

**STOCKTON-ON-TEES CHILDREN'S TRUST BOARD
CHILDREN AND YOUNG PEOPLE'S PLAN, 2009-2012**

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STOCKTON-ON-TEES CHILDREN'S TRUST BOARD

1. FOREWORD

Welcome to our Children and Young People's Plan for 2009 to 2012. This plan sets the outcomes we wish to achieve for our children, young people and their families in Stockton-on-Tees. It identifies our key priorities to achieve these outcomes and through a range of strategies and plans, how we are going to do this.

Stockton-on-Tees Children's Trust Board is responsible for the development of the plan and for ensuring that actions to deliver the plan are implemented. The Board is comprised of all partner agencies and organisations, across the statutory sector and voluntary and community sectors. Young people are represented on the Board through elections from our Youth Assembly.

The Board and its members are jointly committed to delivering improved outcomes for children, young people and their families, as set in this plan.

We continue to build on our excellent track record of integrated working from front-line delivery through to strategic planning in delivering improved outcomes.

Children, young people and their families are our central focus and involving them at all levels of service delivery and planning will continue to be a key commitment.

This plan covers services for children and young people, aged 0 –19 years, those young people who have left care, up to the age of 21 years (or up to 25 in certain circumstances) and young people with a learning disability up to the age of 25, and their families.

The plan has been developed in consultation with all partners, children, young people and their families.

Alex Cunningham,

Cabinet member for Children, Education and Social Care, Stockton-on-Tees Borough Council,

Chairperson of Stockton-on-Tees Children's Trust Board

Jane Humphreys,

Corporate Director of Children, Education and Social Care, Stockton-on-Tees Borough Council.

2. OUR VISION

Our vision is that “Every Child Matters- No Child Left Behind”.

By this we mean that all children and young people in Stockton-on-Tees will be assured of:

- the opportunity to grow up in a loving, stable environment;
- real opportunities to achieve their full potential and contribute to a fast moving, changing and interdependent world;
- opportunities to experience the benefits of living in a diverse multi-cultural society, where all experiences are valued racism is not tolerated;
- living in a safe and secure community where they are protected from harm, abuse, harassment, exploitation or neglect and have the chance to enjoy the opportunity to group-up with their peer groups and friends;
- chances to contribute to their local communities, feeling heard and being valued as responsible citizens shaping their lives and their futures;
- the opportunity to appreciate their environment and participate in sport, music, art, drama, and a variety of cultural activities of the society and community in which they live;
- focused support as they pass through the various transitions from birth to adulthood expanding their capacity to make decision about their identity, relationships, education, future careers and financial affairs;
- excellent public services, which strive to meet the individual needs of children and young people and their families.

We aim to achieve this vision through:

- delivering integrated services which are easily accessible and understandable to children, young people and their families;
- excellent partnership working between all agencies and organisations involved in commissioning and providing services for children, young people and their families;
- seeking to involve families in the early identification of problems and difficulties and the provision of services at as early a stage as is possible and appropriate;
- tackling inequalities and gaps in service so that we can live up to our intention that every child matters and that no children are left behind;
- adopting a “think family” approach in all our services, so that we properly support families as they strive to bring up their children and improve their outcomes, and promoting this approach across wider service delivery.

- ensuring robust arrangements to safeguard the health and well-being of all children and young people;
- supporting young people into the world of further / higher education, training and employment and their future relationships.

This plan is for:

- all children and young people aged 0-19 years, those young people who have left care, up to the age of 21 years (or up to 25 in certain circumstances) and young people with a learning disability up to the age of 25, and their families;
- all the agencies and organisations involved in delivering this plan including those that have a duty to cooperate (under Section 10, Children Act 2004) and all parties to Stockton-on-Tees Children's Trust Board.

We will seek to work with all other organisations within the independent and private sectors involved in services for children and young people in delivering better outcomes for our children and young people.

We will support the delivery of the Government's Children's Plan.

3. KEY PRIORITIES

Be Healthy:

- promote positive sexual health and reduce the level of conceptions in under 18 year olds;
- reduce substance misuse (including alcohol and tobacco) by children and young people and reduce the effects on children, young people and family life;
- reduce levels of obesity in children and young people;
- improve the mental health and emotional well-being of children and young people;
- improve and develop support for families with disabled children and young people.

Stay Safe:

- ensure effective multi-agency safeguarding of our most vulnerable children and young people;
- continue to improve the outcomes for Children in Care;
- improve children and young people's feelings and experience of safety in the family and in the community.

Enjoy and Achieve:

- raise achievement for all children, particularly for vulnerable and hard to reach groups, through continued improvements in educational attainment across key stages;
- secure further improvement in young people's participation, retention and achievement in further education, training and employment;
- increase enjoyment by improving access, participation, inclusion, progression, curriculum flexibility and enrichment across phase;
- increase the range of accessible culture, leisure, sporting and social activities for children and young people by developing services across statutory, voluntary and independent sectors.

Make a Positive Contribution:

- enhance the involvement and participation of children and young people, parents and carers in community life, positive activities and in the development of services to meet identified needs;
- reduce levels of youth offending and anti-social behaviour.

Achieve Economic Well-being:

- improve progression, participation and retention in education, employment and training;
- reduce youth homelessness and develop a more appropriate range of responses to minimise its impact.

Our Service Management and Cross-Cutting Priorities are to:

- support and develop family wellbeing;
- implement major capital programmes to improve quality of learning and school buildings;
- review the Children's Trust Board governance arrangements in line with new DCSF guidance;
- implement the Children's Workforce Development Strategy.

4. CONTEXT

Population

There are approximately 48,000 children and young people living in the Borough aged 19 years and under and this number is expected to decline during the life of this plan and beyond. The exception to this will be general population rises in more affluent areas in the south of the Borough which will include increase in the number of children and young people in those areas.

Health

The population of Stockton remains less healthy than the national picture, when measured by life expectancy. The life expectancy at birth for males and females is just over 1 year less than the national average, although better than the Tees average for both.

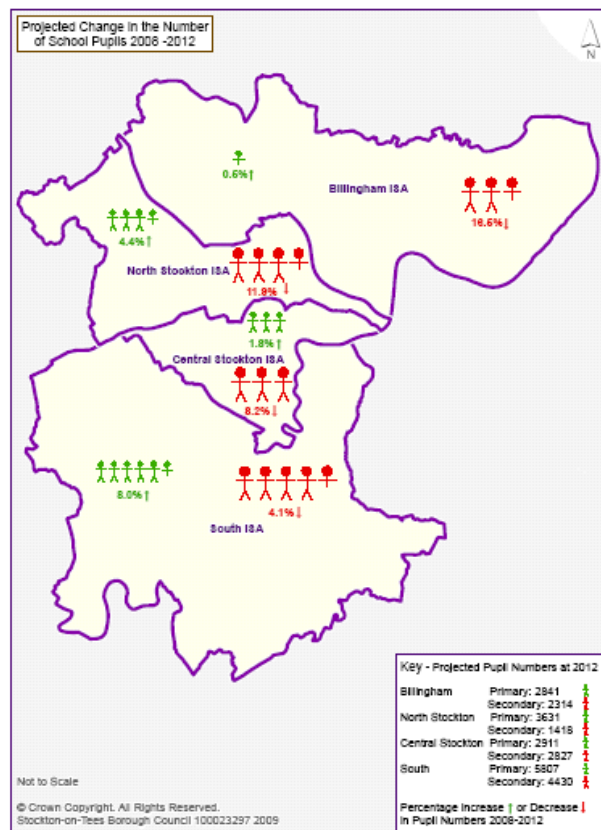
Education

The overall educational attainment for children and young people in Stockton is broadly in line with the national average, with a consolidation or rise in the standards of attainment across the core subjects since 2001 at all levels and at all key stages and excellent progress being made in narrowing the gap especially at KS4.

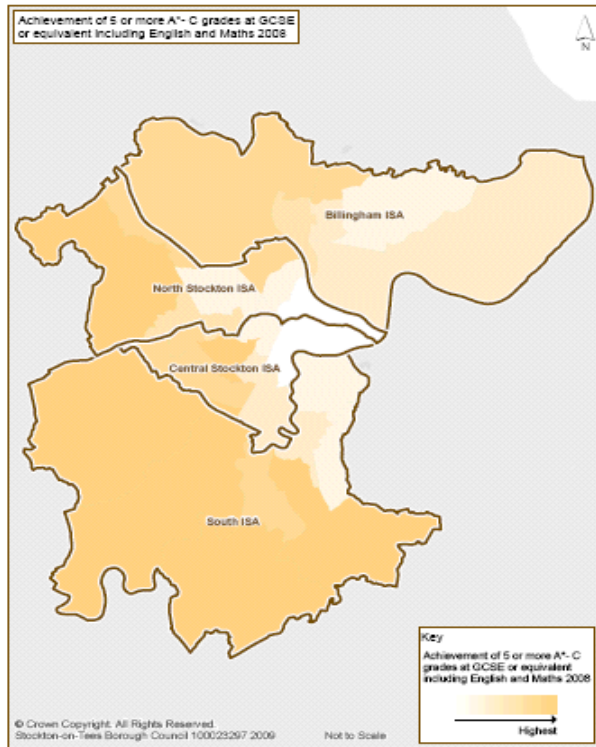
Key data - Integrated Service Area breakdown.

Education

Projected change in primary and secondary school numbers to 2012 by integrated service area.

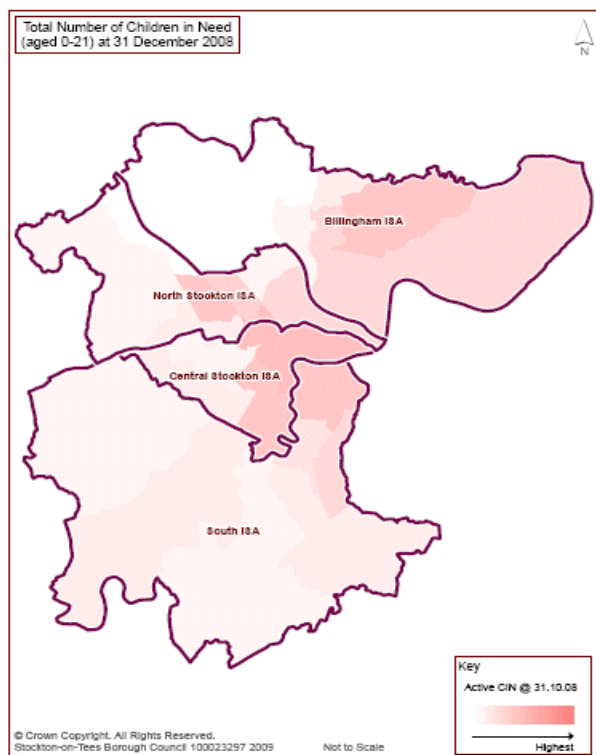


This map provides an overview of the current GCSE achievement rates in Stockton across the different wards and integrated service areas.

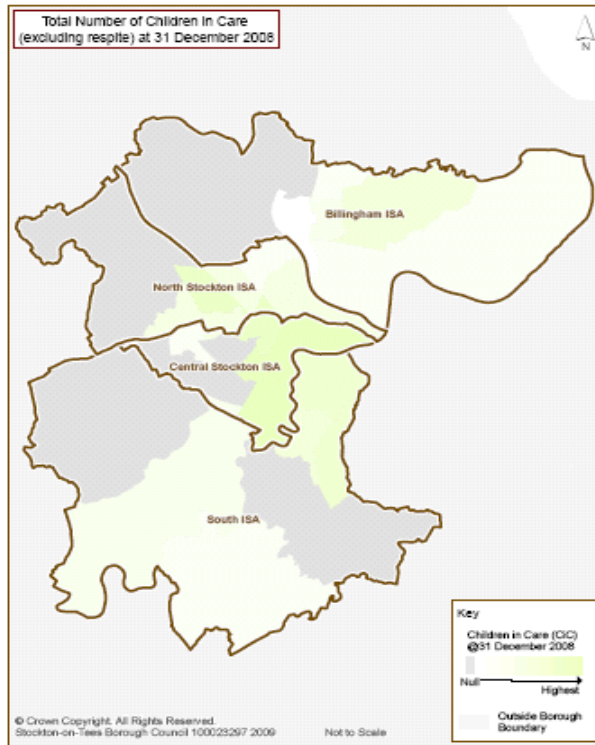


Social Care.

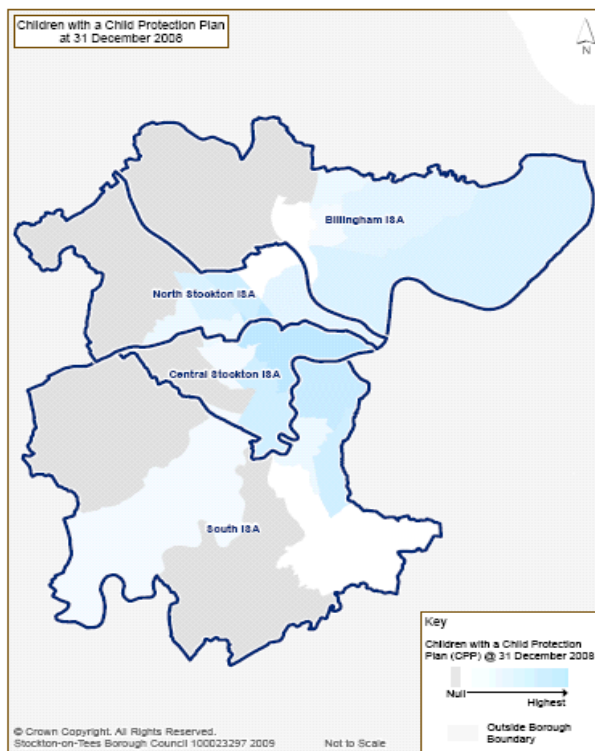
The numbers of children in need at 31 December 2008 in Stockton across the different wards and integrated service areas.



The numbers in care 31 December 2008 in Stockton across the different wards and integrated service areas.



The numbers of children with a child protection plan at 31 December 2008 in Stockton across the different wards and integrated service areas.



Health.

The numbers of live births during 2008 for >18s.

(Map to be inserted)

5. FRAMEWORK FOR THE PLANNING AND COMMISSIONING OF SERVICES

The Children and Young People's Plan is the key overarching plan for the provision of services to children, young people and their families in Stockton-on-Tees. It is a statutory responsibility on the local authority to produce a plan under the Children and Young People's Plan (England) Regulations, 2005 and Children and Young People's Plan (England)(Amendments) Regulations, 2007.

There is a statutory duty on key organisations (Local Authority, Police Authority, Probation Board, Youth Offending team, SHA, PCT, LSC) to cooperate in the provision of services.

The plan is the key planning document for Stockton-on-Tees Children's Trust Board and sits above a wide range of specific plans and strategies for the delivery of services (these are available on the accompanying CD)

The Children's Trust Board brings together a wide range of agencies/organisations across Stockton-on-Tees, who are involved in commissioning and providing services for children, young people and their families. The Board can be defined as an "unconstituted partnership". As such, it makes recommendations to partner organisation boards, the local authority Cabinet and relevant decision-making bodies. It does not have any delegated authority in its own right.

It is the intention of the Department for Children, Schools and Families to bring in legislation in 2009/10 to make Children's Trust Board arrangements statutory and for the Children and Young People's Plan to be a statutory plan on all relevant partners. It is also proposed that the range of relevant partners is increased to include schools and colleges.

The Children's Trust Board is a thematic partnership of the local strategic partnership (Renaissance).

Key themes of Renaissance are:

- Economic Regeneration and Transport;
- Environment and Housing;
- Safer Communities;
- Children and Young People;
- Healthier Communities and Adults.

Supporting themes are:

- Stronger Communities;
- Older Adults;

- Arts and Culture.

These are identified in the Sustainable Community Strategy.

The Children and Young People's Plan is linked to the Sustainable Community Strategy and the key planning and strategy documents which support it, vis:

- Council Plan;
- Community Safety Plan;
- The Policing Plan;
- Domestic Violence Strategy;
- Housing Strategy;
- Homelessness Strategy;
- Local Transport Plan;
- Probation Plan;
- World Class Commissioning Strategy;
- Annual Operating Plan (PCT);
- Local Planning Framework.

The Local Area Agreement (LAA) is the Outcome Framework for the local strategic partnership and the formal agreement with central government for the delivery of key local priorities.

The Children and Young People's Plan reflects the key priorities in the LAA and provides the action plans for delivery against these priorities.

The Children's Trust Board is supported by a range of key partnership groups, based on the 5 Every Child Matters outcomes. These are:

- Be Healthy Partnership;
- Local Safeguarding Children's Board;
- Enjoy and Achieve Partnership;
- Positive Contribution / Economic Wellbeing Partnership.

These are the key partnership groups responsible for the development and delivery of action plans which will deliver improved outcomes for children, young people and their families.

The Children's Trust Management Team is the executive body for the Children's Trust Board and is composed of:

- Corporate Director of Children, Education and Social Care;
- Director of Public Health;
- Director of Community Services, Hartlepool and North Tees NHS Foundation Trust;
- Assistant Director of Commissioning/Head of Children and Young People's Strategy;
- Assistant Director/Head of Service for Children, Education, Complex and Additional Needs;
- Assistant Director/Head of Service, Operational Services, Children and Young People;
- Head of Performance;
- Head of Support Services.

Governance (decision-making processes).

Organisations under the Children's Trust Board operate within their own governance arrangements and decision-making responsibilities. The Children's Trust Board therefore makes recommendations to organisations on which their decision-making can then be based. The Children's Trust Board does not have delegated decision-making powers in its own right.

Commissioning of Services.

The Joint Commissioning Unit (Children and Young People) is responsible for the commissioning of services across the local authority and Stockton-on-Tees Teaching PCT to meet the needs of children, young people and their families.

It supports the commissioning of services across the wider group of organisations under the Children's Trust Board through the Commissioning Framework.

The Joint Commissioning Unit is jointly funded by the local authority and the PCT.

Services are commissioned jointly across partner organisations where appropriate and using the full range of "pooling" arrangements where these lead to improved efficiencies and effectiveness in the delivery of services.

The Joint Commissioning Unit makes recommendations to the Children's Trust Management Team and the Children's Trust Board for commissioning activity to support the delivery of the Children and Young People's Plan.

The Joint Commissioning Unit will produce a commissioning plan each year, with details of all commissioned services supported by the Unit.

Resource Planning.

Responsibility for budgets sits with partner organisations. The joint commissioning process between the local authority and the PCT ensures that budgets between these organisations are fully aligned and that decisions on spend are made in a timely manner and in line with agreed priorities.

Pooled budget arrangements exist for specific services, vis:

- Youth Offending Service;
- Local Safeguarding Children's Board.

Details of financial planning for services to children, young people and their families for the life of this plan will be provided each year in a resources plan, attached to the Children and Young People's Plan, where this information can be identified for partner organisations. This will provide a picture of the overall spend on services for children, young people and their families across the Children's Trust Board.

6. KEY PLANS AND STRATEGIES SUPPORTING THE CHILDREN AND YOUNG PEOPLE'S PLAN

Be Healthy Partnership:

- Teenage Pregnancy Strategy;
- Young Persons' Substance Misuse Commissioning Plan;
- Hidden Harm Action Plan;
- Smoking Cessation Plan;
- Sexual Health Action Plan;
- Obesity Strategy;
- Health Schools Strategy;
- Sports Strategy;
- Play Strategy;
- CAMHS Strategy;
- Extended Schools Strategy;
- Young Carers Strategy;
- Complex and Additional Needs Strategy;
- Parenting Strategy.

Local Safeguarding Children's Board:

- Local Safeguarding Children Board Action Plan;
- Improved Information Sharing and Management Programme;
- Placement Strategy;
- Corporate Parenting Strategy;
- Domestic Violence Strategy;
- MAPPA (Multi-Agency Public Protection Arrangements) Plan.

Enjoy and Achieve Partnership:

- 14-19 Strategy;
- School Improvement Strategy;
- e-learning strategy;

- Behaviour Strategy;
- School Organisation Plan;
- BSF- Strategy for Change;
- Primary Capital Strategy;
- Special Educational Needs/Inclusion Strategy.

Positive Contribution / Economic Wellbeing Partnership:

- 14-19 NEET Reduction Strategy
- Participation, Involvement and Consultation Strategy;
- Youth Justice Plan;
- Young People's Homelessness Strategy;
- Childcare Sufficiency action plan.

7. CONSULTATION ARRANGEMENTS AND THE SETTING OF PRIORITIES

Consultation has been an ongoing process across the life span of the Children and Young People's Plan, 2007-10 and the review of the plan carried out in 2008.

This has involved all relevant partnership groups, organisations and agencies, elected members, Area Partnership Boards, children and young people, parents and carers.

The priorities set in this plan have been drawn from these processes and updated in light of performance information, the outcome of inspection and assessment process (e.g. JAR, APA) and new government initiatives and priorities.

The overall plan has been specifically consulted upon during February, 2009, in order to ensure all partners' involvement in the final plan.

Involvement of children and young people.

Children and Young People have been involved in the development of this plan and its priorities through:

- Children's Trust Board meetings;
- Partnership working at Area Partnership events being held with children, young people and their families;
- Participation, Involvement and Consultation Network;
- School Councils;
- Youth Assembly.

8. MANAGING PERFORMANCE

The Action Plan within the CYPP provides a clear framework for managing performance across agencies to secure progress and improvement in the identified priority areas. Each priority has a number of success criteria for the outcomes that we are aiming to achieve, together with linked targets. These success criteria are based on a number of performance indicators from the NIS (National Indicator Set), including those relating to Children's Services that are included in the LAA (Local Area Agreement) and in the PCT's Vital Signs agreement, together with locally developed indicators and a number of key milestones for completion of actions.

This framework enables the Children's Trust Board to be clear about:

- what are our priorities?
- what difference do we intend to make?
- how will we know we are making the required difference?

Using this framework, performance monitoring focuses on both:

- progress towards measurable targets; and
- progress in delivery of activity in line with milestones.

Performance is monitored, evaluated and reported through an agreed cycle of activity as follows.

- The four ECM partnership groups (referred to in section 5 above) consider performance and progress reports on a quarterly basis (or more frequently where required, proportionate to risk and level of priority).
- Mid-year (approx November / December) and year-end (May / June) performance reports are presented to the Children's Trust Board.
- A rolling programme for each of the ECM partnership groups to report in turn to the Trust Board provides an update of progress on key developments, and enables any particular areas of concern to be highlighted on an exception basis, and for particular areas of good practice and success to be highlighted.
- This cycle supports a comprehensive evaluation of performance which informs the annual review of the CYPP and feeds into the new national CAA (Comprehensive Area Assessment) arrangements.

Performance reports submitted to the partnership groups draw on the performance management arrangements within the key organizations, for example the regular performance clinics held within the Council and PCT, along with information from many other sources (e.g. the Acute Trust; Police; Fire Brigade). Joint arrangements for sharing of performance information have been developed and are being extended through the drawing up of protocols and agreements with the relevant agencies. These will underpin the monitoring of performance particularly within each of the ISA localities.

Information reported to partnership groups is prepared on the basis of exception reporting, for example using 'RAG' (red / amber / green) rating to highlight the key issues for consideration. To reflect the establishment of ISAs, work is progressing to enable performance information to be reported at a locality level. In line with a project led by the Council to develop a new Partnership-wide performance framework for all partners within Stockton Renaissance (the Local Strategic Partnership), the intention is to further refine the performance framework for the Trust Board by developing the capacity and systems for data to be analysed at a number of levels, for example:

- by demography;
- by locality;
- by population characteristics;
- by theme (e.g. themes within the Sustainable Community Strategy; or within this CYPP).

This development will support more effective evaluation of performance, identification of needs within our communities, and targeting of improvement action.

A significant development over the currency of this CYPP is a three year 'Efficiency, Improvement and Transformation' (EIT) programme of in-depth reviews of all Council services; many of these reviews will impact too across partners as they will require fundamental review of the way services are commissioned and provided, many of which are delivered by, or in conjunction with, partners.

The Council's Scrutiny arrangements impact across partner agencies also, complementing the arrangements outlined above with focused reviews by Select Committees of elected members on key topics. For example, these have covered teenage pregnancy services; bullying; dental care and oral hygiene for the under 5 year olds; and obesity. Future reviews related to children, young people and families will be linked into the EIT programme (as referred to in the previous paragraph) and will enrich the information available to the Trust Board about how well services are responding to the needs of local communities.

9. ASSESSMENT OF NEEDS.

The performance management framework outlined in the previous section underpins the identification and assessment of needs for children and young people in the area, by enabling the Trust Board to understand:

- how well priorities are being addressed;
- what new priorities are emerging as a result of national, regional and local developments;
- what stakeholders (particularly children, young people, families and carers) are identifying as areas of concern and emerging new needs;
- what areas for development are being identified through external review, assessment and inspection of services?

All this information contributes to the assessment of needs that underpins the development of this CYPP. The following sections provide a summary of the key messages from this assessment of needs.

BE HEALTHY

Performance and progress reviews indicate that.....

- Under 18 conception rates are not reducing in line with the target; however, our local Teenage Pregnancy Strategy has been judged to be robust, with the appropriate actions in place to address areas for improvement.
- Access to support and treatment for young people with substance misuse needs has improved. Evidence suggests that alcohol misuse is a greater concern locally than drugs.
- As for the region as a whole, obesity levels amongst children remain relatively high. An Obesity Strategy and Action Plan have been put in place, following feedback from the DoH National Support Team.
- Infant and perinatal mortality rates compare favourably with overall national average rates.
- Immunization rates are good, above national average rates in most cases.
- Local Sure Start programmes have helped more parents to access support for improving healthy lifestyles; however, further progress is needed to improve breastfeeding rates and reduce the proportion of mothers smoking during pregnancy.
- There are areas with high rates of children with decayed / missing / filled teeth.
- There has been good progress in developing access to comprehensive CAMHS provision. Waiting times for acute and non-acute services have improved and are at better levels than national averages. However, there

is a need to improve services for those with the more complex behavioural and mental health needs.

- Services for children with learning difficulties and / or disabilities have been judged as 'outstanding'; however, support for families remains an area for further development.
- Our schools are making very good progress in achieving Healthy Schools status.

Comments from children and young people:

"We need to eat more fruit."

"We need to eat healthy fast foods."

"We need a Teenage Café with healthy foods / drinks

"We need young people to teach young people about healthier lifestyles."

Responses from the TellUs3 survey suggest that children and young people in our area, compared to the national average:

- tend to eat less fruit and vegetables;
- are more likely to have been drunk recently;
- would like better information about alcohol and drugs;
- tend to worry less about school work; and about getting into trouble;
- feel they can talk to adults other than parents if they are worried.

STAY SAFE

Performance and progress reviews indicate that.....

- Our safeguarding arrangements have been judged to be good, with efficient and well-managed systems in place to safeguard and promote the welfare of children subject to child protection plans.
- Support for children in care is effective, with good levels of placement stability and arrangements for promoting their safety and welfare.
- There needs to be more consistent performance in the proportion of children being adopted.
- There is evidence emerging of an increase in domestic violence referrals to social care and other services

- There can be difficulties sometimes in finding foster carers with the required skills for children and young people with more specialist needs.
- Fostering and residential services have received positive inspection reports.
- Improvements are needed in the quality of casework across social work teams and the Youth Offending Service.
- Processes and protocols for the early identification of children missing from education have been judged to be effective.
- Progress has been made in addressing bullying: schools have been supported in the development of their anti-bullying policies; a system for recording and monitoring bullying is being piloted; some schools have achieved accreditation under the national DCSF Charter.
- The proportion of children (0-15) killed or seriously injured in road traffic accidents has been maintained at relatively low levels, compared to national averages.
- There has been effective targeting of support to reduce fire setting behaviour by young people.

Comments from children and young people:

“Staff in Parks or CCTV.”

“There should be counsellors in schools to help young people and the people who are the perpetrators (bullies).”

“Well under control, managing challenging behaviour, reasonably priced food and drink.”

“When we first leave care, we need a safe place to say”

Responses from the TellUs3 survey suggest that children and young people in our area, compared to the national average:

- tend to feel less safe around the local area, but feel safer on public transport;
- experience slightly less bullying.

ENJOY & ACHIEVE

Performance and progress reviews indicate that.....

- There has been a very good rate of improvement in pupils’ levels of attainment over the last few years. Achievement of children in the Early

Years Foundation Stage is now higher than that found nationally; and in the Primary phase (Key Stages 1 and 2) it has remained above that of similar council and national benchmarks for some years.

- In the Secondary phase, value added progress across KS2 to KS4 has continued an improving trend, such that the gap has now been closed between local and national attainment levels for 5+ GCSEs (or equivalent) at A*-C. However, securing more consistent improvement for pupils during Key Stage 3 remains an area for improvement.
- Overall outcomes of school inspections are positive; of the 17 schools inspected in 2008, 5 were deemed to be good or better, with 6 outstanding. The number of schools identified as 'causing concern' has reduced from 2 in 2007 to 1 in 2008. However, three schools have been placed in Ofsted designations following inspection over the past two years.
- There remain a small number of schools falling below national floor target levels; there is a need to continue to narrow the gap in achievement across schools, particularly through the National Challenge programme.
- Educational provision and outcomes for children in care has been judged as good, supported by the establishment of a Virtual School for these young people.
- Pupils of Pakistani heritage have not always reached the same levels of attainment as their White British peers, although results in 2007 and 2008 have shown very good rates of improvement for these pupils.
- Support to maintain all young people in education is effective, with low levels of pupil absence and of school exclusions.
- Provision for children and young people with learning difficulties and / or disabilities has been judged as outstanding, with well coordinated collaborative provision supporting early identification of needs. A newly established CAN (Complex and Additional Needs) Service will help to build further on this success.
- School admissions processes are effective with most pupils getting places in line with first preference.
- Good progress had been made in improving learners' achievements by the age of 19, with achievement at Level 2 ahead of similar councils and national averages, and higher than similar councils but still below the national average at Level 3. NVQ success rates have improved also at a good rate.
- The 14-19 Partnership has been assessed as strong, making good progress on the 14-19 strategy and maintaining a collaborative focus on the delivery of a broad mix of curriculum across the 14-19 age range.

- A Play Strategy is being implemented, involving a wide range of statutory and voluntary agencies, local community representation and children and young people.
- Over half of schools in the area are now providing access to the core offer for Extended Services, working towards the target for all schools to have this status by 2010.

Comments from children and young people:

“Need more places for 16-18 year olds for non-alcohol related chilling.”

“There are not enough green spaces for young people in the north east area.”

“The parks / play areas in the north east area are, generally, for little children and babies and not for older children.”

“Should get more adventure activities like paintball.”

“I want a place just too chill out, where we can go just to be with friends for fun; everywhere we go it seems like we have to be working towards certificates.”

Responses from the TellUs3 survey suggest that children and young people in our area, compared to the national average:

- tend not to enjoy school as much;
- feel they always learn a lot at school;
- do not rate as highly the activities to do in their area;
- are less likely to have been involved in activities outside of school.

MAKE A POSITIVE CONTRIBUTION

Performance and progress reviews indicate that.....

- Consultation with young people has had real influence in helping to ensure provision is more accessible and provides wider choice.
- Strong local networks, which include the voluntary sector and faith groups, help to engage hard to reach and vulnerable groups.
- The Youth Assembly is well established, with a range of representation from specific groups around homelessness, young asylum seekers, young people with physical and learning disabilities, young carers and gay and lesbian young people. The Assembly has links to regional and national activities, and has representation on the Children’s Trust Board.

- All reviews of children in care continue to take place within timescales, with all the young people able to actively participate in the process.
- Young carers' needs are not always recognised and responded to.
- Good preventative work by the youth offending service has contributed to the relatively low youth offending rate when viewed as a percentage of the rate per head of the 10 to 17 population. However, the proportion of young people in care involved in offending behaviour remains relatively high.
- Joint work with the Police and YOS is helping to reduce the rate of first time entrants into the youth justice system.
- The rate of re-offending remains high and above that of similar council and national averages.

Comments from children and young people:

"Please take interest in what I say."

"You should make more youth venues for older age groups like myself."

"The youth club I go to is not big but we have nice youth workers".

"Get a good facility for everyone."

"Facilities free for everyone."

Responses from the TellUs3 survey suggest that children and young people in our area, compared to the national average:

- are less likely to have given their views about the local area to a school council;
- do not rate as highly the parks and play areas in our area.

ACHIEVE ECONOMIC WELL BEING

Performance and progress reviews indicate that.....

- There has been good improvement in the proportion of young people progressing from school to post-16 education or training, with a very low proportion of young people whose situation is 'Not Known'.
- There has been steady reduction in the overall 16-18 NEET (Not in Education, Employment or Training) rate in the past few years, although that is now changing. Retention rates in EET at age 17 and 18 are an area for improvement.

- There has continued to be good support for more vulnerable groups, with relatively high levels of EET status achieved for young mothers, young offenders, young people leaving care, those looked after, and those with learning difficulty / disability.
- Development of the Young People's Homelessness Strategy has been endorsed as a model of best practice, receiving 'Centre of Excellence' status.
- The programme for all areas of the Borough to have access to Children's Centre provision remains on track for completion by 2010.

Comments from children and young people:

"Young people shouldn't just be kicked out of school as they need to work with them."

"There are issues with school in terms of the relevance of the curriculum to day-to-day life and the restraints. Needs to be more real life, hence life skills similar to Europe, especially as we need more education / training on managing money, financial education and debt management."

"There should be more jobs – all types of employment opportunities should be available."

"More training schemes for those young people who don't get all A*'s."

Responses from the TellUs3 survey suggest that children and young people in our area, compared to the national average:

- do not rate the area as highly, as a place to live in;
- do not have high aspirations to study to go to university;
- would find it a better place to live if it was cleaner with less litter, had more things to do, and was safer.

10. ACTION PLAN

There follows the Action Plan for the delivery of the key priorities. The following terms are used in the section for 'Outcomes and success criteria':-

LAA: refers to a performance indicator which is included within the Stockton-on-Tees Local Area Agreement;

NI: refers to one of the performance indicators from the National Indicator set (identified by a number);

VS: refers to an indicator from the NHS Vital Signs measures that are part of the national operating framework for PCTs;

Local: refers to a locally developed measure / performance indicator.

1.1.	Key Priority: Be Healthy.	
Promote positive sexual health and reduce the level of conceptions in under 18 year olds		
Key Strategic Links:		
Teenage Pregnancy Strategy, Stockton on Tees (S-o-T) Teaching PCT Annual Operational Plan, Young People's Substance Misuse Plan, IYSS Plan.		
Outcomes and success criteria	Target	
Vital Signs: Improve access to GUM clinics.	Access to GUM services (offered) – target of 100% of patients offered an appointment to be seen within 48 hours. Access to GUM services (seen) – target of 95% of patients are seen within 48 hours.	
LAA NI 112: Under 18 conception rate	Reduction in rate of 50% from 1998 baseline of 48.3 females per thousand aged 15-17 per thousand by 2010/11	
VSB13: Increased Chlamydia Screening	17% of the population aged 15-24 screened or tested for Chlamydia in 20010/11.	
Local: Increase the numbers of schools achieving the 'Healthy School Award'.	96% by December 2009.	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of Teenage Pregnancy Action Plan.	Plan to be reviewed annually	Teenage Pregnancy Partnership
Implementation and annual review of the Sexual Health Action Plan.	Plan to be reviewed annually	Teeswide Sexual Health Partnership

1.2.	Key Priority: Be Healthy.	
Reduce substance misuse (including alcohol and tobacco) by children and young people and reduce the effects on children, young people and family life.		
Key Strategic Links:		
Young People's Substance Misuse Plan, Youth Justice Plan, S-o-T Teaching PCT Annual Operational Plan		
Outcomes and success criteria	Target	
NI115: Reduced level of substance misuse by young people.	Target reduction to 11.1% for 2009/10 from 08/09 baseline of 14.2%	
Local: Ensure that all young offenders are screened for substance misuse , those with identified substance misuse needs receive specialist assessment within 5 working days and, following the assessment, access the early intervention and treatment services they require within 10 working days.	100%	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of the Young People's Substance Misuse action plan.	Plan to be reviewed annually	Hidden Harm Partnership
Implementation and annual review of the Hidden Harm Partnership action plan.	Plan to be reviewed annually	Hidden Harm Partnership
Implementation and annual review of the Smoking Cessation action plan.	Plan to be reviewed annually	Be Healthy Partnership
Implementation and annual review of the Alcohol Minimisation Strategy taking account of Scrutiny recommendations.	Plan to be reviewed annually	Be Healthy Partnership

1.3.	Key Priority: Be Healthy.	
Reduce levels of obesity in children and young people.		
Key Strategic Links:		
JSNA, Parenting Strategy, Obesity Pathway Plan, Play Strategy, Sports Strategy, S-o-T Teaching PCT Annual Operational Plan.		
Outcomes and success criteria	Target	
NI 55: Obesity in primary school age children in Reception. Rise in obesity is halted by 2010, and then reduced.	Reduce the percentage of children in Reception with height and weight recorded who are obese to 12.56% by 2010/2011 from 2006/07 baseline of 12.59%	
LAA NI 56: Obesity in primary school age children in Year 6. Rise in obesity is halted by 2010, and then reduced.	Reduce the percentage of children in Year 6 with height and weight recorded who are obese to 19.17% by 2010/2011 from 2006/07 baseline of 19.60%	
NI57: Children and young people's participation in high quality PE and sport	Due for introduction 2009/2010	
LAA NI 53: Prevalence of breastfeeding at 6-8 weeks from birth	Increase prevalence to 38% by 2010/2011 from 2007/08 baseline of 27%	
Local: Increase the numbers of schools achieving the 'Healthy School Award'.	96% by December 2009.	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of the Obesity Strategy and action plan, taking account of Scrutiny recommendations.	Plan to be reviewed annually	Obesity Strategy Group.
Implementation and annual review of the Healthy Schools Standards action plan	Plan to be reviewed annually	Be Healthy Partnership
Implementation and annual review of the Sport Strategy and action plan.	Plan to be reviewed annually	Head of Service, Leisure & Culture.
Implementation and annual review of the Play Builder action plan.	Plan to be reviewed annually	Play Partnership

1.4.	Key Priority: Be Healthy.	
Improve the mental health and emotional well-being of children and young people.		
Key Strategic Links:		
JSNA, Parenting Strategy, Obesity Pathway Plan, Play Strategy, Sports Strategy, S-o-T Teaching PCT Annual Operational Plan, Teeswide CAMHS Strategy.		
Outcomes and success criteria	Target	
Local: Increase the percentage of mental health inpatients aged under 18 in CAMHS ward	Maintain at 0 to 2012	
NI50: Emotional health of children (based on responses to questions in the TellUs survey)	Target of 72.6% positive responses for 2009/10 from 08/09 baseline of 64.8%	
NI51: Effectiveness of CAMHS (based on a rating of 1 to 4 for each of the four themes in the assessment framework).	Improve rating of annual self assessment from current 12 to 14 by April 2011	
Local: All young offenders who are assessed as manifesting acute mental health are referred by YOTs to CAMHS within 5 working days and non-acute referred by YOTs to CAMHS within 15 working days.	95% of referrals of juveniles manifesting non-acute mental health difficulties to CAMHS are within 5 working days by 2012.	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of the Teeswide CAMHS Strategy and development of locality plan with a focus on tiers 1 & 2.	Plan to be reviewed annually	Teeswide CAMHS Strategy Steering Group
Development of a ASD/ADHD care pathway.	April 2010	Teeswide CAMHS Strategy Steering Group. Complex and Additional Needs Review Group
Development and delivery of TAMHS (Targeted Mental Health in Schools) project.	March 2011	Children's Trust Management Team

1.5.	Key Priority: Be Healthy.	
Improve and develop support for families with disabled children and young people		
Key Strategic Links:		
JSNA, Aiming High for Disabled Children, CAN Strategy, S-o-T Teaching PCT Annual Operational Plan, Young Carers Strategy.		
Outcomes and success criteria	Target	
NI54: Services for disabled children.	New measure due for introduction in 2009/10	
Local: Increased take-up of short term breaks provision.	Target to be determined	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of Transition Strategy and action plan.	Plan to be reviewed annually	Complex and Additional Needs Review Group
Implementation and annual review of the Complex and Additional Needs action plan.	Plan to be reviewed annually	Complex and Additional Needs Review Group
Review and reconfiguration of Special Educational Needs provision.	March 2010	Children's Trust Management Team
Implementation and annual review of the Aiming High for Disabled Children action plan.	Plan to be reviewed annually	Complex and Additional Needs Review Group

2.1.	Key Priority: Stay Safe.	
Ensure effective multi-agency safeguarding of our most vulnerable children and young people		
Key Strategic Links:		
Local Safeguarding Children Board Action Plan, Laming Review		
Outcomes and success criteria	Target	
NI65: Children becoming subject of a child protection plan for a second or subsequent time.	Maintain re-registrations of children with a child protection plan (CPP) between 10-15% by 2012. from 2007/08 baseline of 9.9%	
Local: Percentage of de-registrations that had been on the child protection register for 2+ years.	Maintain at 0% for 2012.	
NI59: Initial Assessments for children's social care carried out within 7 working days of referral.	Target of 92% by 2010/2011 from a 2007/08 baseline of 86%	
NI60: Core assessments for children's social care that were carried out within 35 days of their commencement.	Performance in timely completion of core assessments and aim to achieve 90%+ by 20011/12 from a 2007/08 baseline of 86%	
NI67: Child protection cases which were reviewed within required timescales.	Maintain 100% of reviews of children with a CPP are completed in timescales by 2012.	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of the Local Safeguarding Children' Board action plan.	Plan to be reviewed annually	Local Safeguarding Children Board
Respond to internal review of child protection and outcomes of the national Laming Review.	Oct 2009	Local Safeguarding Children Board
Implementation and annual review of the children and family elements of the Domestic Violence Strategy.	March 2010	Local Safeguarding Children Board
Review and implement all safeguarding policies and procedures across all partners to ensure full compliance.	March 2010	Local Safeguarding Children Board
Implement the National Improving Information Sharing and Management (IISaM) programme.	In line with national timescales	Information Sharing Board
Support the implementation of the PREVENT Strategy.	Plan to be reviewed annually	Local Safeguarding Children Board

2.2.	Key Priority: Stay Safe.	
Continue to improve the outcomes for Children in Care		
Key Strategic Links:		
Corporate Parenting Strategy, Placement Strategy.		
Outcomes and success criteria	Target	
NI62: The percentage children in care with 3 or more placements during the year.	Sustain at <10% by 2012 from 2007/08 baseline of 10.3%	
Local Percentage of children in care adopted during the Year.	Improve to >=8% by 2012	
NI66: looked after children reviews conducted within required timescales.	100% of children in care reviews are conducted in timescales by 2012 from 2007/08 baseline of 98.5%.	
LAA NI63: Stability of placements of looked after children: Length of placement.	Improve to 68% by 2010/11 from 2006/07 baseline of 54.7%	
NI71: Children who have run away from home / care overnight.	Due for introduction 2009/2010	
Local: Percentage of children in care missing 25 + school days per year – sustain below 10%.	Sustain below 10% to 2012	
NI148 LAA: Care leavers in employment, education and training.	>70% in 2010/11 from 2006/07 baseline of 72%	
Local: Reduce the percentage of children newly in care during the year and still in care at 31 March, who were placed more than 20 miles from their home address from which first placed.	<6% by 20102	
Key actions to implement the priority	Timescale	Who is responsible
Review and update the Corporate Parenting Strategy.	December 2009	MALAP
Agree and implement the Placement Strategy	June 2009	Children's Trust Management Team

2.3.	Key Priority: Stay Safe.	
Improve children and young people's feelings and experience of safety in the family and in the community		
Key Strategic Links:		
Community Safety Plan, Local Safeguarding Children Board Action Plan, Reducing Reoffending Action Plan		
Outcomes and success criteria	Target	
NI69: Children who have experienced bullying (based on responses to questions in the annual TellUs survey)	Target to reduce the proportion responding 'yes' to the TellUs survey of 'How often, if at all, have you been bullied' to 43.5% for 2009/10, from 08/09 baseline of 47.3%	
Key actions to implement the priority	Timescale	Who is responsible
To support schools in achieving DCSF Bullying – A Charter for Action.	Rolling programme reviewed every 2 years	Enjoy and Achieve Board
Implement the community safety elements of the LSCB action plan.	2011	Local Safeguarding Children Board

3.1.	Key Priority: Enjoy and Achieve.	
Raise achievement for all children, particularly for vulnerable and hard to reach groups, through continued improvements in educational attainment across key stages.		
Key Strategic Links:		
14-19 Strategy, Corporate Parenting Strategy, MALAP Action Plan, Aiming High for Disabled Children		
Outcomes and success criteria	Target	
NI72: Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.	66.9% by 2009/2010	
NI92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest.	32.6% by 2009/2010	
NI93: Progression by 2 levels in English between Key Stage1 and Key Stage 2.	91% by 2009/2010	
NI94: Progression by 2 levels in English between Key Stage1 and Key Stage 2.	88% by 2009/2010	
NI73: Achievement at level 4 or above in both English and Maths at Key Stage 2.	82% by 2009/2010	
NI74: Achievement at level 5 or above in both English and Maths at Key Stage 3.	76% by 2009/2010	
NI75: Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths	53.2% 2009/2010	
NI99: Children in care reaching level 4 in English at KS2	30.8% 2009/2010	
NI100: Children in care reaching level 4 in Maths at KS2	30.8% 2009/2010	
NI101: Children in Care achieving 5 or more A*-C grades at GCSE or equivalent including English and Maths	9.5 % 2009/2010	
Local: Percentage of care leavers' aged 16+ to have at least 1 GCSE or equivalent.	Sustain at 75% during 2008-2011.	

NI 91 Participation of 17 year olds in education or training	Target to be determined	
Local: The number of LA maintained schools moving from SRAS (Schools Requiring Additional Support) to an Ofsted inspection designation.	Achieve and maintain at 0	
Key actions to implement the priority	Timescale	Who is responsible
Deliver the Virtual School to raise achievement standards for young people in care	Annual School Development Plan	MALAP
Implement strategy to improve further the educational performance of children and young people from Pakistani communities	In line with JAR Action Plan	Enjoy and Achieve Board
Improve robustness of performance monitoring and challenge to secure more consistent improvement across Key Stage 3	Annual Review	Enjoy and Achieve Board
Narrow the gap in attainment through implementation of the National Challenge Programme	2012	Enjoy and Achieve Board

3.2.	Key Priority: Enjoy and Achieve.	
Secure further improvement in young people's participation, retention and achievement in further education, training and employment		
Key Strategic Links:		
14-19 Strategy, MALAP Action Plan, CAN Strategy and Action Plan, 14-29 NEET Reduction Strategy		
Outcomes and success criteria	Target	
NI90: Take up of 14-19 learning diplomas	First diplomas to be introduced in 2009/10	
NI79: Achievement of a Level 2 qualification by the age of 19	Target to be determined	
NI80: Achievement of a Level 3 qualification by the age of 19	Target of 54% by 2010/11 from 2005/06 baseline of 43.2%	
NI85: Post 16 participation in the physical sciences (A Level Physics, Chemistry and Maths)	Target to be determined	
Key actions to implement the priority	Timescale	Who is responsible
Continue to develop the 14-19 Partnership: review and implement the 14-19 Strategy.	Annual review	14-19 Partnership Board
Implementation and annual review of IAG Quality Standards action plan.	Plan to be reviewed annually	14-19 Partnership Board
Deliver the new arrangements for commissioning of post 16 provision in line with the national programme arising from the 'Raising Expectations' white paper and changes in the 'Machinery of Government'.	Commissioning plan in place from September 2012	14-19 Partnership Board

3.3.	Key Priority: Enjoy and Achieve.	
Increase enjoyment by improving access, participation, inclusion, progression, curriculum flexibility and enrichment across phase.		
Key Strategic Links:		
14-19 Strategy, 14-19 Partnership Plan, SEN Strategy, Inclusion Strategy, Sfc2 (BSF), CAN Strategy.		
Outcomes and success criteria	Target	
Local: The proportion of parents receiving first choice school place for their child	To be sustained at a minimum of 98% in 2008 (review targets for 2009 onwards following implementation of equal ranking).	
LAA NI 87: Reduce the percentage of persistent absentee secondary school pupils (those missing 20% or more of the school year).	2009 target 5.5% from 2007/08 baseline of 5.9%	
Local: Percentage of children in care missing 25 + school days per year.	Target to be determined.	
Key actions to implement the priority	Timescale	Who is responsible
Implement and embed Behaviour and Attendance partnership working.	April 2010	Enjoy and Achieve Board
Support the development of learning communities through integrated working.	Summer 2010	Enjoy and Achieve Board
Develop and implement flexible provision for all 14-19 year olds	2012	14-19 Partnership Board
Transform learning by implementing Building Schools for the Future plans	2012/13	BSF Board
Implement the recommendations of CAN strategy for children and young people with complex needs	2012	Enjoy and Achieve Board/Be Healthy Partnership

3.4.	Key Priority: Enjoy and Achieve.	
Increase the range of accessible culture, leisure, sporting and social activities for children and young people by developing services across statutory, voluntary and independent sectors.		
Key Strategic Links:		
Participation, Involvement and Consultation Strategy, Culture Strategy 2007-12, Play Strategy, Sports Strategy		
Outcomes and success criteria	Target	
NI 88: Percentage of schools providing access to extended services	100% By September 2010	
Local: Increase the numbers of schools achieving the 'Healthy School Award'.	96% by December 2009	
Key actions to implement the priority	Timescale	Who is responsible
Support and challenge schools and partners to deliver high quality sport and physical activity.	2012	Head of Arts, Leisure & Culture.
Implementation and annual review of the Play Strategy action plan	Plan to be reviewed annually	Enjoy and Achieve Board / Be Healthy Partnership
Implementation and annual review of the Extended Schools Strategy action plan	Plan to be reviewed annually	Positive Contribution/Achieving Economic Wellbeing Partnership
Delivery of further Youth Café provision across Stockton-on-Tees.	March 2010	Children's Trust Management Team

4.1.	Key Priority: Make a Positive Contribution.	
Enhance the involvement and participation of children and young people, parents and carers in community life, positive activities and in the development of services to meet identified need.		
Key Strategic Links:		
Participation, Involvement and Consultation Strategy, Corporate Consultation Strategy		
Outcomes and success criteria	Target	
Local: Children in care communicate their views for each of their statutory reviews using a range of mechanisms including personal participation, written or electronic communication or independent representation	Maintain at 100%.	
Local: Volunteering measure.	Targets to be determined	
NI110: Young People's participation in positive activities.	Target increase to 72.6% for 2009/10 from 08/09 baseline of 64.8%	
Key actions to implement the priority	Timescale	Who is responsible
Implement and review of the Participation, Involvement and Consultation action plan	Plan to be reviewed annually	PIC Network Steering Group
Develop more opportunities for children and young people to engage in volunteer programmes including the "V" Scheme	Annual programme	Positive Contribution / Economic Well Being Partnership
Complete the review of the Youth Service and Youth Service provision and develop and implement the action plan.	Review completed by July 2009	Children's Trust Management Team
Implementation and annual review of Young Carers Strategy and action plan	Plan to be reviewed annually	Children's Trust Management Team

4.2.	Key Priority: Make a Positive Contribution.	
Reduce levels of youth offending and anti-social behaviour.		
Key Strategic Links:		
Youth Justice Plan, Probation Service Annual Plan, Parenting Strategy, Community Safety Plan.		
Outcomes and success criteria	Target	
Local: The percentage of children in care, as ratio to % of all children, given final warnings, reprimands and convictions	Target of <3 for 2009/10.	
NI45: Young offenders engaged in suitable education, training and employment.	Target of 90% for 2009/10 comprising of 95% for those of statutory school age (SSA) and 82% for those above statutory school age (ASSA) from 2007/08 baseline of 88.1% (SSA) and 64.8% (ASSA)	
NI43: Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Target of < 5% for 2009/10 from 2007/08 baseline of 2.7%	
NI19: Reduce re-offending rate by young offenders.	Target to be determined	
LAA NI111: First time entrants to the Youth Justice System aged 10-17.	Reduce to a maximum of 453 in 2008/09 to be updated.	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of the Youth Justice Plan	Plan to be reviewed annually	Youth Offending Service Management Board
Implementation and annual review of the Youth Crime Action Plan.	Plan to be reviewed annually	Youth Offending Service Management Board
Implementation and annual review of the Targeted Youth Initiative action plan	Plan to be reviewed annually	Positive Contribution / Economic Well Being Partnership
Implementation and annual review of of the Targeted Youth Support Self Assessment Action Plan	Plan to be reviewed annually	Positive Contribution / Economic Well Being Partnership
Implementation and annual review of the Diverting Young People from Offending priorities of the Community Safety Plan.	Plan to be reviewed annually	Positive Contribution / Economic Well Being Partnership

5.1.	Key Priority: Achieve Economic Well-being.	
Improve progression, participation and retention in education, employment and training		
Key Strategic Links:		
IYSS Plan, 14-19 Strategy; NEET Strategy		
Outcomes and success criteria	Target	
NI117: The proportion of 16-18 year olds who are NEET	Reduce to 9.0% or below by 2009/10 (based on place of learning).from 2006/07 baseline of 12.6%	
Local: Reduction in the proportion of 16-18 year olds who are recorded as 'situation not known'	Maintain at less than 4% and sustain to 2010/2011	
Local: Reduction in the proportion of vulnerable young people who are NEET will be achieved	Targets to be determined	
Local: Increase the proportion of 17and 18year olds who are retained in EET	Targets to be determined	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of the NEET Strategy, as part of the 14-19 Strategy (see Enjoy & Achieve priority 3.2)	Plan to be reviewed annually	Positive Contribution / Economic Well Being Partnership
Further develop transition arrangements for LD/D young people by implementing Person Centred Planning at 14+	April 2010	Complex and Additional Needs Review Group

5.2.	Key Priority: Achieve Economic Well-being.	
Reduce youth homelessness and develop more appropriate range of responses to minimise its impact		
Key Strategic Links:		
Young Persons' Homelessness Strategy; Homelessness Strategy		
Outcomes and success criteria	Target	
NI147: Care leavers in suitable accommodation.	No young person to be placed in bed and breakfast accommodation by 2010 (except in emergency cases as in Youth Homelessness Strategy)	
Local: Reduction in young people becoming homeless	20% reduction from 08/09 baseline by 2010	
Local: Reduction in young people repeatedly presenting as homeless and not progressing to successful and sustained tenancies	20% reduction from 08/09 baseline by 2010	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of the Young People's Homelessness Strategy (2008 – 2011).	Plan to be reviewed annually	Positive Contribution / Economic Well Being Partnership

6.1.	Key Priority: Service Management and Cross-cutting Priorities.	
Support and develop family wellbeing.		
Key Strategic Links:		
Workforce Development Strategy, Adults Vision, CAN Strategy, Older People Strategy, Culture Strategy; Parenting Strategy; Childcare Strategy; Extended Schools Strategy.		
Outcomes and success criteria	Target	
Local: Children and young people and their families are able to access the full range of services through extended schools/children's centres	Completion of Children's Centre Programme by March 2010 Completion of Extended Schools Programme by September 2010	
LAA NI109: Number of SureStart Centres.	13 centres to be delivered by 2009/10.	
LAA NI116: Proportion of children living in poverty.	Target to be determined	
NI118: Increased take up of formal childcare by low income working families.	Target to be determined	
Local: Increase the take up of school lunches for those children entitled to free school meals	Target to be determined	
Key actions to implement the priority	Timescale	Who is responsible
Implementation and annual review of the Parenting Strategy action plan (2008-2011).	Plan to be reviewed annually	Children's Trust Management Team
Embed Integrated Services structures and review and evaluate their impact.	March 2010	Children's Trust Management Team
Deliver the CAF action plan	2009/10	Children's Trust Management Team
Implement and review the Lead Professional programme	Annual review	Children's Trust Management Team
Review Children's Health Services against the national Child Health Strategy and the NSF (National Service Framework).	March 2010	Be Healthy Partnership
Review and develop appropriate intergenerational activities.	March 2010	Senior Group Management Team

Complete the programme to establish access to Children's Centres across all areas of the Borough	April 2010	Positive Contribution / Economic Wellbeing Partnership
Implementation and annual review of the Childcare Strategy action plan to address gaps in provision and manage the local childcare market	3 year strategy (2008/2011)	Positive Contribution / Economic Wellbeing Partnership
Implementation and annual review of the Extended Schools Strategy	September 2010	Positive Contribution / Economic Wellbeing Partnership
Review the commissioning of advice, guidance and information services for families and young people	April 2010	Positive Contribution / Economic Wellbeing Partnership
Review financial support arrangements for children and families living within poverty	April 2011	Positive Contribution / Economic Wellbeing Partnership
Promote the uptake of free school meals and further develop breakfast clubs	April 2010	Positive Contribution / Economic Wellbeing Partnership

6.2.	Key Priority: Service Management and Cross-cutting Priorities.	
Implement major capital programmes to improve quality of learning and school buildings		
Key Strategic Links:		
14-19 Strategy; Schools Organisational Plan; BSF Strategies for Change; PCP Strategy		
Key actions to implement the priority	Timescale	Who is responsible
Develop and implement Building Schools for the Future (BSF programme)	Submit outline business case, summer 2009 Agree contracts for building projects, 2011/12. Complete building programme and open schools, from 2012/13	Building Schools for the Future Board
Implement Primary Capital Programme (PCP)	In line with national timescales	Primary Capital Programme Board

6.3.	Key Priority: Service Management and Cross-cutting Priorities.	
Review of governance arrangements in line with DCSF guidance on Children's Trusts		
Key Strategic Links:		
Children's Plan (DCSF), Guidance on Children's Trusts (DCSF)		
Outcomes and success criteria	Target	
Local: CTB meeting government guidance and legislation	March 2010	
Key actions to implement the priority	Timescale	Who is responsible
Review present CTB arrangements and implement actions arising	March 2010	Children's Trust Board
Complete programme of Partnership Health checks for CTB partnership groups	March 2010	Children's Trust Board

6.4.	Key Priority: Service Management and Cross-cutting Priorities.	
Implement the Children's Workforce Development Strategy.		
Key Strategic Links:		
This priority supports all the key priorities and objectives under the 5 ECM outcomes.		
Key actions to implement the priority	Timescale	Who is responsible
Delivery of Workforce Development Strategy and action plan	Annual review of action plan	Children's Trust Management Team

Glossary of Terms

ADHD	Attention Deficit Hyperactivity Disorder
APA	Annual Performance Assessment
ASD	Autistic Spectrum Disorder
BME	Black and Minority Ethnic
BSF	Building Schools for the future
CAA	Comprehensive Area Assessment
CAF	Common Assessment Framework
CAN	Complex and Additional Needs
CAMHS	Child and Adolescent Mental Health Services
CIC	Children in Care
CRB	Criminal Records Bureau
CPP	Child Protection Plan
CTB	Children's Trust Board
CYPP	Children and Young People's Plan
DCSF	Department for Children, Schools and Families
DoH	Department of Health
eCAF	Electronic Common Assessment Framework
ECM	Every Child Matters
EET	Employment, Education and Training
EIT	Efficiency, Improvement and Transformation
GUM	Genito-Urinary Medicine
IAG	Information Advice and Guidance

ICS	Integrated Children's System
IISAM	Improving Information Sharing and Management
ISA	Integrated Services/Integrated Service Areas
IYSS	Integrated Youth Support Services
JAR	Joint Area Review
JSNA	Joint Strategic Needs Assessment
KS	Key Stage
LA	Local Authority
LAA	Local Area Agreement
LSC	Learning and Skills Council
LSCB	Local Safeguarding Children Board
MALAP	Multi Agency Looked After Partnership
NEET	Not in Employment, Education and Training
NI(S)	National Indicator Set
NSF	National Service Framework
NRF	Neighbourhood Renewal Fund
NVQ	National Vocational Qualification
PAYP	Positive Action for Young People
PCP	Primary Capital Programme
PCT	Primary Care Trust
PE	Physical Education