style="list-style-type: none"> <li>• Opportunities available to all young people, including those who need help to develop their employability skills.</li> </ul>																
<p><b>3. Increase number of LAC's who are in EET's</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>• Actions as in 3 above with particular focus on LAC. Recruit an Aftercare Co-ordinator.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment Complete</li> </ul>	<p><b>PAF CF/A4: Employment, education and training for care leavers [joint working] (BVPI 161)</b>  <b>Increased ratio of LAC in EET.</b></p> <table border="1" data-bbox="1473 981 2011 1209"> <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>15 (0.98)</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	15 (0.98)		<p>JD</p>
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<p><b>4. Ensure that information, advice and guidance (IAG) provision for 14-19 year olds meets national quality standards.</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>• Consult with schools, colleges, training providers and others on current provision.</li> <li>• Agree and implement a Transition Plan between Connexions and Children's Services.</li> <li>• Develop common set of standards for the Specialist Diploma Gateway and Careers Quality Mark.</li> <li>• Assess local standards against national standards</li> <li>• Agree plan to enable all learning providers to achieve standards.</li> <li>• Agree software and resources available to produce Area Prospectus. Appoint staff and gather data.</li> </ul>		<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><b>5. Ensure better co-ordinated transition planning for all children with learning difficulties and disabilities and focus on Post 16 strategy</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>• Transitions steering group with adults' service to be set up to develop strategy.</li> <li>• Appoint new transitions workers &amp; Implement new processes</li> </ul>		<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 &amp; 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 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 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.

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- 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

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, impacts 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.

### 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.

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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 chlamydia screening programme and satellite sexual health clinics
- Agreeing a care pathway for overweight and obese children and young people
- Strengthening the DAT
- Developing a fuller set of shared protocols for integrated care between primary and secondary health sectors.

DRAFT

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"> <li>Annual community pharmacy leaflet campaigns</li> </ul>	FH	<ul style="list-style-type: none"> <li>Community pharmacy campaign planned for Summer Term 2007</li> </ul>	<b>Percentage of 2 year olds who are up to date with MMR immunisation from 2004/2005 baseline.</b> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2004/2005 (baseline)</td> <td></td> <td>78.5%</td> </tr> <tr> <td>2005/2006</td> <td></td> <td>81.5%</td> </tr> <tr> <td>2006/07</td> <td>83%</td> <td>TBA</td> </tr> <tr> <td>2007/08</td> <td>85%</td> <td></td> </tr> <tr> <td>2008/09</td> <td>TBA</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2004/2005 (baseline)		78.5%	2005/2006		81.5%	2006/07	83%	TBA	2007/08	85%		2008/09	TBA	
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2007/08	85%																						
2008/09	TBA																						
<ul style="list-style-type: none"> <li>Offer informed choice to all parents through health visiting support</li> </ul>	<ul style="list-style-type: none"> <li>Health visiting support in place. Introduction of new childhood vaccination programme in September 2006 a risk but gives opportunity for full discussions</li> </ul>																						
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"> <li>Introduce new breastfeeding policy.</li> <li>Encourage breast feeding through all ante-natal and post-natal contacts</li> </ul>	HB/SH	<ul style="list-style-type: none"> <li>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.</li> <li>On-going. Enhanced (Unicef) training programme now underway.</li> </ul> <p><b>See prior reference 06/07</b></p>	<b>Increase in percentage of babies who are breast fed at 6 weeks compared with a 2004/2005 baseline.</b> <b>(LAA 11a/HCS20)</b> <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>40.6%*</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		40.6%*	2007/08	43%		2008/09	44%	
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2008/09	44%																						



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<b>3. Increase in percentage of babies born to South Wye mothers who are breast-fed.</b>	1	<ul style="list-style-type: none"> <li>Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye</li> </ul>	JQ	<ul style="list-style-type: none"> <li>Project established. Project lead and 4 peer support workers in post.</li> </ul>	<b>Increase in percentage of babies who are breast fed at 6 weeks, compared with a 2004/2005 baseline.</b> <b>(LAA 11/HCS 216)</b>	
	2				Target	Outturn
	3				2004/05 (baseline)	33.1%
					2005/06	41.2%
					2006/07*	33% 35.5%
					2007/08	40%
					2008/09	TBA
<ul style="list-style-type: none"> <li>*as at Feb 2007 – Final 2006/07 outturn due end of June 2007.</li> </ul>						
<b>4. % of babies born to teenage mothers who are breastfeeding at 6 weeks</b>	1	<ul style="list-style-type: none"> <li>Establish intensive breast feeding support project, focusing on all teenage mothers in Herefordshire and all mothers in South Wye</li> </ul>	JQ	<ul style="list-style-type: none"> <li>Project established. Project lead and 4 peer support workers in post.</li> </ul>	<b>Increase in percentage of babies who are breast fed at 6 weeks, compared with a 2004/2005 baseline:</b>	
	2				Target	Outturn
	3				2004/05 (baseline)	22.1%
					2005/06	12.9%
					2006/07 *	25% 15.3%
					2007/08	30%
					2008/09	TBA
<ul style="list-style-type: none"> <li>as at Sept 2006</li> <li>Final 2006/07 outturn at end of June 2007.</li> </ul>						

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

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

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8. Reduce hospital admission rates for accidents among children.	1	<ul style="list-style-type: none"> <li>Identify reliable database</li> <li>Scope level of accidental injury</li> </ul>	FH	<ul style="list-style-type: none"> <li>Work in progress.</li> <li>Work in progress, to be completed when additional public health capacity is recruited. (Agreement now secured). Recruitment expected July 2007.</li> </ul>	Reduction in accident based admissions. 2002 baseline was 349. Targets are based on achieving a 10% reduction in this figure by 08-9.																														
	2																																		
	3																																		
		<ul style="list-style-type: none"> <li>Identify action plan</li> </ul>		<ul style="list-style-type: none"> <li>Action Plan to be drawn up once the data analysis has been done.</li> </ul>																															
9. Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children	1	<ul style="list-style-type: none"> <li>LAC have access to all services and support required to deliver the best possible outcomes for them.</li> </ul>	AC	<ul style="list-style-type: none"> <li>This target is being collated it is anticipated that we will be marginally short of the 93% target.</li> </ul>	Percentage of LAC with a Plan in place. <b>Health of Looked after Children APA 1037SC/PAF CF/C19</b>																														
		<ul style="list-style-type: none"> <li>Development locally on Healthy Care Standard.</li> </ul>		<ul style="list-style-type: none"> <li>National Healthy Care Standard now adopted by Partnership Board and being implemented.</li> </ul>	<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>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> </tbody> </table> <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>94%</td> <td>TBA</td> </tr> <tr> <td>2008/09</td> <td>95%</td> <td>TBA</td> </tr> </tbody> </table> <p>2006/2007 – 100% of 0-5 years achieved.</p> <p>First draft of healthy care audit now out to consultation. Audit to be conducted 2007/2008.</p>		Target	Outturn	2002 (baseline)		349	2006/07	334	TBA	2007/08	324		2008/09	314			Target	Outturn	2005/06		90.7%	2006/07	93%	90.2%	2007/08	94%	TBA	2008/09	95%	TBA
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<p><b>10. Ensure appropriate social care support for the families of children with learning difficulties and disabilities.</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>Effective family support and casework in place for all children with disabilities &amp;/or learning disability and their families/carers</li> </ul>	<p>MP</p>	<ul style="list-style-type: none"> <li>Permanent social worker post taken up November 2006.</li> <li>Further 0.5wte post has been filled.</li> <li>Number of assessments undertaken by team has increased by 150% over last 6 months.</li> <li>Input and support to families increased through employment of two additional family support workers.</li> <li>A pilot single referral process has been put in place across the Kite Centre and CDC at Ross Road.</li> <li>Review of current Short Breaks provision undertaken and specification for new service drawn up.</li> <li>Funding to the team has been increased.</li> </ul>	<p><b>Increase in no of breaks provided.</b></p>		
						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>No of CAF and AF assessment completed – TBA following pilot (Summer 07)</p>							

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<p><b>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.</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>• Clear information in place for children, young people and families/carers through all available systems</li> <li>• Consultation system in place for children, young people and families with clear standards and requirements in place</li> </ul>	<p>MP</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Information sharing across agencies with an interest in communication, consultation and user involvement.</li> <li>• 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.</li> <li>• Participation in open evenings at special schools to seek parent/carer views and those of young people. Drop-in sessions also available at school.</li> <li>• Draft information pack containing local information for parents/carers is in preparation.</li> <li>• Care pathways have been developed for a number of specific groups of children.</li> </ul>	<p>Questionnaire response rate of 78% achieved, findings being incorporated into the strategy.</p> <p>Two learning disability nurses offer the service, going in to special schools on a regular basis.</p> <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>
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				<ul style="list-style-type: none"> <li>Currently consultation about the future provision of specialist services out to members of the public and staff and special interest groups.</li> </ul>	New build consultation successfully completed.		
<p><b>12. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)</b></p>	1	<ul style="list-style-type: none"> <li>Agree a multi-agency CAMHS strategy to include commissioning of Tier 4 services locally, given regional capacity problems.</li> <li>Enhanced access to Tier 4 services.</li> <li>A range of acute service provision in place locally</li> </ul>	MP	<ul style="list-style-type: none"> <li>Multi-agency strategy has been completed and is being submitted to CYPPB for approval.</li> <li>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.</li> <li>Spot purchasing of tier 4 services is to be reviewed as part of the joint commissioning work programme.</li> </ul>	<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><b>Progress towards a comprehensive children &amp; adolescent mental health service (APA 1043SC/ PAF A70)</b></p>		
						Target	Outturn
					2005/06	N/A	12
					2006/07	15	15
					2007/08	16	
2008/09	16						
<p><b>Further progress dependant upon development of regional strategy – Progress TBA</b></p>							

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13. Increase the number of schools achieving the Healthy Schools Standard from the 2005 base.	1	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	TB	<ul style="list-style-type: none"> <li>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.</li> <li>PHSE 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 PHSE co-ordinators to speak electronically to each other. This went live 22.11.06.</li> <li>New premises move complete.</li> </ul>	<p><b>Increase in numbers of schools, which have achieved the HSS.</b></p> <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>51</td> <td>61</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	51	61	2007/08	81		2008/09	101	
			Target		Outturn															
2005/06 (Baseline)		51																		
2006/07	51	61																		
2007/08	81																			
2008/09	101																			
2		FH	<ul style="list-style-type: none"> <li>Autumn lifestyle survey has been completed. Analysis is now complete and currently being disseminated amongst partners.</li> </ul>	<p>Decrease in smoking rates and substance use.</p> <p><b>2006/07 Progress – Results of TLS received and baseline, Indicator confirmation and target TBA (HCS 22a +22f)</b></p>																
14. Improve measures of Healthy lifestyles for teenagers		<p>Focus on;</p> <ul style="list-style-type: none"> <li>Smoking rates</li> <li>Substance use / abuse (alcohol and drugs)</li> </ul>																		



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<p><b>15. Reduce rate of sexually transmitted infections</b></p>		<ul style="list-style-type: none"> <li>Monitor current rates and ensure all partners including Healthy Schools, primary care practitioners, community pharmacists and school nursing work together to reduce rates.</li> </ul>	<p>MC</p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<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><b>HCS 23/ LAA 44</b></p> <table border="1"> <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				
	Target	Outturn																		
2006/07	278	TBA																		
2007/08	271																			
2008/09	264																			
<p><b>16. Reduce the number of 0-15 year olds killed or seriously injured in road traffic collisions in Herefordshire. (CSDSP)</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>Fewer young people involved in road accidents.</li> </ul>	<p>FH</p>	<ul style="list-style-type: none"> <li>Extensive programme of work underway on road safety including Safety Camera Partnership (PCT and LA are signatories), where evaluation shows significant effect.</li> </ul>	<table border="1"> <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><b>Reduction in the number of children killed or seriously injured in road traffic accidents by 50% by 2010 from 1994-8 baseline.</b></p>		Target	Outturn	1994/98 (AV baseline)		19	2006/07	17	13	2007/08	15		2008/09	14	
	Target	Outturn																		
1994/98 (AV baseline)		19																		
2006/07	17	13																		
2007/08	15																			
2008/09	14																			

## 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 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.

Further work has been carried out to formally establish Herefordshire Safeguarding Children Board (HSCB) and a Business Manager has now been appointed to support the work of HSCB.

There has been good development with embedding the Child Concern Model within all agencies in Herefordshire and this is now moving forward with the roll out of the Common Assessment Framework (CAF). This is currently being piloted geographically in the South Wye area and also with children with disabilities across the county. Early feedback suggests that partner agencies and families have found this involvement helpful and reassuring.

The safeguarding of children is the responsibility of the whole of the professional community and overall partnership working has been strengthened over the last year. This is demonstrated within the realms of the Child Concern Model and again presently with the multi agency engagement of staff members within the CAF pilot, where there is a commitment amongst agencies to ensure that this works in the best interest of children and young people and their families.

The number of referrals has increased significantly over the last year, exceeding targets set. Whilst the overall number of assessments has also increased, the volume of work has resulted in some pressure on initial and core assessment timescales.

### **2. Priority Areas 2006/2007**

HSCB is currently overseeing progress relating to the Stay Safe outcome working alongside the Children and Young People's Partnership Board (CYPPB).

Training and support for staff will remain a high priority and will be reviewed as necessary depending on the needs of individual services and emerging legislation.

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New HSCB Safeguarding Procedures are currently being developed in line with the requirements of Working Together 2006 and will be appropriately linked into single agency protocols and procedures so that all children in Herefordshire will be safe from abuse and neglect.

A draft Children and Young People's Workforce Strategy is currently being consulted upon and this is considered crucial to support the delivery of the Children and Young People's Plan.

It is recognised that more families need help at an earlier stage with support being offered before crisis point and this forms the basis of the Support for Families Strategy, which is currently being developed.

Following the evaluation of the CAF pilot, this will be rolled out across the county. This will then be audited to ensure that all agencies are fully engaging and that an action plan is developed to address any issues identified.

The HSCB Business Plan for 2007/08 will be monitored closely throughout the year using a 'traffic light' system to highlight any areas where there are concerns about progress and extra input is required.

### **3. Impact**

As part of the overall Children and Young People's Workforce Strategy, the implementation of the Social Worker Recruitment and Retention Strategy meant that the target of 50 Social Workers in post by March 2007 was achieved earlier in the month, but this had slipped back slightly by the end of the month due to fluctuations related to agency staff. At the end of April this had risen to 49.4 and on the basis of recent appointments is expected to rise further in line with targets set.

The target of 160 set for the number of staff to be trained as part of the CAF pilot training has been exceeded with 202 staff being trained by 31 March 2007.

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.

All children on the Child Protection Register continue to have an allocated Social Worker and all Reviews are carried out within statutory timescales.

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 Looked after Children have an allocated Social Worker and performance for this group of children and young people continues to be sound overall.

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### **4. Next Steps 2007/2008**

HSCB will ensure that the priority actions identified in the Business Plan for 2007/08 are progressed on schedule.

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 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"> <li>Develop comprehensive Children’s Workforce Strategy by May 2008</li> </ul>	SMc	<ul style="list-style-type: none"> <li>Outline strategy agreed by CYPPB November 2006</li> </ul>	Strategy agreed by CYPPB												
				<ul style="list-style-type: none"> <li></li> </ul>													
		<ul style="list-style-type: none"> <li>Revise Social Worker Recruitment and Retention Strategy and integrate with overall Children’s Workforce Strategy by April 2007</li> </ul>	SMc	<ul style="list-style-type: none"> <li>Staff focus group held to inform review of strategy</li> </ul>	Social Worker establishment increased to 50 (milestone to target of 53 by March 2008)												
					<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>50</td> <td>48.9</td> </tr> <tr> <td>2007/08</td> <td>53</td> <td></td> </tr> <tr> <td>2008/09</td> <td>57</td> <td></td> </tr> </tbody> </table>		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																
				<p>Timescales for Initial and Core Assessment completion increased by/to xx (target to be developed)</p> <p><b>Numbers of referrals of children per 10,000 population (HC 89a/ KIGS CH141)</b></p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Target	Outturn										
	Target	Outturn															

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

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<p><b>2. Ensure there is a single referral, assessment and service-planning framework for children in need, which is consistently and effectively applied in practice.</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>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</li> </ul>	<p>SMc</p>	<ul style="list-style-type: none"> <li>Pilot proceeding in line with timetable</li> <li>29 CAFs completed at end of March 2007; target set of 30</li> </ul>	<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><b>Progress and targets etc. TBA</b></p>												
<p><b>3. More families needing help receive additional support at an earlier stage</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>Develop comprehensive and multi agency Support for Families Strategy by May 2007</li> </ul>	<p>AH</p>	<p>Strategy agreed by CYPPB on schedule</p>	<p>Strategy informs commissioning activity for 2008/09</p> <p><b>Expenditure on Family Support Services per capita aged under 18. APA 6009SC/KIGS EX77</b></p> <table border="1" data-bbox="1612 893 2161 1061"> <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															
2005/06		27															
2006/07	28	35															
<p><b>4. Establish effective Local Safeguarding Children Board</b></p>	<p>1</p>	<ul style="list-style-type: none"> <li>Formally establish Herefordshire Safeguarding Children Board (HSCB)</li> </ul>	<p>SMc</p>		<p>Membership and Terms of Reference agreed</p>												

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



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	<ul style="list-style-type: none"> <li>Inform the general public about the legislation surrounding children/young people travelling in motor vehicles</li> </ul>	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"> <li>Reduce the incidence of bullying experienced by children and young people including cases of racial harassment</li> </ul>	DL		Multi-agency services to audit and take steps to reduce
	<ul style="list-style-type: none"> <li>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.</li> </ul>	Training Officer	<ul style="list-style-type: none"> <li>Audit of Safeguarding/Child Protection training to be undertaken across agencies. September 2007.</li> <li>Amendments to and development of training programme as required. October 2007.</li> </ul>	Appropriate training offered to staff and audits completed.
	<ul style="list-style-type: none"> <li>Policies and Procedures</li> </ul>	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"> <li>Ensure frontline staff are supported in monitoring progress of Safeguarding</li> </ul>	All	<ul style="list-style-type: none"> <li>Re- establish Safeguarding “Roadshows” to give support to multiagency staff, in line with the Communications Sub group Workplan for HSCB.</li> <li>To commence September 2007.</li> </ul>	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 sets out in the “Enjoy and Achieve” section the comments of 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.

### 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 education attainment of looked after children
- The improved attainment of low achievers at KS4
- Reduced rates of absenteeism amongst looked after children
- 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 Serious Weaknesses category.

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

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### **3. Impact**

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 equates 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 of 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.

### **4. Next Steps 2007/2008**

Areas of particular priority in 2007/08 are:

- Development of the 14 – 19 vocational curriculum
- Development of the Area Wide Prospectus and access to impartial advice and guidance on the learning entitlement and career pathways.
- Improved LA data collation and analysis (Particularly with respect to attendance, post 16 progression & NEETs)
- Improved behaviour and attendance strategies in identified schools.
- The development of personalised learning through the alignment of the secondary strategy and 14 – 19 strategy.

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- Continue to raise the attainment of low achievers at KS4.
- Improved ICT provision and access.
- Improved attainment in KS3 English.
- 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.

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
<p><b>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</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>Cool Cats (attendance positive reinforcement) pilot in 3 schools, St James, Trinity, Lea commencing September 2006 for 1 academic year.</li> </ul>	<p>GS/S McL/ PC</p>		<p>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.</p>
		<ul style="list-style-type: none"> <li>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.</li> </ul>			

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	<ul style="list-style-type: none"> <li>School attendance figures to be plotted against individual school targets monthly. Figures to be monitored monthly.</li> </ul>		<ul style="list-style-type: none"> <li>Schools that missed DfES target for 05/06 are being targeted.</li> </ul>	<table border="1"> <thead> <tr> <th colspan="3"><b>HCS 33/LAA5/BVPI 46</b></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>4.90%</td> <td>5.05%</td> </tr> <tr> <td>2006/07*</td> <td>4.50%</td> <td>5.67%</td> </tr> <tr> <td>2007/08</td> <td>4.0%</td> <td></td> </tr> </tbody> </table>	<b>HCS 33/LAA5/BVPI 46</b>				Target	Outturn	2004/05 (baseline)		5.2%	2005/06	4.90%	5.05%	2006/07*	4.50%	5.67%	2007/08	4.0%	
<b>HCS 33/LAA5/BVPI 46</b>																						
	Target	Outturn																				
2004/05 (baseline)		5.2%																				
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2006/07*	4.50%	5.67%																				
2007/08	4.0%																					
	<ul style="list-style-type: none"> <li>Principal EWO to discuss with head teachers regarding authorised absences and provide extra EWS support if agreed commencing September 2006.</li> </ul>		<ul style="list-style-type: none"> <li>SLAs being negotiated with schools.</li> </ul>	<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>																		

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	<ul style="list-style-type: none"> <li>• 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.</li> </ul>		<ul style="list-style-type: none"> <li>• 05/06 43 issued.</li> <li>• 06/07 2 issued (40 warning letters issued – anticipate 25% will result in issue of Penalty Notice.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Use of Parenting Contracts (voluntary agreement), Parenting Orders (via magistrates court), Parenting Classes EWS to operate Parenting Classes from September 2006.</li> </ul>		<ul style="list-style-type: none"> <li>• Parenting that is now scheduled to start in January 07</li> </ul>	
	<ul style="list-style-type: none"> <li>• EWS to provide extra support to ten schools with lowest whole attendance in county monitored on a half-termly basis.</li> </ul>		<ul style="list-style-type: none"> <li>• Targeted work at 6 high and 35 primary schools.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Truancy Sweeps to be conducted on half-termly basis.</li> </ul>			

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		<ul style="list-style-type: none"> <li>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.</li> </ul>		<ul style="list-style-type: none"> <li>Campaign completed. Analysis to follow.</li> </ul>	
		<ul style="list-style-type: none"> <li>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.</li> </ul>			
		<ul style="list-style-type: none"> <li>'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.</li> </ul>		<ul style="list-style-type: none"> <li>In all libraries</li> </ul>	
		<ul style="list-style-type: none"> <li>Half-termly meetings between Principal EWO and primary school heads in Excellence cluster to review attendance targets and behaviour plan.</li> </ul>		<ul style="list-style-type: none"> <li>Delayed</li> </ul>	
		<ul style="list-style-type: none"> <li>Use LPSA2 funding to recruit an additional EWO from September 2006. Review effectiveness on annual basis.</li> </ul>			



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<p><b>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</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>Action as above</li> </ul>	<p>GS/S McL/ PC</p>		<p><b>BVPI 45/LAA 6/HCS34</b></p>		
						Target	Outturn
					2004/05 (baseline)		7.8%
					2005/06		7.61%
					2006/07	7.00%	7.9%
					2007/08	6.0%	
<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>							

<b>3. Absenteeism of Looked after Children to be reduced.</b> <b>(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> <b>(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</b>	1	From September: <ul style="list-style-type: none"> <li>All LAC to be monitored half termly. Schools to provide absence data.</li> </ul>	GS/ SMcL/ PC/AB		<b>(a) APA 3074SC/HCS 35a/LAA7/PAF CF/C24</b>				
	2						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"> <li>LAC with problematic attendance to be monitored weekly/ bi-weekly in the first instance.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting monthly</li> </ul>	<b>(b) LAA 8/HCS 35b</b>		
					<ul style="list-style-type: none"> <li>EWO to be in daily attendance at schools for LAC with long-term attendance problems when indicated.</li> </ul>			Target	Outturn
					<ul style="list-style-type: none"> <li>To establish closer links with EWS by September 2006.</li> </ul>		2004/05* (baseline)		4.68%
					<ul style="list-style-type: none"> <li>Create a mechanism to collate absence data from schools that arrives in a number of different formats by December 2006.</li> </ul>		2005/06	4.65%	4.02%
	<ul style="list-style-type: none"> <li>See actions above for primary and secondary absenteeism generally.</li> </ul>	2006/07	4.45%	3.49%					
		2007/08	4.25%						
		2008/09	4.25%						
		3 year average	4.5%						

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<p><b>(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</b></p>				<b>(c) LAA 9/HCS 35c</b>		
					Target	Outturn
				2004/05*		7.66%
				2005/06	7.6%	8.51%
				2006/07	7.2%	6.79%
				2007/08	7.0%	
				2008/09	7.0%	
				3 year average	7.0%	
				*Academic year 03/04		

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4. Percentage of pupils with 5 A*-C including Maths and English	1 2	<ul style="list-style-type: none"> <li>Use secondary strategy staff and expertise to:</li> </ul>	GS		Initial analysis by late Sept using QCA data.															
		<ul style="list-style-type: none"> <li>Analyse and interpret individual school and pupil attainment data.</li> </ul>			Detailed analysis by late Oct															
		<ul style="list-style-type: none"> <li>Identify schools below national floor targets at KS3 English, Maths, Science</li> </ul>		<ul style="list-style-type: none"> <li>No schools in this category</li> </ul>	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"> <li>Identify schools with low KS2 – KS3 Contextual Value Added (CVA) and conversion rates.</li> </ul>			<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>45.4%</td> </tr> <tr> <td>2005/06</td> <td>47.5%</td> <td>45.5%</td> </tr> <tr> <td>2006/07</td> <td>51.6%</td> <td>48.3%</td> </tr> <tr> <td>2007/08</td> <td>54%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	2004/05 (baseline)		45.4%	2005/06	47.5%	45.5%	2006/07	51.6%	48.3%	2007/08	54%	
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		2004/05 (baseline)			45.4%															
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		2006/07		51.6%	48.3%															
		2007/08		54%																
		<ul style="list-style-type: none"> <li>Identify schools with low or declining performance in 5A* - C GCSE including Maths, English.</li> </ul>		<ul style="list-style-type: none"> <li>Only one school with declining performance (marginal).</li> </ul>	O6/07 Outturn: (05/06 academic year) Stat Neighbours Mean: 46.3% National: 45.8%															
<ul style="list-style-type: none"> <li>Data is provided by QCA, NCER late August – October.</li> </ul>		DfES RAG Dashboard Report 06/07 5 A*-C equivalent 2006 % inc eng & maths: GOOD Total % improvement 5+ A*-C inc. Eng & Math (2005-2006) GOOD																		
<ul style="list-style-type: none"> <li>Target consultant teaching &amp; learning and leadership support in identified schools</li> </ul>																				

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<p><b>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</b></p>	<p>1 2</p>	<p>Use Secondary Strategy Staff and expertise to:</p> <ul style="list-style-type: none"> <li>analyse and interpret individual school and pupil related performance data for all secondary schools</li> <li>identify schools below the national floor targets at KS3 Maths, Science &amp; English</li> <li>identify schools with low contextual value added (CVA) between KS2 – KS3, KS3 – KS4 &amp; KS2 – KS4</li> <li>identify schools with low conversion rates from KS2 – KS3 – KS4.</li> <li>identify schools with low or declining performance in 5A* - G grades. Target consultant teaching, learning &amp; leadership support at the identified schools or departments.</li> </ul>	<p>GS</p>		<p>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</p> <p>Target setting data provided to schools and SIS team by autumn half term break for review.</p>		
						Target	Outturn
					2005/06		88%
					2006/07	93%	93.7%
					2007/08	95%	
<p>06/07 Outturn: (05/06 academic year) National 90.5%</p>							

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<p><b>6. Improve educational attainment of Looked After Children.</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>• Analysis of cohorts and learning support needs</li> <li>• Additional support provided where required</li> <li>• Monitor progress regularly</li> </ul>	<p>SMcL/ JD/ AB</p>		<p>Ensure there is a Personal Education Plan for all Looked After Children to be used as the basis for targeting individual support.</p> <p><b>% of CLA with PEP</b></p> <table border="1" data-bbox="1624 375 2150 534"> <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%															
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2007/08	100%																
<p><b>7. Improve measures of healthy lifestyles for teenagers – participation in activities (sports/physical exercise, recreational activities). % of 11-15 s.</b></p>	<p>2 3</p>	<ul style="list-style-type: none"> <li>• Children and young people have access to enhanced leisure and pastime opportunities.</li> </ul>	<p>JR</p>	<ul style="list-style-type: none"> <li>• Lifestyle survey undertaken during October.</li> <li>• Results of analysis due in January.</li> </ul>	<p>Establish Baseline from Lifestyle survey</p>												
<p><b>8. Quality of Life – Activities for teenagers CP</b></p>	<p>1 2 3</p>	<ul style="list-style-type: none"> <li>• Children and young people have access to enhanced leisure and pastime opportunities.</li> </ul>	<p>JR/RH</p>	<ul style="list-style-type: none"> <li>• Lifestyle survey undertaken during October.</li> <li>• Results of analysis due in January.</li> </ul>	<p>School / club links using education resources to sustain leisure development Extended Schools and Services targets met.</p> <p>Baseline from Customer Satisfaction Survey 2006 and Lifestyle Survey 2006.</p>												

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<p><b>9. Raise attainment at KS2 performance in '05.</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>Young people achieve better results. Further action to be advised.</li> </ul>	<p>GS</p>		<p>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.</p>																			
<table border="1"> <thead> <tr> <th></th> <th>Eng</th> <th>Maths</th> <th>Science</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>81%</td> <td>75.9%</td> <td>88%</td> </tr> <tr> <td>2005/06</td> <td>81.1%</td> <td>75.1%</td> <td>87.9%</td> </tr> <tr> <td>2006/07 target</td> <td>81%</td> <td>82%</td> <td>no Govt target</td> </tr> <tr> <td>2007/08</td> <td>81%</td> <td>84%</td> <td></td> </tr> </tbody> </table>						Eng	Maths	Science	2004/05	81%	75.9%	88%	2005/06	81.1%	75.1%	87.9%	2006/07 target	81%	82%	no Govt target	2007/08	81%	84%	
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				<p>DfES RAG Dashboard Report 06/07 Sum of the % of pupils achieving L4+ in Eng &amp; 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 &amp; Maths 2006 NEEDS IMPROVEMENT</p>		
<p><b>10. Raising the attainment of low-achievers in KS4.</b></p>	<p>1 2</p>	<ul style="list-style-type: none"> <li>Young people achieve better results. Schools are supported to maximise potential for achievement.</li> </ul>	<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><b>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</b></p>		
					Target	Outturn
				2005/06		91.7%
2006/07	90%	75.5%				
2007/08	90%					
<p><b>APA 3071SC/ DIS 1406 - % of children LAC who were pupils in Yr 11 who were eligible for GCSE (or equiv) examinations who sat at least one GCSE equivalent exam</b></p>						



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					Target	Outturn
					2005/06	82.4%
					2006/07	84.6%
					2007/08	
					2008/09	
					2009/10	
					<b>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</b>	
					Target	Outturn
					2005/06	8.3%
					2006/07	5.9%
					2007/08	
					2008/09	
					2009/10	
<b>11. % of 3 year olds who have access to a good quality free early years education place</b>	1 2	<ul style="list-style-type: none"> <li>Maximise uptake of 3 years olds.</li> </ul>	GS	<ul style="list-style-type: none"> <li>Target being met</li> </ul>	Uptake of 3 year olds (DfES target)	
					<b>% of 3 year olds who have access to a good quality free early years education place LAA 13/ HCS 66 HCS 66/ LAA 13</b>	
					Target	Outturn
					2005/06 (baseline)	85%
					2006/07	85%
2007/08						

## 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 parent provision co-ordinated 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

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The Shadow Children's and Young Person's Board has become fully operational and is commenting on papers being presented to the CYPP Board. The Shadow Board is now considering wider representation and member succession issues. Impact on decision-making, members of CYPPB and taking an active part in discussions.

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 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.

The Teenage Lifestyle survey showed that 35% of all pupils surveyed do voluntary activities at least once a month, and 18 % of young people 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.

### **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.

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- 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
- Ensuing engagement opportunities exist for Looked After Children through the CYPP Delivery Plan.

DRAFT

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		
<b>1. Reduce the number of first time entrants to the Youth Justice System in Herefordshire (CS&amp;DS)</b>  <b>1a. LAA – Reduce Crime</b>	1 2 3	<ul style="list-style-type: none"> <li>Establish reasons for significant increase in First time entrants during the second part of 2006/7</li> </ul>	PK	<ul style="list-style-type: none"> <li>Joint analysis work being undertaken between YOS &amp; police. Herefordshire demonstrating higher increases in FTE’s than other West Mercia Divisions.</li> </ul>	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"> <li>Continue to develop the Prevent and Deter (P&amp;D) strand of the Prolific and Other Priority Offender (PPO) Strategy and ensure P&amp;D panel is effective.</li> </ul>	PK	<ul style="list-style-type: none"> <li>On track - through P&amp;D Steering Group.</li> <li>RAG Assessment of P&amp;D submitted to GOWM in March 07 as Amber / Green</li> </ul>	Move verified Traffic Light Assessment from amber/green (March 2007) to Green by September 2007.		

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		<ul style="list-style-type: none"> <li>Ensure linkages exist between work within the PPO strategy (P&amp;D), Anti Social Behaviour Strategy (ASB), CF panels and developments within Children's Services prevention approaches including CAF.</li> </ul>	PK	<ul style="list-style-type: none"> <li>On track – through P&amp;D Steering &amp; Operational Group</li> <li>Explore link between P&amp;D and CAF (may 2007) with a view to integrating systems January 2008</li> </ul>	Protocol agreed for ASB decisions to be integrated into P&D/CAF process from March 2008												
<p><b>2. Reduce the number of young people who re-offend</b></p> <p><b>2a. LAA: Reduce the proportion of young offenders &amp; PPOs who re-offend.</b></p>	1	<ul style="list-style-type: none"> <li>Implementation of new risk policy including risk led planning framework by March 2007.</li> </ul>	KB	<ul style="list-style-type: none"> <li>On track</li> <li>Improvements are beginning to be delivered.</li> <li>This is against changes to police recording that is increasing crime reporting.</li> </ul>	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)												
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<p><b>LAA 36</b></p> <p>*Outturn 2006/07 (2004 cohort) – 50% (Provisional)</p>																	
		<ul style="list-style-type: none"> <li>Implement the action plan resulting from the Review of implementation of the YOS Risk-led approach &amp; service restructure.</li> </ul>	KB	<ul style="list-style-type: none"> <li>On track</li> </ul>	Comprehensive plans were put in place, regularly reviewed (monthly) Actions progressed to redevelop Service structure												

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		<ul style="list-style-type: none"> <li>Co-ordinate and develop group work and individual programmes for work with low /medium/high Risk Young People by March 2007.</li> </ul>	KB	<ul style="list-style-type: none"> <li>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</li> <li>New focus on medium risk offenders being developed with police for 2007/8.</li> </ul>	
		<ul style="list-style-type: none"> <li>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.</li> </ul>	KB	<ul style="list-style-type: none"> <li>9/12 staff have completed training. Remaining staff to complete a service wide mop up training session.</li> <li>Local implementation plan being developed.</li> </ul>	
<b>3. Develop a coherent parent &amp; support for families strategy</b>	1 2 3	<ul style="list-style-type: none"> <li>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 &amp; drug use.</li> </ul>	RW	<ul style="list-style-type: none"> <li>Stakeholder workshop held on 5<sup>th</sup> December 2006 &amp; Steering Group established.</li> </ul>	<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>

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		<ul style="list-style-type: none"> <li>2nd draft of strategy – April 2007</li> </ul>	RW	<ul style="list-style-type: none"> <li>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.</li> </ul>			
		<ul style="list-style-type: none"> <li>Consultation on 2<sup>nd</sup> draft – April-June 2007.</li> </ul>	RW	<ul style="list-style-type: none"> <li>Multi-agency strategy development group agreed an 8-week consultation period will be sufficient and practical. Consultation to begin after the May elections.</li> </ul>	Final draft strategy and delivery plan approved by CYPPB in July 2007.		
<b>4. % of young people who feel Herefordshire Council does enough to give opportunity to influence decisions)</b>	1 2 3	<ul style="list-style-type: none"> <li>Young people are empowered to contribute to decision-making and are aware of how they can do this.</li> </ul>	JR	<ul style="list-style-type: none"> <li>On track using Youth Survey to be undertaken May - July 2007.</li> </ul>	<b>HCS 69/ LAA 18</b>		
						Target	Outturn
					2003 (baseline)		13.8%
					2005		19.2%
					2007	28%	
<b>5. Proportion of 13 - 18 year olds who feel they can influence decisions affecting local services</b>	1 2 3	<ul style="list-style-type: none"> <li>Young people are empowered to contribute to decision-making and are aware of how they can do this.</li> </ul>	JR	<ul style="list-style-type: none"> <li>On track using Youth Survey to be undertaken May - June 2007.</li> </ul>	Baseline to be established through 2007 Youth Survey.  <b>TBA</b>		



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

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

## 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 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

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 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:-

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- 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;

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 of this 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 slower than we would have liked are 14-19 education developments and the specific target to reduce the proportion of 16-18 year olds in jobs without training.

With regard to the former, 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. As well as this further resources are being explored for LLDD and data to ensure that efficient planning can take place and data is easily available to support it.

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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. 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 countywide Increased Flexibility Programme. Although unsuccessful first time around, plans are already in hand to reconvene the 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.

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.

### **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. <b>Improve housing provision for young people and families.</b>	2	<ul style="list-style-type: none"> <li>To continue to reduce the number of families with children who are housed in bed and breakfast accommodation.</li> </ul>	RG	<ul style="list-style-type: none"> <li>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</li> </ul>	<b>No of families housed in B&amp;B</b>		
						Target	Outturn
					2005/06		40
					2006/07	0	7
					<b>No of families with children housed in B&amp;B for more than 6 weeks</b>		
						Target	Outturn
					2005/06		28
2006/07	0	0					
2. <b>Increase the % of all 16-18 year olds in education, employment and training.</b>	2	<ul style="list-style-type: none"> <li>To maintain progress towards the new 2010 NEET target, taking into account changes at national level in the method of calculation.</li> </ul>	RL	<ul style="list-style-type: none"> <li>Revised baseline and interim targets established.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>		

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- 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	4.7%	

**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	15 (0.98)	

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



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

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

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

Expressed 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.

### 2. Areas for Development in 07/08

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

- a) On **ambition**, the partnership should aim to maintain and further strengthen its leadership ensuring that there is a clear and shared understanding of the partnerships ambitions amongst the community and amongst children. The priorities which the Board set 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 implementation of Children's Centres 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.

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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.

- 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, on openness and constructive challenge. There is substantial involvement of the voluntary and community sector.

There is a Joint Commissioning Framework and this will be used to provide services for family support, mental health, shared care. Joint commissioning should be increased to improve impact and maximise the effectiveness of resources.

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 co-ordinated services will be put in place within the year to maximise impact throughout the County.

- d) On **Performance Management** the partnership needs to 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 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.

### 3. **Conclusion**

More specific actions to achieve these outcomes are set out in the attached appendix.

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<b>Where we want to be</b>	<b>How we are going to get there</b>	<b>Delivering in 07/08</b>
<p><b><u>Ambition</u></b></p> <p>Shared understanding of aims of Partnership by whole community</p>	<p>Development of Communications Strategy</p>	<p>Communications Strategy developed and approved by Board by December 2007</p>
<p><b><u>Prioritisation</u></b></p> <ul style="list-style-type: none"> <li>• Priorities agreed and owned by Partners</li> <li>• Greater emphasis on preventative services</li> </ul>	<ul style="list-style-type: none"> <li>• Shift in resources in preparing for 08/09 budgets</li> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• Partners report to Board outcome of resource allocation process against Board's priorities</li> </ul>
<p><b><u>Capacity</u></b></p> <ul style="list-style-type: none"> <li>• Greater effectiveness through more Joint Commissioning</li> <li>• Clear evidence of involvement of Young People and Community</li> </ul>	<ul style="list-style-type: none"> <li>• More services procured through Joint Commissioning Framework</li> <li>• Continued support of Community and Young People's input</li> <li>• CYPB Business Manager appointed</li> <li>• Children's Commissioning Lead appointed</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Family Support, CAMHS and Disability Strategies pursued through Joint Commissioning</li> <li>• Format of reports to Board to include sections on Community and Young People's comments</li> </ul>
<p><b><u>Performance Management</u></b></p> <ul style="list-style-type: none"> <li>• Regular reviews of service</li> <li>• Monitoring against targets</li> <li>• Benchmarking undertaken</li> </ul>	<ul style="list-style-type: none"> <li>• Council to provide Performance Management function through Operational Information Sharing protocols developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Standing item on Partnership Board Agenda to cover Performance Reporting</li> <li>• Information on other Partnership's introduced</li> </ul>

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### **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=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

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

RG=Richard Gabb, Head of Strategic Housing Services

PC= 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

### Appendix 1

#### Membership of the Children and Young People's Partnership Board

Sharon Menghini, Herefordshire Council (Chair)  
Hope Bachmann, Shadow Partnership Board  
Dave Maguire, Shadow Partnership Board  
Andy Preedy, Herefordshire Council  
Helen Horton, The Alliance  
Jill Hiscox, Herefordshire Home Start  
Sian Bailey, Headteacher, Blackmarston School  
John Sheppard, Head Teacher, Wyebridge Sports College  
Euan McGilp, Headteacher, St. Martin's Primary School  
Alan Blundell, Herefordshire Council  
Anne Heath, Herefordshire Council  
Shaun McLurg, Herefordshire Council  
Sue Mead, Herefordshire Primary Care Trust  
Frances Howie, Herefordshire Primary Care Trust  
Marcia Perry, Herefordshire Primary Care Trust  
Yvonne Clowsley, Herefordshire Primary Care Trust  
Dr. Ian Tait, Herefordshire Primary Care Trust  
Dr. Sally Stucke, Herefordshire Hospitals NHS Trust  
Peter Harper, Herefordshire Hospitals NHS Trust  
Simon Hairsnape, Herefordshire Primary Care Trust  
Sharon Gray, Learning & Skills Council  
Sarah Tulk, Learning & Skills Council  
Roger Little, Connexions  
Keith Barham, Worcs and Hfds Youth Offending Team  
Paul Baker, West Mercia Probation  
Ivan Powell, West Mercia Constabulary  
Mark Turner, West Mercia Constabulary  
Sharon Gibbons, West Mercia Constabulary  
Alan Mardell, West Mercia Constabulary