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

**2007-2010**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix 2. Herefordshire Summary 2006 – Stay Safe Performance

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

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

## Comparator Performance Graphs

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

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

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

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

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

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

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

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

#### Rurality and thriving communities

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

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

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

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

#### Diversity, health and well-being

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

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

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

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

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

have been produced and monitored through the Directorate Management Team.

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

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

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

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

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

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

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

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



early years providers.

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

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

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

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

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

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

### 3.5 Demographic change and future patterns of demand

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

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

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

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

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

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

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

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

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

### **4.1 Overarching Areas for Service Delivery Focus**

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

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

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

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

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

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

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

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

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

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

#### **4.4 Priorities for Improvement 2007—10**

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

##### **Be Healthy**

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

##### **Stay Safe**

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

##### **Enjoy and Achieve**

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

##### **Make a Positive Contribution**

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

## **Economic Well-Being**

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

## **Service Management**

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

### **4.5 Priorities for 2007-10 by Outcome Area**

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

#### **4.5.1 Be Healthy 2007-10**

##### **2007-08**

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

##### **2008-09**

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

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

### **2009-10**

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

## **4.5.2 Stay Safe 2007-10**

### **2007-08**

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

### **2008-09**

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

### **2009-10**

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

### **4.5.3 Enjoy and Achieve 2007-10**

#### **2007-08**

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

#### **2008-09**

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

#### **2009-10**

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

### **4.5.4 Positive Contribution 2007-10**

#### **2007-08**

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

#### **2008-09**

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

#### **2009-10**

- Implement and maintain Hear by Rights standard

#### **4.5.5 Economic Well-Being 2007-10**

##### **2007-08**

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

##### **2008-09**

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

##### **2009-10**

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

#### **4.5.6 Service Management 2007-10**

##### **2007-08**

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



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

### **2008-09**

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

### **2009-10**

- Workforce Strategy implementation completed 2009-10

## **4.6 Capacity for improvement**

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

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

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

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

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

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

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

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

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

## **4.7 Performance Management and Change Management**

### **Every Child Matters Process Changes for 2008**

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

### **Commissioning and Performance Management Systems**

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

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

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

### **Workforce Development**

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

## **Performance Management Arrangements**

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

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

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

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

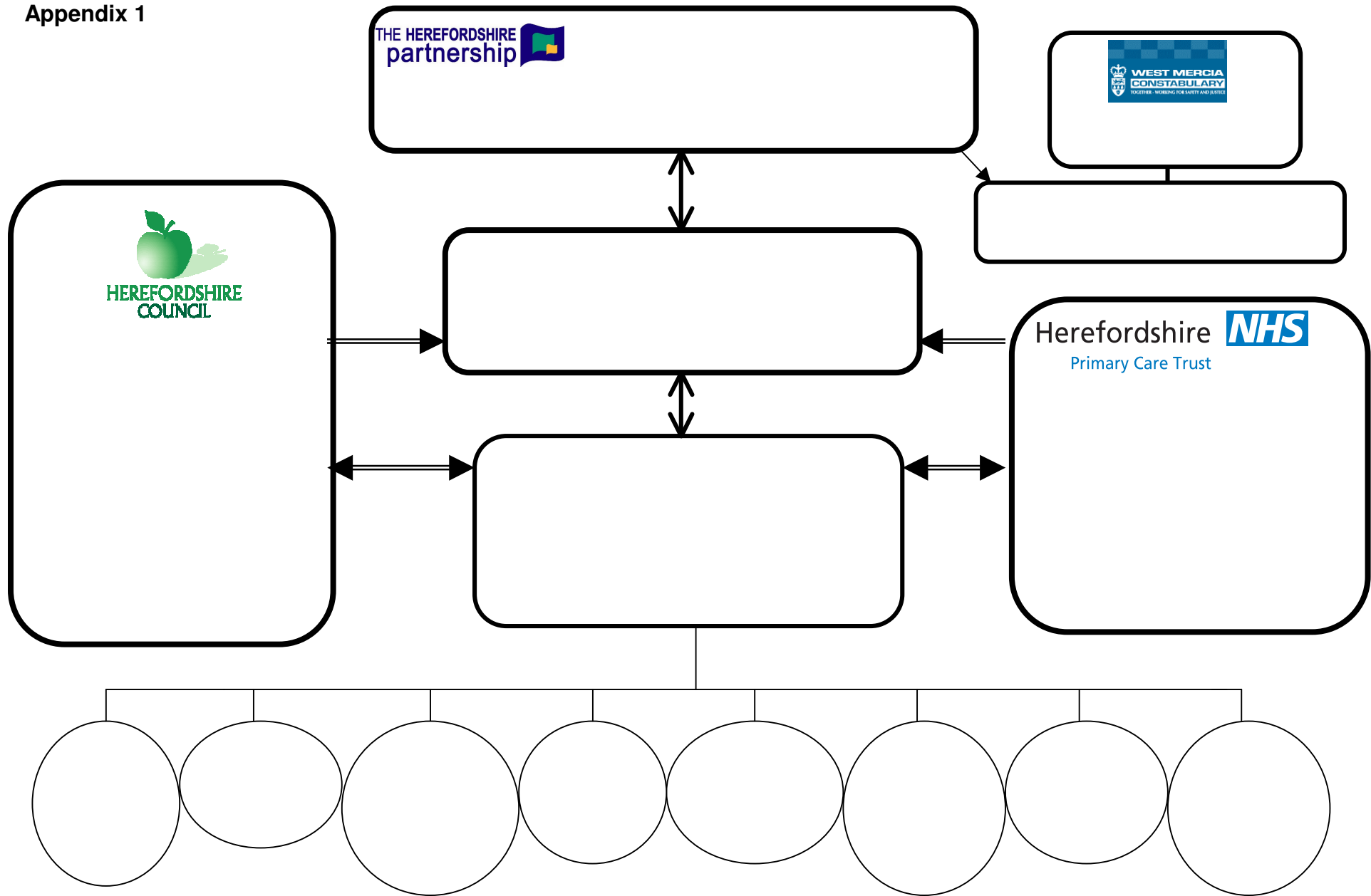
Those reports will be supplemented by more detailed reporting and monitoring on specific high profile projects being managed through the directorates Improvement and Transformation Boards. The Children and Young People's Improvement Board is currently the internal Project Management Board monitoring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

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

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

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

Appendix 1



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

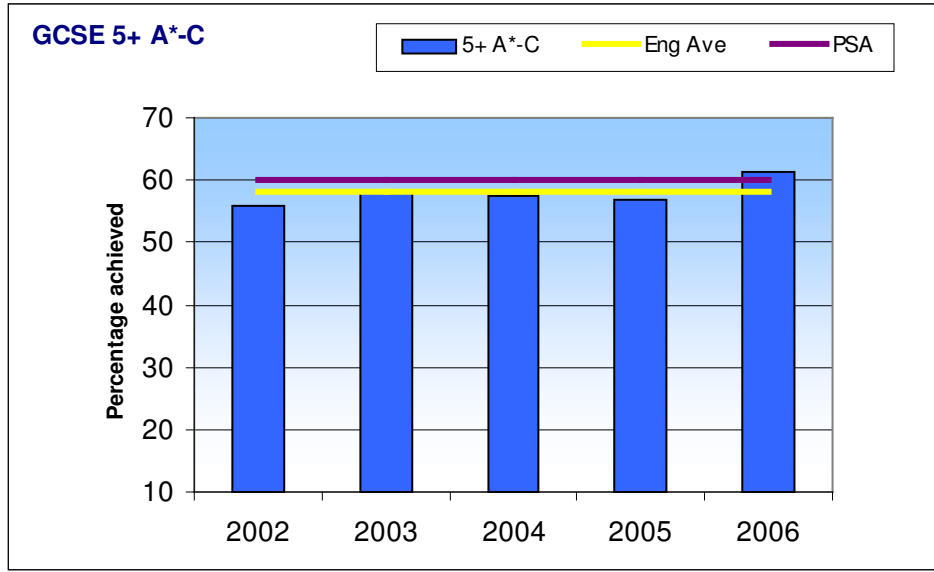
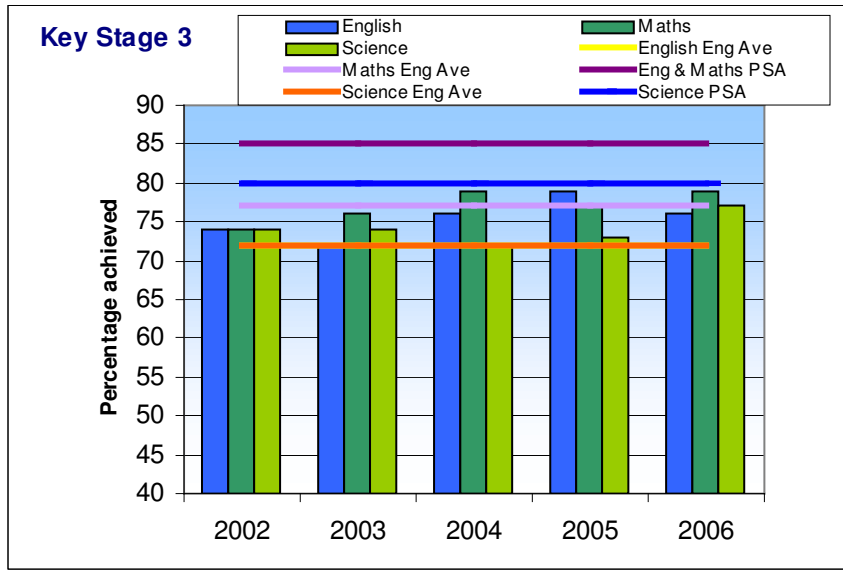
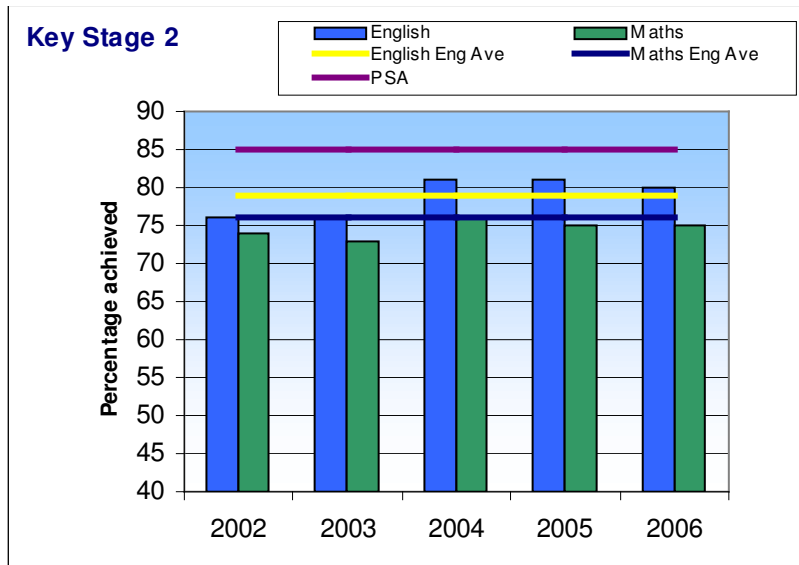
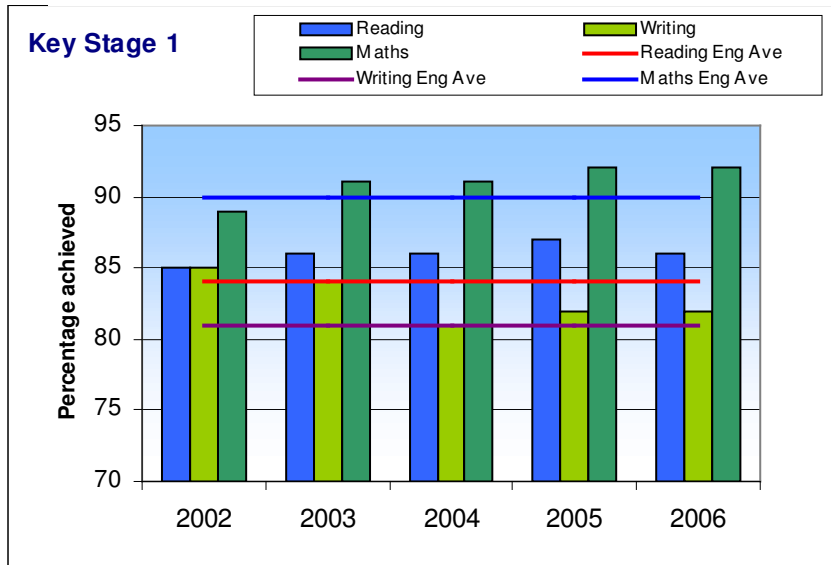
Colour Key	
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<span style="background-color: orange; color: black;">■</span>	Band ●●
<span style="background-color: yellow; color: black;">■</span>	Band ●●●
<span style="background-color: lightgreen; color: black;">■</span>	Band ●●●●
<span style="background-color: green; color: black;">■</span>	Band ●●●●●

## Appendix 3

## Herefordshire Summary 2006 – Enjoy &amp; Achieve (Standards) Performance

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

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







## Appendix 5

# Herefordshire Community Strategy & Corporate Priorities 2007-2010

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

### BE HEALTHY

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

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

in the South Wye area from 33% to 40%

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

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

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

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

### STAY SAFE

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

#### STAY SAFE

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

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

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

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

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

## ENJOY and ACHIEVE

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

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

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

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

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

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

**Activities for teenagers  
Facilities for young children**

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

## POSITIVE CONTRIBUTION

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

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

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

## ECONOMIC WELL BEING

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

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

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

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

## SERVICE MANAGEMENT

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

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

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

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



# Appendix 6

(RR1)

<h2>Managing Risk – Risk Register</h2>	 <b>HEREFORDSHIRE COUNCIL</b>
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C&YP Directorate Plan \_\_\_\_\_

Project Owner: Sue Fiennes \_\_\_\_\_

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

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

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

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

Position: \_\_\_\_\_

Date: \_\_\_\_\_



**Appendix 7**

**Herefordshire Children & Young People's Partnership**

**CHILDREN AND YOUNG PEOPLE'S PLAN**

**Draft Forward Delivery Plan Year 2 2007-08**

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

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

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

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

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

### **1. Economic Development and Enterprise**

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

### **2. Healthier Communities and Older People**

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

### **3. Children and Young People**

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

### **4. Safer and Stronger Communities**

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

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

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

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

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

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

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

## **TIMESCALES for Delivery**

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

## **PROGRESS and REPORTING ARRANGEMENTS**

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

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

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

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

### A PRIORITIES MAP FOR CHILDREN & YOUNG PEOPLE IN HEREFORDSHIRE

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

## ECM /NSF Outcome Area: BE HEALTHY

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

<b>3. Increase in percentage of babies born to South Wye mothers who are breast-fed.</b>	1 2 3	<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 3 peer support workers in post.</li> </ul>	<p>Increase in percentage of babies who are breast fed at 6 weeks, compared with a 2004/2005 baseline.</p> <p>South Wye:</p> <table border="0"> <tr> <td>2004/2005 (baseline)</td> <td>33.1%</td> </tr> <tr> <td>2006/2007 year 1 target</td> <td>33%</td> </tr> <tr> <td>2007/2008 year 2 target</td> <td>40%</td> </tr> <tr> <td>2008/2009 year 3 target</td> <td>TBA</td> </tr> </table> <p>% of babies born to South Wye mothers who are breastfed LAA 11/HCS 21b</p>	2004/2005 (baseline)	33.1%	2006/2007 year 1 target	33%	2007/2008 year 2 target	40%	2008/2009 year 3 target	TBA
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2007/2008 year 2 target	40%												
2008/2009 year 3 target	TBA												
<b>4. % of babies born to teenage mothers who are breastfeeding at 6 weeks</b>	1 2 3	<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 3 peer support workers in post.</li> </ul>	<p>Increase in percentage of babies who are breast fed at 6 weeks, compared with a 2004/2005 baseline:</p> <p>Teenage mothers:</p> <table border="0"> <tr> <td>2004/2005 (baseline)</td> <td>22.1%</td> </tr> <tr> <td>2006/2007 year 1 target</td> <td>25%</td> </tr> <tr> <td>2007/2008 year 2 target</td> <td>30%</td> </tr> <tr> <td>2008/2009 year 3 target</td> <td>TBA</td> </tr> </table> <p>% of babies born to teenage mothers who are breastfeeding at 6 weeks LAA 12/HCS 21</p>	2004/2005 (baseline)	22.1%	2006/2007 year 1 target	25%	2007/2008 year 2 target	30%	2008/2009 year 3 target	TBA
2004/2005 (baseline)	22.1%												
2006/2007 year 1 target	25%												
2007/2008 year 2 target	30%												
2008/2009 year 3 target	TBA												
<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>Negotiations between Welsh Water and SHA to produce feasibility study have begun, having secured approval from PCT Board and LA Health Scrutiny Committee support.</li> </ul>	<p>Increase in percentage of 5 year olds free from dental decay.</p> <table border="0"> <tr> <td>2001/2002 (baseline)</td> <td>58%</td> </tr> <tr> <td>2006/2007 year 1 target</td> <td>60%</td> </tr> <tr> <td>2007/2008 year 2 target</td> <td>62%</td> </tr> <tr> <td>2008/2009 year 3 target</td> <td>TBA</td> </tr> </table>	2001/2002 (baseline)	58%	2006/2007 year 1 target	60%	2007/2008 year 2 target	62%	2008/2009 year 3 target	TBA
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2008/2009 year 3 target	TBA												

6. <b>Reducing year on year rise in obesity among children under 11 by 2010 (no baseline figures until September 2006)</b>	1	<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.</li> </ul>	<p>Reducing obesity levels among children aged 5 and 11 years.</p> <p>2006/2007 year 1 target (12% baseline) TBA (survey)</p> <p>2007/2008 year 2 target TBA</p> <p>2008/2009 year 3 target TBA</p>
	2 3	<ul style="list-style-type: none"> <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.</li> </ul>	
7. <b>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 is vacant. Recruitment is underway.</li> </ul>	<p>Reduction in teenage conceptions by 50% from 1998 baseline by 2010. 1998 baseline is 37.2 (per 1,000 women aged 15-17)</p> <p>06/07 -19% (30.1)</p> <p>07/08 -24% (28.2)</p> <p>08/09 -40% (22.3)</p> <p><b>% Change in number of conceptions amongst 15-17 year olds APA 10475c/ BVPI 197</b></p>
	2 3	<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>	
8. <b>Reduce hospital admission rates for accidents among children.</b>	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.</li> </ul>	<p>Reduction in accident based admissions. 2002 baseline was 349. Targets are based on achieving a 10% reduction in this figure by 08-9.</p> <p>Yr1 06/07 target 334</p> <p>Yr2 07/08 target 324</p> <p>Yr3 08/09 target 314</p>
	2 3	<ul style="list-style-type: none"> <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. <b>Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children (JAR)</b>	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>	<p>Yr1 06/07 target 93%</p> <p>Yr2 07/08 target 94%</p> <p>Yr3 08/09 target 95%</p> <p>Health of Looked After Children APA 1037SC/ PAF CF/C19</p>
		<ul style="list-style-type: none"> <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>	
10. <b>Ensure appropriate social care support for the families of children with learning difficulties and disabilities. (JAR)</b>	1 2	Effective family support and casework in place for all children with disabilities &/or learning disability and their families/carers	MP	<ul style="list-style-type: none"> <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>Increase in no of breaks provided.</p> <p>March 06 (Baseline) 63</p> <p>Yr1 06/07 target 70</p> <p>Yr2 07/08 target 77</p> <p>Yr3 08/09 target 85</p> <p>Local care pathways in place and linking to CAF processes.</p> <p>No of CAF and AF assessment completed – TBA following pilot (Apr 07)</p>
11. <b>Improve communication with parents and young people with learning difficulties and disabilities in terms of both the assessment of need and planning of provision. (JAR)</b>	1	<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>	MP	<ul style="list-style-type: none"> <li>Workshop arranged for January 2007 in order to increase parent/carer attendance/participation. The workshop has been arranged using external consultancy from OPM and Council for Disabled Children. The workshop outcome will inform the development of standards.</li> <li>Information sharing across agencies with an interest in communication, consultation and user involvement.</li> </ul>	TBA

				<ul style="list-style-type: none"> <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> <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><b>12. Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS)(JAR)</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 CYPFB 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>Progress made towards a comprehensive children and adolescents Mental Health Service APA 1043SC/PAF CF/A70</p> <p>The referral of juveniles manifesting mental health difficulties to Child &amp; Adolescent Mental Health Services APA 1041YJ</p>

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

					<p>Measure of Healthy Lifestyles for 11-15 yr old: Alcohol Consumption LAA 19/ HCS 22e</p> <p>Measure of Healthy Lifestyles for 11-15 yr olds: Drug Use LAA 19/ HCS 22f</p> <p>Measure of Healthy Lifestyles for 11-15 yr olds: Scores for mental Health LAA 19/ HCS 22g</p> <p>Substance misuse: The proportion of young offenders receiving substance misuse assessment and interventions APA 1042YJ</p> <p>Proportion of those in substance misuse treatment who are ages less than 18 APA 1040NT</p>
<b>15. Reduce rate of sexually transmitted infections</b>		Monitor current rates and ensure all partners including Healthy Schools, primary care practitioners, community pharmacists and school nursing work together to reduce rates.	MC	<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>Yr1 06/07 target 278 Yr2 07/08 target 271 Yr3 08/09 target 264</p> <p>Reduce rate of sexually transmitted infections LAA 44/ HCS 23</p>

<b>16. Reduce the number of 0-15 year olds killed or seriously injured in road traffic collisions in Herefordshire. (CSDSP)</b>	1 2 3	Fewer young people involved in road accidents.	FH	<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>	1994-8 (AV) Baseline 19 children 04/05 7 05/06 7 06/07 7 07/08 7  Reduction in the number of children killed or seriously injured in road traffic accidents by 50% by 2010 from 1994-8 baseline.
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**ECM /NSF Outcome Area: Staying Safe**

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

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

## ECM Outcome Area: Enjoy and Achieve

Outcome / key requirements	CY P Pla n Yr	Priority Actions	Lead	Progress	Success measures
<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>	1	<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>	GS/SMc L/ PC		Monthly meetings with other colleagues / services monitoring attendance data to assess effectiveness of actions. EWS to undertake a comprehensive review of all policies and procedures aimed at increasing data collection and assessment. To be reviewed every term.  TARGETS and baseline to be advised.  04/05 (Baseline) 5.2% 05/06 4.90% Yr 1 06/07 4.50% Yr 2 07/08 4.0%  % of half-days missed due to total absence in primary schools maintained by the LEA LAA 5/ HCS 33/BVPI 46
	2	<ul style="list-style-type: none"> <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>		Schools that missed DfES target for 05/06 are being targeted.	
		<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>		SLAs being negotiated with schools.	



	<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>	<p>05/06 43 issued. 06/07 2 issued (40 warning letters issued – anticipate 25% will result in issue of Penalty Notice.</p>	
	<ul style="list-style-type: none"> <li>• Use of Parenting Contracts (voluntary agreement), Parenting Orders (via magistrates court), Parenting Classes EWS to operate Parenting Classes from September 2006.</li> </ul>	<p>Parenting that is now scheduled to start in January 07</p>	
	<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>	<p>Targeted work at 6 high and 35 primary schools.</p>	
	<ul style="list-style-type: none"> <li>• Truancy Sweeps to be conducted on half-termly basis.</li> </ul>		
	<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>	<p>Campaign completed. Analysis to follow.</p>	
	<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>		In all libraries	
		<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>		Delayed	
		<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>			
<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>	1 2	Action as above	GS/SMc L/ PC		Targets 04/05 7.8% (Baseline) 05/06 7.40% Yr 1 06/07 7.00% Yr 2 07/08 6.0%  % of half days missed due to total absence in secondary schools maintained by the LEA BVPI 45/ LAA 6/ HCS 34
<b>3. Absenteeism of Looked after Children to be reduced. (a) Number of children looked after by Herefordshire continuously for at</b>	1 2	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		BVPI No(a) 04/05 11 (Baseline) 05/06 9 Yr 1 06/07 8 Yr 2 07/08 7  Children looked after absent from school (Joint Working) APA 3074SC/PAF CF/C24/
		<ul style="list-style-type: none"> <li>LAC with problematic attendance to be monitored weekly/ bi-weekly in the first instance.</li> </ul>			

<p><b>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></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>		<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>		LAA 7/ HCS 35a
		<ul style="list-style-type: none"> <li>To establish closer links with EWS by September 2006.</li> </ul>	Meeting monthly	BVPI No (b) 04/05 4.6% (Baseline) 05/06 4.5% Yr 1 06/07 4.45% Yr 2 07/08 4.25%
		<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>See actions above for primary and secondary absenteeism generally.</li> </ul>		Number of half-day sessions missed expressed as a % total number of sessions in primary Schools by LAC: LAA 8 /HCS35b  BVPI No I 04/05 7.66% (Baseline) 05/06 7.5% 06/07 7.2% 07/08 7.0%
<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</b></p>				Number of half-day sessions missed expressed as a percentage of total number of sessions in secondary schools by LAC: LAA 9/HCS 35c

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

<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> <table border="0"> <tr> <td>04/05 (Baseline)</td> <td>88%</td> </tr> <tr> <td>05/06</td> <td>93%</td> </tr> <tr> <td>Yr1 06/07</td> <td>95%</td> </tr> <tr> <td>Yr2 07/08</td> <td>96%</td> </tr> </table> <p><b>% of 15 year olds in LEA achieving 5 or more GCSEs or equivalent at grades A*-G – LAA 16/ HCS 30</b></p>	04/05 (Baseline)	88%	05/06	93%	Yr1 06/07	95%	Yr2 07/08	96%
04/05 (Baseline)	88%												
05/06	93%												
Yr1 06/07	95%												
Yr2 07/08	96%												
<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/J D/ 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>% of CLA with PEP</p> <table border="0"> <tr> <td>05/06 (Baseline)</td> <td>75%</td> </tr> <tr> <td>06/07 target</td> <td>85%</td> </tr> <tr> <td>07/08 target</td> <td>100%</td> </tr> </table>	05/06 (Baseline)	75%	06/07 target	85%	07/08 target	100%		
05/06 (Baseline)	75%												
06/07 target	85%												
07/08 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	Children and young people have access to enhanced leisure and pastime opportunities.	JR	Lifestyle survey undertaken during October. Results of analysis due in January.	Establish Baseline from Lifestyle survey ((Baseline) October 06) 06/07  07/08 08/09  <b>Improve measures of healthy lifestyles for teenagers – participation in activities of 11-15s – LAA1/ HCS 22b</b>																
<b>8. Quality of Life – Activities for teenagers CP</b>	1 2 3	Children and young people have access to enhanced leisure and pastime opportunities.	JR/RH	Lifestyle survey undertaken during October. Results of analysis due in January.	School / club links using education resources to sustain leisure development Extended Schools and Services targets met. Baseline from Customer Satisfaction Survey 2006 and Lifestyle Survey 2006.  <b>Quality of Life – Activity for Teenagers CP – LAA 35/ HCS 60a</b>																
<b>9. Raise attainment at KS2 performance in '05.</b>	1 2	Young people achieve better results. Further action to be advised.	GS		Value added between Key Stage 1-2 improved. Increase in L4 plus. Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 Maths. Improved proportion of pupils in LA schools in the previous summer achieving Level 4 or above in KS2 English.  <table border="1" data-bbox="1664 1026 2130 1185"> <thead> <tr> <th></th> <th>Eng</th> <th>Maths</th> <th>Science</th> </tr> </thead> <tbody> <tr> <td>¾</td> <td>80.9%</td> <td>75.9%</td> <td>88%</td> </tr> <tr> <td>04/05</td> <td>81%</td> <td>75.1%</td> <td>87.9%</td> </tr> <tr> <td>06/07</td> <td>81%</td> <td>82%</td> <td>no Govt target</td> </tr> </tbody> </table>		Eng	Maths	Science	¾	80.9%	75.9%	88%	04/05	81%	75.1%	87.9%	06/07	81%	82%	no Govt target
	Eng	Maths	Science																		
¾	80.9%	75.9%	88%																		
04/05	81%	75.1%	87.9%																		
06/07	81%	82%	no Govt target																		

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

### ECM Outcome Area: Positive Contribution

Outcome / key requirements	CY P Pla n Yr	Priority Actions	Lead	Progress	Success measures
<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>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>	KBa	On track – through P&D Steering Group.	Reduce by 5% by 2008. Reduce first time entrants into the youth justice system by 2% between 05/06 and 06/07  05/06      379 (Baseline) Yr 1 06/07   371 Yr 2 07/08   360
		<ul style="list-style-type: none"> <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.</li> </ul>	KBa	On track – through P&D Steering & Operational Group.	
<b>2. Reduce the number of young people who re-offend</b>  <b>2a LAA: Reduce the proportion of young offenders &amp; PPOs who re-offend</b>	1	<ul style="list-style-type: none"> <li>Implementation of new risk policy including risk led planning framework by March 2007.</li> </ul>	KBa	On track	Achieve a 5% reduction in re-offending rate for 2006/7 compared with 2002/3. YOS and Police School liaison Officers develop preventative programmes in schools to address crime, disorder, anti-social behaviour and drug misuse and its consequences. No of programmes delivered. 02/03 (Baseline) 05/06   47.5% 06/07   45%  Recidivism: The rate of re-offending LAA 36/ HCS 36
		<ul style="list-style-type: none"> <li>Implement the action plan resulting from the review of implementation of the YOS risk-led approach &amp; service structure.</li> </ul>	AMcC	On track	
		<ul style="list-style-type: none"> <li>Extend the Risk Led Approach into YOS Preventative Services by September 2006.</li> </ul>	Kba	Work ongoing slippage in timescale.	



		<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>	AMcC	On track	
		<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>	KBa	On track – final course to be held in March 2007.	
<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>	1	<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>	YC	On track – stakeholder workshop held on 5 <sup>th</sup> December 2006 & Steering Group established.	No of Parenting programmes run TBA  Numbers of families identified TBA  Targets to be advised.
	2		YC		
	3		YC		
<b>4. % of young people who feel Herefordshire Council does enough to give opportunity to influence decisions)</b>	1	<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	On track using Youth Survey.	(Baseline) 2003 (Youth Survey) 13.8% 2005 19.2% 2007 Target 28%  % of young people who feel Herefordshire Council does enough to give opportunity to influence decisions LAA 18/ HCS 69
	2				
	3				

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

**ECM Outcome Area: Achieving Economic Well-being**

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

<b>2. Increase % of all 16-18 year olds in education, employment or training.</b>	1	<ul style="list-style-type: none"> <li>Agree strategy with LSC and Economic Development to encourage more employers to offer training – June '07.</li> <li>Implement plan – Sept '07</li> </ul>	RL	Added following 2006 APA	<ul style="list-style-type: none"> <li>Increase in the volume of employment opportunities with training.</li> </ul> <p>% of 16-18 year olds NOT in education, employment or Training LAA 2/ HCS 40</p>
	2				
	3	<ul style="list-style-type: none"> <li>Encourage schools to use NEET DVD and supporting material produced by Connexions and Rural Media.</li> </ul>	RL	Launch planned before end of March.	
		<ul style="list-style-type: none"> <li>Analyse 16+ achievement data alongside a breakdown of current provision to enhance 14-19 planning. <ul style="list-style-type: none"> <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> </ul> </li> </ul>	ST	Information received January 07.  Analysis process to be agreed February.	<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> </ul>

		<ul style="list-style-type: none"> <li>• Agree and implement performance framework for 14-19 provision, including recruitment, retention and progression rates by provider and County. <ul style="list-style-type: none"> <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> </li> </ul>	ST	<p>On track.</p> <p>Target date for performance framework March '07.</p>	<ul style="list-style-type: none"> <li>• Annual reduction in 16-18 year olds in jobs without training (Nov '05 baseline 18.7%)</li> <li>• Annual increase in % 16-18 year olds in learning (Nov '05 baseline 70.6%).</li> </ul>
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		<ul style="list-style-type: none"> <li>• Establish baseline for student satisfaction with their programme and IAG support and for external inspection grades. <ul style="list-style-type: none"> <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> </li> </ul>		<p>On track. Satisfaction Survey to be tendered.</p> <p>Target date remains end March '07.</p>	<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. <ul style="list-style-type: none"> <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 June '07.</li> <li>Map existing provision against framework. Sept '07.</li> <li>Agree priorities for development and lead responsibilities. Dec '07.</li> </ul> </li> </ul>	RL	Consultation on national guidance delayed. This will now be completed March '07. All of local action now timed for year 2.	<ul style="list-style-type: none"> <li>Opportunities available to all young people, including those who need help to develop their employability skills.</li> </ul>
<b>3. Increase number of LAC's who are in EET's</b>	1 2	Recruit a Aftercare Co-ordinator.	JD	Recruitment Complete	PAF CF/A4: Employment, education and training for care leavers (joint working) (BVPI 161) Increased % of LAC in EET. Targets TBA and query data. 04/05      12/15    0.92% (baseline) 05/06      16/19    0.96% Yr 1 06/07 12/14    0.98% Yr 2 07/08 15/17    0.98%  Increase number of LAC who are in Education, Employment or Training – LAA 21/ HCS 41

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



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

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

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

## **Progress Requirements – Leads**

### **Herefordshire Council**

SF= Sue Fiennes, Director of Children's Services

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

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

GS = George Salmon Head of Service, Performance and Commissioning

LM= Linda Maden, Service Manager

JD=Jon Dudley, Service Manager

SMe= Steve Merrell, Service Manager

RT=Ruby Thomas, Practice & Performance Manager

JR=John Ralph, Youth Services Manager

JRose=Jane Rose, Community Safety and Drugs Partnership

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

DJ= David Johnson, Head of Corporate Human Resources

GD=Graham Dunhill, Director of Environment

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

Teenage Pregnancy Co-ordinator

AB=Annie Bushby, Education Liaison Support Co-ordinator

PC=Pete Collin, Principal Education Welfare Officer

PM=Paul Murray, Secondary School Improvement Manager

### **Hereford PCT**

FH=France Howie, Acting Director of Public Health

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

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

LR=Lynne Renton, Designated Nurse PCT

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

### **Other Partners**

ST=Sarah Tulk, LSC

RL=Roger Little, Connexions

KB=Kaye Berry, Connexions

AMcC=Andrew McConnachie, YOS

KBa=Keith Barham, YOS

### **Derivation of Indicators**

CP = The Community Strategy for Herefordshire (Community Plan)