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# **Children and Young People's Plan 2006-8**

**DRAFT for consultation**

**Jan 2006**

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## FOREWORD

### The Children and Young People's Plan

The Children and Young People's Plan is an important part of Herefordshire's programme of integrating services for children. This builds upon a national programme brought about by the Children Act, 2004. All local areas are required to produce a Children and Young People's Plan by April 2006. The intention is that the plan should support Local Authorities and their partners to agree clear targets and priorities for all their services to children and young people. The plan is, therefore, a joint plan that is owned by Herefordshire's Children and Young People's Partnership Board. The plan covers all services for children and young people aged 0-19 yrs and those young people under 25 yrs with learning difficulties.

### Links to other plans

The Government's intention is that there should be a single, strategic overarching plan for all services for children and young people in the local area. There should be a particular focus on services for children and young people where outcomes require improvement and this improvement can be achieved most effectively by working together across the agencies. The plan is intended to incorporate all local authority

service plans relating to children and young people. These include:

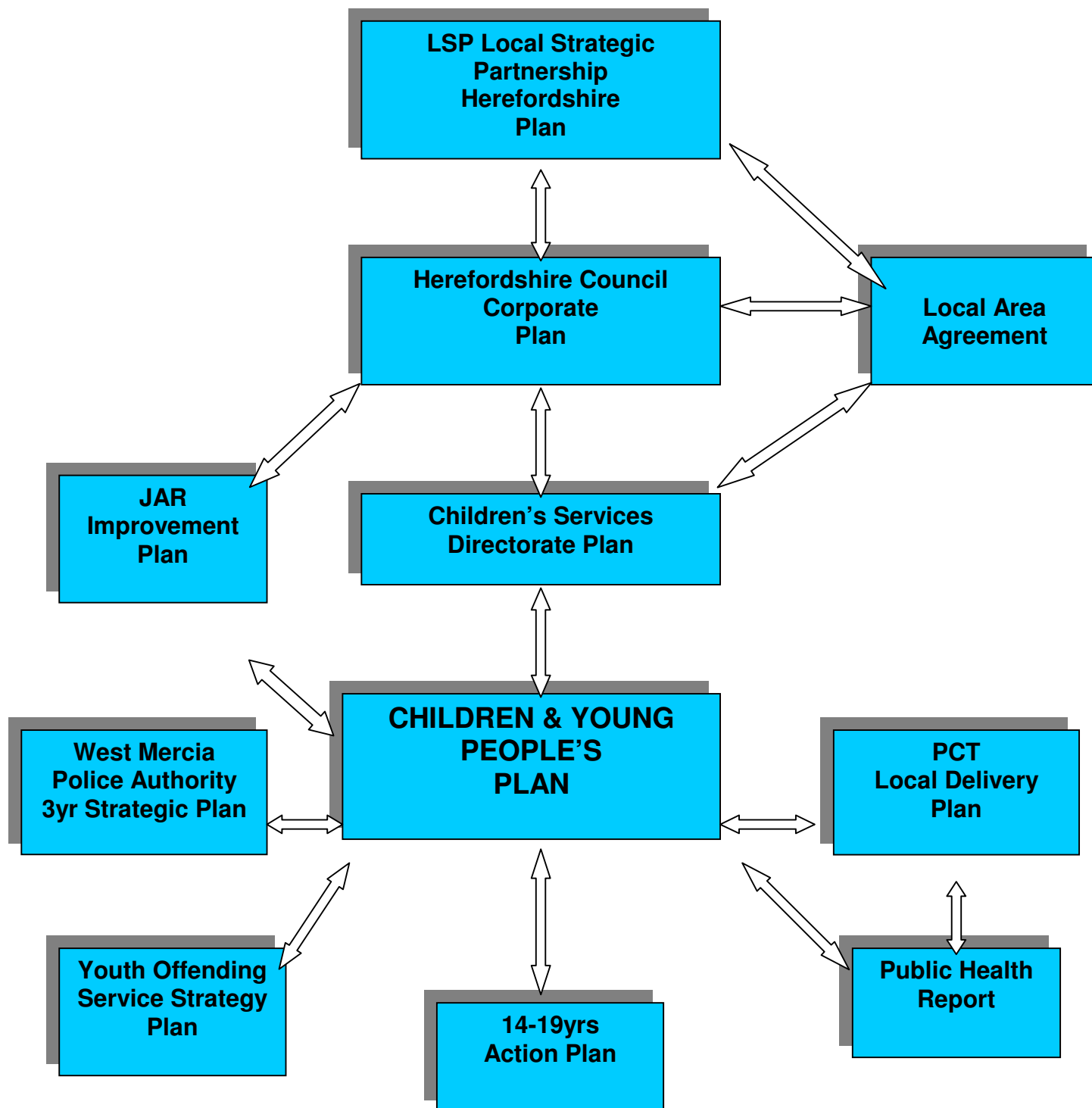
- Early years and child care
- Children's social services, including safeguarding
- Education
- Youth services
- Planning and regeneration
- Housing
- Leisure services

It also covers:

- Health services for children and young people, including adolescent mental health
- Advice and guidance for 14 -19 yr olds, including Connexions and the Learning and Skills Council
- Services to tackle crime, drugs and disorder
- Youth justice services
- Voluntary and community services represented by the Alliance
- Local police authority's Three Year Strategic Plan

This plan has been agreed by members of the Children and Young People's Partnership Board who represent all the foregoing agencies and services for children and young people.

## Relationships between the Children and Young People's Plan and Local Strategic Plans



## OUR VISION FOR CHILDREN AND YOUNG PEOPLE IN HEREFORDSHIRE

In Herefordshire we recognise that children are our future. The best investment that we can make for everyone will be to ensure good outcomes for all our children. When children and young people were asked what they would want to secure their futures, they said that they need to be healthy and protected from harm. They want to enjoy school and to do well; they want to be able to make a positive contribution to society and, eventually, they want to have a good job and be independent.

### Change for Children-the government's agenda

In 'Every Child Matters: Change for Children', 2004, the government has asked all those who work with children and young people and provide services for them, to put five basic needs at the centre of an agenda for change. These are:

- **Be Healthy**
- **Stay Safe**
- **Enjoying and Achieving,**
- **Make a positive contribution**
- **Achieving economic well being**

The government describes a vision for improving these outcomes for all children and young people and narrowing the gap between those who do well and those who do not. This vision encompasses all our young people, but especially those who are vulnerable; those who are not healthy; those who are not safe; those who struggle at school and those who may get into trouble and have little prospect of worthwhile employment. The new agenda seeks to ensure that high standards for every child are maintained, while the rights

of vulnerable children to share in these good outcomes are promoted. It recognises that a society cannot be healthy, safe and fulfilling if its stability is undermined by underachievement and disaffection.

### Herefordshire's response

In Herefordshire we want to enhance the opportunities for every child, narrowing the gap between the disadvantaged and their more fortunate peers and minimising the risk of any child becoming at risk of harm or neglect or failing to reach their potential. The Herefordshire vision is one that can only be achieved through all organisations, voluntary, community, private and public, working together to make the lives of children and young people better.

The government raised concerns about problems of communication between the various agencies involved with children; they were concerned about the fragmentation of children's services and the need for improvements in safeguarding arising from the Laming Inquiry Report (2003). The focus of our plan is to maintain good outcomes for all children and young people whilst ensuring better outcomes for the most vulnerable. Our aim is to promote the quality, efficiency and effectiveness of services for children and young people in Herefordshire by;

- **Listening to service user experience**
- **Integrating and developing responsive mainstream services**
- **Sharing information and improving communication**
- **Improving access to specialist services.**
- **Avoiding multiple assessments**
- **Reducing waiting time for appointments**
- **Empowering children and their families.**

## **The national framework for integrating children's services**

To overcome the problems of fragmentation of services, poor communication between services, and difficulties of safeguarding vulnerable children, The Children Act, 2004, gave force to a programme of changes in children's services. This is to be achieved by having an overarching strategy between all services and by combining and integrating what we do and how we work together. This will be achieved by having one body to coordinate plans. The aim is to set up a Children's Trust by 2008.

### **Children's Trusts**

The Children's Trust comprises a board of representatives of all the partner agencies who will commission services for children and young people according to a careful assessment of their needs. To begin this process it is necessary to have a board of all the partner agencies. In Herefordshire, we inaugurated this partnership board in March, 2005, so we have already started on our journey towards a Herefordshire Children's Trust.

Children's Trust arrangements have four essential components:

- 1. Professionals are enabled and encouraged to work together in more integrated front-line services.**
- 2. Common processes are designed to create and underpin joint working.**
- 3. A planning and commissioning framework that brings together agencies planning supported by the pooling of resources**

- 4. Strong interagency governance arrangements in which shared ownership is coupled with clear accountability**

### **The National Service Framework**

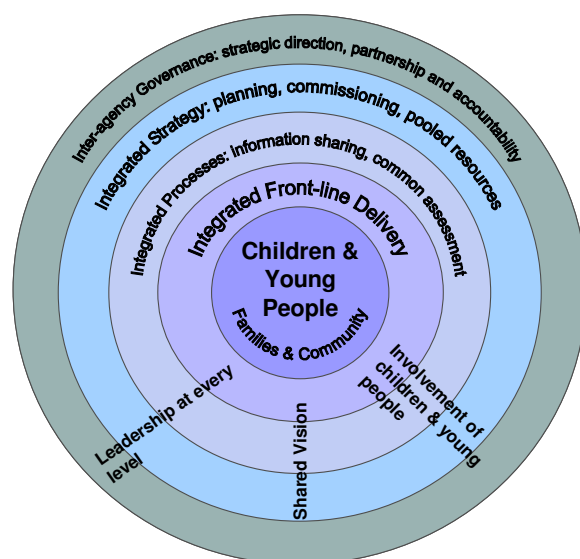
The National Health Service, along with the Local Authority, have a key role to play in helping to achieve better outcomes for children and young people. The Department of Health have developed a Children's National Service Framework (Executive Summary, 2004) as part of the changes for children's services. These set national standards for children's health and social care and reinforce government proposals for change which we are addressing in this plan.

The National Service Framework standards require health services to:

- Give children, young people and their parents, increased power, information and choice
- Introduce a new child health promotion programme
- Promote physical health, mental health, and emotional well-being
- Focus on early intervention based on timely and comprehensive assessment
- Improve access to services, particularly by co-locating services
- Tackle health inequalities
- Promote and safeguard the welfare of children and ensure all staff are suitably trained
- Ensure that pregnant women receive high quality care

## The government model for integrating services

All these recent initiatives, therefore, placed children and their families at the centre of developments, with service delivery and planning organised around their needs. This is illustrated by the following diagram in Every Child Matters - Change for Children (2004):



The focus of the model is that children and young people with additional needs should have:

- High quality, multi-agency assessment
- A wide range of specialist services close to home
- Effective case management by a lead professional working as part of a multi-professional team

All of this can be accomplished through:

- Multi-disciplinary teams providing easily accessible services
- A lead professional acting as a first point of contact
- Integrated workforce planning
- A common assessment framework
- Information sharing and one database
- Clear lines of accountability

## FACTS AND FIGURES ABOUT CHILDREN IN HEREFORDSHIRE

### Setting the Scene

Herefordshire covers about 840 square miles and has a population of approximately 177,000 (ONS Mid-2003 Population For Herefordshire). The County is sparsely populated with one of the lowest county population densities in England. Approximately one third of the population live in Hereford City; a fifth in the five market towns and almost a half in the rural areas. The city of Hereford is the major centre for administration, health, education, shopping and employment. Herefordshire is a high performing but low funded County.

There are 41,619 children and young people (C&YP) aged 0-19yrs living in Herefordshire (Sept. 2005). The County's population contains a slightly lower proportion of 0-19 year olds (24%) compared with 25% nationally. From 2003 to 2011, however, the number of 0-19 year olds is expected to fall by 10% compared with 4% nationally (Herefordshire Population Forecast). This will present challenges to the viability of current service structures and will be a driver for change.

Herefordshire is a beautiful rural county, however, this disguises the fact that there are areas of poverty and deprivation. The challenge of relatively small numbers,

isolation and pockets of deprivation are significant policy considerations in the development and delivery of flexible and accessible children's and young people's services across the County. The most deprived areas are within Hereford City (South Wye and Central) and Leominster, (Index of Multiple Deprivation, 2004, Page 5).

Herefordshire has a significant number of small schools, both secondary and primary, many of which are affected by rural isolation and long journey times for pupils; 36 primary schools have fewer than 100 pupils and five high schools have numbers below 600. Those young people who wish to attend university have to leave the County and some seek better employment opportunities elsewhere.

In the 2001 Census, 3.4% of the population is from minority ethnic communities including a relatively large traveller population. There has been a recent growth in minority ethnic groups in Herefordshire from the expanded European Union. The permanent ethnic minority population has a younger age profile, better health and a higher proportion living in rented accommodation, (2001 Census).

Herefordshire Council shares boundaries with Herefordshire Primary Care Trust (PCT) and the Herefordshire Division of the West Mercia Constabulary. The County is characterised by strong strategic and professional multi-agency partnerships.



## Economic factors in Herefordshire

Although the rural areas do not feature amongst the most deprived, they do have a slightly higher proportion of people over 65; and it is also significant that farm incomes are less than half what they were ten years ago. Social isolation and difficulty in accessing facilities are particular dangers for many; most parts of the county fall within the 10% most deprived nationally in terms of access to services, including GP surgeries, post offices, primary schools and supermarkets; 18% live in households without a car.

There is a serious shortage of affordable housing, with a disproportionate number of detached houses. The house price to gross annual income ratio reached 6.7 to 1 for semi-detached properties in 2004 (compared to the normal maximum ratio for mortgage advances of 3.5 to 1). This is higher than neighbouring counties, the region and nationally. There is a growing problem of homelessness.

Despite relatively low incomes, the population as a whole is healthier than nationally or regionally: standardised mortality rates, life expectancy, incapacity, infant mortality and the number of teenage conceptions all compare favourably with the regional and national picture. Relatively poor health is experienced in the South Wye area; the standardised mortality and hospital admission rates are higher than for the county as a whole, although the gap has narrowed a little in recent years.

Although the 2001 Census showed a relatively high rate of participation in employment (78.6% of 16 to 65 year-olds, compared with 74% nationally and 73.4% regionally), skill shortages persist: at 1.5%, registered unemployment is lower than the regional and national figures.

## Overall Performance

Services for C&YP have been the subject of a Joint Area Review which took place in September, 05. The Inspection Team

identified our strengths and areas for improvement.

Herefordshire performs at average or above in most areas relating to the outcomes for children and young people. Services for children and young people are generally effective and are making a difference. One of the underlying factors in achieving this is the strength of partnership working both strategically and at operational level.

The majority of health indicators for children and young people in Herefordshire are satisfactory or above and there is access to a number of single and multi-agency services which are highly rated. Early years provision in Herefordshire is good with universal provision for four year olds being achieved ahead of target. The quality of independent settings is high and nursery provisions in the maintained sector have received very positive Ofsted ratings.

Overall performance for children in need of referral and assessment (Staying Safe) is currently under review as a result of the Joint Area Review. The Child Concern Model is being substantially strengthened and this will ensure improved outcomes. A full scale review of safeguarding arrangements and thresholds for intervention is underway. Overall performance for looked after children is good and improving. Consistently good results for short and long term placements have been achieved within family settings.

Overall, Herefordshire schools perform well. Herefordshire has developed a child-focused method of funding additional resources for children with special educational needs. This banded funding is having a positive effect both on the rate of statementing and on inclusion in schools. There is a tripartite shared budget for specialist placements for children with complex needs. A joint Service Manager has been appointed to progress development of integrated frontline services for children with disabilities.

For many young people leaving school, there are good opportunities for higher education, employment and training in Herefordshire. The 14-19 Inspection, 2005, stated that performance was 'good' in all areas apart from one, which was rated as 'satisfactory'. Connexions exceeded its key target for achieving a 10% reduction in the percentage of 16-18 year-olds not in education, employment or training. Housing for vulnerable young people and for care leavers is an identified problem.

Crime rates in Herefordshire are generally below the national average and have been falling in contrast to the national situation. However, there is a rise in alcohol related crime. Drug related offences are below 'most similar' Crime and Disorder Reduction Partnerships. The Youth Offending Service inspection report, 2005, stated that outcomes for children and young people are being addressed 'satisfactorily'. Offending behaviour has been reduced by 9% across all cohorts.

The Council is rated as being at Level One of the Equality Standard. It is currently engaged in the second year of diversity impact assessments of all its policy and practice, with a reviewed Race Equality Scheme.

The Community Youth Service delivers youth work from nine Council owned youth centres and outdoor education facilities located across the County. In rural areas youth work is delivered, either through rented locations such as village halls, or via mobile provision. In 2004-5, the Youth Service worked with 1,785 young people aged 13-19 yrs.

There are many other Council services, partners and the voluntary agencies delivering services contributing to the five outcomes for children and young people in the County, ranging from transport to leisure activities.

## **THE WORK OF THE PARTNERSHIP BOARD IN DEVELOPING CHILDREN'S TRUST ARRANGEMENTS**

At the end of 2004, a new Director of Children's Services was appointed, thereby integrating Children's Social Care and Education within Herefordshire Council. A Lead Member for Children and Young people was confirmed and in order to further the Every Child Matters agenda, a Change Team was formed which came into operation in March, 2005. At the same time, the inaugural meeting of the Herefordshire Children and Young People's Partnership Board took place and the Board has since met quarterly.

### **What is the Children and Young People's Partnership Board?**

The Partnership Board has been formed in accordance with government directives as an interim arrangement to establish Children's Trust arrangements by 2008. The Board's role is to provide leadership and be the catalyst for change. It is to be the focal point for bringing information together across agencies. Its role is to examine the priorities of individual agencies, determine needs and decide on priorities for the whole area. Our partner agencies are involved in developing arrangements to pool budgets and the Partnership Board will develop commissioning strategies. Finally, the Board is responsible for formulating and delivering this Children and Young People's Plan.

So far the Partnership Board has:

- Developed a shared direction and understanding.
- Collaborated on a needs assessment for Herefordshire.
- Agreed a set of priorities for our work arising from our assessment of needs.
- Established a Partnership Support Team and Agreed terms of reference for a Partnership Board Support Team.

- Agreed to develop arrangements for joint commissioning and pooling budgets.
- Achieved endorsement of the vision by all key partners.
- Agreed to undertake some further work on consultation with children, young people and their families on the shaping of the Children's and Young People's Plan and on the Plan itself.

Herefordshire was in the first round of Joint Area Reviews and information gathered for the inspection process has been helpful in confirming and modifying our assessment of Herefordshire's priorities.

The Partnership Board recognises that change will be needed in order to bring about our vision and they are committed to the following principles:

- The development of services around children, young people and families through the delivery of better and more easily accessible services.
- The drawing together of professionals in multi-disciplinary teams.
- The development of a shared sense of responsibility across agencies for safeguarding children and protecting them from harm.
- Providing specialised help and early intervention to promote opportunity and prevent problems when they arise.
- Listening to children, young people and their families when assessing and planning service provision as well as in face-to-face delivery.
- Consulting with and involving young people, parents and carers will be central to the development and review of this plan.
- The plan will be based on a thorough audit of performance measured against identified needs and this will inform the determination of priorities for action.

## THE PARTICIPATION OF CHILDREN AND YOUNG PEOPLE

Herefordshire's services for children and young people have a good record of consulting with children, young people and families; on service evaluation and developments. This was recognised in the Joint Area Review inspection, 2005, and has involved many services undertaking surveys, conducting face-to-face interviews, holding events, making videos, and organising creative initiatives which have won national recognition. We want to build on this good work. The new legislation calls for coordinated consultation and the wider participation of children and young people in decisions about provisions and services for them. This is not just about asking children and young people about proposals, but it is about empowering children and young people to be actively involved in decisions that effect them directly. We have been making plans to further this aim and have incorporated best practice guidelines such as the Hear by Rights standards.

### Hear By Right

The Hear by Right standards, published by the National Youth Agency in partnership with Local Government Association, outline a set of shared values for the participation of children and young people:

- Children and young people's involvement is a visible commitment that is properly resourced.
- Children and young people's involvement is valued
- Children and young people have an equal opportunity to get involved
- Policies and standards for the participation of children and young people are in place, evaluated and improved.

Hear by Right also publish 'planning tools' in

order to help formulate consultation in line with good practice. Using the Hear by Right standards, as the basis for consulting with children and young people, will allow future consultations to be coordinated and to be based on common principles, facilitating on going consultation.

A requirement of this plan is that children and young people are consulted on the issues and priorities that have been identified. In addition, there must be on-going, coordinated consultation on every aspect of services for them.

### What is being done?

In order to meet all the various requirements for consultation and participation of children and young people, we identified the need for a standing committee of children and young people who could be consulted on strategic issues and especially on the proposals in this plan, as well as advise on ongoing service evaluations. With this in mind, a Shadow Children and Young People's Partnership Board was set up, composed of young people from Herefordshire between the ages of 14-19 yrs.

This board is composed of representatives from various school and college councils in Herefordshire, along with young people from minority groups. Whilst the exact composition of the shadow board is dependent upon the young people who wish to participate and are elected, young people from minority groups are given a number of reserved spaces to ensure they are not excluded from participation and the consultation process.

This shadow board has been consulted on this plan and on the priorities we have identified. Another purpose of the shadow board is for young people to discuss issues that arise in the meetings of the Children and Young People Partnership Board and to

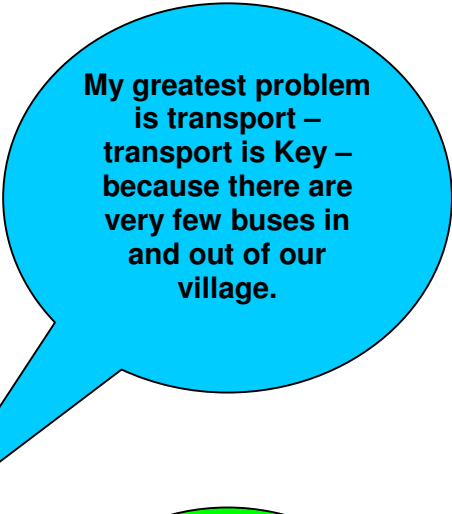
provide a youth perspective to the Partnership Board, to assist them when they make their decisions.

In future, the shadow board will be managed by the Youth Service and will incorporate the development of the Youth Council and the Children's Parliament. However, there will still be a keen focus on young people from minority backgrounds to ensure that the views of a wide range of young people are represented.

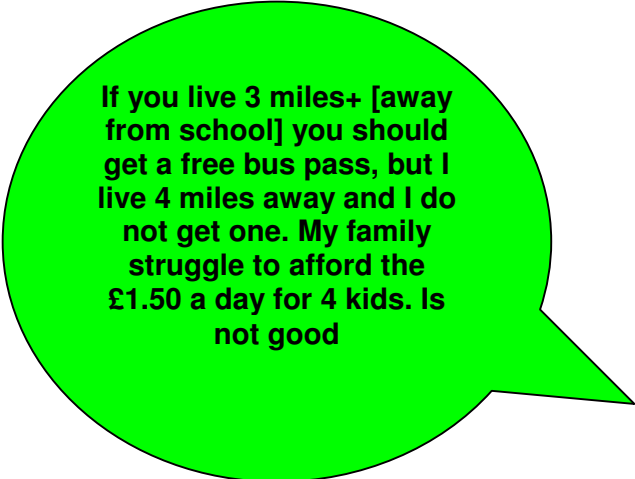
The Youth Council will also lead on regular consultations and surveys of the views of children and young people. The Youth Service will be responsible for the

coordination of all consultations with children and young people in Herefordshire, in collaboration with the Council Officer responsible for consultation with members the public.

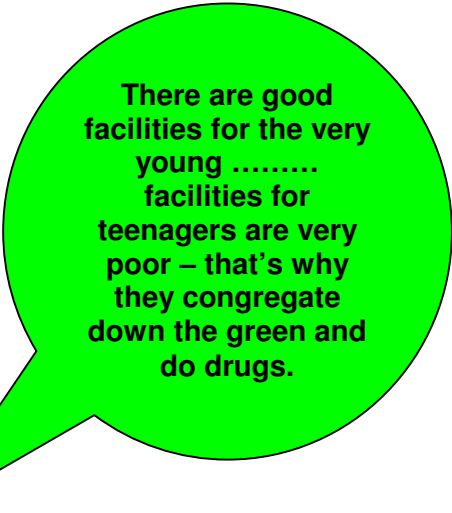
### **What Children & Young People Told Us.....**



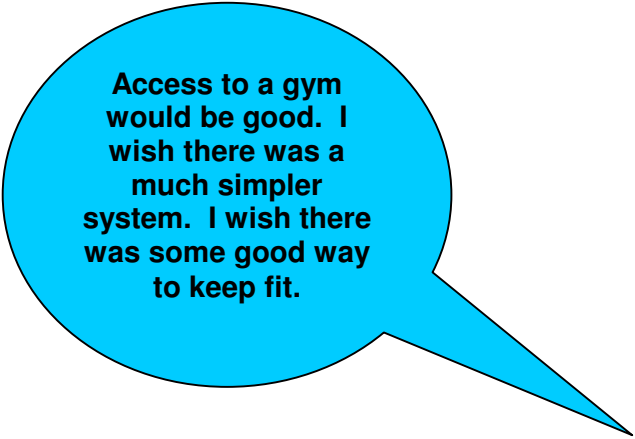
**My greatest problem is transport – transport is Key – because there are very few buses in and out of our village.**



**If you live 3 miles+ [away from school] you should get a free bus pass, but I live 4 miles away and I do not get one. My family struggle to afford the £1.50 a day for 4 kids. Is not good**



**There are good facilities for the very young ..... facilities for teenagers are very poor – that's why they congregate down the green and do drugs.**



**Access to a gym would be good. I wish there was a much simpler system. I wish there was some good way to keep fit.**

Nothing that you see represents mental health.....Government goes on about healthy living but there aren't many places that give you this information.

The sexual health clinic in Gaol Street is good but you need to know more about it – more accessible and welcoming.

There aren't many jobs and opportunities round here

Want to be consulted and treated like an adult ..... a little bit of responsibility goes a very long way.

The Schools definitely need to be smartened up..... people underachieve when their surroundings are awful.

And you need to have good teachers ... you need children to feedback about good teachers .... It's the teachers not the quality of the pupils.

If you're being rewarded it makes you more willing but if you're patronised you resent it.

Facilities should cost less or be free altogether.....I would like to be able to walk to places in the evening and be safe

**LAC.**  
In a survey: 30% of Looked After Children had been excluded from school: just over half reported they had been bullied at school and more than half had attended more than one school in the last two years.

**LAC.**  
About 80% of Looked After Children identified an adult they could talk to and almost all felt there was someone who would be proud of their achievements.

## **UNDERSTANDING THE NEEDS OF CHILDREN AND YOUNG PEOPLE IN HEREFORDSHIRE.**

### **Vulnerability**

It is now accepted that disadvantage in one area of life tends to be associated with disadvantage in others. Children and young people who experience disadvantage will tend to have poorer outcomes than children and young people who have never experienced disadvantage. However, factors that cause disadvantage are not equally weighted. The quality of attachment, early years experience and educational achievement will make a critical contribution to both short and longer-term welfare of children. It is this understanding that underpins the approach to need and vulnerability encapsulated within Herefordshire's Child Concern Model, published in May 2004. This sets out for the first time a continuum of needs which are associated with levels vulnerability. The vulnerabilities themselves are separated into

three bands, (Levels 1, 2 and 3) namely; critical, moderate and low needs.

### **Resilience**

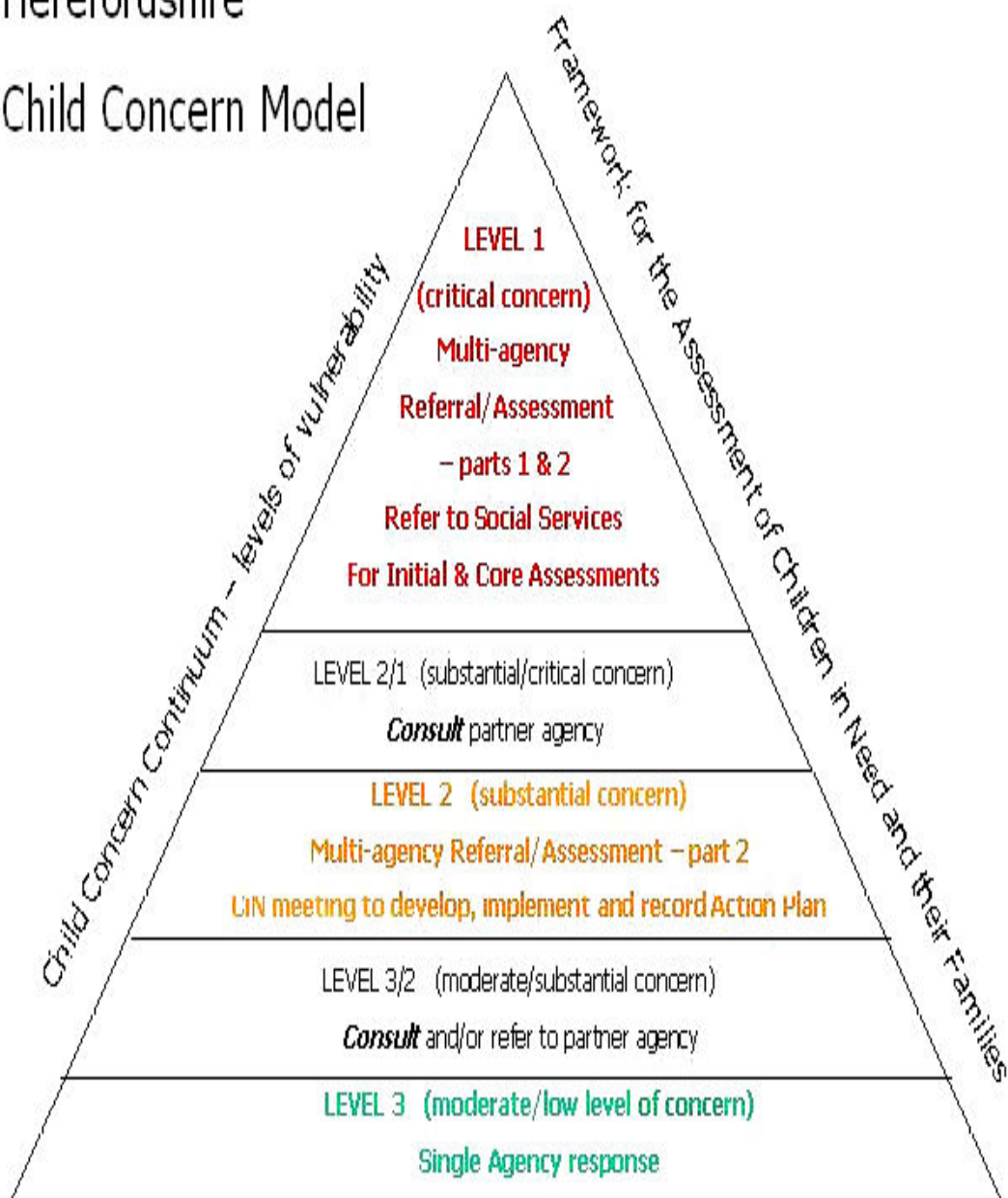
Underpinning this model is the concept of resilience, or the ability of children and young people, their families and communities, to develop and sustain successful coping strategies with which to overcome adversity and which protect them from risk. Research shows that the development of resilience can be seriously undermined by the factors associated with poverty and deprivation. The most successful preventative approaches are therefore those which promote the development of resilience and emotional literacy.

The three bands of vulnerability are reproduced below. We can include a fourth band to represent the totality of children and young people within Herefordshire. All children and young people will have additional needs from time to time and the vast majority will have these needs met by their primary carers and by universal services.

**Levels of need; the Child Concern Model**

Herefordshire

Child Concern Model





**Children and young people who are vulnerable in Herefordshire**  
**-incidence figures for 2005 or most recent date available**

- ❑ 850 children and young people have a statement of special educational need
- ❑ 638 children and young people are estimated to have a serious behaviour problem
- ❑ 32 children and young people are permanently excluded from school (Dec.05)
- ❑ 7 children are blind
- ❑ 60 children and young people have a moderate, severe or profound hearing loss
- ❑ 250 children are referred for speech therapy every year
- ❑ 70 children and young people have Down's syndrome
- ❑ 105 children and young people have cerebral palsy
- ❑ About 5 children are diagnosed with cancer every year
- ❑ 115 children and young people are diagnosed as having an autistic spectrum disorder
- ❑ 159 children and young people are looked after by Herefordshire Council
- ❑ 57 children and young people are on the Child Protection Register
- ❑ 14.3% of all families are living on benefits
- ❑ 22 children are young carers supported by the Children's Fund
- ❑ 7293 children and young people are living with a lone parent
- ❑ 16 young people have a custodial sentence
- ❑ 120 young people came before the courts in 2005
- ❑ 1290 young people have been young offenders
- ❑ Over 8000 young people have abused drugs
- ❑ 291 live births to teenage mothers in 2005
- ❑ 510 families are homeless

### **Level One**

At Level 1, the group of children is small but requires very intensive support. Children may be in this group for various reasons, for example those who experience significant harm attributable to their parents or carers, those whose home situation is at imminent risk of breakdown, those who have no identified parent or carer, those who have significant complex learning, physical and/or mental health needs. This group may also include children and young people who are 'looked after' by the local authority; those who have a statement of educational need; those who need urgent help in a mental health crisis or those who are persistent offenders in danger of a custodial sentence. In summary, in each case, the impact on the welfare of the child, without adequate provision of services, would be seen as critical.

Local and national research shows that these children and young people are likely to have the poorest long term outcomes. Therefore, the aim is to identify and resolve concerns as early as possible in order to prevent children's needs from escalating to Level 1. The aim is to have fewer children at Level 1, which will release resources for preventative work Levels 2 and 3.

### **What do we know about children and young people at Level 1?**

We estimate this group to comprise around six hundred children and young people i.e. 1.5% of all children and young people in Herefordshire. This corresponds closely to the prevalence rates estimated within the Child In Need Census and with national statistics. Of these, about 10% of the 600 will be included on Herefordshire's Child Protection Register and 30% are or will have been Looked After by the local authority. A high proportion will have a statement of special educational needs. The

remainder include other children in need, including those with complex health needs (which may also require provision of services outside Herefordshire), children requiring provision under Tier 4 CAMHS and some young carers.

By definition, virtually all of these children will have the involvement of specialist services.

### **Level 2**

At Level 2 are a larger number of 'vulnerable' children and young people who may require additional support if they are to achieve their potential in terms of health, development and learning. This may be due to a variety of factors; such as learning difficulties, physical or sensory impairment, poor health, economic deprivation, or involvement in risky behaviours such as drug or alcohol use. A continuum of support is available to such children, ranging from targeted support in mainstream school through the system of Banded Funding, to more intensive support, possibly involving social workers or specialist health care professionals. The additional needs of most children and young people will be short term and relate to specific events in their lives. Concerns are usually resolved at this level with timely intervention from professionals. Based on national trends, the number of children who are likely to become 'vulnerable' and require additional support at Level 2, is up to 4000 per year.

### **Level 3**

Children and young people at Level 3 have additional needs that may be met in a variety of ways, not necessarily involving specialist services. Especially acute or particular combinations of circumstances, may see the need for provision of specialist services by a single agency to augment family support and universal provision. The focus here will be to prevent as far as possible, any increase in the potential

vulnerability for the child or young person. For most children, this additional provision will prove to be adequate in meeting this objective. For some, however, this response may need ultimately to be expanded by the involvement of two or more agencies at Level 2, whose involvement will continue until the needs can adequately be met by the family and routine universal provision. For a small number of children and young people, these objectives will not be realised. In these circumstances it is likely that the combination of needs and circumstance will require an inter-agency response at Level 1 of the model. The primary objective at this level is to ensure that wherever possible, the family, with the necessary support, can promote their children's welfare both now and in the future.

As is suggested above, the model incorporates an understanding that children can and do move up and down through levels of vulnerability and that as they do, different needs require different services at different points in time.

### **Level 4**

At Level 4 are all the children and young people in Herefordshire who do not have additional needs at this time. They routinely receive universal services from GPs, health visitors, Connexions and mainstream schooling. Ensuring that there is sufficient resourcing at this level to meet children's needs appropriately, is fundamental for ensuring good outcomes for young people.

## THE MODEL FOR IDENTIFYING NEEDS

### Government requirements

The government has asked all local authorities and their partners to undertake a thorough-going approach to identifying vulnerable groups and the relative needs of the area. This is a needs assessment and the government requires that a needs assessment should:

- a) **set the local pattern of outcomes for local children and young people and recent trends against national data and data for similar areas**
- b) **make a rigorous and honest assessment of where outcomes are good, satisfactory or need improvement**
- c) **look within the overall picture at outcomes for particular groups**
- d) **determine how this assessment of outcomes relates to the pattern of adequately and inadequately met needs and identify gaps and priorities for future action**
- e) **develop targets and performance indicators for those priorities**

### Our response

Herefordshire has a well established and systematic approach to needs assessment. All strategic, statutory and operational plans were inherited by the Children and Young People's Partnership Board and together with further work to capture the need in the area, we have been able to decide priority areas which have been agreed by the Board in broad terms. The need to promote further integration of services and integrated service planning, thereby ensuring a better fit between assessed need and the commissioning for and provision of services, was identified through the 2002 Joint Review.

The approach has been in essence five-fold:

- Establishing Herefordshire's Child Concern Model
- Developing a shared process for mapping of needs and provision of services including gap analysis via the development of a Needs Assessment Group
- Augmenting existing strategic arrangements for integrated planning via The Children and Young People's Partnership Board
- Using existing knowledge and data from neighbourhood studies
- Widening the remit and consistency of existing consultative processes.

The assessment of needs has been carried out in partnership with Children's Services and the Primary Care Trust and has included the voluntary and community sector and private sector providers. Data has been collected from a wide range of sources including demographic studies based on the Index of Multiple Deprivation, educational attainment data, public health inequalities, teenage conception, youth offending, and substance misuse data. The data which has been collected locally from local audits has been supplemented by the dataset provided for Annual Performance Assessment. The needs assessment has also drawn on the views of children and young people themselves, although consultation is in a process of development currently and is not yet fully comprehensive.

Multi-agency children's services needs assessment work is a continuous process. The Integrated, Modernisation, Planning and Change Team (IMPACT) is leading on this work across all children's services in Herefordshire including statutory, voluntary and independent sector providers. The work underpins the development of all children's services. Data is collected across agencies using demographic information generated by the Council Research Team, Public Health and national sources. This is

used extensively and referenced in documentation. Service user analysis and service mapping have been used to identify trends, service gaps and to identify priorities for service development. Analysis of demand and capacity and the outcomes from the triage of referrals have been studied in services such as: Paediatric Audiology; Sexual Health; and Child and Adolescent Mental Health.

A multi-agency 'Authors Needs Assessment' group has been established to collate all available needs assessment work across the county. The group has carried out a 'gap analysis' in order to identify priorities for the Children's and Young People's Plan for Herefordshire. Data has also been collected from a number of existing plans from all the partner agencies.

## **Deciding our priorities for improvement**

### **Local Analysis**

An analysis of existing plans from all the partners was undertaken for the Joint Area Review (2005). The priorities in these plans have been collated and mapped against the government data analysis. There is considerable correspondence between local and national data analysis, as one might expect.

The plans that were analysed are listed in the Appendix.

Local priorities for action are informed by the needs analysis and are determined by:

- which outcomes need most improvement based on comparisons with similar areas and any agreed targets.
- which specific outcomes have the most leverage on overall outcomes.
- the strategies available and steps that must be taken to improve the outcomes.
- the most cost effective of different approaches

## **Government Analysis**

The Annual Performance dataset contains over 250 indicators of Herefordshire's performance against the five outcomes (Be Healthy, Stay Safe, Enjoy and Achieve, Make a positive contribution, Achieve Economic Well-being). This confirmed our own analysis of needs. The full government analysis of Herefordshire's strengths and weaknesses is given in the Appendix.

In addition to this government data set, the Joint Area Review process helped the government to identify a set of priorities for Herefordshire

The Joint Area Review's original priorities for Herefordshire (Sept.2005) were:

1. Action is taken to promote children and young people's mental health.
2. The health needs of children with learning difficulties/disabilities are addressed.
3. The incidence of child abuse and neglect is minimised.
4. Agencies collaborate to safeguard children according to the current government guidance.
5. Action is taken to ensure that educational provision 5-16 yrs is of good quality.
6. Children and young people who are Looked After are helped to enjoy and achieve.
7. Children and young people who are Looked After are helped to make a positive contribution.
8. Community regeneration initiatives address the needs of children and young people.

**An analysis of all these key needs for children and young people in Herefordshire can be drawn together to identify some key priorities which will make a difference to outcomes as follows:**

| BE HEALTHY – Mapping Local & Government Priorities |        |     |         |              |                |                     |             |           |        |     |      |     |        |     |          |    |    |                      |
|--|--------|-----|---------|--------------|----------------|---------------------|-------------|-----------|--------|-----|------|-----|--------|-----|----------|----|----|----------------------|
| Government   |        |     |         |              | Local          |                     |             |           |        |     |      |     |        |     |          |    |    |                      |
| PB Priority  | AP JAR | NSF | APA Red | JAR Priority | Key Judgements | CHILDREN'S SERVICES |             | SHA & PCT | Police | YOS | Prob | CDP | Connex | LSC | OTHER LA |    | CF | Alliance (Voluntary) |
|  |        |     |         |              |                | Educational         | Social Care | Health    |        |     |      |     |        |     | Housing  | YS |    |                      |
|  |        | *   |         |              | BH 1           |                     |             |           |        |     |      |     |        |     |          |    |    | √                    |
|  |        | *   |         |              | BH 2           |                     |             |           | √      |     |      |     |        |     |          |    |    | √                    |
| *  | *      | *   | ****    |              | BH 3           | √                   |             | √         |        |     |      |     |        |     |          |    |    | √                    |
| *  | *      | *   | **      | *            | BH 4           | √                   |             | √         |        |     |      |     |        |     |          |    | √  | √                    |
|  |        | *   |         |              | BH 5           |                     | √           | √         |        |     |      |     |        |     |          |    |    | √                    |
|  | **     | *   |         | *            | BH 6           |                     | √           | √         |        |     |      |     |        |     |          |    |    |                      |

| KEY:                                   |                               | Key Judgements  |
|--|-------------------------------|---|
| PB – Partnership Board                 | CDP – Crime Drugs Partnership | BH1. Parents and carers receive support to keep their children healthy. |
| AP JAR – Action Plan Joint Area Review | Connex - Connexions           | BH2. Healthy lifestyles are promoted for children and young people.     |
| NSF – National Service Framework       | LSC – Learning Skills Council | BH3. Action is taken to promote C & YP's physical health.               |
| APA – Annual Performance Assessment    | YS – Youth Service            | BH4. Action is taken to promote C & YP's mental health.                 |
| YOS – Youth Offending Service          | CF – Children's Fund          | BH5. Looked after children's health needs are addressed                 |
| Prob – Probation                       |                               | BH6. The health needs of C & YP's with LDD are addressed                |

## STAY SAFE – Mapping Local &amp; Government Priorities

| STAY SAFE – Mapping Local & Government Priorities |        |      |         |              |                |                     |             |           |        |     |      |     |        |     |          |    |                      |
|---|--------|------|---------|--------------|----------------|---------------------|-------------|-----------|--------|-----|------|-----|--------|-----|----------|----|----------------------|
| Government  |        |      |         |              | Local          |                     |             |           |        |     |      |     |        |     |          |    |                      |
| PB Priority                                       | AP JAR | NS F | APA Red | JAR Priority | Key Judgements | CHILDREN'S SERVICES |             | SHA & PCT | Police | YOS | Prob | CDP | Connex | LSC | OTHER LA | CF | Alliance (Voluntary) |
|   |        |      |         |              |                | Education           | Social Care | Health    |        |     |      |     |        |     | Housing  | YS |                      |
|   |        | *    |         |              | SS 1           | √                   |             | √         |        |     |      |     |        |     |          |    | √                    |
|   |        | *    | **      |              | SS 2           |                     | √           |           | √      | √   | √    |     |        |     |          | √  | √                    |
| *   | ***    | *    | ***     | *            |                |                     | √           |           | √      | √   | √    |     |        |     |          |    | √                    |
| *   | ***    | *    | ***     | *            |                |                     | √           | √         | √      | √   | √    |     |        |     |          |    | √                    |
|   |        |      |         |              | SS 5           | √                   | √           |           |        |     |      |     |        |     |          |    |                      |
|   |        | *    |         |              | SS 6           |                     | √           |           |        |     |      |     |        |     |          | √  | √                    |
|   | *      | *    | *       |              | SS 7 LAC       |                     | √           |           | √      |     |      |     |        |     |          |    | √                    |
|   | **     | *    |         |              | SS 8 LDD       |                     | √           |           | √      |     |      |     |        |     |          |    | √                    |

| KEY:                                   |                               | Key Judgements  |
|--|-------------------------------|---|
| PB – Partnership Board                 | CDP – Crime Drugs Partnership | SS1. C & YP and their carers are informed about key risks to their safety & how to deal with them       |
| AP JAR – Action Plan Joint Area Review | Connex - Connexions           | SS2. C & YP are provided with a safe environment  |
| NSF – National Service Framework       | LSC – Learning Skills Council | SS3. The incidence of child abuse and neglect is minimised  |
| APA – Annual Performance Assessment    | YS – Youth Service            | SS4. Agencies collaborate to safeguard children to the requirements of current government guidance      |
| YOS – Youth Offending Service          | CF – Children's Fund          | SS5. Services are effective in establishing the identity & whereabouts of all children and young people |
| Prob – Probation                       |                               | SS6. Action is taken to avoid C & YP having to be looked after  |
|  |                               | SS7. LAC live in safe environments and are protected from abuse and exploitation                        |
|  |                               | SS8 Children with LDD live in safe environments and are protected from abuse and exploitation           |

| ENJOY & ACHIEVE – Mapping Local & Government Priorities |        |     |         |              |                |                     |             |           |        |     |           |     |        |     |          |    |                    |
|---|--------|-----|---------|--------------|----------------|---------------------|-------------|-----------|--------|-----|-----------|-----|--------|-----|----------|----|--------------------|
| Government  |        |     |         |              | Local          |                     |             |           |        |     |           |     |        |     |          |    |                    |
| PB Priority   | AP JAR | NSF | APA Red | JAR Priority | Key Judgements | CHILDREN'S SERVICES |             | SHA & PCT | Police | YOS | Probation | CDP | Connex | LSC | OTHER LA | CF | Alliance Voluntary |
|   |        |     |         |              |                | Educa tion          | Social Care | Health    |        |     |           |     |        |     | Housing  | YS |                    |
|   |        | *   |         |              | E&A 1          | √                   |             |           |        |     |           |     |        |     |          |    |                    |
| *   |        | *   |         |              | E&A 2          | √                   |             |           |        |     |           |     |        |     |          |    |                    |
| *   |        |     | **      | *            | E&A 3          | √                   |             |           |        |     |           |     |        |     |          |    |                    |
|   |        | *   | *       |              | E&A 4          | √                   |             |           |        |     |           |     |        |     |          |    | √                  |
|   |        | *   | *       |              | E&A 5          | √                   |             |           |        |     |           |     |        |     |          |    | √                  |
| *   |        |     |         |              | E&A 6          |                     |             |           | √      | √   |           |     |        |     |          | √  | √                  |
| *   | *      | *   | *       |              | E&A 7          | √                   | √           |           |        |     |           |     | √      |     |          | √  | √                  |
| *   | **     | *   | ****    | *            | E&A 8          | √                   |             | √         |        |     |           |     | √      |     |          |    | √                  |

| KEY:                                   | Key Judgements                |   |
|--|-------------------------------|---|
| PB – Partnership Board                 | CDP – Crime Drugs Partnership | E&A1. Parents and carers receive support in helping their children to enjoy and achieve                           |
| AP JAR – Action Plan Joint Area Review | Connex - Connexions           | E&A2. Early years provision promotes children's development & well being and helps them meet early learning goals |
| NSF – National Service Framework       | LSC – Learning Skills Council | E&A3. Action is taken to ensure that educational provision 5-16 is of good quality                                |
| APA – Annual Performance Assessment    | YS – Youth Service            | E&A4. C & YP are enabled & encouraged to attend & enjoy school to achieve highly                                  |
| YOS – Youth Offending Service          | CF – Children's Fund          | E&A5. Educational provision is made for children who do not attend school   |
| Prob – Probation                       |                               | E&A6. All C & YP can access a range of recreational activities including play and voluntary learning provision    |
|  |                               | E&A7. Children & YP who are looked after are helped to enjoy and achieve  |
|  |                               | E&A8. C & YP with LDD are helped to enjoy and achieve   |



| MAKE A POSITIVE CONTRIBUTION – Mapping Local & Government Priorities |            |     |         |              |                |                     |             |           |        |     |      |     |        |     |          |    |    |                    |
|--|------------|-----|---------|--------------|----------------|---------------------|-------------|-----------|--------|-----|------|-----|--------|-----|----------|----|----|--------------------|
| PB Priority  | Government |     |         |              | Key Judgements | Local               |             |           |        |     |      |     |        |     |          |    |    |                    |
|  | AP JAR     | NSF | APA Red | JAR Priority |                | CHILDREN'S SERVICES |             | SHA & PCT | Police | YOS | Prob | CDP | Connex | LSC | OTHER LA |    | CF | Alliance voluntary |
|  |            |     |         |              |                | Educa tion          | Social Care | Health    |        |     |      |     |        |     | Housing  | YS |    |                    |
|  |            |     |         |              | PC 1           |                     |             |           | √      | √   | √    |     | √      |     |          |    | √  | √                  |
|  |            |     | *       |              | PC 2           | √                   | √           |           | √      | √   | √    |     |        |     |          | √  | √  | √                  |
|  |            |     | *       |              | PC 3           |                     |             |           | √      | √   | √    |     | √      |     |          |    | √  | √                  |
|  |            |     | **      |              | PC 4           |                     |             |           | √      | √   | √    |     |        |     | √        |    |    | √                  |
| *  |            |     | **      |              | PC 5           |                     |             |           | √      | √   | √    |     |        |     |          |    | √  | √                  |
|  |            |     |         |              | PC 6           | √                   |             |           | √      | √   | √    |     | √      |     |          |    |    | √                  |
| *  | **         |     |         | *            | PC 7           |                     | √           |           | √      | √   | √    |     | √      |     | √        |    |    | √                  |

| KEY:                                   |                               | Key Judgements   |
|--|-------------------------------|--|
| PB – Partnership Board                 | CDP – Crime Drugs Partnership | PC1. C & YP are supported in developing socially & emotionally   |
| AP JAR – Action Plan Joint Area Review | Connex - Connexions           | PC2. C & YP, particularly those from vulnerable groups are supported in managing changes & responding to challenges in their lives |
| NSF – National Service Framework       | LSC – Learning Skills Council | PC3. C & YP are encouraged to participate in decision making & in supporting the community   |
| APA – Annual Performance Assessment    | YS – Youth Service            | PC4. Action is taken to reduce anti social behaviour by C & YP   |
| YOS – Youth Offending Service          | CF – Children's Fund          | PC5. Action is taken to prevent offending & to reduce re offending by C & YP   |
| Prob – Probation                       |                               | PC6. C & YP who are looked after are helped to make a positive contribution  |
|  |                               | PC7. C & YP with LDD are helped to make a positive contribution  |

| ACHIEVE ECONOMIC WELL-BEING – Mapping Local & Government Priorities |        |     |         |              |                |                     |             |           |        |     |      |     |        |     |          |    |    |                    |
|---|--------|-----|---------|--------------|----------------|---------------------|-------------|-----------|--------|-----|------|-----|--------|-----|----------|----|----|--------------------|
| Government  |        |     |         |              | Local          |                     |             |           |        |     |      |     |        |     |          |    |    |                    |
| PB Priority   | AP JAR | NSF | APA Red | JAR Priority | Key Judgements | Children's Services |             | SHA & PCT | Police | YOS | Prob | CDP | Connex | LSC | Other LA |    | CF | Alliance voluntary |
|   |        |     |         |              |                | Educa tion          | Social Care | Health    |        |     |      |     |        |     | Housi ng | YS |    |                    |
|   |        |     |         |              | EWB 1          |                     |             |           |        |     |      |     | √      | √   |          |    |    |                    |
| *   |        | √   |         |              | EWB 2          |                     |             |           |        |     |      |     | √      | √   |          |    |    | √                  |
| *   |        |     |         |              | EWB 3          |                     |             |           |        |     |      |     | √      | √   |          |    |    |                    |
| *   | *      |     |         |              | EWB 4          |                     |             |           |        |     |      |     |        |     | √        |    |    | √                  |
|   | *      |     | *       |              | EWB 5          |                     |             |           |        |     |      |     | √      | √   |          |    |    | √                  |
|   | *      |     |         |              | EWB 6          |                     |             |           |        |     |      |     | √      | √   |          |    |    | √                  |
| *   | **     |     |         | *            | EWB 7          |                     |             |           | √      |     |      |     |        | √   | √        |    |    | √                  |

| KEY:                                   | Key Judgements                |
|--|-------------------------------|
| PB – Partnership Board                 | CDP – Crime Drugs Partnership |
| AP JAR – Action Plan Joint Area Review | Connex - Connexions           |
| NSF – National Service Framework       | LSC – Learning Skills Council |
| APA – Annual Performance Assessment    | YS – Youth Service            |
| YOS – Youth Offending Service          | CF – Children's Fund          |
| Prob – Probation                       |                               |
|  |                               |

1. Action is taken by partners to maximise their economic well being (Transitions)
2. Young people 11-19 are helped to prepare for working life (Transitions)
3. Action is taken to ensure that 14-19 education & training is planned & delivered in a co-ordinated way and educational training is of good quality
4. Action is taken to ensure that young people have decent housing
5. C & YP who are looked after are helped to achieve economic well being
6. C & YP with LDD are helped to achieve economic well being
7. Community regeneration initiatives address the needs of C & YP

## Mapping the government's and local priorities

| Priorities mapped from existing development plans from all partners are;   | PRIORITY KEY JUDGEMENTS from the ECM framework   |
|--|--|
|  |  |
| <ul style="list-style-type: none"> <li>• Integrating processes and strategies</li> </ul>   |  |
| <ul style="list-style-type: none"> <li>• Further implementation of the Child Concern Model</li> </ul>                              | <ul style="list-style-type: none"> <li>• SS3 The incidence of child abuse and neglect is minimised</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Improving outcomes for Looked After Children</li> </ul>                                   | <ul style="list-style-type: none"> <li>• SS4 Agencies collaborate to safeguard children</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Improving outcomes for children with LDD</li> </ul>                                       | <ul style="list-style-type: none"> <li>• E&amp;A8 C&amp;YP with LDD are helped to enjoy and achieve</li> <li>• PC7 C&amp;YP with LDD are helped to make a positive contribution</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Improving mental health</li> </ul>  | <ul style="list-style-type: none"> <li>• BH4 Action is taken to promote C&amp;YP's mental health</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Improving physical health</li> </ul>  | <ul style="list-style-type: none"> <li>• BH3 Action is taken to promote C&amp;YP's physical health</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Improving standards in schools</li> </ul>   | <ul style="list-style-type: none"> <li>• E&amp;A3 Action is taken to ensure that educational provision 5-16 is of good quality</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Improving educational standards in early years</li> </ul>                                 | <ul style="list-style-type: none"> <li>• E&amp;A2 Early years provisions promote children's development</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Improving outcomes for underachieving groups.</li> </ul>                                  | <ul style="list-style-type: none"> <li>• E&amp;A7 C&amp;YP who are looked after are helped to enjoy and achieve</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Reducing anti-social behaviour</li> </ul>   | <ul style="list-style-type: none"> <li>• PC7 Action is taken to prevent offending and reduce re-offending by C&amp;YP</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Improving learning and recreational opportunities including access and housing</li> </ul> | <ul style="list-style-type: none"> <li>• E&amp;A 6 All children can access recreational activities</li> <li>• EWB7 Community regeneration initiatives address the needs of C&amp;YP</li> <li>• EWB4 Action is taken to ensure that young people have decent housing</li> </ul> |
| <ul style="list-style-type: none"> <li>• Improving EWB via the 14-19years Action Plan</li> </ul>                                   | <ul style="list-style-type: none"> <li>• EWB3 Action is taken to ensure 14-19 education and training is of a good quality</li> </ul>   |

## THE PARTNERSHIP BOARD'S PRIORITIES FOR IMPROVING OUTCOMES

The improvements in outcomes will be at the heart of the Herefordshire Children's and Young People's Plan. Herefordshire's priorities have been agreed by the Partnership Board. These priorities can be mapped against the Herefordshire Plan ambitions and Herefordshire Council objectives, as follows:

| A PRIORITIES MAP FOR CHILDREN & YOUNG PEOPLE IN HEREFORDSHIRE                      |  |   |   |   |
|--|--|---|---|---|
| CHANGE FOR CHILDREN AGENDA/ OUTCOMES   | THE HEREFORDSHIRE PLAN AMBITIONS   | THE COUNCIL'S OBJECTIVES  | CHILDREN & YOUNG PEOPLE PARTNERSHIP BOARD   | CHILDREN'S SERVICES DIRECTORATE PRIORITIES  |
| <ul style="list-style-type: none"> <li>• Be Healthy</li> </ul>                     | <ul style="list-style-type: none"> <li>• Health &amp; Well-Being</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 LDI</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>  |
| <ul style="list-style-type: none"> <li>• Stay Safe</li> </ul>                      | <ul style="list-style-type: none"> <li>• Crime &amp; Disorder</li> <li>• Poverty &amp; Isolation</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>                                     |   |
| <ul style="list-style-type: none"> <li>• Enjoy &amp; Achieve</li> </ul>            | <ul style="list-style-type: none"> <li>• Excellent Education</li> </ul>  | <ul style="list-style-type: none"> <li>• Improve the Achievement of Pupils</li> </ul>   | <ul style="list-style-type: none"> <li>• Extending Services in Early Years/SureStart</li> <li>• Improving Standards in Schools</li> <li>• Improving Outcomes for Underachieving Groups</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> |
| <ul style="list-style-type: none"> <li>• Making a Positive Contribution</li> </ul> | <ul style="list-style-type: none"> <li>• Community Involvement</li> <li>• Improving the Environment</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>   |

|  |  |   |  |  |
|--|--|---|--|--|
| <ul style="list-style-type: none"><li>• <b>Achieve Economic Well-Being</b></li></ul> | <ul style="list-style-type: none"><li>• <b>Business Growth &amp; Jobs</b></li><li>• <b>An Active Vibrant place to Live</b></li></ul> | <ul style="list-style-type: none"><li>• <b>Sustain Vibrant &amp; Prosperous Communities</b></li></ul> | <ul style="list-style-type: none"><li>• <b>Improving Opportunities for Economic Well-Being</b></li></ul> | <ul style="list-style-type: none"><li>• <b>14-19 Learning Opportunities</b></li><li>• <b>LPSA2</b></li></ul> |
|--|--|---|--|--|

## **The Partnership Board's Priorities for the Children & Young People's Plan**

- **Integration of services, processes and strategies**
- **Further implementation of the Child Concern Model including the JAR Action Plan**
- **Improving educational outcomes for looked after children**
- **Improving outcomes for children with LDD by integrating processes**
- **Improving outcomes on mental health**
- **Improving outcomes on physical health**
- **Improving standards in education across all sectors including the 14-19 Action Plan and tackling underachievement**
- **Reducing anti-social behaviour**
- **Improving learning and recreation including access and housing**

## MEETING NEEDS IN HEREFORDSHIRE

### Our plans for integrating services in Herefordshire

Herefordshire is very well placed to press ahead with plans to integrate the various services. We already have very good partnership working; boundaries of service provision are co-terminous and structures are in place such as the Children and Young People's Partnership Board and Children's Services.

The population in Herefordshire is thinly spread and a pattern of small market towns with problems of distance and access to services argue for co-located multi-professional teams. The government model is for community based 'service hubs', however, it may not be practical to deliver all services in this way. Developments in Children's Centres and in extended schools are already proceeding and this work will inform and shape the location of these service hubs. Developments are based around schools, as envisaged by government. This is closely linked to the development of Children's Centres and to the Extended Schools initiatives. There are 14 school partnerships. Based on an analysis of need and considerations of efficiency and effectiveness, a smaller number of partnerships are proposed based on two high schools and their feeder primary schools in most instances. These children's services improvement partnerships will have a close relationship to the three current Primary Care Trust localities.

The proposed partnerships would be based around Bromyard, Ledbury, Ross-on-Wye, Golden Valley, Kington / Weobley, Leominster and Hereford City. The development of Extended School and Children's Centre provision should be linked and co-ordinated in these partnership localities, and access/transport considerations planned ahead. The partnerships would require a Herefordshire information sharing agreement; on systems developments based on the common assessment framework and leadership/co-ordination with clear lines of accountability to the Director of Children's Services and the Children and Young People's Partnership Board and eventually, the Children's Trust, would commission services.

It can be seen that the concept of developing "service hubs" and their location in areas of relative deprivation is already well developed and comparatively straight forward in Herefordshire. A clear view of our long term destination is apparent and this local framework is built on work already underway in developing service hubs in Herefordshire. It is accepted, however, that some services will best meet needs if they remain centrally organised (especially those for very small cohorts of children) and locally delivered in the 7 partnership areas. The arrangements for multi-disciplinary working in the 7 areas are properly still under discussion. The key principle must be to place the needs of children and their families first. This broad vision was the subject of consultation in September, 2005 and agreed by the Partnership Board in October, 2005. (Appendix 1).

**The following map shows the possible location of the proposed service hubs.**





**Map Location Title: Children's Services Improvement Partnerships**

**Children's Centres =** 



**Scale 1 cm: 3,500 m**

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## **Our Plans for Integrating Services, Processes and Strategies.**

### **Where we are now:**

- The Child Concern Model, launched in May, 2004, has cross agency agreement.
- The C&YP Partnership Board have agreed to develop integrated services, processes and strategies and have a shared vision.
- Information sharing arrangements have been agreed between some agencies.
- There is an interagency working party developing a common assessment framework.
- Arrangements for the lead professional role have been agreed in broad outline by Health and Children's Services through the National Service Framework.
- An interagency working group is considering joint care plans in line with the National Service Framework requirements.

The Joint Area Review report has recommended actions within 6 months for:

- Reviewing the threshold criteria for the Child Concern Model with all partners and ensure these are understood and consistently applied.
- Training and support of all front-line staff on the CCM.
- Addressing recruitment and retention difficulties.
- Ensuring written records are made of all contacts with the duty team.

### **Where we would like to be;**

- Better integrated services, processes and strategies.
- Further implementation and consolidation of the Child Concern Model as per JAR Action Plan.
- An information sharing agreement between all agencies and protocols in place.
- A common assessment framework in place and being used by all the agencies.
- Lead professional appointed for every new referral at Level 1 & 2 of the Child Concern Model.
- Interagency care plans drawn up for every child at Level 1 of the model.
- Multi-professional teams established and holding regular meetings with coordination around local service hubs.

### **How we are going to get there:**

- A multi-agency working party has been formed to develop plans for integrating services, processes, strategies and co-location, for ratification by the Partnership Board.
- An Action Plan for further implementation of the Child Concern Model is now in place.
- A multi-agency working party is developing the common assessment framework, care planning and lead professional role: the work must be concluded by June 2006.
- Information sharing agreements will be developed in line with government guidance.

## DEVELOPING THE PRIORITIES FOR FUTURE ACTION

### Where we are now

#### BE HEALTHY

All services for children in Herefordshire contribute to an environment in which all children can live healthy lives but the health services clearly lead in this area. The Primary Care Trust offers routine health surveillance and health promotion, as well as a full range of other primary and secondary care services to children and young people and their families. This includes advice and support to parents in areas such as healthy eating, breast feeding and immunisation as well as acute, secondary and palliative care. Being healthy in Herefordshire was rated as good in our Joint Area Review and our performance against national and similar areas is generally in line or above national averages.

#### Joint Area Review Comments Strengths:

- The combined work of all local services in securing the health of children and young people is good.
- There is effective promotion of healthy lifestyles.

#### Improvements Needed:

- LDD assessment and planning processes are not always well co-ordinated across agencies.
- The provision of occupational therapy services is unsatisfactory.

#### STAY SAFE

Children in Herefordshire are provided with effective services to ensure that they are safe however, the Joint Area Review regarded some aspects of safeguarding as inadequate. The council is working to improve its performance in areas identified in the Joint Area Review which need to be

strengthened. Further implementation of the Child Concern Model should ensure that all agencies work together to prevent children suffering harm. The safeguarding of children is regarded as the responsibility of the whole community and good partnership arrangements reinforce this. Outcomes for Looked After Children are generally good. All these children have an allocated social worker and the Council has achieved a consistently high performance in placements.

#### Joint Area Review Comments Strengths:

- Some good support to prevent family breakdown, abuse and neglect.
- Some individual casework by social workers is good.
- Good support overall is provided for young people in the care of the local authority.

#### Improvements Needed:

- The implementation of the Child Concern Model needs strengthening.
- Criteria for involvement of social workers are set too high.
- Capacity to fill gaps by other services is not there.
- Training and support needs to be addressed.
- Support to families with children with LDD needs strengthening.

#### ENJOY AND ACHIEVE

Herefordshire's children and young people enjoy and achieve well in comparison with national averages and with pupils in similar authorities. A variety of services contribute to these good outcomes. The education system in Herefordshire contains many high performing institutions in all phases of education, and in partner organisations including early years settings, colleges of further education and work based learning providers. There is a shared commitment to continuous improvement and partnership

working. The Youth Service offers various recreational facilities to over 1500 young people.

### **Joint Area Review Comments**

#### **Strengths:**

- The overall contribution of services to helping children and young people enjoy their education and recreation and to achieve well is good.
- Children are prepared well for school by early years provisions.
- Quality of education in most schools is good overall.
- Schools are challenged and supported effectively to improve.
- Support for improving pupil behaviour is good.

#### **Improvements Needed:**

- More help is needed for low achievers at Key Stage 4.
- Transport difficulties are barriers to recreation.
- Special Educational needs assessment and planning is not well integrated into the CCM.

### **MAKE A POSITIVE CONTRIBUTION**

Children and young people are supported in making a positive contribution by many agencies. Pupil engagement in citizenship is high and every high school has a school council. We are strengthening the participation of young people through the Youth Council and the Shadow Partnership Board. Crime rates are generally lower in Herefordshire than elsewhere and offending behaviour has been reduced by 9% in recent years. The quality and availability of early years provisions is good. This outcomes area was rated as good in our Joint Area Review.

### **Joint Area Review Comments**

#### **Strengths:**

- The overall contribution of services in helping children and young people to contribute to society is good.
- There are good opportunities to express views by children and young people – particularly in schools.
- Consultation with LAC is good.
- Support for children dealing with major challenges and changes is good overall.

#### **Improvements Needed:**

- More use of child advocacy service to support young people's contribution to planning and review of provision.
- Planning and review for children and young people with LDD is patchy.

### **ACHIEVE ECONOMIC WELL BEING**

The proportion of young people in employment, further education and training in Herefordshire is above the national average and overall standards of attainment at Key stage 4 and 5 are high. The recent 14-19yrs Area Wide Inspection reported that provisions in Herefordshire are at least satisfactory and the Partnership Board has endorsed the Action Plan as a priority area. Provisions for early years are good and this supports the economic well being of families in the County. The number of homeless families has been rising and is a cause for concern that will be addressed in this plan for this reason the Joint Area Review rated this area as adequate.

### **Joint Area Review Comments**

#### **Strengths:**

- A good 14-19 Strategy
- Some further education provision is outstanding

#### **Improvements Needed:**

- Shortage of suitable housing.
- Transition planning for children and young people with LDD is weak.
- Insufficient curriculum opportunities for vulnerable groups.

**EXAMPLES OF GOOD PRACTICE:**

The PCT supports a Five-a-Day programme working through professionals and the local community to deliver a message about healthy eating and the importance of fresh fruit and vegetables in the diet. This has been supported by the Healthy Schools Project. Comparison with other rural counties indicates that Herefordshire has a similar percentage of schools joining the Healthy Schools scheme (50%) with a higher success rate at level 3 (10% are fully accredited). All primary schools have taken part in the Fitness Challenge.

All children Looked After are offered regular health screening as well as a designated doctor. Children Looked After are issued with leisure passes to encourage healthy recreational activities. Some of these children have additional needs. Progress on meeting these is monitored as part of regular childcare reviews on each child. Implementation of healthy care standards for children Looked After is promoted by a specialist nurse.

Resources have been increased to enable all children who are children Looked After to have a one-to-one health assessment and confidential advice and information.

Good outcomes on teenage pregnancy have been achieved through a partnership approach. School nurses provide confidential 'Drop-In' advice and information that includes access to contraception. Links between schools and primary care have developed to improve access for children and young people to this advice. Some rural schools also benefit from GP services such as 4us Clinics. Selective community pharmacies provide access to NHS hormonal emergency contraception. The challenge that faces the PCT is to expand clinic capacity and develop out-reach services to meet increasing demands and reach the most vulnerable groups.

Herefordshire Primary Care Trust (PCT) contributes to the financing of speed cameras in the County to help to reduce road traffic accidents.

Homestart is a voluntary agency that offers, support to vulnerable families. It promotes parenting skills and support for children under the age of five years and gives advice/access to safety equipment. 120 families across County are supported.

Herefordshire Women's Aid is the lead organisation within Herefordshire for children and families affected by domestic violence. The agency provides a 24 hour helpline and seven family units together with outreach and community support services. Approximately seventy-five children in a year will be direct beneficiaries of these services. Women's Aid chairs the Domestic Violence Forum and acts as a consultant to the Child Concern Model. It is an important provider of training, development and awareness raising across childcare providers within the County.

National Children's Home (NCH) is a voluntary organisation and part of the Alliance. The family support project, in partnership with Herefordshire Council became fully operational in 2001 and has been directly involved in the provision of services to over three hundred children and young people. The original focus of the service was three-fold: (i) to prevent entry of children to the Looked After system (ii) to enable earlier exit of children from Looked After provision (iii) to provide additional support to foster carers where there is a risk of placement breakdown. The service was expanded in 2004.

West Mercia Constabulary host an initiative to promote all aspects of safety named Crucial Crew. There are two Crucial Crew events a year, one taking place in May, at the TA centre in Hereford and one in Bosbury later in the year. Approximately 500 children aged 10 – 11 attended the event in Bosbury and approximately 1600 in visiting 8 different sets spending 15 – 20 minutes at each. The topics covered include; road safety; first aid (delivered by the Red Cross and Heart Start); water safety (delivered by the Fire and Rescue Service) and home hazards.

The Early Years Outreach Service in the north of the County is delivered by two workers to families with children under the age of three years, either in their own homes or in groups. The service involves play stimulation, offers relaxing sensory play sessions and by talking with parents to discuss successful methods of interaction between parents and their child.

The Continued Professional Development of school-based staff has been strengthened by the formation of the Herefordshire INSET Federation (HIF). HIF's overarching aim is to build school capacity for understanding, initiating and managing Continuous Professional Development (CPD) needs. Local providers, including schools, meet to produce an agreed programme and a termly brochure of CPD programmes for education staff.

Herefordshire Learning Support Services (HLSS) provides specialist learning and language support to mainstream school. Since the 2001 LEA Ofsted inspection, the work of the service has focussed on increasing schools' capacity to assess and respond to the needs of all pupils with language and learning difficulties. "Teaching Talking" and similar projects have seen pupils make significant progress in expressive language skills and in their reading ages, by up to twelve months in a six to seven month period.

Family Support in Herefordshire is provided by a broad group of statutory, voluntary and community agencies seeking the emotional well-being of families in a rural area. Targeted support is provided for particular families, for instance in relation to mental health, post natal depression, teenage parents and substance abuse. Locations such as the Hollybush Family Centre offer a range of informal parenting support.

The Drugs Project in Education provides advice and support to school's parents and carers including education resources for each key stage locally, working in partnership with other agencies such as the police, Youth Offending Service (YOS), and CSDP "Rachel's Story" was produced in Herefordshire; other resources include tackling underage drinking for Key Stage 3. Overall, the resources available to schools are "excellent". In 2003/4 there were 12 drugs related fixed term exclusions.

Zig Zag is a young person's drug service led by a Youth Offending Team Manager and they have two substance misuse workers. They can support staff to work with young people reporting substance misuse by providing information and advice or they can take on the support of young people if they need more targeted intervention.

Growing Out of Crime Project, promoted by the Probation Service, is an initiative being developed for unemployed offenders to learn horticultural, marketing and animal husbandry skills on a smallholding in the North of the County. It is envisaged that this project will be targeted for offenders within the Prolific and Other Priority Scheme.

Full House Community Punishment Project is a well-established project that is connected with a local charity to serve householders across Herefordshire. Unwanted furniture and household effects are collected by offenders working together with volunteers, who then renovate and re-distribute items at a minimal cost to beneficiaries. This project is particularly successful as it enables offenders to feel that they are really putting something back into the community, while also learning vocational skills.

The Community Youth Service delivers Youth Work from the nine Council owned youth centres to outdoor education facilities located across the County. (Please see Youth Service submission). In 2004-05 the Youth Service worked with 1,785 young people aged 13-19, 57.6% of whom gained an accredited or recorded outcome through the open College Network, Youth Achievement Awards, or the Duke of Edinburgh Award.

The Supported Housing for Young People Project (SHYPP) is a partners organisation that interfaces with the Council in a number of areas. Apart from funding for service provision achieved through the Supporting People framework, referrals are made through multiple agencies including Social Care Teams, Home Point and also through the Homelessness Agency operated by Herefordshire Housing Ltd who provide housing advice services on behalf of the Council. SHYPP hold waiting lists of referrals for both their accommodation-based and outreach services in Hereford, Leominster and Ross-on-Wye. Hereford-based services are oversubscribed.

The Council actively support initiatives to reduce family poverty as a means of reducing stress on parents. Increasing the availability of affordable childcare has helped this process. The Children's Centres programme in the County will also give parents more opportunity to improve their employment prospects, building on current links with Job Centre Plus.

The Increased Flexibility Project has proved to be a successful strategy for improving the curriculum of the 14 – 19 year group. The programme has grown rapidly over the last three years and participants have grown from 500 to 800. the project was praised in the 14 – 19 Inspection Report.

Excellence Cluster Learning Mentor Project. 18 Learning Mentors provide one-to-one support for children at risk in schools. The school identifies at risk young people and the mentors work with the children an their families and liaise closely with external agencies.

## FURTHER PRIORITIES

The following priorities are the subject of interagency working parties which need to answer three simple questions

**Where are we now**

**Where would we like to be**

**How are we going to get there?**

The following is a synopsis of their findings and deliberations. Not all of these priorities are as well developed as others and further meetings are planned so that these aspirations and targets may be revised and extended over the next two years. The process is a dynamic one and needs assessment, prioritisation and determining improvement targets is a continuous and on going process.

### PRIORITY AREA- Developing the Child Concern Model

#### Key judgements:

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

#### Where we want to be

- Further development and implementation of the Child Concern Model.
- All frontline staff will be thoroughly conversant with the CCM through training programmes and supervision
- Consultants will be available to advise and support Child in Need meetings
- All frontline staff will be comfortable and conversant in its use and application
- Safeguarding will be regarded as a corporate responsibility to which all agencies are committed and all agencies will collaborate to safeguard children
- Procedures will be in place so that all children in Herefordshire will be safe from abuse and neglect
- The aim is to have in place a fully revised and fully enabled CCM as the framework to safeguard children and

young people in Herefordshire by June, 2006.

#### How are we going to get there?

- Implementation of the Joint Area Review action plan
- Establish interagency agreement on the criteria for referral
- Establish consensus about thresholds across all agencies
- Provide an extensive programme of training for all frontline staff
- Provide close supervision, via consultants, for Child in Need meetings
- Consult with front line staff and monitor progress
- Provide continuous evaluation of the model



## **PRIORITY AREA —Improving educational outcomes for Looked After Children**

### **Key judgements:**

- Children and young people who are Looked After are helped to enjoy and achieve
- Children and young people who are looked after are helped to make a positive contribution

### **Where we want to be**

- We will achieve even better outcomes for Looked After Children.
- Further steps will have been taken to avoid children having to become looked after.
- Looked After Children will be provided with further opportunities to express their views and have them listened to.
- A wider range of care arrangements will have been secured for looked after children
- Unmet health needs will have been addressed.
- Looked after children will be further supported in achieving their educational potential.
- Looked after children will be enabled to enjoy a range of cultural and leisure activities.
- Looked after children will be supported when leaving care with enhanced opportunities for employment.
- Support for access to accommodation on leaving care will be improved.

### **How are we going to get there?**

- Improve educational attainments of Looked After Children through targeted support.
- Reduce Looked After Children school absence by tenacious tracking and early intervention.
- Intervene to prevent Looked After Children being excluded from school and minimise the impact for cover of exclusions.
- Ensure early intervention for all Looked After Children.
- Ensure there is a Personal Education Plan for all Looked After Children to be used as the basis for targeting individual support.
- Increase the number of support staff available for Looked After Children in schools through positive action.
- Prioritise access to therapy and specialist assessment of needs of children Looked After.
- Raise awareness of outcome for children Looked After in order to improve them.



**PRIORITY AREA —Improving outcomes for children with Learning Difficulties/Disabilities**

**Key judgements;**

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

**Where we want to be**

- A clear definition of LDD incorporating all aspects of SEN
- All children with LDD identified and assessed as early as possible in accordance with NSF Standards.
- Earlier intervention to prevent problems escalating and to improve the outcomes for children and young people.
- A common assessment framework operating to ensure information sharing between partners and to streamline assessment.
- Greater transparency around assessment and the services available for children and their families.
- A multi-agency coordinated assessment of LDD reducing the number of professionals seen by the family.
- A key worker/lead professional identified for every child with LDD.
- Improved training and employment opportunities for children with LDD.
- Improved access to supported living and housing.
- Care pathways and an interagency care plan following assessment for every child with severe LDD.
- Interagency involvement in transition arrangements for all C&YP with LDD.

**How are we going to get there?**

- Decisions needed about information sharing arrangements.
- A multi-agency Working Party to develop the common assessment framework.
- A multi-agency Working Party to develop the lead professional/key worker role and care planning.
- Protocols and procedures for transition arrangements in place.
- Implementation of JAR Action Plan for children and young people with LDD.
- Implementation of the 14-19yrs Action Plan.
- Development of multi-disciplinary LDD team including all relevant agencies.
- The development of an integrated LDD policy incorporating the CAF.

**PRIORITY AREA —Improving mental health****Key judgement;**

- Action is taken to promote children and young people's mental health

**Where we want to be**

**will be develop by Key Managers and Clinicians across agencies led by Children's Operational Group).**

**How are we going to get there? (This****PRIORITY AREA —Improving physical health****Key judgement**

- Action is taken to promote children and young people's physical health

**Where we want to be**

**Clinicians across agencies led by Children's Operational Group).**

**How we are going to get there? (This will be develop by Key Managers and****PRIORITY AREA —Improving standards in education across all sectors and tackling underachievement****Key judgements;**

- Early years provisions promote children's development
- Action is taken to ensure that 5-16yrs education is of good quality.
- Action is taken to ensure that 14-19 education and training is planned and delivered in a coordinated way and educational training is of a good quality.

**Where we want to be**

- Sustain and further develop the good quality early years provision
- Sustain and further develop the good quality of education offered in most schools, colleges and work-based learning providers
- Extend the range of curriculum courses offered by the school Sixth Forms

- Improve the overall percentage of pupils achieving 5A\*-C including maths and English
- Reduce the percentage of pupils leaving school with no qualifications
- Achieve a step change in performance at Key Stage 2 mathematics to mirror the significant improvements already seen in English.

- Raise the overall performance of boys in primary and secondary schools
- Establish an effective 14-19 consortium
- Tackle underachievement in vulnerable groups
- Implement and achieve the targets set out in the Local Area Agreement and Local Public Service Agreement
- Further develop and resource a Children's Services data unit that emphasises the importance of pupil level targets and tracking, and conversion rates
- Maintain a school improvement team who work with schools to raise standards and implement the national, and other related strategies
- Implement the AWI action plan

**PRIORITY AREA —Reducing anti social behaviour.**

**Key judgements;**

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

**Where we want to be;**

- Good, effective multi-agency work between Children's Services Directorate, Youth Offending Service, Police, Connexions, Probation Service and all appropriate agencies working together
- Effective preventative programmes delivered within all secondary school settings, including Pupil Referral Units and appropriate special schools
- Identification, monitoring and support for children and young people assessed as being at risk of offending behaviour
- Improved school attendance for persistent truants
- Support parents and carers to improve their management of their children
- Provide effective support for victims of anti social behaviour
- address offending behaviour and its consequences
- Continuous review and development of education programmes for drug and alcohol misuse
- Identification of persistent truants and appropriate follow-up action from schools and Education Welfare Service
- Embed and develop the multi-agency Prevent and Deter Programme (from the Prolific and Priority Offenders Scheme)
- Improved support for children and young people with ASBOs and ABCs and their parents
- Delivery of 14-19 Action Plan with particular reference to vulnerable young people
- Develop diversionary activities for children and young people
- Develop Parenting Courses where children and young people are causing concern regarding school attendance and/or their behaviour

**How we are going to get there?**

- Implement the Herefordshire Crime, Disorder and Drugs Reduction Strategy 2005/8 with particular reference to Priority One: Young People and Priority Three: Anti-Social Behaviour
- Youth Offending Service to develop preventative programme in schools to
- Develop family support and systems of early identification of children of all ages at risk of offending
- Develop clear plans for identifying and supporting victims of anti social behaviour

## **PRIORITY AREA —Improving opportunities for learning and recreation, including access and housing**

### **Key judgements;**

- All children and young people can access a range of recreational activities including play and voluntary learning provision
- Action is taken to ensure that young people have decent housing
- Community regeneration initiatives address the needs of children and young people

### **Where do we want to be?**

#### Learning

- Provide a wide range of positive activities for children and young people that are responsive to their needs and encourages them to shape the services they receive (Youth Green Paper)
- More young people volunteer and become involved in their communities (Russell Commission)

#### Recreation

- "Enhancing quality of life" by...and providing more opportunities for physical activity and access to a choice of leisure and cultural opportunities (Sports Development Service Plan 2006-7)
- Young people contribute and influence the vibrancy of Herefordshire through taking part in cultural activities

#### Access

- All young people are aware of the 'things to do and places go' in the area (Youth Green Paper – Youth Offer)
- That all our customers have equal access to services they need.

#### Housing

- 'A balanced and affordable housing market, providing decent homes and sustainable communities, and ensuring opportunities for choice and

independence for all residents in Herefordshire' (Strategic Housing – Service Plan 2006-7)

- Provide transitional, supported housing on low density developments (Supporting People Strategy 2005-10)
- Provide supported lodging scheme for young offenders (Supporting People Strategy 2005-10)

### **How will we get there?**

- Develop an integrated children and young peoples support service with integrated governance, processes and frontline delivery.

#### **1. Learning**

- Through partnerships and commissioning with the voluntary, community and business sectors map all positive activities and opportunities available and publicise to young people

#### **2. Recreation**

- Support school / club links using education resources to sustain leisure development
- Manage the Council's interests in the delivery of facility based Leisure Services (i.e. Leisure Centres, Swimming Pools and Sports Clubs)

- Through the Cultural Consortium Partnership run cultural programmes in schools and community locations (DRAFT Cultural Services Business Plan 2006-7)

**3. Access**

- Through the Herefordshire Accessibility Partnership provide tailored community transport services ...for young people to improve access to services (Local Transport Plan 2006-7)
- Implement Equality Impact Assessments of all service areas and delivering the actions of the

Comprehensive Equality Policy, the Race Equality scheme and the Disability scheme.

**4. Housing**

- Regularly identifying and responding to local accommodation needs
- Improving the condition of public and private housing
- Providing affordable and accessible accommodation

## HOW WILL WE KNOW WE ARE MAKING PROGRESS?

### Key targets and indicators

Targets have been derived from;

- ❑ Major plans including the Local Authority Corporate Plan
- ❑ Government Dataset
- ❑ Local Area Agreement targets (incorporating LPSAs).

#### BE HEALTHY

- Increase in numbers of school nurses from baseline (LAA)
- Increase % of 2yr olds who are up to date with MMR immunisations (LAA)
- Achieve multi-agency use of the CAF (LAA)
- Increased % of LAC offered a health check in the year (LAA)
- Improve the health and well being of children through an increase in the length of time children are breast fed
- Improve the % of babies born to mothers in S. Wye who are breast fed (LAA)
- Increase % of babies born to teenage mothers in Hereford who are breast fed for 6 weeks
- A lower number of children under 18 with respiratory infections admitted to hospital
- Improvements in access to CAMHS (LAA)
- Improvements in oral health for children and young people
- A lower percentage leaving A&E within 4 hours
- A higher percentage of specialist children's nurses in A&E
- Fewer substance abuse admissions to hospital
- Targets met for teenage pregnancy rates
- Targets met for sexual health
- Targets met for lowering the numbers subject to childhood obesity

#### STAY SAFE

- Full implementation of the Child Concern Model
- Positive evaluations of the Child Concern Model
- Reduce the number of C&YP killed or injured in road traffic collisions.
- Fewer admissions to hospital due to injuries under 18yrs
- Improved Health and Safety provisions in PRUs
- A higher proportion of social workers per child population
- The number of children on the CPR in line with statistical neighbours
- A lower number of CPR re-registrations
- A higher number of first time registrations as a proportion of all registrations
- A rise in de-registrations from the CPR
- A lower percentage of children subject to S47 leading to a case conference

**ENJOY AND ACHIEVE**

- Improve the number of new out of school hours child care places (LAA)
- Increase % of 3 yr olds who have access to good quality free early years education places in the voluntary private and maintained sectors.
- Value added between Key Stage 1-2 improved
- Improved results for Science at GCSE
- Improved proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in KS2 maths
- Improved proportion of pupils in LEA schools in the previous summer achieving Level 4 or above in KS2 English
- Improved results for 1 or more GCSEs A-G (LPSA2)
- Improved results for children achieving 5 or more GCSEs at grades A-C or equivalent (LAA)
- Improved results on school inspections of
  - Leadership and management
  - Pupil attitudes
  - Behaviour and exclusions
- Fewer fixed term and permanent exclusions
- More children achieving 5+ GCSEs being educated in alternative settings
- Fewer half days missed due to absence in primary and secondary schools maintained by the authority (LPSA 12 c&d)
- Fewer days lost from education by looked after children
- Fewer children and young people with a statement of SEN
- More statements of SEN completed within deadlines
- Fewer SEN tribunals
- More reviewed and discontinued statements of SEN
- Integrated processes for LDD
- Increase the % of the total youth population aged 13-19 in contact with the youth service
- Improved opportunities for children with LDD in education and training

**MAKE A POSITIVE CONTRIBUTION**

- Shadow Partnership Board fully operational and effective
- Improved voluntary and community engagement of children and young people
- Increased participation of all children and young people in school and youth councils
- Reduced number of racist incidents in schools
- Reduced level of offending (LAA)
- Reduced levels of re-offending (LAA)
- Reduced levels of drug and alcohol abuse
- Reduce the percentage of fixed term and permanent exclusions
- Decrease in all forms of bullying behaviour

### **ACHIEVING ECONOMIC WELL BEING**

- Implementation of the 14-19 Action Plan and successful evaluation
- Increased up take of child care for all families
- Increase in the percentage of young people in EET
- Increase the number of LAC who were engaged in EET at 19yrs (LAA)
- Reduce the number of 16-19yr. olds in jobs with no training
- Increase in the number of young people achieving Level 2+ in NVQ or equivalent
- Reduce the number of care leavers without appropriate accommodation
- Reduce the number of families in temporary accommodation
- Decrease the number of homeless young people
- Increase the number of teenage mothers in education, employment and training
- Increase the number of Herefordshire residents aged 19yrs to achieving a skills for life qualification.
- Increase the number of Herefordshire residents achieving a Level 3 qualification (excluding manufacturing and engineering).



## **PLANS FOR COMMISSIONING SERVICES**

### **Our approach to commissioning**

The focus for a commissioning strategy in the delivery of this plan, is the efficient use of resources gained through the economies generated by joint agency working and by the redirection of resources towards front line and preventative services.

Across all the partnership organisations the majority of resources are currently committed to staffing. The process of joint commissioning and pooling budgets will start with these current staffing resources being aligned to provide multi-agency teams and joint working on the delivery of the agreed priorities set out in this plan. This approach builds on the good practice already in place in Children's Centres.

In the early stages of the delivery of this plan, grant and external project funding will be aligned and targeted towards identified joint activities that will deliver improvements in the priorities. Training budgets will also be considered at an early stage to ensure that economies are found and a common training platform is developed to ensure integrated working and a shared understanding of practices and procedures, as detailed in our integration programme.

### **Local Area Agreements and commissioning**

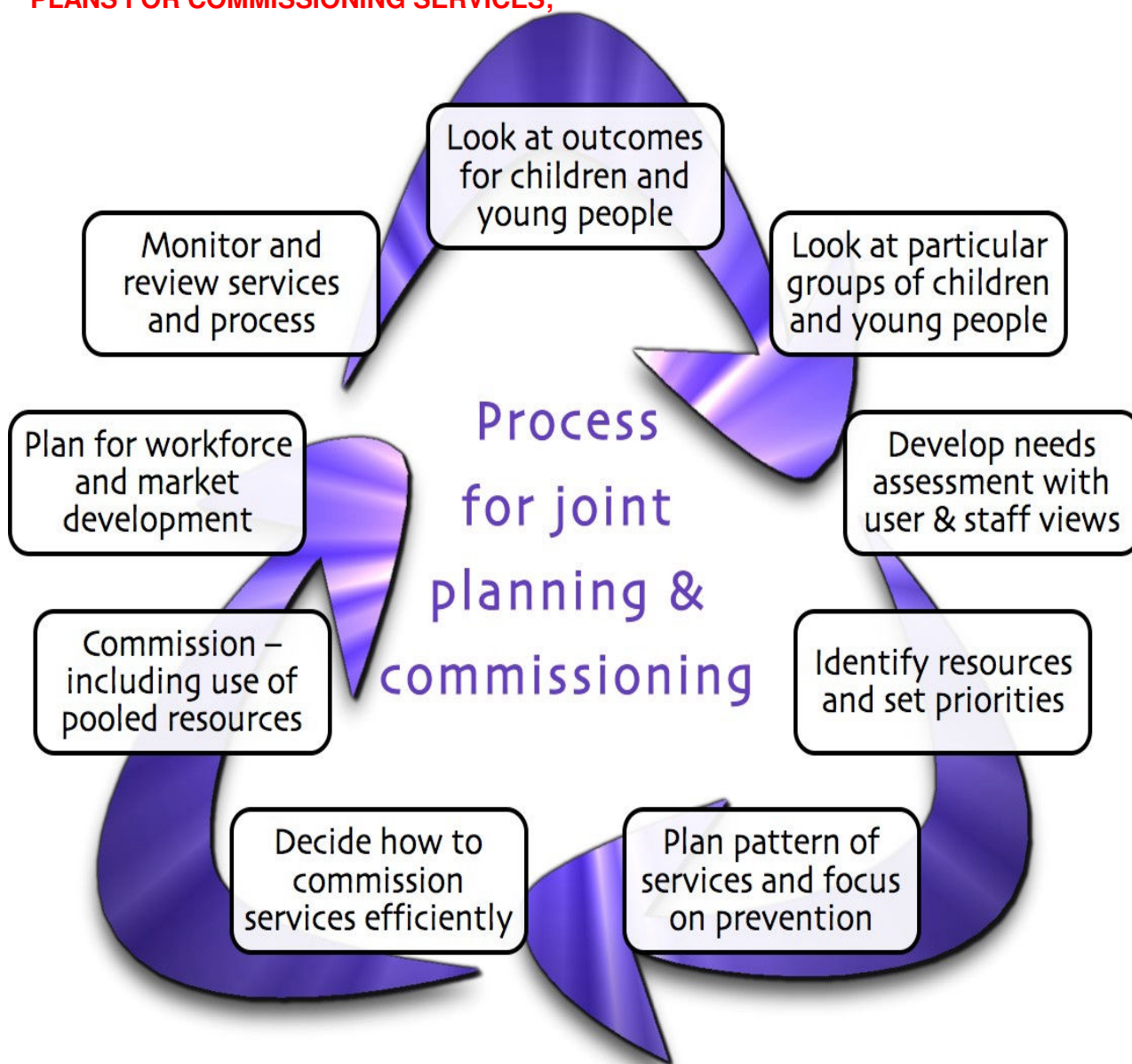
The introduction of Local Area Agreements in April 2006 will spearhead the introduction of pooled budgets focussed around improving outcomes for children and young

people. The pooling of new project funding and commissioning will be the focus of early work and experience gained in these areas will be used to further develop pooling in more complex areas through the three years of the plan. Freedoms and flexibilities granted through the introduction of the Local Area Agreement will be exploited to drive forward the pooling of resources.

### **Our plans to develop this work**

A multi-agency working party will help to develop multi-agency teams and explore the benefits and limitations of co-location. The working party's main focus will be outcomes for children and their families rather than the needs of professional groups. At the same time it will be essential to maintain and enhance service delivery that is already producing good outcomes for children and young people. An integrated approach to delivering on the priorities, however, should ensure that common areas are targeted and that duplication of effort and conflicting actions are avoided. Herefordshire's Children and Young People's Partnership Board will develop into a Children's Trust and this will be the key vehicle for the agreement of resource allocation and the commissioning of services. This partnership will need to be aware of the statutory nature of some functions as well as promoting the priorities identified in this plan. They will be responsible for ensuring that the targets identified in the plan are adhered to through regular monitoring and evaluation processes. In addition, an assessment of needs is a continuous process which will be used to determine and realign priorities. The following diagram from Framework for Joint Planning and Commissioning of Children and Young People's Services, ODPM, 2005 illustrates this process in nine steps.

**PLANS FOR COMMISSIONING SERVICES;**



## Arrangements for cooperation and partnership working-Herefordshire's Children's Trust

**Children's Trust  
Children & Young People's  
Partnership Board (Chair – Director of  
Children's Services)**



**Children's Office: Change Planning  
Research and Statistics  
Performance Management  
Annual Performance Assessment  
Participation of C & YP**



| CHANGE TEAM FORUM |         |                   |           |                   |                 |                |      |                   |         |       |           |                       |                  |                    |              |                    |      |               |            |     |
|-------------------|---------|-------------------|-----------|-------------------|-----------------|----------------|------|-------------------|---------|-------|-----------|-----------------------|------------------|--------------------|--------------|--------------------|------|---------------|------------|-----|
| BE HEALTHY        |         |                   |           |                   | STAY SAFE       |                |      | ENJOY & ACHIEVE   |         |       |           | POSITIVE CONTRIBUTION |                  |                    |              | ECONOMIC WELLBEING |      |               |            |     |
| Acute Trust Rep   | PCT Rep | Teenage Pregnancy | C.A.M.H.S | LDD/SEN Dev Group | Children's Fund | CCM Dev. Group | LSCB | Behaviour Support | SEN/LDD | EYDCP | SureStart | Children's Centres    | Extended Schools | Excellence Cluster | Schools Reps | The Alliance       | CDDP | Youth Service | Connexions | LSC |

LDD  
Subgroup

Mental  
Health  
Subaroup

NSF  
Subgroup

Co-  
location  
Subaroup

Training &  
Profession  
al

Multi  
agency  
Teams  
Subgroup

Information  
Sharing  
Subaroup

14-19  
Action Plan  
Dev. Group

## **Our vision for commissioning**

- **Plans for integration**
  - 1) **Implementation of the Common Assessment Framework.**
  - 2) **Commission information sharing arrangements.**
  - 3) **Develop lead professional role and care planning.**
  - 4) **Establishing multi-agency support teams working to localities.**
- **Commission more family support services,**
- **Commission more therapy support.**
- **Commission a comprehensive CAMHS.**
- **Commission enhanced family support services for families with older children.**
- **Integrating services for common assessment, the NSF and improved performance management of the Child Concern Model.**
- **Commission enhanced foster carer capacity (sub regional resources) for children with complex needs.**
- **Commission enhanced shared care services.**
- **Commission six Children's Centres and extended schools.**
- **Improved educational achievements for under performing groups.**
- **Improved access/transport for recreation/learning.**
- **Herefordshire Youth Council and Looked After Children reference group are given a structured voice on the Partnership Board.**
- **Ensure joined up support services to improve offending and anti social behaviour.**
- **Commission more supported housing for young people including those leaving care.**
- **Improve transition planning for vulnerable children and young people.**

## **MAKING A DIFFERENCE**

All services in Herefordshire are committed to better outcomes for children and young people in the County and this our plans and ambitions can be represented by the following table;

|  | BE HEALTHY   | Staying Safe  | Enjoy and Achieve  | Positive Contribution   | Economic Well-Being   |
|--|--|---|--|---|---|
| <b>KEY JUDGEMENTS</b>                          | <ul style="list-style-type: none"> <li>Parents and carers receive support to keep their children healthy</li> <li>Healthy lifestyles are promoted for children and young people(C&amp;YP)</li> <li>Action is taken to promote C&amp;YP's physical health.</li> <li>Action is taken to promote C&amp;YP's mental health</li> <li>Looked after children's health needs are addressed.</li> <li>The health needs of C&amp;YP's with LDD are addressed</li> </ul>  | <ul style="list-style-type: none"> <li>C&amp;YP and their carers are informed about key risks to their safety and how to deal with them.</li> <li>C&amp;YP are provided with a safe environment.</li> <li>The incidence of child abuse and neglect is minimised.</li> <li>Agencies collaborate to safeguard children according to the requirements of current government guidance.</li> <li>Services are effective in establishing the identity and whereabouts of all C&amp;YP aged 0-16.</li> <li>Action is taken to avoid C&amp;YP having to be looked after.</li> <li>Looked after children live in safe environments and are protected from abuse and exploitation.</li> <li>C&amp;YP with LDD live in safe environments and are protected from abuse and exploitation.</li> </ul> | <ul style="list-style-type: none"> <li>Parents and carers receive support in helping their children to enjoy and achieve.</li> <li>Early years provision promotes children's development &amp; well-being and helps them meet early learning goals.</li> <li>Action is taken to ensure that educational provision 5-16 is of good quality.</li> <li>C&amp;YP are enabled &amp; encouraged to attend &amp; enjoy school to achieve highly.</li> <li>Educational provision is made for children who do not attend school.</li> <li>All C&amp;YP can access a range of recreational activities, including play and voluntary learning provision.</li> <li>C&amp;YP who are looked after are helped to enjoy and achieve.</li> <li>C&amp;YP with LDD are helped to enjoy and achieve.</li> </ul> | <ul style="list-style-type: none"> <li>C&amp;YP are supported in developing socially and emotionally.</li> <li>C&amp;YP, particularly those from vulnerable groups, are supported in managing changes and responding to challenges in their lives.</li> <li>C&amp;YP are encouraged to participate in decision making and in supporting the community.</li> <li>Action is taken to reduce anti-social behaviour by C&amp;YP.</li> <li>Action is taken to prevent offending and to reduce re-offending by C&amp;YP.</li> <li>C&amp;YP who are looked after are helped to make a positive contribution.</li> <li>C&amp;YP with LDD are helped to make a positive contribution.</li> </ul> | <ul style="list-style-type: none"> <li>Action is taken by partners to support families in maximising their economic well-being.</li> <li>Young people 11-19 are helped to prepare for working life.</li> <li>Action is taken to ensure that 14-19 education and training is planned and delivered in a co-ordinated way and that education and training (16-19) is of good quality.</li> <li>Community regeneration initiatives address the needs of C&amp;YP.</li> <li>Action is taken to ensure that young people have decent housing.</li> <li>C&amp;YP who are looked after are helped to achieve economic well-being.</li> <li>C&amp;YP with LDD are helped to achieve economic well-being.</li> </ul> |
| <b>C&amp;YP Partnership Board's Priorities</b> | <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>Improving outcomes for children Looked After</li> <li>Further implementation of the Child Concern Model</li> </ul>   | <ul style="list-style-type: none"> <li>Extending services in Early Years/Sure Start</li> <li>Improving standards in schools</li> <li>Improving outcomes for underachieving groups</li> </ul>   | <ul style="list-style-type: none"> <li>Improving learning and recreation opportunities</li> <li>Reducing anti-social behaviour</li> </ul>   | <ul style="list-style-type: none"> <li>Improving opportunities for economic well-being</li> </ul>   |
| <b>Key Priorities based on Needs Analysis</b>  | <ul style="list-style-type: none"> <li>Commission more family support services,</li> <li>Commission more therapy support services.</li> <li>Commission a comprehensive CAMHS.</li> </ul>   | <ul style="list-style-type: none"> <li>Commission enhanced family support service (families with older children).</li> <li>Integrating services for common assessment and improved performance management of the Child Concern Model.</li> <li>Commission enhanced foster carer capacity (sub-regional resource) for children with complex needs.</li> <li>Commission enhanced shared care service.</li> </ul>  | <ul style="list-style-type: none"> <li>Commission 6 "children's centres" and extended schools</li> <li>Improved educational achievement for under performing groups.</li> <li>Improved access/transport for recreation/learning.</li> </ul>  | <ul style="list-style-type: none"> <li>Herefordshire Youth Council and LAC reference group given a structured voice on the C&amp;YP Partnership Board.</li> <li>Ensuring joined up support services to improve offending and anti-social behaviour.</li> </ul>  | <ul style="list-style-type: none"> <li>Commission more supported housing for young people, including those leaving care.</li> <li>Improve transition planning.</li> </ul>   |
| <b>Children and Young People's Views</b>       | <p>Looked after children wanted foster carers to be better supported financially to enable more choice, citizenship and transport access and to be called "Young People". Children and Young People say they want to be consulted about decisions and taken seriously. Leisure facilities and access to provision are needing improvement. More young people agree they are able to influence important decisions about local services, and now want an equal voice and some control over future development.</p>  |   |  |   |   |
| <b>NEXT STEPS</b>                              | <ul style="list-style-type: none"> <li>Confirm key priorities and outcomes for C&amp;YP Plan by November 2005</li> <li>Set up infrastructure for direct involvement of Children and Young People with the Partnership Board by end December 2005 (Looked After Children Reference Group and Youth Council)</li> <li>Set up performance management arrangements for the Partnership Board</li> <li>Use LPSA 2 targets and set local targets with LAA and C&amp;YP Partnership Board</li> <li>Confirm commissioning strategy and resources for the delivery of the C&amp;YP Plan November 2005 to February 2006</li> </ul> |   |  |   |   |

**Children's Services - improving outcomes for all children and young people in Herefordshire**  
**Next Steps in Making a Difference 2005-08**



**A Glossary, Bibliography and access to an extensive Appendix will be provided with the final document.**